

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, March 31, 2015
10:30 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN CINDY BASS
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN BOBBY HENON
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN ED NEILSON
COUNCILMAN DAVID OH
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA
COUNCILWOMAN MARIAN B. TASCO

BILLS 150162, 150163, and 150164
RESOLUTION 150179

- - -

1
2 COUNCIL PRESIDENT CLARKE: Good
3 morning, everyone. This hearing is
4 called to order. I recognize the
5 presence of a quorum of Committee
6 members. This is a public hearing of the
7 Committee of the Whole regarding Bills
8 No. 150162, 150163, 150164, and
9 Resolution No. 150179.

10 Ms. Lewis, please read the
11 titles of the bills and resolution.

12 MS. LEWIS: Bill No. 150162, an
13 ordinance to adopt a Capital Program for
14 the six Fiscal Years 2016 through 2021
15 inclusive.

16 Bill No. 150163, an ordinance
17 to adopt a Fiscal 2016 Capital Budget.

18 Bill No. 150164, an ordinance
19 adopting the Operating Budget for Fiscal
20 Year 2016.

21 And Resolution No. 150179,
22 providing for the approval by the Council
23 of the City of Philadelphia of a Revised
24 Five Year Financial Plan for the City of
25 Philadelphia covering Fiscal Years 2016

1 3/31/15 - WHOLE - BILL 150162, etc.
2 through 2020, and incorporating proposed
3 changes with respect to Fiscal Year 2015,
4 which is to be submitted by the Mayor to
5 the Pennsylvania Intergovernmental
6 Cooperation Authority (the "Authority")
7 pursuant to the Intergovernmental
8 Cooperation Agreement, authorized by an
9 ordinance of this Council approved by the
10 Mayor on January 3rd, 1992 (Bill No.
11 1563-A), by and between the City and the
12 Authority.

13 COUNCIL PRESIDENT CLARKE:

14 Thank you, Ms. Lewis.

15 Today we begin public hearings
16 of the Committee of the Whole to consider
17 various bills read by the Clerk that
18 constitute proposed operating and capital
19 spending measures for Fiscal 2016, a
20 Capital Program and a forward-looking
21 Capital Plan for Fiscal Years 2015
22 through 2021.

23 Today we will hear the
24 testimony from the Administration on the
25 Five Year Plan, and I do believe we have

1 3/31/15 - WHOLE - BILL 150162, etc.

2 Mr. Gillison and Ms. Rhynhart and

3 Mr. Dubow.

4 (Witnesses approached witness
5 table.)

6 COUNCIL PRESIDENT CLARKE: Good
7 morning.

8 MR. GILLISON: Good morning,
9 Council President Clarke, members of City
10 Council. I am Everett Gillison, Chief of
11 Staff in the Office of Mayor Michael A.
12 Nutter. On behalf of the Mayor, I am
13 pleased to provide testimony on the
14 Proposed Fiscal '16 Operating Budget and
15 the Proposed Fiscal '16 through '20 Five
16 Year Financial and Strategic Plan. With
17 me today are Rob Dubow, the City's
18 Finance Director, and Rebecca Rhynhart,
19 the City's Budget Director. A number of
20 City officials are in the audience.

21 Philadelphia continues to make
22 progress on several fronts after
23 weathering the Great Recession and the
24 severe fiscal impact it had on our city.
25 And while we still face fiscal

1 3/31/15 - WHOLE - BILL 150162, etc.
2 challenges, our tax receipts are growing
3 moderately, new residents continue to
4 move into the City, and businesses
5 continue to invest and create jobs in
6 Philadelphia.

7 Tax revenues in Fiscal '15 are
8 projected to perform better than
9 budgeted, largely due to higher than
10 expected growth in the real estate
11 property transfer tax and the wage and
12 earnings tax, although we have had to
13 reduce our projections for the sales tax
14 and property tax. The sales tax has
15 performed below our budgeted projections
16 and the real estate property tax is
17 projected to be below projections due to
18 higher than anticipated appeal losses.

19 In the Proposed Fiscal '16
20 budget, total revenues increase 1.8
21 percent to a total of \$3.85 billion.
22 Total General Fund tax revenues in Fiscal
23 '16 are estimated at 2.856 billion, an
24 increase of \$77 million or, looked at
25 another way, 2.8 percent over Fiscal '15

1 3/31/15 - WHOLE - BILL 150162, etc.
2 projections. The Fiscal '16 Proposed
3 Budget includes the continuation of wage
4 tax cuts, which were resumed in Fiscal
5 '14 after being halted during the
6 recession. Multiple studies and two Tax
7 Reform Commissions have concluded that
8 wage tax reductions encourages businesses
9 to locate and expand in Philadelphia,
10 increasing jobs over time. In addition,
11 the Fiscal '16 revenues reflect an
12 additional \$23 million reduction in
13 business income and receipts tax due to
14 the tax reform legislation passed by City
15 Council in Fiscal '12. These reductions
16 are partially offset by projected growth
17 in the City's tax bases. Based on
18 year-to-year results and discussions with
19 our outside economic consultant, the wage
20 and earnings tax base and the realty
21 transfer tax base are projected to have
22 strong growth in Fiscal '15 and '16. The
23 sales tax base is projected to have weak
24 growth, and the real estate tax base is
25 projected to decline by 1.73 percent in

1 3/31/15 - WHOLE - BILL 150162, etc.
2 Fiscal '15 due to the impact of appeals.
3 As Fiscal '14 appeals are not yet
4 complete, the Office of Property
5 Assessment will complete a partial
6 reassessment for Fiscal '16 of areas in
7 the City where the residential properties
8 may have been under or overvalued,
9 resulting in an anticipated tax base
10 growth of 1.5 percent. The next citywide
11 reassessment of all properties is
12 projected to occur in Fiscal '17.

13 We are navigating a new normal.
14 As tax revenues increase modestly and
15 savings from efficiencies are realized,
16 we must make important choices about how
17 to invest taxpayer dollars. This Five
18 Year Plan makes clear our priorities.

19 Our primary priority: we must
20 invest in our children. Together, the
21 Administration and City Council have
22 implemented legislation that contributed
23 more to the District in terms of total
24 dollar increases, \$360 million, than in
25 any similar period over the past 30

1 3/31/15 - WHOLE - BILL 150162, etc.
2 years. These increased dollars have come
3 from improved collections, new and
4 increased taxes, including a \$2 per pack
5 tax on cigarettes, property, use and
6 occupancy tax increases, the permanent
7 extension of the additional 1 percent
8 sales tax, parking rates and fine
9 increases, and increased contributions
10 from the City's General Fund.

11 In February, Superintendent
12 Hite requested increased support from the
13 District's major funders - \$103 million
14 from the City and \$206 million from the
15 Commonwealth. These investments would
16 enable the District to provide social,
17 emotional, and behavioral health
18 interventions and support to many more
19 students who experience adverse childhood
20 experiences; counseling, nursing, and
21 library services to students who
22 experienced declines in these services;
23 more opportunities for students to
24 participate in advanced programming such
25 as Advanced Placement, International

1 3/31/15 - WHOLE - BILL 150162, etc.
2 Baccalaureate, and dual enrollment; and
3 resources to support District turnaround
4 schools and expand or replicate
5 high-performing schools.

6 This Five Year Plan proposes to
7 meet the revenue request of the District
8 through a property tax increase to
9 generate approximately \$105 million for
10 the District, assuming a July 1st, 2015
11 implementation date. The total tax rate
12 would increase from 1.34 percent to 1.465
13 percent.

14 While the City has made
15 significant efforts to increase funding
16 to schools and propose to make additional
17 contributions, truly adequate funding is
18 not possible without establishing a full
19 and fair statewide funding formula for
20 basic education. The Administration's
21 proposal should also be viewed alongside
22 the budget proposal from Governor Wolf.
23 The Wolf Administration has proposed an
24 increase of \$160 million for the school
25 from the basic and special education

1 3/31/15 - WHOLE - BILL 150162, etc.
2 funding lines in Fiscal '16. In Fiscal
3 '17, through a comprehensive tax reform
4 effort, the Governor proposes providing
5 an additional \$452 million for tax relief
6 in the City over the current \$86 million
7 we already receive. These funds would be
8 used to further reduce wage tax rates in
9 Philadelphia, provide additional dollars
10 to the City's Pension Fund, which is 400
11 million over four years, repeal the
12 cigarette tax in the City and replacing
13 it with a stable \$60 million annual for
14 the District, and provide for an
15 additional \$26,650 per homeowner in
16 homestead exemption. For a typical
17 homeowner with a homestead exemption,
18 their property tax bill would decline by
19 \$287 annually when combining the
20 increased funds proposed for the schools
21 with the Governor's relief program from
22 Fiscal '15 to Fiscal '17.

23 The Fiscal '16 budget also
24 proposes a number of modest new
25 investments. The largest investment in

1 3/31/15 - WHOLE - BILL 150162, etc.
2 the Fiscal '16 proposed budget, \$5.5
3 million, is to strengthen building safety
4 as recommended by the Special Independent
5 Advisory Commission. In Fiscal '17, this
6 proposed investment rises to \$9.7
7 million, and in Fiscal '18, it rises to
8 10.8 million. Under this phased
9 approach, initiatives that could be
10 implemented in the short term would be
11 funded in '16, while those requiring more
12 time for recruitment and training of
13 staff and cross-departmental
14 collaboration would receive funding in
15 Fiscal '17 and '18. Initiatives that are
16 proposed to be funded in Fiscal '16 were
17 chosen based on their direct impact to
18 public safety. The \$5.5 million Fiscal
19 '16 investment is allocated as follows:
20 \$3 million to the Department of License
21 and Inspections; \$1.2 million to the Fire
22 Department; \$1.1 million for employee
23 benefits associated with the 43 new hires
24 in Fiscal '16; and \$160,000 split between
25 the Managing Director's Office and the

1 3/31/15 - WHOLE - BILL 150162, etc.

2 Office of Innovation and Technology to
3 support the Department of License and
4 Inspections.

5 Other key investments include
6 3.9 million for the Department of Parks
7 and Recreation to expand the Summer Jobs
8 program to help with youth unemployment;
9 \$3.4 million for the Community College of
10 Philadelphia to offset the need for
11 tuition increases as well as to fund
12 capital needs; 3.6 million for the Police
13 Department to begin implementing the use
14 of body cameras and ballistic vests,
15 tasers, and ammunition for additional
16 training exercises; \$3 million to the
17 Office of Fleet Management to replace
18 aged, unreliable vehicles for citywide
19 departments; 2.5 million for the Office
20 of Innovation and Technology to institute
21 a five-year replacement schedule for PCs
22 across City departments and to fund
23 operating costs associated with a new
24 data warehouse for the Revenue
25 Department, which is expected to generate

1 3/31/15 - WHOLE - BILL 150162, etc.
2 additional tax revenue; \$1 million to the
3 Free Library to fund the Read by 4th!
4 Campaign; 1.1 million to the Commerce
5 Department to fund the Philly Talent
6 Collaborative; 1.6 million to the Revenue
7 Department to fund Earned Income Tax
8 Credit filing program outreach and
9 increased costs for postage; \$1 million
10 to the Department of Public Property to
11 fund increased contractual obligations
12 and the maintenance for the exterior of
13 City Hall and to fund a study on space
14 needs for City records; \$895,000 to the
15 Fire Department for equipment purchases
16 and cleaning of bunker gear; 686,000 for
17 the District Attorney to fund increased
18 costs for contractual obligations; and
19 \$520,000 to the City Commissioners to
20 fund the ongoing maintenance of the
21 City's voting machines. Each of these
22 investments is essential to meeting at
23 least one of the five goals that the
24 Mayor has established for the City.

25 The proposed Fiscal '16 budget

1 3/31/15 - WHOLE - BILL 150162, etc.
2 expenditures total \$3.95 billion, an
3 \$89.6 million increase, which is 2.3
4 percent, from Fiscal '15 current
5 projection, primarily a result of rising
6 pension and health/medical costs and
7 \$27.4 million which is due to the
8 arbitration award costs for the Police
9 Department. Including all of the other
10 increases and decreases in the budget,
11 the remaining \$11.5 million represents a
12 net increase of only 0.3 percent.

13 The proposed budget and Five
14 Year Plan seeks to preserve the City's
15 core services while making Philadelphia a
16 safer, smarter, healthier, greener City
17 where people want to live and do business
18 while operating efficiently and
19 effectively as a first-class city.

20 Thank you for the opportunity
21 to testify on behalf of the
22 Administration regarding the Fiscal '16
23 Proposed Operating Budget and Proposed
24 Fiscal '16 through '20 Five Year
25 Financial and Strategic Plan. I have

1 3/31/15 - WHOLE - BILL 150162, etc.
2 with me the senior officials of the
3 Administration, and with their
4 assistance, as necessary, we will be
5 happy to answer any questions that you
6 might have.

7 COUNCIL PRESIDENT CLARKE:

8 Thank you. Thank you, Mr. Gillison. I
9 have a couple of questions and then I'll
10 pass it on to the members of Council.

11 Page 22 of the Five Year Plan,
12 the real property tax transfer revenue
13 has consistently been trending upward
14 recently, revenues currently projected 20
15 percent higher. But when we look at our
16 Housing Trust Fund revenue, it's not been
17 reaching its expected target, and I'm
18 assuming that that's based on the fact
19 that it's a flat fee for recording fees
20 that generates revenues for the Housing
21 Trust Fund.

22 Given the increases in the
23 transfer tax, would it be reasonable to
24 approach the recording fees, because we'd
25 like to realize additional revenue for

1 3/31/15 - WHOLE - BILL 150162, etc.
2 the Trust Fund since it deals with a
3 category of people that we referenced
4 earlier, would we be within the law if we
5 did it based on percentage or did the
6 state law only authorize us to do a flat
7 fee?

8 MR. GILLISON: I'm not sure,
9 but we can research that. That's a very
10 good question. I would think if there's
11 no state law, then it would obviously be
12 up to us as a city of the first class.
13 But I don't know if there's any --

14 COUNCIL PRESIDENT CLARKE: Does
15 anybody here know?

16 MR. GILLISON: I think Deb
17 McColloch said she might have some
18 insight.

19 COUNCIL PRESIDENT CLARKE: I
20 know she's responsible for the Trust
21 Fund.

22 (Witness approached witness
23 table.)

24 MS. MCCOLLOCH: Good morning.
25 I'm Deborah McColloch. I'm the Director

1 3/31/15 - WHOLE - BILL 150162, etc.
2 of Housing and I serve as the Chair of
3 the Housing Trust Fund Oversight Board.

4 The state law allows an
5 increase equal to an increase -- it's not
6 a percentage. It's equal to the increase
7 that you're allowed to increase the
8 recording fee, but the recording fee can
9 only be increased to cover the cost of
10 recording. So if the Department of
11 Records -- I'm just making these numbers
12 up -- needed an additional \$25 per
13 recording fee to cover its costs, we
14 could increase the amount allowed to the
15 Trust Fund by the \$25 that it's being
16 increased to cover the cost of recording
17 the documents. So it's not a percentage
18 as much as --

19 COUNCIL PRESIDENT CLARKE: I
20 know it's not a percentage. I'm asking
21 can we --

22 MR. GILLISON: The issue that I
23 think the Council President is stating is
24 whether or not there's a prohibition in
25 the state law that would keep us from

1 3/31/15 - WHOLE - BILL 150162, etc.
2 adopting a percentage basis for the
3 recording fee as opposed to a flat fee.

4 COUNCIL PRESIDENT CLARKE:
5 Correct.

6 MR. GILLISON: And I think
7 that's something we still have to look
8 at.

9 COUNCIL PRESIDENT CLARKE:
10 Because we're excited about the fact that
11 we're getting more transfer tax, but the
12 people that need it most are not
13 experiencing that growth, and we're
14 actually not meeting our targeted
15 expectation. That's a real concern.

16 MR. GILLISON: I think that's
17 something we should look into, and I'm
18 sure that it would require a lot more
19 analysis of what the stated objective of
20 the state law was when it was passed and
21 whether or not there was any prohibition
22 about changing from flat fees to matter.
23 But Shelley and the City Solicitor's
24 Office will look into that.

25 COUNCIL PRESIDENT CLARKE: That

1 3/31/15 - WHOLE - BILL 150162, etc.
2 will be helpful. Thank you very much.

3 You talked about the sales tax
4 growth which was revised downward from
5 3.6 to 3 percent, 0.3 in FY15 due to
6 lower than expected revenues. Can you
7 tell me why that's happening and do we
8 project in out years that that trend will
9 continue?

10 MS. RHYNHART: Sure.

11 COUNCIL PRESIDENT CLARKE: Or
12 is this a blip on the screen?

13 MS. RHYNHART: It is actually
14 an interesting question, because we've
15 seen a divergence between the wage tax
16 growth and the sales tax. So wage tax
17 growth for the first two quarters of this
18 year was 5 percent. Sales tax was
19 actually a little bit negative from last
20 year. We don't have a concrete answer as
21 to why sales tax receipts are not growing
22 along with wage tax. IHS Global Insight,
23 our revenue forecasting consultant, is
24 still looking at it. They said that the
25 state has seen some similar trends of

1 3/31/15 - WHOLE - BILL 150162, etc.
2 divergence between the wage and sales
3 tax.

4 One thing -- they're also
5 looking at if people's buying patterns
6 are changing. For example, are people
7 spending more money on services such as
8 healthcare which doesn't -- isn't taxed
9 by sales tax than items that do get the
10 sales tax.

11 But the bottom line is, we
12 don't know the answer as to why. Another
13 thing we're looking at is Internet sales
14 and if all Internet sales are being
15 charged the 2 percent local portion, and
16 just some unscientific sampling of that
17 has shown that it's not, that we're not
18 getting our full share of the sales tax
19 from that method. And I know the Revenue
20 Department is working, I believe, with
21 the state on that.

22 So in terms -- so as we get
23 more information, we'll share that and,
24 of course, any trend or change we'll keep
25 you posted on that.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 In terms of what we projected
3 going forward, we have actually projected
4 more modest growth, but stronger growth
5 in the out years. So it goes from 0.3
6 then up to like the 2 and 3 percent range
7 for the remainder of the Five Year Plan.
8 So we're assuming that this is a blip.
9 Hopefully it is a blip.

10 COUNCIL PRESIDENT CLARKE: All
11 right. So if I can ask when Revenue
12 comes up -- and I know traditionally this
13 is the time for the Administration to
14 testify -- if they could bring someone
15 here, the outside source -- I forget what
16 you referenced -- that's responsible for
17 analyzing this on our behalf to the
18 hearing so we can ask in detail what
19 they're looking at in terms of
20 determining what the challenges
21 associated with either the non-collection
22 of sales tax or Internet sales, all the
23 things that could be basically creating
24 this downward trend.

25 MS. RYHNHART: Sure. That's

1 3/31/15 - WHOLE - BILL 150162, etc.

2 IHS Global Insight. Sure.

3 COUNCIL PRESIDENT CLARKE: IHS,
4 okay. If they could come --

5 MS. RHYNHART: Okay. I'll ask
6 them.

7 COUNCIL PRESIDENT CLARKE: --
8 to be a part of the questioning from the
9 members of the body, that will be helpful
10 to us.

11 MS. RHYNHART: Sure.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you.

14 I just want to ask you this one
15 about behavioral health and federal
16 government. I'll leave that until later.

17 I do want to ask one question
18 somewhat unrelated but related. Pension
19 funds, we have like 108, 111 Pension Fund
20 managers currently, Mr. Dubow?

21 MR. DUBOW: I'm not sure of the
22 exact number, but we do have a number of
23 managers for the Pension Fund.

24 COUNCIL PRESIDENT CLARKE: A
25 lot of them, right?

1 3/31/15 - WHOLE - BILL 150162, etc.

2 MR. DUBOW: Yes.

3 COUNCIL PRESIDENT CLARKE: So

4 I've seen in -- well, actually here in
5 the state where there's some discussion
6 about revising the strategies associated
7 with Pension Fund managers. I think the
8 number is 108. Matter of fact, I know
9 the number is 108. They say don't ever
10 ask a question unless you know the
11 answer.

12 Are we going to look at that?
13 Governor Wolf believes that that's
14 something that can save money on the
15 state level, and we don't know until he
16 actually gets into it, but it seems like
17 a lot of Pension Fund managers.

18 MR. DUBOW: So I know
19 Montgomery County I think was kind of at
20 the forefront of that, and they moved
21 towards really using index funds rather
22 than using managers. We look at it
23 really on a case-by-case basis. We look
24 at individual managers, look at what
25 their returns are net of fees, and if

1 3/31/15 - WHOLE - BILL 150162, etc.
2 those returns net of fees are better than
3 what we can do in an index fund, we'll
4 stick with the manager. If not, we'd
5 move to the index fund. So we really
6 look at it on a case-by-case basis
7 instead of globally saying we're going to
8 do one thing or the other.

9 COUNCIL PRESIDENT CLARKE:

10 Right. So are we going to look at that?

11 MR. DUBOW: Oh, yeah. We look
12 at it with every one of our investments.
13 We're consistently looking at that.

14 COUNCIL PRESIDENT CLARKE: All
15 right. So we're going to look at both
16 options?

17 MR. DUBOW: Yes.

18 COUNCIL PRESIDENT CLARKE:

19 Okay. Thank you. I'll come back on the
20 next round.

21 We're doing, Ms. Lewis, how
22 many minutes?

23 MS. LEWIS: Five minutes.

24 COUNCIL PRESIDENT CLARKE: Five
25 minutes, is that enough? We're going to

1 3/31/15 - WHOLE - BILL 150162, etc.

2 do five minutes first round, and the

3 Chair recognizes Councilman Goode.

4 COUNCILMAN GOODE: Thank you,

5 Mr. President.

6 Good morning.

7 (Good morning.)

8 COUNCILMAN GOODE: I want to

9 talk about both the current Five Year

10 Plan, Fiscal Year '15 through '19, and

11 the Proposed Five Year Plan, Fiscal Year

12 2016 through 2020 separately. I have

13 seven questions. The first four I'll run

14 off.

15 What are the amount of tax cuts

16 in the current Five Year Plan that was

17 already approved by PICA and what are the

18 amount of tax cuts in the Proposed Five

19 Year Plan? What are the amount of tax

20 increases in the current Five Year Plan

21 as approved by PICA and what are the tax

22 increases in this Proposed Five Year

23 Plan?

24 MR. DUBOW: Can I just ask one

25 clarifying question? When you're talking

1 3/31/15 - WHOLE - BILL 150162, etc.
2 about tax increases, do you want us to
3 include the increases for the School
4 District or just to the General Fund?
5 For the District? Okay.

6 MS. RHYNHART: I'm sorry. Just
7 a clarification. I'm sorry. You want
8 the -- first we want to talk about the
9 PICA approved --

10 MR. DUBOW: The '15 to '19 Plan
11 dollar increase -- dollar value of tax
12 increases and the tax reductions.

13 COUNCILMAN GOODE: Tax cuts in
14 the current plan, tax cuts in the
15 proposed plan, tax increases for the
16 current plan, and tax increases for the
17 proposed plan.

18 MS. RHYNHART: So for the
19 current Five Year Plan, the '15 through
20 '19, we'll need to get back to you with
21 the exact number. We're prepared to talk
22 about the '16 to '20, but the '15 through
23 '19 --

24 MR. DUBOW: On the reductions.

25 COUNCILMAN GOODE: So you don't

1 3/31/15 - WHOLE - BILL 150162, etc.

2 know how much it's changed? You don't

3 know whether we are --

4 MS. RHYNHART: You mean in

5 terms of the wage and BIRT -- in terms of

6 the tax reductions?

7 COUNCILMAN GOODE: What I want

8 to know obviously is, are we cutting

9 taxes more under this Proposed Five Year

10 Plan than under the current plan? That's

11 a fair question to ask.

12 MS. RHYNHART: It's definitely

13 a fair question to ask, and I can answer

14 from the '16 to '20, and maybe while

15 we're talking, my staff can pull up the

16 '15 through '19 so that we can come back

17 to this question, if you would allow us

18 to do that.

19 In the '16 through '20 Five

20 Year Plan in terms of wage tax

21 reductions, the value of the wage tax

22 reductions in the proposed '16 through

23 '20 Plan is \$198 million over the

24 five-year period, and the business income

25 and receipt tax, the tax changes that

1 3/31/15 - WHOLE - BILL 150162, etc.
2 were legislated several years ago, the
3 value of those reductions and changes is
4 \$283 million from '16 through '20. So
5 the total from Fiscal '16 through Fiscal
6 '20, the value of the tax reductions and
7 changes is \$478 million.

8 COUNCILMAN GOODE: Okay. And
9 you still don't know --

10 MS. RHYNHART: I'm going to
11 send a quick e-mail and then hopefully
12 get it very shortly.

13 COUNCILMAN GOODE: Okay. Tax
14 increases.

15 MR. DUBOW: So last year there
16 was the cigarette tax increase, which
17 generates approximately \$60 million for a
18 full year.

19 COUNCILMAN GOODE: I want to
20 know the tax increases under the current
21 Five Year Plan and the tax increases
22 under the Proposed Five Year Plan, the
23 amounts, the total amounts.

24 MR. DUBOW: So it would be
25 about 300 million then for over five

1 3/31/15 - WHOLE - BILL 150162, etc.
2 years for the cigarette tax last year.
3 And then the sales tax expired but was
4 extended, and I think we'd have to get
5 back to you with the exact number, but
6 it's about 135 million a year. So it
7 would be about 675 million, but probably
8 a little more.

9 COUNCILMAN GOODE: Let me have
10 you get back to me on all of those
11 answers.

12 MR. DUBOW: Okay.

13 MS. RHYNHART: Okay.

14 COUNCILMAN GOODE: And follow
15 through with the rest of my questions.

16 So how often should we change
17 tax policy? Should it be on an annual
18 basis?

19 MR. DUBOW: I mean, it probably
20 depends on how conditions change during
21 the course of the year.

22 COUNCILMAN GOODE: So what's
23 the purpose of a Five Year Plan if you're
24 going to change? I know with each Five
25 Year Plan you're adding a year, but

1 3/31/15 - WHOLE - BILL 150162, etc.
2 what's the purpose of a Five Year Plan if
3 you're going to change a plan for the
4 next year?

5 MR. DUBOW: So I think the
6 purpose of a Five Year Plan is to have a
7 reasonable set of assumptions that lay
8 out kind of what your budget would look
9 like each year under those assumptions to
10 see whether really you're doing things
11 that would maintain that balance over
12 five years. I think that's why it was
13 originally set up.

14 COUNCILMAN GOODE: I will come
15 back, Mr. President, but let me make this
16 statement before you come back, that if
17 you're going to discuss tax policy and
18 the concept of a Five Year Plan
19 particularly from an investment
20 perspective in terms of economic growth,
21 you should know outright how the tax cuts
22 in the proposed plan compare to the tax
23 cuts in the current plan and how the tax
24 increases compare if it's actually a
25 matter of tax policy related to

1 3/31/15 - WHOLE - BILL 150162, etc.
2 investment, and I'm not sure that should
3 change on a year-by-year basis. But I'll
4 come back.

5 Thank you, Mr. President.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you, Councilman.

8 The Chair recognizes Councilman
9 Jones.

10 COUNCILMAN JONES: Thank you,
11 Mr. President, and thank you for setting
12 the tone about the budget process and
13 what our priorities would be in those
14 three initiatives. I think that gives
15 the Administration a heads-up as to what
16 we care about.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you, sir.

19 COUNCILMAN JONES: And to
20 Ms. Rhynhart, Mr. Gillison, and
21 Mr. Dubow, I want to thank you for eight
22 years, eight budget processes that we've
23 gone through where we have not always
24 agreed, but we've always moved the City
25 forward, and I really sincerely thank you

1 3/31/15 - WHOLE - BILL 150162, etc.
2 for your service. Not to say that you
3 won't be around in the next
4 Administration, but to say thank you for
5 the Administration efforts today.

6 MS. RHYNHART: Thank you.

7 MR. DUBOW: Thank you.

8 COUNCILMAN JONES: I want to
9 focus some questioning on you mentioned
10 reassessments through AVI, and even
11 though it was not as massively a doomsday
12 to all districts, it did impact certain
13 districts rather harshly. And so when
14 you start to say that we're getting ready
15 to go through, in a system of geographic
16 areas, through that process again and
17 then in the '17 go through a citywide
18 reassessment, tell me how do you pick
19 your locations of where you're going.
20 How do you determine what was
21 under-assessed, overassessed, and then
22 how does that impact where we're going
23 with our Five Year Plan and projections?

24 MR. DUBOW: So what OPA did to
25 determine where to look at reassessments

1 3/31/15 - WHOLE - BILL 150162, etc.
2 for this year, they looked at two
3 measures of accuracy in assessments. One
4 is called the coefficient of dispersion.
5 The other is called the mean ratio. And
6 basically they look at how consistent
7 assessments are in areas, and where that
8 consistency didn't exist, that's where
9 they went to do the reassessment.

10 COUNCILMAN JONES: So is there
11 at this point a list of geographic areas
12 that you will be reassessing?

13 MR. DUBOW: We're finalizing
14 that and we can, I think, within a week
15 go through that with Councilmembers.

16 COUNCILMAN JONES: I would
17 think that that would be a good thing,
18 and in addition to the fact that you are
19 projecting -- you're requesting a 9.3
20 real estate tax increase, that we would
21 like to know that to see -- so there are
22 intended and unintended consequences with
23 that. Some of them, on the worst end,
24 gentrification; on the best end, maybe
25 some equity that people have, but to be

1 3/31/15 - WHOLE - BILL 150162, etc.

2 able to anticipate that is important to
3 all members of Council.

4 MR. DUBOW: And then what we'd
5 like to be able to show you is kind of by
6 district what it looks like and then on a
7 map so you can see it both ways.

8 COUNCILMAN JONES: In light of
9 that, we looked at your Five Year Plan
10 and there are certain facts. One fact is
11 that the poverty rate is 26 percent.
12 That's with a family income of
13 approximately \$23,000. And I applaud you
14 on your anti-poverty efforts that you've
15 had with Eva Gladstein. You're moving
16 the needle in the right direction, but
17 what I don't see in this Five Year Plan
18 is a jobs growth plan on how we're going
19 to get more people working, increasing
20 our tax base. Is that included in some
21 portion of the budget?

22 MR. GILLISON: Councilman,
23 that's more -- I mean, first off, cities
24 provide conditions where jobs can
25 actually flourish. They don't

1 3/31/15 - WHOLE - BILL 150162, etc.
2 necessarily -- although there are great
3 public servants that work for the City,
4 but the City does not necessarily have a
5 jobs --

6 COUNCILMAN JONES: Strategy?

7 MR. GILLISON: No, not a
8 strategy. There is a strategy, to create
9 a better environment that people will
10 actually come and then we'll be able to
11 provide the opportunity for people to
12 work.

13 COUNCILMAN JONES: So I
14 understand that by way of a tax policy.
15 You want to reduce the wage tax. I get
16 that. But what I'm talking about, we
17 have assets. We have airports. We have
18 waterways. We have riverfronts. And it
19 seems to me that -- we have commercial
20 corridors, over 100 commercial corridors
21 in the City of Philadelphia. I would
22 like to see us spend a little more time
23 saying that if eds and meds are our
24 strength, here's how we're going to play
25 off of that. If we have undeveloped

1 3/31/15 - WHOLE - BILL 150162, etc.
2 acreage around the rivers, here's how
3 we're going to play at that. If we're
4 increasing the number of travelers
5 through our airport, here's how we're
6 going to play off of that. If we're
7 getting the Pope, the DNC, here's our
8 strategy to create small businesses to do
9 that. And that is, in my mind, a vision
10 for a city five years and beyond.

11 MR. GILLISON: And I hear what
12 you're saying, and I think that I agree
13 to the extent that we are able to -- we
14 take the opportunities. You will always
15 hear us talk about these matters that are
16 coming up, whether the investment in the
17 airport over the next 10 to 20 years is
18 going to develop and have a certain
19 economic impact. That economic impact
20 allows us to conform a pipeline sort of
21 function in order to say these are where
22 the jobs are going to be, how do we as a
23 city then support getting people into
24 those areas. Those things are being
25 done, and each of them in various areas

1 3/31/15 - WHOLE - BILL 150162, etc.
2 are addressing that.

3 I just think that if you're
4 saying is there a manual for it, no, I
5 don't think we have that, but I think
6 that we do address it in each of the
7 various areas where we see that there's
8 an opportunity and we want to make sure
9 that we maximize individuals'
10 opportunities, making sure they can take
11 advantage of the opportunities that we
12 see ahead. So I agree with you. I agree
13 with you on that.

14 COUNCILMAN JONES: All right.
15 The last part of this is the cigarette
16 tax. How has that performed and how has
17 that impacted what is going for the
18 School District?

19 MR. DUBOW: So the District
20 projection budget for the cigarette tax
21 was \$60 million for a full year. So far
22 it's been coming in about \$5 million a
23 month. So it's coming in around where
24 they projected it would.

25 COUNCILMAN JONES: Thank you,

1 3/31/15 - WHOLE - BILL 150162, etc.

2 Mr. President.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman. I'm going to have
5 something delivered very shortly to
6 reflect on one of your questions. I'll
7 give it to you when it comes in.

8 The Chair recognizes
9 Councilwoman Reynolds Brown.

10 COUNCILWOMAN BROWN: Thank you,
11 Mr. President.

12 I was just reflecting on my few
13 questions here, and mine was also
14 narrowly restricted to the investment in
15 children, and I think you've answered it
16 with Councilman Jones. Sixty million for
17 the full year, \$5 million a month. So
18 does that meet or fall below your
19 expected revenue projections?

20 MR. DUBOW: It matches pretty
21 much exactly what the District was
22 forecasting.

23 COUNCILWOMAN BROWN: Okay.
24 Could you also provide us with the
25 projected revenue, if available, for the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 permanent extension of the additional 1
3 percent sales tax?

4 MR. DUBOW: Yes. We actually
5 have that in the Five Year Plan. I think
6 Rebecca is about to -- that's coming in a
7 little lower than projected.

8 COUNCILWOMAN BROWN: As you
9 were just discussing.

10 MR. DUBOW: Yes. You know, the
11 District was going to get the first 120
12 million of it. It will get that 120
13 million. The next 50 million was to go
14 to debt service on the borrowing we did
15 for the District. That might come in a
16 little short, which may mean that there
17 has to be some General Fund dollars that
18 go in at least in the first year or two.
19 And then the third part was, the money
20 was going to go to pensions, and that
21 will happen later than we expected
22 because the sales tax is weaker than we
23 thought.

24 COUNCILWOMAN BROWN: Got you.
25 Okay. Well, thank you.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 That covers my questions for
3 this round, Mr. President.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilwoman.

6 The Chair recognizes Councilman
7 Squilla.

8 COUNCILMAN SQUILLA: Thank you,
9 Mr. President.

10 Good morning, guys.

11 (Good morning.)

12 COUNCILMAN SQUILLA: My
13 question goes back to what Councilman
14 Jones about OPA and assessments. We know
15 during the process that doing the whole
16 City is very difficult, and doing it for
17 the first time was even more difficult.
18 Right now we're going to go back and spot
19 assess, I guess, areas that were maybe --

20 MR. DUBOW: Not spot assess.
21 We're doing an assessment of all the kind
22 of areas where the measures weren't good.

23 COUNCILMAN SQUILLA: All
24 different areas the measurement wasn't
25 good.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 MR. DUBOW: Yeah. We don't
3 like the term "spot assessment."

4 COUNCILMAN SQUILLA: It's like
5 spot zoning, I guess.

6 MR. DUBOW: Yeah, exactly.

7 COUNCILMAN SQUILLA: When we
8 did the assessments, are we considering
9 now when we do this land values or are
10 you just doing assessments on properties?

11 MR. DUBOW: OPA looks at both.
12 So they do consider land values, and I
13 think they know that that's an area where
14 they have to put more emphasis as they go
15 forward.

16 COUNCILMAN SQUILLA: Because
17 there's major concerns through that and
18 especially with the abated properties
19 where we have land values that are very,
20 very low and, therefore, the City does
21 lose revenue from that. Land values are
22 something that should be done throughout
23 the City, and we know. My concern is,
24 you're saying that in '17 you're going to
25 actually go and try to reassess the City

1 3/31/15 - WHOLE - BILL 150162, etc.
2 again?

3 MR. DUBOW: We are going to try
4 to do it annually. That was always the
5 goal.

6 COUNCILMAN SQUILLA: That was
7 the goal, and we see what happens. We
8 can't reach that goal.

9 MR. DUBOW: Well, I think once
10 we get through the massive appeal process
11 with the first year, I think we'll be
12 able to actually get to an annual
13 process.

14 COUNCILMAN SQUILLA: Why
15 wouldn't we take the approach that -- why
16 can't we assess the City every four
17 years? Take a quadrant of the City, a
18 quarter of the City, assess everything,
19 land value, assessment of building,
20 properties, and really do it right in
21 that area and know what we're doing? We
22 have the resources to do that. And every
23 four years we could then go around and
24 you know you're going to get assessed
25 every four years. Why do we have to try

1 3/31/15 - WHOLE - BILL 150162, etc.
2 to assess the whole City every year? We
3 mess up a lot of it. We don't have time.
4 We rush to get it done, and it seems like
5 we're really pushing something that we
6 don't need to do. If we would have an
7 area of time where we could just do a
8 quarter of the City, we could do South
9 Philadelphia one year, Southwest,
10 Northwest, Northeast, and then constantly
11 go around in that circle to have it done.

12 Now, I understand the first
13 year was very difficult and we have a lot
14 of assessments that maybe aren't right.
15 We saw the number of appeals out there.
16 We saw a number of appeal victories that
17 were won by the residents who did appeal,
18 but there were still a lot of people who
19 didn't appeal, and what happens with this
20 case now is, we really create a way of
21 non-uniformity among the areas of people
22 who appealed and won compared to the
23 people who didn't appeal and live on the
24 same block with the same homes. So we're
25 seeing that a lot now. So it's almost

1 3/31/15 - WHOLE - BILL 150162, etc.
2 emulating what we had previous.

3 So if we would then do the
4 areas every four years, people would know
5 they're going to get assessed. That
6 gives them an opportunity to say, All
7 right, they could either fix it or it's
8 going to go up, and you may even get a
9 lot less appeals. We even suggested
10 early on if we phased this in over time,
11 we would have had a lot less appeals.

12 So I think we need to consider
13 how we approach this in the future, and
14 if we're going to go through -- our land
15 values are so bad that the way the City
16 could really generate income is actually
17 to correct the land values on a lot of
18 these properties and even for vacant
19 properties.

20 MR. DUBOW: So I think we
21 can -- obviously we can talk about that
22 with OPA and have more discussion when
23 they're here next week. I do think that
24 as we go into future years, the process
25 will be easier because we won't be making

1 3/31/15 - WHOLE - BILL 150162, etc.
2 up for decades of not having done
3 assessments. So I don't think you
4 would -- it wouldn't look like last
5 year's assessment. But let us talk about
6 it and we can talk about it more next
7 week when they're here.

8 COUNCILMAN SQUILLA: Also on
9 the sales tax, we talked about last year
10 about online on taxes on sales and that
11 we were going to make an investment in
12 that. What was our online collection of
13 taxes for the City of Philadelphia this
14 year?

15 MR. DUBOW: I'd have to ask
16 someone from Revenue. I don't have that.
17 We'll get back to you on that one.

18 COUNCILMAN SQUILLA: Okay. And
19 I know it seems like online sales have
20 been increasing every year. Do we keep
21 track of the online sales or no?

22 MR. DUBOW: So it's actually
23 the state that does the collecting, and I
24 know we have, as Rick was saying, we have
25 some issues with what's going on with

1 3/31/15 - WHOLE - BILL 150162, etc.
2 online collections. So I think we're in
3 the process of talking to them to try to
4 figure out what's going on there. So
5 we're trying to figure out what that
6 number is and what it should be.

7 COUNCILMAN SQUILLA: How about
8 the total number of delinquent taxes in
9 the City of Philadelphia? I didn't see
10 that posted in this Five Year Plan. But
11 what is our total dollar value that we
12 see? And I know we're not going to go
13 into interest and penalties, but just
14 what is the total number of delinquent
15 taxes?

16 MR. DUBOW: I actually have
17 that with me. It will just take me a
18 second to find it. Do you have other
19 questions while I'm looking for that?

20 COUNCILMAN SQUILLA: No. We'll
21 let that go for now.

22 MR. DUBOW: I have it. It's
23 just a matter of where I put it in my
24 folder.

25 It's about two --

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN SQUILLA: Two
3 hundred million?

4 MR. DUBOW: It's maybe in the
5 250 range, but I'll give you an exact
6 number in a second.

7 So you're asking all taxes or
8 property?

9 COUNCILMAN SQUILLA: All.

10 MR. DUBOW: I was giving you
11 the property tax. The all tax number as
12 of February was 388.

13 COUNCILMAN SQUILLA: Three
14 hundred and eighty-eight million?

15 MR. DUBOW: Yeah.

16 COUNCILMAN SQUILLA: And do we
17 know how much is ten years old, how much
18 is less than ten years old?

19 MR. DUBOW: We do. Actually,
20 for that, I think that's all ten years or
21 less, all of that.

22 COUNCILMAN SQUILLA: All of
23 that is ten years or less?

24 MR. DUBOW: Yes.

25 COUNCILMAN SQUILLA: Everything

1 3/31/15 - WHOLE - BILL 150162, etc.

2 else is?

3 MR. DUBOW: Is written off for
4 accounting purposes. It doesn't mean
5 that we don't still go after it, but for
6 accounting purposes, it's --

7 COUNCILMAN SQUILLA: Can we
8 find out how much is written off for
9 accounting purposes that we may be able
10 to still tap into after ten years? So
11 this 388 is ten or less?

12 MR. DUBOW: Yeah. It varies --
13 the number of years varies by tax. The
14 written off periods are 253.

15 COUNCILMAN SQUILLA: Two
16 hundred fifty-three million?

17 MR. DUBOW: Yeah.

18 COUNCILMAN SQUILLA: And we
19 believe most of them are ten and older?

20 MR. DUBOW: Yeah.

21 COUNCILMAN SQUILLA: All right.

22 Thank you.

23 Thank you, Mr. President.

24 COUNCIL PRESIDENT CLARKE: The
25 Chair recognizes Councilwoman Bass.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILWOMAN BASS: Thank you,
3 Mr. President.

4 I just have a couple of
5 questions going back to the sales tax and
6 the property tax projections and the fact
7 that we haven't had the kind of growth
8 that we thought we were going to have,
9 and I was just wondering if you could --
10 I know that there are more explanations
11 that are going to be coming forth later,
12 but I was wondering if you could just
13 expand on your response just a little bit
14 further, because I think providing this
15 information that there wasn't the revenue
16 growth that was expected without any
17 additional detail is a bit problematic
18 for me. I would like to have some sort
19 of an idea as to why did we project what
20 we projected and how did we get here.
21 And, again, I know there's more
22 information coming, but can you give us
23 something else?

24 It makes me wonder if sometimes
25 you hear a lot of about sort of threats

1 3/31/15 - WHOLE - BILL 150162, etc.
2 from our constituents, If you raise this
3 tax, I'm going to shop on the other side
4 of City Line Avenue or the other side of
5 Cheltenham Avenue or I'm going to not buy
6 whatever product is taxed higher in the
7 City. And so it makes me wonder if some
8 of those threats have become somewhat of
9 a reality, that we're pushing people
10 outside of the City to do their shopping
11 and things of that nature. So I don't
12 know if you have any sort of response to
13 that.

14 MS. RHYNHART: Sure. To expand
15 on it, there's a few questions in there.
16 One about how -- I think you were asking
17 about how we come -- how do we do our
18 projections for sales tax and then to
19 talk a little bit more about why the
20 sales tax might be down.

21 How we do the projection for
22 sales tax is, we have a thorough process
23 where we have an outside revenue
24 consultant, IHS Global Insight, and they
25 model our main taxes and provide a

1 3/31/15 - WHOLE - BILL 150162, etc.
2 forecast of growth in those taxes, and
3 one of which is the sales tax. And then
4 we take those results to the Federal
5 Reserve Bank of Philadelphia and we have
6 a meeting there with economists to see if
7 they agree with IHS's recommendations.
8 So there's a pretty thorough process
9 before we get to actually putting a
10 growth rate into the budget and Five Year
11 Plan. So the lack of growth in the sales
12 tax has come as -- is unexpected to us as
13 well as to our forecaster and to
14 economists.

15 And to answer the second part
16 about the threats about people going
17 outside the City, the initial thought on
18 that is because IHS is saying that the
19 state is seeing the same divergence
20 between sales tax and wage tax growth,
21 that it's not people merely going to the
22 suburbs having the big impact, but,
23 again, the jury is still out on exactly
24 why this is occurring and it's something
25 that we're very interested in. So we'll

1 3/31/15 - WHOLE - BILL 150162, etc.

2 continue to discuss with you.

3 COUNCILWOMAN BASS: Okay. It
4 sounds like a very thorough process
5 that's been completed. It sounds as if
6 there's a whole lot of smart folks who
7 have been working on this for -- nobody
8 was new to the table. And so for
9 everybody to be off -- obviously the
10 policies that we make here in City
11 Council are affected by if we can get it
12 right. Before we think about initiating
13 some sort of tax or tax policy in
14 general, we need to make sure that these
15 are going to be things that are really
16 going to work. So having that level of
17 detail I think would be very helpful.

18 MS. RHYNHART: Sure.

19 COUNCILWOMAN BASS: Thank you,
20 Mr. President.

21 COUNCIL PRESIDENT CLARKE:

22 Thank you, Councilwoman.

23 And also with respect to that,
24 without any scientific evidence today,
25 the reality is in terms of sales tax

1 3/31/15 - WHOLE - BILL 150162, etc.
2 that's obviously related to purchases,
3 that the likelihood that more retail
4 opportunities in the inner city, which I
5 guess most of Philadelphia is, but deep
6 within the inner city, the likelihood is
7 that people will shop in those
8 neighborhoods as opposed to around the
9 periphery where people might go across
10 the City line to shop if it's in
11 proximity to their household. So the
12 strategy associated with one of the
13 questions that was asked earlier, we
14 should look at where the spending in the
15 sales tax -- I don't know if we can dig
16 down that deep -- where the sales tax
17 receipts are coming from throughout the
18 City of Philadelphia. Is that something
19 that -- is it geographical sales?

20 MS. RHYNHART: Let me talk to
21 Revenue about that.

22 MR. DUBOW: It would be the
23 state. The state collects it. So we
24 would have to talk to the state about
25 that, which we can do.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCIL PRESIDENT CLARKE: I
3 was just wondering if we could tell where
4 they're coming from.

5 MS. RHYNHART: That's an
6 interesting question, because then you
7 could see if there was any declines in
8 certain -- even by zip code. Okay.

9 COUNCIL PRESIDENT CLARKE:
10 Yeah. If we see up in, I guess, up in
11 West Oak Lane and we see a decline, the
12 problem is people are going across
13 Cheltenham Avenue buying cigarettes and
14 other stuff, you know.

15 MS. RHYNHART: Okay.

16 COUNCIL PRESIDENT CLARKE:
17 Thank you. Thank you.

18 The Chair recognizes Councilman
19 Neilson.

20 COUNCILMAN NEILSON: Thank you,
21 Mr. President. Exactly where I was
22 going.

23 COUNCIL PRESIDENT CLARKE: I'm
24 sorry, sir.

25 COUNCILMAN NEILSON: Right

1 3/31/15 - WHOLE - BILL 150162, etc.
2 where you just spoke about.

3 Because being in Northeast
4 Philadelphia, we've seen some of the
5 convenience stores close due to the lack
6 of cigarette sales and we watched the
7 workforce be cut in half in a lot of our
8 local convenience stores. So one of the
9 local managers at a Wawa stated to me
10 that they lost \$75,000 a week in sales.

11 Is there any negative effect
12 that the Administration has tracked on
13 the job loss numbers and the sales tax
14 losses with the implementation of the
15 cigarette tax? And before you answer
16 that, I did a quick search on my Google,
17 because for some reason in my mind the
18 projected number on the collection of the
19 cigarette tax that I worked on in the
20 House of Representatives prior to joining
21 Council and all summer along, the number
22 was 84 million projected. But that
23 wasn't true. It was 83.2 million
24 collected in cigarette sales, and we're
25 only collecting 60 million according to

1 3/31/15 - WHOLE - BILL 150162, etc.
2 your testimony here today, Mr. Dubow.
3 And that was a quote all over the paper,
4 that your projected sales for '16, FY16,
5 was 77.5 million in cigarette sales; 75.1
6 in '17; 73.9 in '18; 72.7. However,
7 consistently today I've heard \$60
8 million. Can you tell me what happened
9 to the other 23 million?

10 MR. DUBOW: So there were a
11 couple of separate sets of projections,
12 one that came from us, one came from the
13 State Revenue Department. The State
14 Revenue Department was actually kind of
15 in the 40's, and the School District
16 decided that they were going to kind of
17 split the difference between the two
18 estimates and they went with 60 million.
19 So that's where the 60 million came from.

20 COUNCILMAN NEILSON: When did
21 that happen, like September or October?

22 MR. DUBOW: It happened when
23 they did their budget last year. That
24 was --

25 COUNCILMAN NEILSON: Because in

1 3/31/15 - WHOLE - BILL 150162, etc.
2 August you're quoted in the paper still
3 at 83 million. So, I mean, does that
4 happen late that we didn't know about it?

5 MR. DUBOW: It happened when
6 they were putting together their
7 projections for what it would produce.
8 So probably early last fall.

9 COUNCILMAN NEILSON: Prior to
10 the passage, I guess?

11 MR. DUBOW: It was probably
12 last fall.

13 COUNCILMAN NEILSON: So
14 September.

15 In your testimony today we talk
16 about a property tax increase and how if
17 the Governor gets his wishes, the average
18 homeowner will see a decrease of \$287
19 annually. What do you project the
20 average homeowner increase under your
21 proposed tax increase to the homeowners
22 of Philadelphia?

23 MR. DUBOW: In FY16 it would be
24 \$104.

25 COUNCILMAN NEILSON: So every

1 3/31/15 - WHOLE - BILL 150162, etc.
2 homeowner will basically pay an extra
3 \$104?

4 MR. DUBOW: That's the median.
5 So some would be above that; some would
6 be less, but that's the median.

7 COUNCILMAN NEILSON: Does the
8 Administration have any plans on any kind
9 of oversight if City Council does see an
10 increase -- any kind of plans with the
11 Governor or the Administration, any kind
12 of talks to have us getting any kind of
13 oversight on our children's education?

14 MR. DUBOW: Well, we do have
15 two members on the SRC that are appointed
16 by the Mayor. So there is oversight
17 through that.

18 COUNCILMAN NEILSON: But
19 nothing to say where our dollars are
20 going to be spent?

21 MR. DUBOW: Well, those two
22 members vote on the District's budget.
23 They oversee the District's budget. So
24 there is oversight through that.

25 COUNCILMAN NEILSON: Do you

1 3/31/15 - WHOLE - BILL 150162, etc.
2 have any numbers on -- my understanding
3 is if we do put more money in the School
4 District, that the evaluation of the
5 charter school reimbursement will go up
6 as well. So if we throw a hundred
7 million this year, how much of that
8 hundred million the following year will
9 go to charter schools and what will that
10 land us next year?

11 MR. DUBOW: So under the way
12 charter reimbursements work, expenditures
13 in one year for the District as a whole
14 require districts to increase their
15 payments to charters the next year, and I
16 think the number I've seen from the
17 District is like 70 million is what would
18 go to charters next year.

19 COUNCILMAN NEILSON: So we
20 give --

21 MR. DUBOW: Sorry. From the
22 combination of the 103 million from the
23 City and the 159 million that's in the
24 Governor's budget. So that combined \$260
25 million increase would result in next

1 3/31/15 - WHOLE - BILL 150162, etc.
2 year being a \$70 million increase for
3 charters.

4 COUNCILMAN NEILSON: So then
5 next year we'll have to come up with
6 another 70 million to replace that?

7 MR. DUBOW: So what the
8 District has suggested to principals
9 is -- they've asked them to put together
10 their budgets -- is that they do a
11 combination of recurring and one-time
12 items. So that some of those costs go
13 away the following year so they would
14 have money for the charters, for that
15 charter increase.

16 COUNCILMAN NEILSON: Thank you,
17 Mr. President.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you, Councilman.

20 The Chair recognizes Councilman
21 Jones.

22 Oh, I'm sorry. Councilwoman
23 Tasco is here.

24 COUNCILMAN JONES: No problem.

25 COUNCIL PRESIDENT CLARKE:

1 3/31/15 - WHOLE - BILL 150162, etc.

2 Councilwoman Tasco.

3 COUNCILWOMAN TASCO: I
4 apologize. I just want to ask a couple
5 of questions about raising the real
6 estate tax. Was that idea come about as
7 a result of Governor Wolf's proposal to
8 cut property tax?

9 MR. DUBOW: Well, I mean, a
10 couple of things. It came about because
11 of the District's request, but Governor
12 Wolf's proposal made it a more palatable
13 option looking at kind of what it would
14 mean long term for taxpayers.

15 COUNCILWOMAN TASCO: But does
16 that have any bearing on the Mayor
17 raising the property taxes in
18 Philadelphia? The Governor -- you raise
19 and the Governor cuts. What do you get?

20 MR. DUBOW: So you get
21 additional revenue for the School
22 District, and if the Governor's proposal
23 goes into effect, in FY17 people actually
24 have lower property tax. So you then
25 would have a combination of the District

1 3/31/15 - WHOLE - BILL 150162, etc.
2 having additional revenue and property
3 owners having lower taxes, if both
4 proposals are enacted.

5 COUNCILWOMAN TASCO: I have one
6 more. We talked about -- under the
7 section of major taxes, you talk about
8 there being a low collection of sales
9 taxes, and those of us who are on the
10 Board of the Convention Center hear from
11 the Hotel Association that there's been
12 an increase in business and sales tax.
13 So, I mean, how do you -- explain that to
14 me.

15 MR. DUBOW: So I think that
16 they're seeing strength in a particular
17 portion of the economy and a particular
18 area because of increased hotel room
19 usage, so that hotel tax would be strong,
20 and then they see the result of that
21 there's spending. But the sales tax
22 numbers are citywide. So I think it
23 would mean that there are reductions
24 elsewhere in the City that are making up
25 for increases that would come from the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 strength in the hospitality industry.

3 COUNCILWOMAN TASCO: And
4 someone may have asked this question
5 earlier. Do you have any way to assess
6 where the impact might be, what sections
7 of the City or --

8 MR. DUBOW: The Council
9 President asked that, and we said we
10 would check in with the state to see,
11 because the state collects the sales tax.
12 So we would check in with them to see
13 whether they have that information. We
14 do know that if there's a business with
15 multiple locations in the City, I think
16 it's just remitted from one address, so
17 that might complicate their analysis, but
18 we'll see what they can do.

19 COUNCILWOMAN TASCO: Let me
20 just go back to, just for my information,
21 PICA.

22 MR. DUBOW: I'm sorry. What?

23 COUNCILWOMAN TASCO: PICA. Is
24 that organization with us forever?

25 MR. DUBOW: No. It's with

1 3/31/15 - WHOLE - BILL 150162, etc.
2 us -- PICA issued bonds on the City's
3 behalf, and under state law, PICA goes
4 away when those bonds are retired, which
5 I think is about ten years from now.

6 COUNCILWOMAN TASC0: Ten years
7 from now?

8 MR. DUBOW: Yeah; maybe a
9 little less, maybe eight. 2023?

10 MS. RHYNHART: I think it's
11 2023.

12 COUNCILWOMAN TASC0: So when
13 the bonds defease?

14 MR. DUBOW: Yes.

15 COUNCILWOMAN TASC0: What is
16 the cost of the staffing over there?

17 MR. DUBOW: I have to get back
18 to you on that.

19 COUNCILWOMAN TASC0: Is it a
20 large staff?

21 MR. DUBOW: No. They have five
22 people.

23 COUNCILWOMAN TASC0: Are the
24 members of the Board paid?

25 MR. DUBOW: They are not.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILWOMAN TASCO: All right.

3 Thank you.

4 MR. DUBOW: Sure.

5 COUNCIL PRESIDENT CLARKE:

6 Thank you, Councilwoman.

7 The Chair recognizes Councilman

8 Oh.

9 COUNCILMAN OH: Thank you,

10 Council President.

11 Good morning.

12 (Good morning.)

13 COUNCILMAN OH: Before I

14 forget, thank you for your service on the
15 budget all these years.

16 I was wondering in the
17 statement, it says that the
18 Administration's proposal should be
19 viewed alongside the budget proposal of
20 Governor Wolf. What does that mean
21 exactly? Is that just to consider the
22 Governor's budget proposal or have you
23 made some -- have you kind of coordinated
24 with his proposed budget?

25 MR. DUBOW: We've had

1 3/31/15 - WHOLE - BILL 150162, etc.
2 conversations with the Governor's office,
3 and if that proposal is enacted, it has a
4 lot of really positive impacts for the
5 City, including additional funding for
6 the School District, reduced wage tax,
7 reduced property tax burden. So a lot of
8 really good things in that proposal.

9 COUNCILMAN OH: Well, it
10 looks --

11 MR. DUBOW: Sorry. And more
12 money for pensions too.

13 COUNCILMAN OH: Yeah. So it
14 looks like about \$986 million, about
15 there, of benefits to the City either
16 through tax relief or through additional
17 funds.

18 MR. DUBOW: It's about \$450
19 million in new relief a year.

20 COUNCILMAN OH: For the City
21 and the school or just the City?

22 MR. DUBOW: So that's just the
23 City. So if you add the 159 on top of
24 that, right, that would be additional
25 money each year.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN OH: So is that
3 worked into your Five Year Plan or is
4 that not worked into your Five Year Plan?

5 MR. DUBOW: So what we did in
6 the Five Year Plan document is show the
7 impact. None of those numbers have a net
8 impact on our fund balance. So there
9 would be benefits in tax reduction.
10 There would be benefits and extra money
11 for the Pension Fund, but it doesn't hit
12 our fund balance. So in that way, it's
13 not run through our Five Year Plan, but
14 we show the impact of it in our document.

15 COUNCILMAN OH: Okay. So I
16 find that confusing, because --

17 MR. DUBOW: I could tell by the
18 way you were looking at me you find that
19 confusing.

20 COUNCILMAN OH: You're telling
21 me two things. You're saying the impact
22 is there, but it's not there, so --

23 MR. DUBOW: What I'm trying to
24 say is, if none of the Governor's
25 proposal was in place, our fund balances

1 3/31/15 - WHOLE - BILL 150162, etc.
2 would be exactly the same as they are in
3 the plan. But if the Governor's
4 proposals are enacted, there would be
5 more money for the School District, lower
6 wage tax, higher homestead exemption,
7 more money for pensions.

8 COUNCILMAN OH: Right, but none
9 of those things have happened yet and I'm
10 just wondering --

11 MR. DUBOW: That's right.

12 COUNCILMAN OH: In other words,
13 it doesn't appear to me -- I understand
14 the problem of timing, but it hasn't
15 passed yet, and given the nature of the
16 Legislature up in Harrisburg, they
17 haven't said that they are thrilled with
18 that budget. So there are benefits, I
19 assume, in the budget that reflect the
20 sunny side of if this goes through?

21 MR. DUBOW: No. And, again, if
22 none of that happens, the fund balance is
23 exactly the same as what we're showing
24 here.

25 COUNCILMAN OH: Okay.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 MR. DUBOW: So there's no
3 impact. There's no net impact on our
4 budget from what he's proposing.

5 COUNCILMAN OH: Okay. Then can
6 I also ask you then in terms of
7 additional revenues, since the budget
8 sometimes reflects the sunny side if
9 something good happens, are there any
10 current projects that the Administration
11 is working on that would result in
12 additional dollars to the City?

13 MR. DUBOW: You mean additional
14 tax revenues?

15 COUNCILMAN OH: Yes.

16 MR. DUBOW: So you want to talk
17 about how IHS does its projections and
18 how they include projects or don't. I
19 think that's what the Councilman is
20 getting at.

21 MS. RHYNHART: Okay.

22 So you're asking about sort of
23 economic development projects and if
24 those are included in the revenue
25 forecasting.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN OH: Well, for
3 example, there was a calculation that if
4 the cigarette tax passed, if the
5 cigarette tax passed in Harrisburg, that
6 this much money would come in, offsetting
7 that. Are there any similar projects out
8 there that the Administration is working
9 on?

10 MS. RHYNHART: Well, that's a
11 little bit of a different question.

12 MR. DUBOW: That's different
13 from what -- no. I mean, we will
14 continue to lobby for the Governor's
15 proposal, but there's nothing in addition
16 to that that we're working on in
17 Harrisburg that would provide substantial
18 revenue for us, except maybe 911.

19 MR. GILLISON: The one thing
20 that I can say is that we have been
21 working diligently because of the
22 expiration of the 911 Fund. That fund is
23 quite a lot of public safety matters, so
24 we've taken a very strong and supportive
25 role in trying to get the Legislature to

1 3/31/15 - WHOLE - BILL 150162, etc.
2 increase that particular matter and to
3 have the formula changed. The reason why
4 that's necessary is because the world has
5 kind of changed in 911. We don't really
6 have this wire line and wireless, you
7 know, competing issue. We'd like to see
8 it one tax, a portion, and then be able
9 to have a formula that would give us the
10 opportunity to flexibly use those dollars
11 in order to invest in public safety
12 matters.

13 We have a whole lot of things
14 that need to be modernized in public
15 safety that are supported by the 911
16 Fund, and we're working with our folks in
17 Harrisburg to be able to address those
18 issues, because that tax actually sunsets
19 in June. So we have to have a way
20 forward, because there's a lot of
21 investments that we need in order to
22 support that in public safety.

23 COUNCILMAN OH: I'm sorry,
24 Council President. Could I just ask, how
25 much money is that, just ball park?

1 3/31/15 - WHOLE - BILL 150162, etc.

2 MR. GILLISON: 911 Fund is
3 usually somewhere around 40 million. We
4 spend between \$30 and \$40 million just
5 offhand. I can tell you that we are the
6 largest, quite frankly, user and
7 generator of dollars and we get a smaller
8 percentage than pretty much anywhere else
9 in the state, and we'd like to have
10 certain formulaic matters addressing that
11 so that if you have high use and high
12 demand, that that would actually provide
13 additional money to the City.

14 We have a very efficient use of
15 those dollars and we have shown that to
16 the various legislators. They're
17 considering our request, and we're
18 working diligently to make sure that
19 whatever the formula will be, that it's
20 fair for the state, but it's also fair to
21 the kind of investments we have. I'm
22 sure you've been down to our 911 centers.
23 You know that we've been advocating to
24 improve our 911 capabilities. It's
25 something that I'll be working with and I

1 3/31/15 - WHOLE - BILL 150162, etc.
2 have worked with the Chair of Public
3 Safety to talk about future -- what we're
4 trying to get done, but the state really
5 has to address those things in the
6 formula for 911 spending so we'll be able
7 to plan as we go forward over the next 10
8 to 15 years.

9 COUNCILMAN OH: All right.

10 Thank you very much.

11 Thank you.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you, Councilman.

14 Before I call on Councilwoman
15 Blackwell, I just want to -- I know you
16 didn't ask me the question, but I just
17 want to respond, and to some degree it
18 reflects the earlier conversation that we
19 had during the press avail and we talk
20 about new revenue and, as you know, we
21 talked about this affordable future for
22 the City of Philadelphia. So as an
23 example, talk about new initiatives that
24 create new revenue. This proposal, the
25 one-time construction-related economic

1 3/31/15 - WHOLE - BILL 150162, etc.
2 impact, this is for the 2,000 units that
3 we're going to get into in-depth a little
4 later on about where we are. We talk
5 about a one-time economic impact of \$851
6 million, and that's particularly related
7 around construction costs, supporting
8 5,300 jobs, generating an average of 520
9 million and adding 647 million to
10 Philadelphia's gross domestic product; a
11 one-time fiscal impact of 36 million in
12 revenue directly to the City as a result
13 of the economic opportunity wages and
14 purchases of materials and things of that
15 nature and the sales tax associated with
16 that; annual ongoing economic impact of
17 14.5 million in output, supporting 145
18 jobs; 6.5 million in labor income and an
19 additional 11.9 million to local GDP; and
20 an estimated 179 million in value added
21 to the property tax base, because most of
22 these properties now are non-revenue
23 producing vacant lots and other
24 underutilized buildings, resulting in
25 both the additional units. So we have 35

1 3/31/15 - WHOLE - BILL 150162, etc.
2 million in positive spillover effects of
3 eliminating blight, meaning that we no
4 longer have to send out the City
5 workforce.

6 So these are the kind of
7 initiatives that we referenced earlier,
8 that we need to have our budget reflect a
9 strategy to put in place these kind of
10 initiatives so we can actually raise and
11 increase our revenue base.

12 So I just want to respond to
13 you, and I know Councilman Jones wants to
14 reference an earlier question that he
15 asked you.

16 So we didn't have those charts
17 up here just for show. Those charts
18 actually reflect our priorities. So when
19 we ask these questions, we ask them in
20 the hopes that as we continue these
21 budget discussions, we'll talk in real
22 terms of how we actually put these things
23 in place so we can increase revenue to
24 the City.

25 Thank you. Thank you,

1 3/31/15 - WHOLE - BILL 150162, etc.

2 Councilman.

3 Councilwoman Blackwell.

4 COUNCILWOMAN BLACKWELL: Thank
5 you, Mr. President.

6 I think what you're talking
7 about are exciting initiatives, and I
8 believe that -- I like what Squilla said
9 about us not evaluating taxes every year.
10 I like the notion that maybe we could do
11 it every four years. We're still getting
12 straight. I have two staff people still
13 working with people on all the issues
14 that have come up since we did AVI, and I
15 don't think trying to do this every year,
16 I don't know that we're ready for that,
17 and certainly I would like us to consider
18 what you've said, bringing up new
19 revenues and such.

20 In addition to that, I think
21 that with regard to real estate taxes,
22 our people cannot afford more real estate
23 taxes. We're not straight, again, from
24 last time. We're still dealing with that
25 every day. And 103 million isn't the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 whole world. I think that we may come up
3 with some money, but I don't think that
4 we agree real estate taxes are the way to
5 raise it. Our schools always come first.
6 We've always been there, but I don't
7 think that raising these real estate
8 taxes again are the way that we should
9 try to get it, because even if it is 100
10 and something, people just can't afford
11 it. They will be very angry. They're
12 frustrated now, and I just don't think
13 that that is the way to go.

14 And my last thing I'll mention
15 and then you can comment however you
16 choose is that as you all know, certainly
17 Mr. Deputy Mayor for Public Safety and
18 Chief of Staff, about 4601 and that we
19 are trying to bring the Police
20 Administration building and other things,
21 a morgue and health center there. But
22 when we talk about jobs and the need for
23 jobs, we feel that the most important
24 thing we can do when we have public
25 meetings is go into the meeting, not with

1 3/31/15 - WHOLE - BILL 150162, etc.
2 pie charts, not with all of that, because
3 that only makes people angry. We have to
4 go and we have to say these are the jobs.
5 These are when you can apply. These are
6 how you apply and this is what they pay.
7 And that's where we are. Otherwise we're
8 going to have big trouble. And I try to
9 go into every community meeting with a
10 positive attitude and some things to
11 offer people. You can't offer them
12 charts and statistics. They don't care
13 about that. It won't help them make
14 their lives better in their minds, and
15 that is why we've been trying to approach
16 it a little differently.

17 Thank you, Mr. President.

18 COUNCIL PRESIDENT CLARKE:

19 Thank you, Councilwoman.

20 The Chair recognizes Councilman
21 Jones.

22 COUNCILMAN JONES: Thank you.

23 And on that note, we were
24 looking at -- and I passed it on to my
25 colleague Cindy Bass -- that Andorra in

1 3/31/15 - WHOLE - BILL 150162, etc.
2 Upper Roxborough near Manatawna Farms and
3 then subsequently Chestnut Hill, which
4 neighbors that, look like they have had
5 about a 3 percent above normal average of
6 increases in sales tax -- I mean
7 transfers, new housing starts and the
8 others. So are they like on the radar?
9 I know you're going to give us a list
10 later, but I'm very concerned, and I have
11 some of my folk over here that live in
12 that general area. Is that an area that
13 we are looking at? Is that the type of
14 area?

15 MR. DUBOW: So I think the type
16 of area really relates more to how
17 consistent assessments were in an area
18 rather than the number of sales that have
19 been in the last year.

20 COUNCILMAN JONES: Okay.

21 MR. DUBOW: But we'll show you.

22 COUNCILMAN JONES: So we're
23 very concerned about that, because we
24 don't want to be penalized for prosperity
25 either. I mean, it's good news when

1 3/31/15 - WHOLE - BILL 150162, etc.
2 people are discovering the neighborhood.
3 It's great news when there are new
4 housing starts. It's bad news when
5 you've been a long-term resident and then
6 all the sudden you get hit with a tax
7 bill that says, Thank you for the bad
8 times and the good times, we'll handle it
9 from here out. We got to be careful
10 about that.

11 MR. DUBOW: Right. And that's
12 why we put in some protections last year
13 against that.

14 COUNCILMAN JONES: Thank you.
15 So the next part of this for me
16 would be the resolution that was passed
17 about PILOTs and those kinds of non-taxed
18 properties that are in certain
19 institutional ownership. Have you looked
20 at that, what impact that would have on
21 our Five Year Plan?

22 MR. DUBOW: We didn't look at
23 it in-depth. I mean, we know what was
24 collected 20 years ago and we've seen
25 kind of what happened in other cities,

1 3/31/15 - WHOLE - BILL 150162, etc.
2 but, no, not something we looked at for
3 this plan.

4 COUNCILMAN JONES: Okay. I
5 think that might be something we want to
6 look at. I don't know what the flavor of
7 it is within Council. There are people
8 that are for it; there are some people
9 that would be adamantly against it, but
10 irrespective, we should plan for what
11 potential impacts are.

12 The other piece that I would
13 ask about is the presumption of the PGW
14 sale that was a part of the Five Year
15 Plan, it is not there now. What impact
16 has that had since it has not been sold
17 to private ownership?

18 MR. DUBOW: So it had no net
19 impact on the plan last year. It would
20 have had a benefit to the Pension Fund,
21 and we kind of projected that benefit
22 last year and we no longer project that
23 benefit.

24 COUNCILMAN JONES: So we have
25 based on the Pension Fund increases, it

1 3/31/15 - WHOLE - BILL 150162, etc.
2 was \$533 million worth of contribution in
3 FY14. Our anticipated contribution is
4 556 million in FY15, with a projected
5 payout of 659 million. How are we making
6 that up?

7 MR. DUBOW: So we have in the
8 Five Year Plan, we have money going to
9 the Pension Fund every year. It's
10 probably our biggest single expense in
11 the plan. It's gone over the years from
12 6 percent of our budget to 15 percent.
13 So it means that there's less for
14 everything else. I mean, that's really
15 what it means.

16 COUNCILMAN JONES: So with the
17 increase in DROP participation and
18 succession planning, how has that
19 impacted where we're going? We had a lot
20 of people rush to DROP about five years
21 ago. There were a lot of one-time
22 payouts. And so what burden is that
23 putting on our pension by way of that
24 payout?

25 MR. DUBOW: So I think it kind

1 3/31/15 - WHOLE - BILL 150162, etc.
2 of required a different type of cash
3 management to make sure we had enough on
4 hand. The study that DC did a few years
5 ago said that there's a net increase in
6 liability for the Pension Fund because of
7 DROP, and it also means that counselors
8 at the Pension Fund are busier, there's a
9 rush of people. And I know when Pensions
10 comes in next week, they'll have specific
11 numbers about how many people left
12 through DROP last year and how many this
13 year, so you can kind of see exactly what
14 it's meant.

15 COUNCILMAN JONES: Thank you,
16 Mr. President.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you, Councilman.

19 The Chair recognizes Councilman
20 Goode.

21 COUNCILMAN GOODE: Thank you,
22 Mr. President.

23 Mr. Dubow, following up on the
24 question Councilman Jones asked you, the
25 number regarding PILOTS related to

1 3/31/15 - WHOLE - BILL 150162, etc.
2 tax-exempt land should not be that hard
3 to calculate. It's the value of
4 tax-exempt land multiplied by 1.34
5 percent, and that would be the top end
6 of --

7 MR. DUBOW: If you're assuming,
8 right, that the PILOT was that people
9 would just pay for all of their land at
10 the tax rate.

11 COUNCILMAN GOODE: That would
12 be the high end, because most people are
13 not going to pay the full --

14 MR. DUBOW: Correct.

15 COUNCILMAN GOODE: -- value of
16 the tax.

17 MR. DUBOW: Yeah. That would
18 be pretty easy to figure out. We can get
19 you that number.

20 COUNCILMAN GOODE: That number
21 is 17 million.

22 MR. DUBOW: So you took the
23 exempt number and multiplied it by 1.34?

24 COUNCILMAN GOODE: Yes. So it
25 would 85 million over the Five Year Plan.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 Getting back to the other
3 numbers that I requested, do you have --

4 MS. RHYNHART: I have them. We
5 have them. You had asked for the value
6 of the wage tax cuts -- I'm sorry; the
7 total tax cuts in the approved Fiscal '15
8 through '19 plan. The total value is 360
9 million.

10 COUNCILMAN GOODE: And the
11 total value for the proposed plan?

12 MS. RHYNHART: The total value
13 for the proposed plan is 478 million.

14 COUNCILMAN GOODE: So we are
15 cutting taxes by an additional 178
16 million?

17 MS. RHYNHART: 360 to 478. So,
18 yeah, 118 million.

19 COUNCILMAN GOODE: 178 million.
20 You said 300 million?

21 MS. RHYNHART: I'm sorry; 360
22 million.

23 COUNCILMAN GOODE: So 128
24 million -- 118 million.

25 MS. RHYNHART: Yes. The big --

1 3/31/15 - WHOLE - BILL 150162, etc.

2 I would like to add, though, that Fiscal
3 '20 alone has \$163 million of the \$478
4 million of cut. So Fiscal '20 is the
5 biggest.

6 COUNCILMAN GOODE: Okay.

7 MR. DUBOW: And the amount -- I
8 mean, that's true in every plan, the
9 amount tends to increase each year. So
10 as we add another year, the number will
11 go up.

12 COUNCILMAN GOODE: Okay. So
13 the amount of tax increases in the
14 current Five Year Plan 2015 through 2019?

15 MS. RHYNHART: That was the
16 cigarette tax number that Rob had given,
17 which was 60 million, times the five
18 years. So 300 million.

19 COUNCILMAN GOODE: And
20 that's --

21 MS. RHYNHART: And then the
22 sales tax number would be about -- if you
23 add the sales tax for the schools, that 1
24 percent --

25 COUNCILMAN GOODE: I'm asking

1 3/31/15 - WHOLE - BILL 150162, etc.
2 for what the total dollar amount of tax
3 increases in the current plan versus
4 proposed plan.

5 MS. RHYNHART: Okay. On the
6 tax -- I thought we had answered the tax
7 increase side, but let me just -- I can
8 add it up.

9 COUNCILMAN GOODE: Let me move
10 past that.

11 Mr. Dubow, what does PICA
12 recommend in terms of setting tax policy?
13 I mean, at one point you seem to say that
14 the Five Year Plan is simply about
15 balancing the books, but it clearly is
16 not, and particularly as a former
17 director of PICA, what was your advice to
18 the City about setting tax policy and
19 what is the current advice offered by
20 PICA in terms of setting tax policy and
21 its purpose within five-year financial
22 planning?

23 MR. DUBOW: So I guess there
24 are two separate things. There's what
25 PICA considers when it votes on a plan

1 3/31/15 - WHOLE - BILL 150162, etc.
2 and then recommendations it makes on
3 policy. I mean, if you think in general,
4 PICA's policy recommendation has been in
5 favor of reducing wage and business
6 taxes, and I think -- I don't want to
7 speak for where they are now, but I think
8 in general they support the notion of
9 moving from taxing things that are mobile
10 to things that are not.

11 COUNCILMAN GOODE: So is that
12 in fact a strategy that the
13 Administration is pursuing?

14 MR. DUBOW: So we are reducing
15 taxes on things that can move, on wage
16 tax and business tax, and proposing an
17 increase in the property tax, which is
18 consistent with that.

19 COUNCILMAN GOODE: I think you
20 know exactly where I'm going with this,
21 and it's not just relating to schools.
22 So you anticipate having to take in more
23 property tax revenue both for the City
24 and the School District long term.

25 MR. DUBOW: I think long

1 3/31/15 - WHOLE - BILL 150162, etc.
2 term -- well, we're proposing more for
3 the School District.

4 COUNCILMAN GOODE: I'm speaking
5 within five-year financial planning and
6 in terms of tax policy. You anticipate
7 taking in more property tax revenue long
8 term.

9 MR. DUBOW: Yeah. I mean, it's
10 marginally more property tax for --
11 actually, if you looked at the percent
12 coming from wage and business tax,
13 particularly wage tax, I think you would
14 actually see probably more reliance on
15 the wage tax by the end of the plan
16 because the growth is stronger.

17 COUNCILMAN GOODE: That wasn't
18 the question. The question was, do you
19 anticipate taking in more property tax
20 revenue? I know the wage tax revenue may
21 help pay for the business and wage tax
22 cuts.

23 MR. DUBOW: So on the City
24 side, we anticipate growth in the
25 property tax. So we anticipate more

1 3/31/15 - WHOLE - BILL 150162, etc.
2 property tax through that. We don't
3 anticipate any rate increase.

4 COUNCILMAN GOODE: Real
5 quickly, I'll just run through these
6 questions. Does the School Reform
7 Commission have a Five Year Plan? When
8 did the Administration decide to raise
9 property taxes? The Mayor has two
10 appointees to the School Reform
11 Commission. When did the Administration
12 know that the School District was going
13 to need over \$100 million?

14 MR. DUBOW: So they do have a
15 Five Year Plan. And I think we got a
16 letter from the District in February,
17 right around when their plan came out.
18 We knew they were going to ask for
19 something. We didn't know -- I don't
20 think they knew the specific amount until
21 then.

22 COUNCILMAN GOODE: If they had
23 a Five Year Plan last year -- forget the
24 Five Year Plan this year -- and the Mayor
25 has two appointees to the School Reform

1 3/31/15 - WHOLE - BILL 150162, etc.
2 Commission, did they and/or the
3 Administration not anticipate a request
4 of over \$100 million, and at what point
5 did people consider that that should come
6 from a property tax?

7 MR. DUBOW: So --

8 COUNCILMAN GOODE: Because if
9 you tell me February, that's a problem.

10 MR. DUBOW: So last year when
11 we looked at -- I think you compare last
12 year to this year was part of your
13 question. Last year the kind of request
14 from the District and the amount that we
15 looked to provide was really about kind
16 of survival. It was about balancing
17 their budget. This year in conjunction
18 with their Five Year Plan, they put out
19 Action Plan 3.0, which also laid out
20 investments so that we wouldn't just be
21 kind of keeping the District where it
22 was, which I think everyone agrees is not
23 an adequate level of services. So Action
24 Plan 3.0 laid out additional investments.
25 So the request this year both to the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 state and the City was not just to get to
3 balance but was for those additional
4 investments. That's the request that we
5 are trying to fill, which is like
6 different from last year.

7 COUNCILMAN GOODE: I'll just
8 end with this. This is the last year of
9 this Administration, but if this
10 Administration were continuing, don't you
11 think within the Five Year Financial Plan
12 in terms of looking at tax policy, we
13 should know whether we're going to have
14 to rely upon property tax increases for
15 both the School District and the City
16 moving forward? Shouldn't that be part
17 of a Five Year Plan?

18 MR. DUBOW: It should be, and
19 so the City side shows exactly kind of
20 what property tax revenue will be each
21 year, and the School District Five Year
22 Plan kind of shows what its needs are.
23 We're trying to help them meet them.

24 COUNCILMAN GOODE: Which very
25 well may mean property tax increases,

1 3/31/15 - WHOLE - BILL 150162, etc.

2 because it's not going to --

3 MR. DUBOW: Needs additional
4 revenue, yes.

5 COUNCILMAN GOODE: So what
6 other sources of revenue have you
7 considered?

8 MR. DUBOW: So what we would
9 want that -- in the long run, we would
10 want a -- I think what everyone here
11 wants -- is a full and fair funding
12 formula from the state.

13 COUNCILMAN GOODE: I'm talking
14 about local revenue. What would you
15 anticipate the City -- where the City's
16 share would come from moving forward
17 knowing the Five Year Financial Plan and
18 the School District?

19 MR. DUBOW: I think a lot of
20 that really does depend on what happens
21 at the state and what those needs look
22 like. So I don't think I can answer that
23 without kind of knowing where the
24 state winds up.

25 COUNCILMAN GOODE: Clearly

1 3/31/15 - WHOLE - BILL 150162, etc.
2 there's going to be a local share that's
3 required that's about one-third of the
4 total ask for the City and state.

5 MR. DUBOW: Again, not sure.
6 It really does depend on where the state
7 winds up this year and what that means in
8 terms of revenue from the state.

9 COUNCILMAN GOODE: So clearly
10 this Five Year Financial Plan is always
11 going to be held hostage by an
12 out-of-control School Reform Commission.

13 MR. DUBOW: I wouldn't call
14 them out of control. I think what's
15 driving their costs --

16 COUNCILMAN GOODE: They don't
17 know where the money is coming from.

18 MR. DUBOW: Well, they don't
19 have the ability --

20 COUNCILMAN GOODE: They don't
21 ask us for the money soon enough.

22 MR. DUBOW: They don't have the
23 ability to raise their own money, so,
24 right, they don't know where money is
25 coming from.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN GOODE: So all the
3 sudden we act like in February there's a
4 \$105 million request and it has to be
5 done through property taxes, if there
6 should not have been any planning not
7 only before that but even dating back to
8 last year's Five Year Financial Plan.
9 That's the simple point that I'm making.

10 MR. DUBOW: And, again, I mean,
11 last year what we were looking at with
12 them was survival.

13 COUNCILMAN GOODE: So there's
14 no five-year financial planning. That's
15 not really five-year financial planning.

16 Thank you, Mr. President.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you, Councilman.

19 The Chair recognizes Councilman
20 Squilla.

21 COUNCILMAN SQUILLA: Thank you,
22 Mr. President.

23 COUNCIL PRESIDENT CLARKE: You
24 know what, Councilman O'Neill, did you
25 have anything?

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN O'NEILL: No.

3 COUNCIL PRESIDENT CLARKE:

4 You're okay? All right.

5 COUNCILMAN SQUILLA: Thank you,
6 Mr. President.

7 We had talked about the OPA and
8 the assessments, and we know we have a
9 9.3 projection for real estate tax
10 increases, and knowing in my district,
11 obviously 83 percent of the people in my
12 district with AVI had an increase in real
13 estate taxes and now we're talking about
14 also reassessing certain areas. There's
15 a possibility if we reassess certain
16 areas up, plus the 9.3 percent taxes,
17 some people are going to get hit with a
18 10, 15, maybe 20 percent tax increase on
19 these with corrected assessments plus the
20 9 percent. Don't you think, again, that
21 we should fix the assessment process
22 first before we even try to go in and
23 change any type of rate on the real
24 estate taxes?

25 MR. DUBOW: Well, I think the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 assessment system is much better than it
3 was. I think if you look at kind of the
4 measurements we're talking about, you can
5 see that they're much narrower. I also
6 think the District has a real need and we
7 have to figure out how to meet that need.

8 COUNCILMAN SQUILLA: I agree we
9 need to figure out how to meet a need,
10 but, I mean, I personally can't be for
11 raising the real estate taxes. So we
12 need to find other ways to do that. Are
13 there any other alternatives? Is there a
14 different type of strategy that the
15 Administration would have beside real
16 estate taxes? I mean, because also
17 you're weighing the real estate tax
18 increases on the Governor's proposal
19 passing and saying that we'll be able to
20 get that money back to our residents at a
21 later date. That may or may not happen.
22 We don't know. So is this the only
23 option that the Administration has as far
24 as raising revenue for schools?

25 MR. DUBOW: Yeah. I mean, as

1 3/31/15 - WHOLE - BILL 150162, etc.
2 the Mayor said, we don't want to propose
3 a tax increase. We really couldn't think
4 of another viable option that would not
5 damage our General Fund and would get
6 additional revenue to the School
7 District.

8 COUNCILMAN SQUILLA: Do you
9 think if we care that much about the
10 School District that if we would take the
11 money out of our fund or switch the
12 percentage from real estate taxes, forces
13 the City to look at different avenues to
14 raise the money and, therefore,
15 guaranteeing income to the School
16 District without raising taxes?

17 MR. DUBOW: I think what that
18 would mean is probably reduction in City
19 services, and we want not -- not
20 probably. Would reduce City services,
21 and that's what we wanted to avoid.

22 COUNCILMAN SQUILLA: Well,
23 would you reduce City services? You
24 would look at more ways to raise revenue
25 or would you look at maybe cutting some

1 3/31/15 - WHOLE - BILL 150162, etc.
2 spending that we have put into the budget
3 for this year that may not be necessary?

4 MR. DUBOW: So if you're
5 talking about \$100 million a year, which
6 is what the District asked for, we're not
7 going to get to \$100 million a year
8 without substantially impacting City
9 services.

10 COUNCILMAN SQUILLA: You don't
11 think there's any reasonable way to grab
12 20 million out of somewhere and other
13 things? I mean, I see some things in the
14 capital budget that we'll be talking
15 about in the next go-around, I'm sure,
16 but there's places where we could come
17 and take big chunks out for that to
18 happen. And would the City then,
19 therefore, support something like that
20 instead of raising taxes?

21 MR. DUBOW: So we didn't see a
22 reasonable way to do that. If you have
23 proposals, yes, of course, we'd be happy
24 to talk to you.

25 COUNCILMAN SQUILLA: One last

1 3/31/15 - WHOLE - BILL 150162, etc.
2 question. What is your projection of
3 collection of delinquent taxes this year?

4 MR. DUBOW: The total dollar
5 value of delinquent tax collections?

6 COUNCILMAN SQUILLA: Yes.

7 MS. RHYNHART: So for Fiscal
8 '15 we're projecting on the City side 44
9 million delinquent property tax, about 6
10 and a half million of delinquent wage,
11 and then the other taxes -- yeah. The
12 other taxes aren't broken out. So on the
13 City side, the transfer tax and
14 amusement, if any of that -- that tax
15 isn't broken out. So we have --

16 COUNCILMAN SQUILLA: Excuse me
17 one second. You said transfer tax you
18 didn't collect?

19 MS. RHYNHART: No. It's not
20 broken out between current and prior on
21 what I'm looking at. That's all I'm
22 saying.

23 COUNCILMAN SQUILLA: Well, just
24 the delinquent.

25 MS. RHYNHART: So the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 delinquent -- the biggest is the property
3 tax delinquent collections, and we're
4 projecting to collect 44 million.

5 COUNCILMAN SQUILLA: So we're
6 projecting to collect an additional \$44
7 million in delinquent taxes for this
8 fiscal year?

9 MS. RHYNHART: When you say
10 "additional," I mean, we collected 42
11 million in Fiscal '14 and we're
12 projecting to collect 44 million
13 delinquent. Right, it's additional
14 delinquent.

15 COUNCILMAN SQUILLA: Right,
16 additional delinquent tax. And then
17 we're also -- what is the percentage of
18 real estate taxes --

19 MR. DUBOW: That's just on the
20 City side, right? So there's a School
21 District portion, which is about 60,
22 right?

23 MS. RHYNHART: Right.

24 COUNCILMAN SQUILLA: Sixty
25 million?

1 3/31/15 - WHOLE - BILL 150162, etc.

2 MR. DUBOW: Yeah. So it's more
3 like 100 million in delinquent property
4 tax between the School District and the
5 City.

6 COUNCILMAN SQUILLA: So there
7 will be an additional \$60 million going
8 to the School District.

9 MR. DUBOW: For delinquent
10 collections.

11 COUNCILMAN SQUILLA: For
12 delinquent collections. So that that \$60
13 million, did that cut into the \$100
14 million they're requesting?

15 MR. DUBOW: No.

16 MS. RHYNHART: No, because they
17 plan on getting that 60 and still request
18 100.

19 COUNCILMAN SQUILLA: How did
20 they plan on getting the 60 million?

21 MS. RHYNHART: Because the 60
22 is part of the projection just like we
23 project an amount of delinquent taxes
24 that we receive, which is the 44, they
25 were projecting the 60, which is part of

1 3/31/15 - WHOLE - BILL 150162, etc.

2 their base --

3 COUNCILMAN SQUILLA: So last
4 year what did they get from delinquent
5 tax collections?

6 MS. RHYNHART: They got
7 around there.

8 MR. DUBOW: About the same.

9 COUNCILMAN SQUILLA: Sixty
10 million?

11 MR. DUBOW: Yeah. So if we
12 went from 42 to 44, they would have
13 probably gone from like 57 to 60. But we
14 can get you the exact numbers.

15 COUNCILMAN SQUILLA: With the
16 60 million collected in the school side
17 additional that we're looking to do, that
18 would be the same amount of money that
19 they received the year before?

20 MR. DUBOW: Approximately. A
21 little bit of an increase. Like there's
22 a little increase on our side, there's an
23 increase on their side too.

24 COUNCILMAN SQUILLA: And that's
25 just in real estate. So is there

1 3/31/15 - WHOLE - BILL 150162, etc.

2 additional collection in other taxes that
3 go to the school, like U&O, liquor by the
4 drink?

5 MR. DUBOW: Yes, and they build
6 all that into their budget.

7 COUNCILMAN SQUILLA: How much?

8 MR. DUBOW: We can get you how
9 much they get.

10 COUNCILMAN SQUILLA: All right.
11 Because, I mean, they build that into
12 their budget also. That was what they
13 had last year compared to this year.

14 MR. DUBOW: Yes.

15 COUNCILMAN SQUILLA: Because
16 that is also money that we could actually
17 increase on to give to the School
18 District.

19 MR. DUBOW: That's right. And
20 so we put -- the Revenue Department put a
21 particular emphasis on that and really
22 last year collected more delinquent tax
23 for the District than had ever been
24 collected before. So it's something they
25 put a really strong emphasis on.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN SQUILLA: So weren't
3 they budgeted for 32 million last year?

4 MR. DUBOW: For 32?

5 COUNCILMAN SQUILLA: I thought
6 it was an additional delinquency in the
7 budget last year.

8 MR. DUBOW: That was on top of
9 the base collections. That's right.

10 COUNCILMAN SQUILLA: Right.
11 Well, this is on top of base collections
12 also, correct?

13 MR. DUBOW: So what would be on
14 top of the base collections here that
15 they would -- this is the base collection
16 really, so --

17 COUNCILMAN SQUILLA: Oh, this
18 is just base collection?

19 MR. DUBOW: Base, yeah. So
20 they have an amount that they assume in
21 their Five Year Plan based on
22 conversations with us. That would be the
23 \$60 million. What we did last year and
24 the year before is said, Look, we're
25 going to step up our collections. You're

1 3/31/15 - WHOLE - BILL 150162, etc.
2 going to get 32 million more than you've
3 gotten in prior years. Now that 32
4 million is kind of built into what they
5 assume going forward. So that's in those
6 numbers.

7 COUNCILMAN SQUILLA: So they're
8 assuming you're going to collect another
9 additional 32 million this year?

10 MR. DUBOW: The 32 -- so, for
11 example, they may have gotten -- to take
12 one tax, in the property tax, let's say
13 they got 55 million before and then it
14 went up to 60, so as part of the
15 initiative to go up by a total of 32.
16 They're staying at 60 going forward.
17 It's not like they go back to the 55. So
18 it set a new base.

19 COUNCILMAN SQUILLA: What
20 happens when your collections are done
21 and you have no more delinquencies?
22 They're going to keep it there?

23 MR. DUBOW: Well, if we get to
24 the point where we have no more
25 delinquencies --

1 3/31/15 - WHOLE - BILL 150162, etc.

2 COUNCILMAN SQUILLA: That would
3 be great.

4 MR. DUBOW: -- that would be
5 great, but I don't think we'll be there
6 within the next five years.

7 COUNCILMAN SQUILLA: Right.
8 But you're saying, though -- say this
9 year for some reason we collect \$80
10 million. So then they're going to add
11 that to their budget for the following
12 year? That doesn't make sense to me.

13 MR. DUBOW: No. If there was
14 some kind of one-time thing that got them
15 another 20 million, they wouldn't assume
16 that going forward.

17 COUNCILMAN SQUILLA: Well, no.
18 These are actually collected delinquent
19 taxes. Like this year you said we
20 collected over and above another
21 30-something million.

22 MR. DUBOW: Right.

23 COUNCILMAN SQUILLA: So say
24 this year we collect over and above
25 another 50 million.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 MR. DUBOW: So our Revenue
3 Department, we talk to them about what's
4 reasonable to assume going forward. So
5 based on what we've collected and the
6 initiatives that we have in place, our
7 conclusion with them was it makes sense
8 to keep it at that higher number. If
9 there was some spike to 80 million, we
10 might say, No, the things that got to 80
11 aren't going to recur, you should go back
12 down to 60 in the following year.

13 COUNCILMAN SQUILLA: So you
14 actually work on the budget with the
15 District --

16 MR. DUBOW: On things like
17 property tax collections, because we do
18 the collection for them, so, yeah. From
19 their taxes, we definitely work closely
20 with them on that, and we have regular
21 meetings with them during the year to
22 update them.

23 COUNCILMAN SQUILLA: So you
24 said we didn't know until February that
25 they needed \$100 million, but you knew

1 3/31/15 - WHOLE - BILL 150162, etc.
2 all along that they needed it because you
3 were working with them on the budget.

4 MR. DUBOW: We knew they needed
5 \$100 million after they released their
6 Action Plan that calls for additional
7 investments. So we knew before that they
8 were projecting a deficit. I mean,
9 they've talked about that. They've been
10 very public about that. We didn't know
11 what kind of investments they would be
12 asking for.

13 I have the total tax revenue
14 number. It's a little over a billion
15 dollars.

16 COUNCILMAN SQUILLA: A billion?

17 MR. DUBOW: Yeah, is what they
18 get each year.

19 COUNCILMAN SQUILLA: All right.
20 Thank you.

21 COUNCIL PRESIDENT CLARKE:
22 Thank you, Councilman.

23 The Chair recognizes Councilman
24 Oh.

25 COUNCILMAN OH: Thank you very

1 3/31/15 - WHOLE - BILL 150162, etc.

2 much, Mr. Chairman.

3 So where I'm kind of curious is
4 the issue about the schools. The issue
5 about the schools, in my opinion, cannot
6 be solved internally in the City, and
7 trying to come up every year with a new
8 \$100 million each time, because we know
9 that we need to come up with 100 or so
10 million every year, but why hasn't an
11 effort to work with Harrisburg been
12 successful? And let me start with this:
13 The City --

14 MR. GILLISON: I'm sorry,
15 Councilman. I'm just intrigued by who is
16 asking the question.

17 COUNCILMAN OH: Well, I'll tell
18 you why, because I have a bill that
19 restructures a school, the Board of
20 Education, because unless the City
21 restructures the Board of Education
22 around best practice governance, with
23 transparency and accountability, if you
24 don't restructure the governance of the
25 school so that there are more resources

1 3/31/15 - WHOLE - BILL 150162, etc.
2 in the classroom, more technology in the
3 classroom and those type of things, then
4 you are asking Harrisburg to fund the
5 same School District that failed before
6 and before. And so either the SRC or
7 City Council is going to introduce a
8 Charter change and we're going to
9 restructure the governance of the school
10 or the Mayor could introduce best
11 practices in restructuring the
12 governance, education, academic, and
13 vocational excellence of the school, its
14 accountability, and then take it to
15 Harrisburg and say, What we've done is,
16 we have repaired the structure of
17 education in Philadelphia, and work with
18 us, we'll have a five-year or eight-year
19 plan to transition to better education.
20 You don't want our schools; we want our
21 schools, but we need you to fund from
22 this bad system that we both had to this
23 better system. And I think until you do
24 some structural reform of the School
25 District, it is very difficult to expect

1 3/31/15 - WHOLE - BILL 150162, etc.
2 Harrisburg to come up with more money to
3 fund the same broken school, which is
4 doing worse, and what we've ended up with
5 are more charter schools, not better
6 local public schools.

7 So it seems to me that someone
8 in Council or in SRC or the Mayor's
9 Office would come up with a five- or
10 eight-year plan and then get Harrisburg
11 to fund what we cannot fund and I really
12 think they don't want.

13 MR. DUBOW: So that is kind of
14 exactly why the School District put out
15 its Action Plan 3.0, to lay out how it
16 was going to change education in
17 Philadelphia, how it was going to work to
18 improve outcomes, set specific goals.
19 But none of that works if Harrisburg
20 doesn't do its part.

21 COUNCILMAN OH: Yes. Could I
22 interrupt you? Because it's still the
23 same system. It's still a superintendent
24 who then hires and fires, increases and
25 decreases the wages of all the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 subordinates under him, and you still
3 have the same administration governing
4 the teachers, you still have the same
5 lack of resources from one school to the
6 next, one school having more. I mean,
7 you still have the same inequity because
8 it's structurally established in that
9 dynamic, that structure. And there are
10 plenty of other models that are excellent
11 from a systemic point of view in the U.S.
12 and overseas, and this system is really
13 antiquated and doesn't work well and
14 hasn't worked well for all these years.

15 So I don't think coming up with
16 another plan -- we've had many plans,
17 many superintendents, same type of issue.
18 People don't know what's going on in the
19 school. We don't know. Anybody in
20 Council doesn't know. I'm asked all the
21 time, Why don't you know where the money
22 is.

23 I say, I have no authority, you
24 have no accountability, I have no
25 transparency, I have no ability -- even

1 3/31/15 - WHOLE - BILL 150162, etc.
2 our City Controller cannot audit the
3 School District because of the SRC Act.
4 They're limited. You're wrinkling your
5 eyebrows.

6 MR. DUBOW: Yeah, because they
7 do audits of the School District.

8 COUNCILMAN OH: They audit a
9 portion. They don't audit it completely
10 as they are -- to my knowledge. That's
11 what I heard from our Controller. I
12 think he would know better than me. I
13 really don't know. I'm relying on his
14 testimony.

15 So my point is, I don't think
16 that we can increase taxes and penalties
17 and cigarettes and real estate every year
18 by 100-something million dollars, because
19 that School District is going to need 100
20 million something from us every year for
21 the foreseeable future. So there would
22 be some plan that we could work, like it
23 or not, with Harrisburg to resolve our
24 situation.

25 MR. DUBOW: Yeah. So, I mean,

1 3/31/15 - WHOLE - BILL 150162, etc.

2 I guess the part we agree on -- and we'll
3 leave it at that -- is that we really
4 need Harrisburg to do its part, and if
5 they don't, we're never coming to a
6 solution, no matter what we do here.

7 COUNCILMAN OH: Well, I have a
8 bill. So I got a bill. I don't know who
9 else has a bill, but I got a bill. If
10 you got a bill, introduce your bill.
11 Otherwise I think my bill is -- I know
12 Jannie Blackwell has got a bill on local
13 control. I got a bill. Outside of that,
14 I don't know who else has a bill, but I
15 think it is a bill that we're looking
16 for.

17 Thank you.

18 COUNCIL PRESIDENT CLARKE:

19 Thank you, Councilman.

20 The Chair recognizes Councilman
21 Jones.

22 COUNCILMAN JONES: Thank you,
23 Mr. President.

24 And some of those questions
25 from my colleague probably could be

1 3/31/15 - WHOLE - BILL 150162, etc.
2 addressed by Senator Williams over there
3 in the Harrisburg climate, but I'll save
4 that for another day. What I would like
5 to talk about is your consultant, IHS.

6 You talked about a couple of
7 disturbing facts, and one of those facts
8 talks about why I think we should have a
9 job strategy. And it says that they
10 project that by FY16 -- we are one of the
11 lowest wage paying cities and that the
12 average wage is \$35,000 nationally, and
13 50 percent of our population makes under
14 that, yet nationally only 34 percent of
15 the national population makes under that.
16 And so our unemployment is 2 percent
17 higher than the national average. And in
18 addition, IHS predicts that we will have
19 housing price increases of 3.5 percent,
20 which is like 2 percent above the
21 national average. So that's a formula
22 that if we are making lower wages and
23 housing prices are going up, it is a
24 formula for gentrification and folk being
25 displaced.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 If you look at that as a
3 national plan, Councilman, they're
4 building that Acela that will have a
5 North Philly stop, and they're predicting
6 that it will get that time from Philly to
7 New York under an hour. So you're going
8 to see us more like the sixth borough of
9 New York, and I don't -- I welcome new
10 people, but I don't welcome new people at
11 the expense of Philadelphians that have
12 for generations been here.

13 So I need us to develop a
14 strategy for community stability like we
15 talked about in your initiative, because
16 these are facts that your consultant
17 said, and if one plus one equals two,
18 then for every time we ignore this,
19 there'll be more people moving out of the
20 inner cities and wind up in Darby and
21 Colwyn as opposed to being able to afford
22 homes in Brewerytown and East Parkside
23 and other neighborhoods that are -- and
24 Andorra, for that matter.

25 MR. DUBOW: You keep bringing

1 3/31/15 - WHOLE - BILL 150162, etc.
2 that up.

3 COUNCILMAN JONES: Yeah, I keep
4 bringing it up. I'm going to harp on it.

5 I mean, I want to bring your
6 attention to these statistics that your
7 consultant pointed out.

8 MR. GILLISON: Councilman, the
9 one thing that I would -- and I agree
10 with you. The issue, which is why we
11 talk about trying to build a long-term
12 strategy around jobs, but -- and I
13 believe that you understand, because
14 everyone in this room understands, that
15 the best way for us to build as a city is
16 to invest in our kids, because the bottom
17 line is is that the jobs are really an
18 outgrowth of strong technical investments
19 for technical jobs that maybe you don't
20 need to have a college path, but you do
21 have to have a certain minimum
22 educational attainment in order to make
23 sure we have a stable job environment.
24 It's why the budget that you see in front
25 of you talks about the investment in

1 3/31/15 - WHOLE - BILL 150162, etc.
2 education, so that we can have the Parks
3 and Recs Department putting \$3.4 million
4 into something that is going to have a
5 year-round impact for kids to be able to
6 get exposed to job environments, so they
7 can actually raise their attainment, so
8 we can actually have a path forward.

9 You already know, because I
10 know that you have supported, what we've
11 done with PowerCorps and with Future
12 Track, trying to get our kids to
13 understand that their investment in their
14 education will have a payoff, because it
15 has an impact on public safety. All of
16 those things is a part of jobs strategy,
17 but it really starts with the amount of
18 dollars that you're going to end up
19 putting forward and the model that you're
20 going to have in education, which is the
21 base point of where we're going, and
22 that's what we're trying to deal with.

23 COUNCILMAN JONES: And I'll end
24 with this. I understand all of those
25 independent initiatives, but when it

1 3/31/15 - WHOLE - BILL 150162, etc.
2 comes to public safety, I understand
3 Commissioner Ramsey's strategy. If it
4 comes to greening in the City of
5 Philadelphia, I understand that we are
6 and how we are going to become a
7 sustainable city. What I'm asking from
8 this Administration is a direct strategy
9 on how we're going to take young people
10 to prepare them for jobs in their future
11 that they don't have to move away from
12 Philadelphia to obtain and that strategy
13 is a coherent strategy that we can then
14 embrace budgetarily, and that's what I'm
15 looking for and trying to draw out.

16 MR. GILLISON: And you know I
17 have -- I agree with you. I agree that
18 the strategies that we have put forward,
19 we've piloted a lot of various disparate
20 things to make sure that we can see what
21 works, and I think that much like we've
22 had strategies that we've put forward and
23 that one that would be put forward today
24 on My Brother's Keeper that talks about
25 what we're doing and how we're doing it,

1 3/31/15 - WHOLE - BILL 150162, etc.
2 it will be a way for us as an
3 Administration and even future
4 Administrations to say this is one thing
5 that we know that works as a path forward
6 to make sure that we have a stable
7 environment that we need to grow good
8 jobs here in the City of Philadelphia.
9 And I think that that's -- I think that
10 Councilman Henon's -- the Manufacturing
11 Task Force has a strategy apportioned to
12 it that we were talking about and we've
13 worked together to put together. And I
14 have no problem not only putting those
15 dialogues together, but actually using
16 the resources that we have in order to
17 put those things in paper so we know
18 where we're going and how we're getting
19 there.

20 COUNCILMAN JONES: So, Mr.
21 President, all I'm saying is that for
22 every \$10,000 we increase a salary, the
23 less likelihood of that individual
24 picking up a pistol and doing something
25 crazy with it. We have to build the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 future that we want to have, and that
3 comes through this 4th floor, 2nd floor
4 going forward, working together to create
5 that vision, and no matter where good
6 ideas come from, we should embrace them.
7 Not that we don't, but we should do it a
8 little better.

9 Thank you, Mr. President.

10 COUNCIL PRESIDENT CLARKE:

11 Absolutely, Councilman. I agree. I
12 mean, the simple reality with respect to,
13 just from a global perspective, it's my
14 interpretation the reality is that when
15 you look at the 1 percent -- I know
16 everybody is beating up on the 1 percent,
17 but there's a reason for that -- is that
18 governments have had to subsidize the
19 excessive wealth of the 1 percent
20 forever. I mean, the simple reality is
21 that there's no reason why -- I guess
22 they would disagree with me -- why
23 somebody needs to make \$20 million in
24 salary a year working at a Wall Street
25 firm when the government has to in fact

1 3/31/15 - WHOLE - BILL 150162, etc.
2 continue to increase your taxes to help
3 sustain a small level of livelihood for
4 individuals who are making \$7, \$8 an
5 hour. That makes no sense whatsoever.
6 So governments are put in a position
7 where we have to put more money, tax
8 money, in schools, more money in
9 behavioral health, more money in mental
10 health, all the other aspects of what
11 governments have to fund, simply to allow
12 people to maintain this excessive level
13 of salaries and compensation, and that's
14 the challenge. We're not going to
15 resolve that in here today, because it's
16 way above our pay grade, but the reality
17 is at some point we got to fix that on
18 the local level. We need to do as much
19 as we can.

20 Councilman, you brought up a
21 question -- then I want to call on
22 Councilwoman Sanchez -- earlier about
23 this issue about a plan for jobs and,
24 Mr. Gillison, I agree with you in that
25 the City needs to create an environment

1 3/31/15 - WHOLE - BILL 150162, etc.
2 for jobs, but, again, I keep referring to
3 these books and documents, because we did
4 a whole lot of work, and I'm going to
5 pull out another one. This whole CSI,
6 and this actually came as a result of
7 last year's budget process when it was
8 asked about the plan for the
9 neighborhoods outside of the Center City
10 and the growth areas, and it was said
11 there was really no plan for development,
12 and we got together, Councilmembers, and
13 put together a plan for all aspects, all
14 these various amenities, housing index
15 and we have a commerce index, and in this
16 document -- and we'll make sure that
17 everybody has a copy -- that we actually
18 have a series of recommendations as it
19 relates to how and where we should create
20 jobs.

21 We talk about the Philadelphia
22 21st Century Commercial Corridor
23 Initiative. I know Councilman Goode is
24 real strong on that. Philadelphia Large
25 Scale Retail Initiative; Philadelphia

1 3/31/15 - WHOLE - BILL 150162, etc.

2 Re-Imagining Neighborhood Icon Program.

3 I mean, these are things that we as a
4 government can actually do, while I
5 understand we should create an
6 environment for the private sector, but
7 there actually are things that we can do.

8 We talk about this whole issue
9 of prosperity, and I know Eva is going to
10 be talking about, Ms. Gladstein, at some
11 point, and I'm glad that we're engaged in
12 that. But simple things as the
13 Philadelphia neighborhood financial
14 literacy where people don't know that
15 there's opportunities that are presented.
16 If they just simply knew, they could
17 enhance their area. Encourage
18 neighborhood entrepreneurs.

19 So we have laid out in this
20 document a series of plans on how we
21 create the environment for economic
22 growth, the environment for opportunities
23 for individuals, and we're just asking
24 and I'm saying again as a part of this
25 budget process this year, we're going to

1 3/31/15 - WHOLE - BILL 150162, etc.
2 ask for the budget process to reflect
3 these particular initiatives that we put
4 in place.

5 Some of you may be here next
6 time around; you may not, but this is the
7 way to leave your footprint on City Hall,
8 if we can get this up and running, and
9 I'm sure whoever ends up being the Mayor
10 will be very happy that we've given him a
11 head start on growing our city in a very
12 aggressive way. So I want to thank you.

13 Councilwoman Quinones-Sanchez.
14 COUNCILWOMAN SANCHEZ: Thank
15 you, Mr. President.

16 I want to go to first as
17 someone who has worked really hard around
18 the L&I investment, I think it's
19 significant. One of the things that
20 always -- Councilwoman Tasco is talking
21 about this is her last budget. I'm like,
22 Yeah, you're going to leave us behind.

23 One of the things that I've
24 always appreciated about this process is
25 that there is an acknowledgment that

1 3/31/15 - WHOLE - BILL 150162, etc.
2 there's different ways to get to the same
3 end. I think what's happened over the
4 course of the last three or four years
5 is, we've become much more savvy and much
6 more deliberate about choosing
7 priorities, good, bad or indifferent.
8 And while many people like to coach that
9 as winners and losers, I like to coach
10 that as everyone pains. The same way we
11 talk about shared prosperity, it's kind
12 of shared pain.

13 Five, six years ago we sat here
14 and we had the economic doomsday, the sky
15 is falling, the sky is falling. We had
16 our workforce give up a little bit. We
17 had our residents give up a little bit.
18 We had our businesses give up a little
19 bit, and we've turned the tide. And so
20 what I'd like to see and I'd like to
21 formally request is, the School District
22 needs 103 million and it needs
23 reoccurring funding, but what I'd like to
24 see is the same way in those times we
25 made choices about how do we trim the

1 3/31/15 - WHOLE - BILL 150162, etc.
2 budget and how do we meet that goal, what
3 does \$103 million in shifting of
4 priorities in this City budget, using the
5 same methodology you used before, looks
6 like. What would that look like?

7 You've made some choices around
8 some enhanced programming. It would be
9 hard to argue around some of them,
10 because it's a lot of stuff that I
11 support. What would \$103 million look
12 like in this year and in a Five Year Plan
13 or how close can you get to that? So
14 that when we're making the decisions
15 about how we give schools more money,
16 because I'm always going to be about how
17 we give schools more money, we're doing
18 it from what we've already seen happen in
19 this Council, which is thoughtfulness
20 about making those choices, and I'd like
21 to be deliberate around those choices.

22 We've protected small
23 businesses who were going to be hit by
24 AVI. We've created triggers and support
25 for the poor when we wanted to protect

1 3/31/15 - WHOLE - BILL 150162, etc.
2 homeowners. I can't believe we can't
3 come up with a way to fund schools in a
4 thoughtful way.

5 So because we've learned
6 through these last few budgets, I want to
7 continue in that realm of we're going to
8 get there. We may not agree on how we
9 get there, but let's all have the facts
10 and the options, so that when all of us,
11 election or no election, are making
12 decisions, we can make them based on some
13 facts.

14 And so I want to request,
15 Council President, as part of this
16 process that the Administration use the
17 same methodology and give us what those
18 options are. When we've given to
19 schools, we've said this is where we want
20 the money to go. And I think if we're
21 going to do anything else, we should make
22 choices around which services and other
23 requests for enhancements we choose.

24 So that's my statement. It's
25 not really a question. But I did want

1 3/31/15 - WHOLE - BILL 150162, etc.
2 to -- the one question that I had was
3 related to how much of what we're funding
4 in some of these enhancements is going to
5 be General Fund, how much of it is CDBG,
6 and then how much of it is capital?
7 Because I think that's going to help fuel
8 my discussions around what I think are
9 important pieces that we need to do of
10 the enhancements.

11 MR. GILLISON: Of the
12 enhancements that we highlighted?

13 COUNCILWOMAN SANCHEZ: Yes.

14 MR. GILLISON: Most of these
15 are General Fund.

16 MS. RHYNHART: Right. The ones
17 that were highlighted are the General
18 Fund and Operating Budget ones were
19 highlighted in the testimony.

20 COUNCILWOMAN SANCHEZ: Okay.
21 Because when you put Community College,
22 you said to offset --

23 MS. RHYNHART: Oh.

24 COUNCILWOMAN SANCHEZ: -- our
25 capital needs.

1 3/31/15 - WHOLE - BILL 150162, etc.

2 MR. DUBOW: So it's from our
3 General Fund. For them it offsets
4 capital needs, but our money comes from
5 our general operating fund.

6 COUNCILWOMAN SANCHEZ: Okay.
7 So is there not a way that we could
8 support Community College's capital needs
9 through our capital?

10 MR. DUBOW: No. We can only
11 support -- through our capital, it has to
12 be something we own.

13 COUNCILWOMAN SANCHEZ: So
14 there's nothing of their expansion
15 project that they're doing that belongs
16 to the City, streets, other stuff?

17 MR. DUBOW: No. And I think
18 it's all --

19 COUNCILWOMAN SANCHEZ: I'm just
20 asking the question, because I think
21 that's going to be part of the discussion
22 around the PILOTs, around what do we do
23 with some of the universities. Again,
24 I'm all for Community College needs
25 additional resources. They're going to

1 3/31/15 - WHOLE - BILL 150162, etc.

2 be part of the solution as it relates to
3 some of these education challenges.

4 So all of these enhancements
5 are only the ones that are related to the
6 general operating?

7 MR. GILLISON: That's correct.

8 COUNCILWOMAN SANCHEZ: So
9 because you put in here a campaign 1.1
10 million to the Commerce Department -- to
11 the Commerce to fund Philly Talent
12 Collaborative. That's General Fund?

13 MR. DUBOW: Correct.

14 COUNCILWOMAN SANCHEZ: So we're
15 putting a million dollars to the
16 Commerce, who we've been unwilling to
17 give general operating fund for the
18 services, the CDBG funding, but we're
19 giving them money for this talent search?

20 MR. GILLISON: This isn't a
21 talent search. This is actually part of
22 the graduation and educational aspect,
23 because what I talked about was how we
24 end up having and creating the
25 environment where education is key to us

1 3/31/15 - WHOLE - BILL 150162, etc.
2 really growing in an economic development
3 strategy. I think that's what the
4 Councilman is talking about, how do we do
5 a job strategy. Well, we thought about
6 that and said that how we end up doing
7 this is to really invest our dollars into
8 growing the educational components, and
9 that is part of what Commerce should be
10 doing. So that's why we made that
11 decision to invest those kind of dollars
12 into that area. And we will end up
13 taking something that's been highly
14 successful with our Graduation Coach,
15 and graduation coaches will actually be
16 part of and be seen as part of an
17 economic development strategy as opposed
18 to just something that's out -- you know,
19 an educational piece on and of itself.
20 We're actually trying to partner all of
21 this stuff together, pulling it together,
22 making it one strategy for the City going
23 forward.

24 COUNCILWOMAN SANCHEZ: Yeah.
25 My challenge is that we've sat here and

1 3/31/15 - WHOLE - BILL 150162, etc.
2 debated street cleaning on commercial
3 corridors, which commercial corridors
4 could get done because they're not CDBG
5 eligible, and we've never been able to
6 build the political will to support some
7 of that, but we found a million bucks. I
8 want that same creativity to find the
9 \$103 million for schools.

10 MR. GILLISON: I understand,
11 and I think that we've all been very,
12 very creative over it, because we've had
13 to be. I mean, I believe that I heard a
14 Councilman once said that the same
15 Chinese symbol for opportunity is
16 calamity. I think I heard one Councilman
17 actually said that, and I do listen quite
18 intently. So the idea has been that we
19 can offer those things. We have gone
20 through -- and you're absolutely right.
21 We have gone through and said what
22 happens if we don't make the following
23 investments. What's a 5 percent cut
24 across the board look like? What does a
25 5 percent targeted matter look like?

1 3/31/15 - WHOLE - BILL 150162, etc.

2 If you try to deal with it and
3 say -- and the Commissioner knows that I
4 respect and I'm always talking and
5 thinking about public safety, but if you
6 end up taking a 15 percent cut across the
7 board and you exclude public safety from
8 that cut, what does that do to the rest
9 of the departments? I mean, we model
10 those things. Rebecca really has gone
11 through doing this kind of exercise over
12 the last number of years.

13 So I agree. We can sit back
14 and we can answer those questions because
15 it's part of how our processes have
16 developed over these last years
17 intentionally, because we want to be able
18 to answer the questions that you have.
19 It's been a great partnership, because
20 when you ask the questions and say, Well,
21 I'd like to see a million dollars here as
22 opposed to here, we need to be able to
23 tell you what the service cut is going to
24 be, because the age-old question in
25 budgeting is always the same - is it guns

1 3/31/15 - WHOLE - BILL 150162, etc.
2 or is it butter, and we've got to be able
3 to make those choices both apparent to
4 you so that you can make your choices as
5 you go forward.

6 We've sent those choices out,
7 but obviously we're at the beginning of
8 this process, and I think that if you
9 have additional questions, I know that
10 we'll be more than willing to sit down
11 and talk to you about where we see the
12 impacts of those choices. If you decide
13 to go a different way, what that really
14 looks like. And you are absolutely
15 right, Councilwoman. It's been
16 difficult, but I think that we really
17 have survived the calamity and we are
18 talking about making small investments,
19 but the one statistic that I looked at in
20 my testimony that was -- I wanted to make
21 sure I said is, if you really take out a
22 lot of things that are kind of controlled
23 because you just have to do those, those
24 are the mandatory arbitration kind of
25 materials that we have, the budget really

1 3/31/15 - WHOLE - BILL 150162, etc.

2 increases 0.3 percent.

3 COUNCILWOMAN SANCHEZ: I get

4 it. I just --

5 MR. GILLISON: And there's just

6 not that much money there.

7 COUNCILWOMAN SANCHEZ: I just

8 feel very strongly that I want to put an

9 end to this school crisis, because to me

10 that's the economic downturn, it's the

11 schools.

12 MR. GILLISON: Your lips to

13 God's ears.

14 COUNCILWOMAN SANCHEZ: And so

15 we've lived other things. So we're going

16 to get through this one and we're going

17 to do right by the schools. I believe

18 that. I wouldn't be here if I didn't

19 believe that.

20 MR. GILLISON: I agree. I

21 agree.

22 COUNCILWOMAN SANCHEZ: Thank

23 you, Mr. Chair.

24 COUNCIL PRESIDENT CLARKE:

25 Thank you, Councilwoman. Thank you very

1 3/31/15 - WHOLE - BILL 150162, etc.
2 much.

3 I want to ask a couple of --
4 actually, one question, and actually I
5 can give it to you in writing because it
6 may require some thought. In keeping
7 with the earlier conversation, I'm just
8 giving you a sense of what this is going
9 to be like. I'm going to reference those
10 three initiatives that we spelled out
11 earlier - income inequality, the whole
12 affordable issue; education; and our
13 ability to have sustainable communities,
14 and I know you all support that. But
15 there were a couple of bills -- and you
16 can give it to me later -- that I had
17 introduced -- I'm sure there are others
18 that other members had introduced -- that
19 I needed to get the status of, and one is
20 Bill No. 140695. It was a transfer
21 ordinance that would have put money in
22 OHCD, subsequently enter into a contract
23 with PHS to create a lot
24 cleaning/landscaping program through
25 PREP, Philadelphia Reentry Employment

1 3/31/15 - WHOLE - BILL 150162, etc.
2 Program. And obviously that's something
3 that creates opportunities for people and
4 actually cleans neighborhoods.

5 Bill No. 140140 is a bill that
6 provides for reduction of one-half of 1
7 percent in City wage taxes for qualified
8 low-income residents essentially,
9 formerly known as the Cohen wage tax
10 plan, a new version. Again, dealing with
11 that whole income inequality thing.

12 Bill No. 140448, the Earned
13 Income Tax Credit. I understand that
14 there was some conversations. I need to
15 get a sense of where we are with that
16 again. A whole lot of money being
17 available that people simply aren't
18 taking advantage of, and that revenue
19 gets infused into the City of
20 Philadelphia's coffers on an annual
21 basis.

22 And the other is the Affordable
23 Housing Programs that included the
24 Opportunity Zones and our ability to deal
25 with -- so there's a series of them, and

1 3/31/15 - WHOLE - BILL 150162, etc.

2 I guess Ms. McColloch will be able to
3 respond to that at the appropriate time
4 about the amendment to some of the Trust
5 Fund dollars to create an environment
6 where we can do support for rental
7 properties.

8 And then there's a number. So
9 I'll just put that in writing. I just
10 want to give you a sense that these are
11 the things that are part of this whole
12 initiative of making sure that we support
13 those, and by supporting those that have
14 not experienced the robust growth in some
15 neighborhoods, actually be in a position
16 to experience some of the growth
17 associated with various parts of the City
18 and, therefore, we will ultimately
19 increase the entire revenue base. It
20 will be a much better City. So I'll send
21 some of that to you in writing.

22 At this point, there is no one
23 else teed up. Thank you very much.

24 The Committee will stand in
25 recess until Wednesday, April 1st, 10:00

Committee of the Whole
March 31, 2015

Page 141

1 3/31/15 - WHOLE - BILL 150162, etc.

2 a.m., at which time we will reconvene in
3 Room No. 400.

4 I want to thank you all so much
5 for your participation and your
6 cooperation. Thank you.

7 (Thank you.)

8 (Committee of the Whole
9 adjourned at 12:40 p.m.)

10 - - -

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this
transcript does not apply to any reproduction
of the same by any means, unless under the
direct control and/or supervision of the
certifying reporter.)

Committee of the Whole
March 31, 2015

Page 1

A							
abated 41:18	additional 6:12 8:7	advanced 18:2	alongside 36:20	89:25 90:3	103:20	assessments 54:13	
ability 94:19	9:16 10:5,9	8:24,25	9:21 65:19	anticipated 91:3 93:15	april 140:25	33:3,7	avenues 98:13
94:23	10:15 12:15	advantage 37:11	alternatives 97:13	5:18 7:9	arbitration 14:8 136:24	40:14 41:8	average 57:17,20
113:25	13:2 15:25	139:18	amendment 140:4	82:3	area 41:13	41:10 43:14	74:8 79:5
138:13	17:12 39:2	adverse 8:19	amenities 124:14	antipoverty 34:14	42:21 43:7	45:3 79:17	116:12,17
139:24	49:17 61:21	advice 87:17	ammunition 12:15	antiquated 113:13	62:18 79:12	96:8,19	116:21
able 34:2,5	62:2 66:5	87:19	amount 17:14	anybody 16:15	79:12,14,16	assets 35:17	avi 32:10
35:10 36:13	66:16,24	advisory 11:5	25:15,18,19	113:19	79:17	assistance 15:4	associated 76:14 96:12
42:12 48:9	69:7,12,13	advocating 72:23	86:7,9,13	apologize 61:4	125:17	11:23 12:23	128:24
71:8,17	72:13 74:19	afford 76:22	87:2 90:20	apparent 136:3	133:12	21:21 23:6	avoid 98:21
73:6 97:19	74:25 85:15	77:10	91:14	appeal 5:18	areas 7:6	53:12 74:15	award 14:8
117:21	91:24 92:3	affordable 73:21	102:23	42:10 43:16	32:16 33:7	140:17	
119:5 134:5	93:3 98:6	103:18	103:18	43:17,19,23	33:11 36:24	association 62:11	B
135:17,22	101:6,10,13	105:20	105:20	appealed 43:22	36:25 37:7	assume 68:19	b 1:17
136:2 140:2	101:16	119:17	amounts 28:23,23	appeals 7:2,3	40:19,22,24	105:20	baccalaure... 9:2
absolutely 122:11	102:7	aged 12:18	amusement 100:14	43:15 44:9	43:21 44:4	106:5	back 24:19
134:20	103:17	ageold 135:24	analysis 18:19 63:17	44:11	96:14,16	107:15	26:20 27:16
136:14	104:2 105:6	aggressive 126:12	analyzing 21:17	appear 68:13	124:10	108:4	29:5,10
academic 111:12	106:9 109:6	ago 28:2	andorra 78:25	applaud 34:13	arent 43:14	assuming 9:10 15:18	30:15,16
accountabil... 110:23	131:25	80:24 82:21	annual 10:13	apply 78:5,6	100:12	21:8 84:7	31:4 40:13
111:14	136:9	83:5 127:13	29:17 42:12	142:21	108:11	106:8	40:18 45:17
113:24	address 37:6	agree 36:12	74:16	appointed 58:15	139:17	assumptions 30:7,9	49:5 63:20
accounting 48:4,6,9	63:16 71:17	37:12,12	139:20	appointees 90:10,25	argue 128:9	attainment 118:22	64:17 85:2
accuracy 33:3	73:5	51:7 77:4	annually 10:19 42:4	apportioned 121:11	asked 53:13	attention 119:7	95:7 97:20
accurately 142:5	addressed 116:2	97:8 115:2	answer 15:5	approach 11:9 15:24	60:9 63:4,9	audience 4:20	106:17
acela 117:4	addressing 37:2 72:10	118:9	19:20 20:12	42:15 44:13	75:15 83:24	audit 114:2,8	108:11
acknowledg... 126:25	adequate 9:17 91:23	122:11	23:11 27:13	approached 4:4 16:22	85:5 99:6	114:9	135:13
acreage 36:2	adjourned 141:9	123:24	51:15 55:15	appropriate 140:3	113:20	audits 114:7	bad 44:15
act 95:3	administrat... 3:24 7:21	129:8	answered 38:15 87:6	approval 2:22	124:8	august 57:2	80:4,7
114:3	9:23 14:22	135:13	answers 29:11	approved 3:9	asking 17:20	attitude 78:10	111:22
action 91:19	15:3 21:13	137:20,21	anticipate 34:2 88:22	25:17,21	47:7 50:16	attorney 13:17	127:7
91:23 109:6	31:15 32:4	agreed 31:24	89:6,19,24	26:9 85:7	69:22 86:25	balance 30:11	67:8,12
112:15	32:5 55:12	agreement 3:8		approximat... 9:9 28:17	109:12	68:22 92:3	balances 67:25
adamantly 81:9	58:8,11	agrees 91:22		34:13	110:16	bad 44:15	balancing 87:15 91:16
add 66:23	69:10 70:8	ahead 37:12			111:4 120:7	80:4,7	ball 71:25
86:2,10,23	77:20 88:13	airport 36:5			125:23	111:22	ballistic 12:14
87:8 107:10	90:8,11	airports 35:17			aspect 132:22	127:7	bank 51:5
added 74:20	91:3 92:9	allocated 11:19			aspects 123:10	balance 30:11	base 6:20,21
adding 29:25	92:10 97:15	allow 27:17			124:13	67:8,12	6:23,24 7:9
74:9	97:23 113:3	allowed 17:7			assess 40:19	68:22 92:3	34:20 74:21
addition 6:10	120:8 121:3	17:14			40:20 42:16	balances 67:25	75:11 103:2
33:18 70:15	129:16	allows 17:4			42:18 43:2	balancing 87:15 91:16	105:9,11,14
76:20	administrat... 9:20 65:18				63:5	ball 71:25	105:15,18
116:18	121:4				assessed 42:24 44:5	ballistic 12:14	105:19
	adopt 2:13,17				assessment 7:5 40:21	bank 51:5	106:18
	adopting 2:19				41:3 42:19	base 6:20,21	119:21
					45:5 96:21	6:23,24 7:9	
					97:2	34:20 74:21	
						75:11 103:2	
						105:9,11,14	
						105:15,18	
						105:19	
						106:18	
						119:21	

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 2

140:19	78:14 97:2	83:1 84:1	115:12	31:22 34:21	127:18	34:10 36:18	charts 75:16
based 6:17	111:19,23	85:1 86:1	blight 75:3	37:20 51:10	128:23	54:8 72:10	75:17 78:2
11:17 15:18	112:5	87:1 88:1	blip 19:12	56:23 58:22	butter 136:2	80:18 96:14	78:12
16:5 81:25	114:12	89:1 90:1	21:8,9	58:23 59:24	buy 50:5	96:15	check 63:10
105:21	122:8	91:1 92:1	block 43:24	65:15,19,22	buying 20:5	118:21	63:12
108:5	140:20	93:1 94:1	blondell 1:16	65:24 68:18	54:13	certainly	cheltenham
129:12	beyond 36:10	95:1 96:1	board 17:3	68:19 69:4		76:17 77:16	50:5 54:13
bases 6:17	big 51:22	97:1 98:1	62:10 64:24	69:7 75:8	C	certificate	chestnut 79:3
basic 9:20,25	78:8 85:25	99:1 100:1	110:19,21	75:21 82:12	calamity	142:2	chief 4:10
basically	99:17	101:1 102:1	134:24	91:17 99:2	134:16	certification	77:18
21:23 33:6	biggest 82:10	103:1 104:1	135:7	99:14 104:6	136:17	142:20	childhood
58:2	86:5 101:2	105:1 106:1	bobby 1:12	104:12	calculate 84:3	certify 142:3	8:19
basis 18:2	bill 2:12,16	107:1 108:1	body 12:14	105:7	calculation	certifying	children 7:20
23:23 24:6	2:18 3:1,10	109:1 110:1	22:9	107:11	70:3	142:24	38:15
29:18 31:3	4:1 5:1 6:1	110:18	bonds 64:2,4	108:14	call 73:14	chair 17:2	childrens
139:21	7:1 8:1 9:1	111:1 112:1	64:13	109:3	94:13	25:3 31:8	58:13
bass 1:10	10:1,18	113:1 114:1	books 87:15	118:24	123:21	38:8 40:6	chinese
48:25 49:2	11:1 12:1	115:1,8,8,9	124:3	124:7	called 2:4	48:25 54:18	134:15
52:3,19	13:1 14:1	115:9,10,10	borough	125:25	33:4,5	60:20 65:7	choices 7:16
78:25	15:1 16:1	115:11,12	117:8	126:2,21	calls 109:6	73:2 78:20	127:25
bearing 61:16	17:1 18:1	115:13,14	borrowing	128:2,4	cameras	83:19 95:19	128:7,20,21
beating	19:1 20:1	115:15	39:14	130:18	12:14	109:23	129:22
122:16	21:1 22:1	116:1 117:1	bottom 20:11	136:25	campaign	115:20	136:3,4,6
beginning	23:1 24:1	118:1 119:1	118:16	budgetarily	13:4 132:9	137:23	136:12
136:7	25:1 26:1	120:1 121:1	brewerytown	120:14	cant 42:8,16	chairman	choose 77:16
behalf 4:12	27:1 28:1	122:1 123:1	117:22	budgeted 5:9	77:10 78:11	110:2	129:23
14:21 21:17	29:1 30:1	124:1 125:1	brian 1:15	5:15 105:3	97:10 129:2	challenge	choosing
64:3	31:1 32:1	126:1 127:1	bring 21:14	budgeting	129:2	123:14	127:6
behavioral	33:1 34:1	128:1 129:1	77:19 118:5	135:25	capabilities	133:25	chosen 11:17
8:17 22:15	35:1 36:1	130:1 131:1	bringing	budgets	72:24	challenges	chunks 99:17
123:9	37:1 38:1	132:1 133:1	76:18	60:10 129:6	capital 2:13	5:2 21:20	cigarette
believe 3:25	39:1 40:1	134:1 135:1	117:25	build 104:5	2:17 3:18	132:3	10:12 28:16
20:20 48:19	41:1 42:1	136:1 137:1	118:4	104:11	3:20,21	change 20:24	29:2 37:15
76:8 118:13	43:1 44:1	138:1,20	broken	118:11,15	12:12 99:14	29:16,20,24	37:20 55:6
129:2	45:1 46:1	139:1,5,5	100:12,15	121:25	130:6,25	30:3 31:3	55:15,19,24
134:13	47:1 48:1	139:12	100:20	134:6	131:4,8,9	96:23 111:8	56:5 70:4,5
137:17,19	49:1 50:1	140:1 141:1	112:3	building 11:3	131:11	112:16	86:16
believes	51:1 52:1	billion 5:21	brothers	42:19 77:20	care 31:16	changed 27:2	cigarettes 8:5
23:13	53:1 54:1	5:23 14:2	120:24	117:4	78:12 98:9	71:3,5	54:13
belongs	55:1 56:1	109:14,16	brought	buildings	careful 80:9	changes 3:3	114:17
131:15	57:1 58:1	bills 1:18 2:7	123:20	74:24	case 43:20	27:25 28:3	cindy 1:10
benefit 81:20	59:1 60:1	2:11 3:17	brown 1:16	built 106:4	casebycase	28:7	78:25
81:21,23	61:1 62:1	138:15	38:9,10,23	bunker 13:16	23:23 24:6	changing	circle 43:11
benefits	63:1 64:1	birt 27:5	39:8,24	burden 66:7	cash 83:2	18:22 20:6	cities 34:23
11:23 66:15	65:1 66:1	bit 19:19	bucks 134:7	82:22	category 16:3	charged	80:25
67:9,10	67:1 68:1	49:13,17	budget 2:17	busier 83:8	cdbg 130:5	20:15	116:11
68:18	69:1 70:1	50:19 70:11	2:19 4:14	business 6:13	132:18	charter 59:5	117:20
best 33:24	71:1 72:1	103:21	4:19 5:20	14:17 27:24	134:4	59:9,12	city 1:2,6
110:22	73:1 74:1	127:16,17	6:3 9:22	62:12 63:14	center 62:10	60:15 111:8	2:23,24
111:10	75:1 76:1	127:19	10:23 11:2	88:5,16	77:21 124:9	112:5	3:11 4:9,20
118:15	77:1 78:1	blackwell	13:25 14:10	89:12,21	centers 72:22	charters	4:24 5:4
better 5:8	79:1 80:1,7	1:11 73:15	14:13,23	businesses	century	59:15,18	6:14 7:7,21
24:2 35:9	81:1 82:1	76:3,4	30:8 31:12	5:4 6:8 36:8	124:22	60:3,14	8:14 9:14
					certain 32:12		

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 3

10:6,12	12:18 32:17	139:20	combining	8:15	41:12 44:12	contributions	19:11 21:10
12:22 13:13	62:22	cohen 139:9	10:19	communities	65:21 76:17	8:9 9:17	22:3,7,12
13:14,19,24	clarification	coherent	come 8:2 22:4	138:13	91:5	control 94:14	22:24 23:3
14:16,19	26:7	120:13	24:19 27:16	community	considered	115:13	24:9,14,18
16:12 18:23	clarifying	collaboration	30:14,16	12:9 78:9	93:7	142:23	24:24 31:6
31:24 35:3	25:25	11:14	31:4 35:10	117:14	considering	controlled	31:17 34:3
35:4,21	clarke 1:10	collaborative	39:15 50:17	130:21	41:8 72:17	136:22	38:3 40:4
36:10,23	2:2 3:13 4:6	13:6 132:12	51:12 60:5	131:8,24	considers	controller	48:24 52:11
40:16 41:20	4:9 15:7	colleague	61:6 62:25	compare	87:25	114:2,11	52:21 54:2
41:23,25	16:14,19	78:25	70:6 76:14	30:22,24	consistency	convenience	54:9,16,23
42:16,17,18	17:19 18:4	115:25	77:2,5 91:5	91:11	33:8	55:5,8	55:21 58:9
43:2,8	18:9,25	collect 100:18	93:16 99:16	compared	consistent	convention	60:18,25
44:15 45:13	19:11 21:10	101:4,6,12	110:7,9	43:22	33:6 79:17	62:10	63:8 65:5
46:9 50:4,7	22:3,7,12	106:8 107:9	112:2,9	104:13	88:18	conversation	65:10 71:24
50:10 51:17	22:24 23:3	107:24	122:6 129:3	compensati...	consistently	73:18 138:7	73:12 78:18
52:10 53:4	24:9,14,18	collected	comes 21:12	123:13	15:13 24:13	conversations	81:7 83:17
53:6,10,18	24:24 31:6	55:24 80:24	38:7 83:10	competing	56:7	66:2 105:22	95:17,23
58:9 59:23	31:17 38:3	101:10	120:2,4	71:7	constantly	139:14	96:3 109:21
62:24 63:7	40:4 48:24	103:16	122:3 131:4	complete 7:4	43:10	cooperation	111:7 112:8
63:15 66:5	52:21 54:2	104:22,24	coming 36:16	7:5	constituents	3:6,8 141:6	113:20
66:15,20,21	54:9,16,23	107:18,20	37:22,23	completed	50:2	coordinated	115:18
66:23 69:12	60:18,25	108:5	39:6 49:11	52:5	constitute	65:23	122:10
72:13 73:22	65:5 73:12	collecting	49:22 53:17	completely	3:18	copy 124:17	128:19
74:12 75:4	78:18 83:17	45:23 55:25	54:4 89:12	114:9	construction	core 14:15	129:15
75:24 87:18	95:17,23	collection	94:17,25	complicate	74:7	correct 18:5	137:24
88:23 89:23	96:3 109:21	45:12 55:18	113:15	63:17	constructio...	44:17 84:14	councilman
92:2,15,19	115:18	62:8 100:3	115:5	components	73:25	105:12	1:11,12,12
93:15 94:4	122:10	104:2	comment	133:8	consultant	132:7,13	1:13,13,14
98:13,18,20	137:24	105:15,18	77:15	comprehen...	6:19 19:23	142:8	1:14,15,16
98:23 99:8	class 16:12	108:18	commerce	10:3	50:24 116:5	corrected	25:3,4,8
99:18 100:8	classroom	collections	13:4 124:15	concept 30:18	117:16	96:19	26:13,25
100:13	111:2,3	8:3 46:2	132:10,11	concern	118:7	corridor	27:7 28:8
101:20	cleaning	100:5 101:3	132:16	18:15 41:23	contained	124:22	28:13,19
102:5 110:6	13:16 134:2	102:10,12	133:9	concerned	142:5	corridors	29:9,14,22
110:13,20	138:24	103:5 105:9	commercial	79:10,23	continuation	35:20,20	30:14 31:7
111:7 114:2	cleans 139:4	105:11,14	35:19,20	concerns	6:3	134:3,3	31:8,10,19
118:15	clear 7:18	105:25	124:22	41:17	continue 5:3	cost 17:9,16	32:8 33:10
120:4,7	clearly 87:15	106:20	134:2,3	concluded 6:7	5:5 19:9	64:16	33:16 34:8
121:8	93:25 94:9	108:17	commission	conclusion	52:2 70:14	costs 12:23	34:22 35:6
123:25	clerk 3:17	collects 53:23	11:5 90:7	108:7	75:20 123:2	13:9,18	35:13 37:14
124:9 126:7	climate 116:3	63:11	90:11 91:2	concrete	129:7	14:6,8	37:25 38:4
126:11	close 55:5	college 12:9	94:12	19:20	continues	17:13 60:12	38:16 40:6
128:4	128:13	118:20	commissioner	conditions	4:21	74:7 94:15	40:8,12,13
131:16	closely	130:21	120:3 135:3	29:20 34:24	continuing	couldnt 98:3	40:23 41:4
133:22	108:19	131:24	commission...	conform	92:10	council 1:2,10	41:7,16
139:7,19	coach 127:8,9	colleges 131:8	13:19	36:20	contract	2:2,22 3:9	42:6,14
140:17,20	133:14	colwyn	commissions	confusing	138:22	3:13 4:6,9	45:8,18
citys 4:17,19	coaches	117:21	6:7	67:16,19	contractual	4:10 6:15	46:7,20
6:17 8:10	133:15	combination	committee	conjunction	13:11,18	7:21 15:7	47:2,9,13
10:10 13:21	code 54:8	59:22 60:11	1:3 2:5,7	91:17	contributed	15:10 16:14	47:16,22,25
14:14 64:2	coefficient	61:25	3:16 140:24	consequences	7:22	16:19 17:19	48:7,15,18
93:15	33:4	combined	141:8	33:22	contribution	17:23 18:4	48:21 54:18
citywide 7:10	coffers	59:24	commonwe...	consider 3:16	82:2,3	18:9,25	54:20,25

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 4

56:20,25	112:21	138:15	26:14 30:21	27:12	developed	discussing	124:16
57:9,13,25	114:8 115:7	course 20:24	30:23 61:19	108:19	135:16	39:9	125:20
58:7,18,25	115:19,20	29:21 99:23	85:6,7	degree 73:17	development	discussion	documents
59:19 60:4	115:22	127:4	89:22	deliberate	69:23	23:5 44:22	17:17 124:3
60:16,19,20	117:3 118:3	cover 17:9,13	cutting 27:8	127:6	124:11	131:21	doesnt 20:8
60:24 65:7	118:8	17:16	85:15 98:25	128:21	133:2,17	discussions	48:4 67:11
65:9,13	119:23	covering 2:25		delinquencies	dialogues	6:18 75:21	68:13
66:9,13,20	121:10,20	covers 40:2	D	106:21,25	121:15	130:8	107:12
67:2,15,20	122:11	crazy 121:25	d 1:15	delinquency	didnt 33:8	disparate	112:20
68:8,12,25	123:20	create 5:5	damage 98:5	105:6	43:19,23	120:19	113:13,20
69:5,15,19	124:23	35:8 36:8	darby 117:20	delinquent	46:9 57:4	dispersion	doing 24:21
70:2 71:23	133:4	43:20 73:24	darrell 1:10	46:8,14	73:16 75:16	33:4	30:10 40:15
73:9,13	134:14,16	122:4	data 12:24	100:3,5,9	80:22 90:19	displaced	40:16,21
75:13 76:2	councilme...	123:25	date 9:11	100:10,24	99:21	116:25	41:10 42:21
78:20,22	33:15	124:19	97:21	101:2,3,7	100:18	district 7:23	112:4
79:20,22	124:12	125:5,21	dating 95:7	101:13,14	108:24	8:16 9:3,7	120:25,25
80:14 81:4	councilwom...	138:23	david 1:14	101:16	109:10	9:10 10:14	121:24
81:24 82:16	1:10,11,15	140:5	day 76:25	102:3,9,12	137:18	13:17 26:4	128:17
83:15,18,19	1:16,17	created	116:4	102:23	difference	26:5 34:6	131:15
83:21,24	38:9,10,23	128:24	dc 83:4	103:4	56:17	37:18,19	133:6,10
84:11,15,20	39:8,24	creates 139:3	deal 119:22	104:22	different	38:21 39:11	135:11
84:24 85:10	40:5 48:25	creating	135:2	107:18	40:24 70:11	39:15 56:15	dollar 7:24
85:14,19,23	49:2 52:3	21:23	139:24	delivered	70:12 83:2	59:4,13,17	26:11,11
86:6,12,19	52:19,22	132:24	dealing 76:24	38:5	92:6 97:14	60:8 61:22	46:11 87:2
86:25 87:9	60:22 61:2	creative	139:10	demand	98:13 127:2	61:25 66:6	100:4
88:11,19	61:3,15	134:12	deals 16:2	72:12	136:13	68:5 88:24	dollars 7:17
89:4,17	62:5 63:3	creativity	deb 16:16	department	differently	89:3 90:12	8:2 10:9
90:4,22	63:19,23	134:8	debated	11:20,22	78:16	90:16 91:14	39:17 58:19
91:8 92:7	64:6,12,15	credit 13:8	134:2	12:3,6,13	difficult	91:21 92:15	69:12 71:10
92:24 93:5	64:19,23	139:13	deborah	12:25 13:5	40:16,17	92:21 93:18	72:7,15
93:13,25	65:2,6	crisis 137:9	16:25	13:7,10,15	43:13	96:10,12	109:15
94:9,16,20	73:14 76:3	crossdepart...	debt 39:14	14:9 17:10	111:25	97:6 98:7	114:18
95:2,13,18	76:4 78:19	11:13	decades 45:2	20:20 56:13	136:16	98:10,16	119:18
95:19,21,24	123:22	csi 124:5	decide 90:8	56:14	dig 53:15	99:6 101:21	132:15
96:2,5 97:8	126:13,14	curious 110:3	136:12	104:20	diligently	102:4,8	133:7,11
98:8,22	126:20	current 10:6	decided 56:16	108:3 119:3	70:21 72:18	104:18,23	135:21
99:10,25	130:13,20	14:4 25:9	decision	132:10	direct 11:17	108:15	140:5
100:6,16,23	130:24	25:16,20	133:11	departments	120:8	111:5,25	domestic
101:5,15,24	131:6,13,19	26:14,16,19	decisions	12:19,22	142:23	112:14	74:10
102:6,11,19	132:8,14	27:10 28:20	128:14	135:9	direction	114:3,7,19	dont 16:13
103:3,9,15	133:24	30:23 69:10	129:12	depend 93:20	34:16	127:21	19:20 20:12
103:24	136:15	86:14 87:3	decline 6:25	94:6	directly 74:12	districts 8:13	23:9,15
104:7,10,15	137:3,7,14	87:19	10:18 54:11	depends	director 4:18	32:12,13	26:25 27:2
105:2,5,10	137:22,25	100:20	declines 8:22	29:20	4:19 16:25	58:22,23	28:9 34:17
105:17	counseling	currently	54:7	deputy 77:17	87:17	59:14 61:11	34:25 37:5
106:7,19	8:20	15:14 22:20	decrease	detail 21:18	directors	disturbing	41:2 43:3,6
107:2,7,17	counselors	curtis 1:13	57:18	49:17 52:17	11:25	116:7	45:3,16
107:23	83:7	cut 55:7 61:8	decreases	determine	disagree	divergence	48:5 50:11
108:13,23	county 23:19	86:4 102:13	14:10	32:20,25	122:22	19:15 20:2	53:15 69:18
109:16,19	couple 15:9	134:23	112:25	determining	discovering	51:19	71:5 76:15
109:22,23	49:4 56:11	135:6,8,23	deep 53:5,16	21:20	80:2	dnc 36:7	76:16 77:3
109:25	61:4,10	cuts 6:4 25:15	defease 64:13	develop 36:18	discuss 30:17	document	77:6,12
110:15,17	116:6 138:3	25:18 26:13	deficit 109:8	117:13	52:2	67:6,14	78:12 79:24
			definitely				

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 5

81:6 88:6	47:10,15,19	6:13 7:2	effectively	125:11	56:18	18:15	fall 38:18
90:2,19	47:24 48:3	14:7 19:5	14:19	enhance	eva 34:15	expected 5:10	57:8,12
92:10 93:22	48:12,17,20	55:5	effects 75:2	125:17	125:9	12:25 15:17	falling 127:15
94:16,18,20	53:22 56:2	dynamic	efficiencies	enhanced	evaluating	19:6 38:19	127:15
94:22,24	56:10,22	113:9	7:15	128:8	76:9	39:21 49:16	family 34:12
96:20 97:22	57:5,11,23		efficient	enhanceme...	evaluation	expenditures	far 37:21
98:2 99:10	58:4,14,21	E	72:14	129:23	59:4	14:2 59:12	97:23
107:5	59:11,21	earlier 16:4	efficiently	130:4,10,12	everett 4:10	expense	farms 79:2
110:24	60:7 61:9	53:13 63:5	14:18	132:4	everybody	82:10	favor 88:5
111:20	61:20 62:15	73:18 75:7	effort 10:4	enrollment	52:9 122:16	117:11	february 8:11
112:12	63:8,22,25	75:14	110:11	9:2	124:17	experience	47:12 90:16
113:15,18	64:8,14,17	123:22	efforts 9:15	enter 138:22	evidence	8:19 140:16	91:9 95:3
113:19,21	64:21,25	138:7,11	32:5 34:14	entire 140:19	52:24 142:4	experienced	108:24
114:9,13,15	65:4,25	early 44:10	eight 31:21	entreprene...	exact 22:22	8:22 140:14	federal 22:15
115:5,8,14	66:11,18,22	57:8	31:22 64:9	125:18	26:21 29:5	experiences	51:4
117:9,10	67:5,17,23	earned 13:7	eightyear	environment	47:5 103:14	8:20	fee 15:19 16:7
118:19	68:11,21	139:12	111:18	35:9 118:23	exactly 38:21	experiencing	17:8,8,13
120:11	69:2,13,16	earnings 5:12	112:10	121:7	41:6 51:23	18:13	18:3,3
122:7	70:12 79:15	6:20	eightyeight	123:25	54:21 65:21	expiration	feel 77:23
125:14	79:21 80:11	ears 137:13	47:14	125:6,21,22	68:2,23	70:22	137:8
134:22	80:22 81:18	easier 44:25	either 21:21	132:25	83:13 88:20	expired 29:3	fees 15:19,24
doomsday	82:7,25	east 117:22	44:7 66:15	140:5	92:19	explain 62:13	18:22 23:25
32:11	83:23 84:7	easy 84:18	79:25 111:6	environments	112:14	explanations	24:2
127:14	84:14,17,22	economic	election	119:6	example 20:6	49:10	fiftythree
downturn	86:7 87:11	6:19 30:20	129:11,11	equal 17:5,6	70:3 73:23	exposed	48:16
137:10	87:23 88:14	36:19,19	eligible 134:5	equals 117:17	106:11	119:6	figure 46:4,5
downward	88:25 89:9	69:23 73:25	eliminating	equipment	excellence	extended	84:18 97:7
19:4 21:24	89:23 90:14	74:5,13,16	75:3	13:15	111:13	29:4	97:9
draw 120:15	91:7,10	125:21	email 28:11	equity 33:25	excellent	extension 8:7	filing 13:8
drink 104:4	92:18 93:3	127:14	embrace	especially	113:10	39:2	fill 92:5
driving 94:15	93:8,19	133:2,17	120:14	41:18	excessive	extent 36:13	finalizing
drop 82:17	94:5,13,18	137:10	122:6	essential	122:19	exterior	33:13
82:20 83:7	94:22 95:10	economists	emotional	13:22	123:12	13:12	finance 4:18
83:12	96:25 97:25	51:6,14	8:17	essentially	excited 18:10	extra 58:2	financial 2:24
dual 9:2	98:17 99:4	economy	emphasis	139:8	exciting 76:7	67:10	4:16 14:25
dubow 4:3,17	99:21 100:4	62:17	41:14	established	exclude 135:7	eyebrows	87:21 89:5
22:20,21	101:19	ed 1:14	104:21,25	13:24 113:8	excuse 100:16	114:5	92:11 93:17
23:2,18	102:2,9,15	eds 35:23	employee	establishing	exempt 84:23		94:10 95:8
24:11,17	103:8,11,20	education	11:22	9:18	exemption	F	95:14,15
25:24 26:10	104:5,8,14	9:20,25	employment	estate 5:10,16	10:16,17	face 4:25	125:13
26:24 28:15	104:19	58:13	138:25	6:24 33:20	68:6	fact 15:18	find 46:18
28:24 29:12	105:4,8,13	110:20,21	emulating	61:6 76:21	exercise	18:10 23:8	48:8 67:16
29:19 30:5	105:19	111:12,17	44:2	76:22 77:4	135:11	33:18 34:10	67:18 97:12
31:21 32:7	106:10,23	111:19	enable 8:16	77:7 96:9	exercises	49:6 88:12	134:8
32:24 33:13	107:4,13,22	112:16	enacted 62:4	96:13,24	12:16	122:25	fine 8:8
34:4 37:19	108:2,16	119:2,14,20	66:3 68:4	97:11,16,17	exist 33:8	facts 34:10	fire 11:21
38:20 39:4	109:4,17	132:3,25	encourage	98:12	expand 6:9	116:7,7	13:15
39:10 40:20	112:13	138:12	125:17	101:18	9:4 12:7	117:16	fires 112:24
41:2,6,11	114:6,25	educational	encourages	103:25	49:13 50:14	129:9,13	firm 122:25
42:3,9	117:25	118:22	6:8	114:17	expansion	failed 111:5	first 16:12
44:20 45:15	131:2,10,17	132:22	ended 112:4	estimated	131:14	fair 9:19	19:17 25:2
45:22 46:16	132:13	133:8,19	ends 126:9	5:23 74:20	expect 111:25	27:11,13	25:13 26:8
46:22 47:4	due 5:9,17	effect 55:11	engaged	estimates	expectation	72:20,20	34:23 39:11
		61:23				93:11	

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 6

39:18 40:17	95:8 105:21	formally	15:16,21	gdp 74:19	127:16,17	64:3 68:20	130:4,7
42:11 43:12	107:6 112:9	127:21	16:2,21	gear 13:16	127:18	going 21:3	131:21,25
77:5 96:22	127:13	former 87:16	17:3,15	general 5:22	128:15,17	23:12 24:7	133:22
126:16	128:12	formerly	22:19,23	8:10 26:4	129:17	24:10,15,25	135:23
firstclass	fiveyear	139:9	23:7,17	39:17 52:14	132:17	28:10 29:24	137:15,16
14:19	12:21 27:24	formula 9:19	24:3,5 26:4	79:12 88:3	138:5,16	30:3,17	138:8,9
fiscal 2:14,17	87:21 89:5	71:3,9	39:17 67:8	88:8 98:5	140:10	32:19,22	good 2:2 4:6
2:19,25 3:3	95:14,15	72:19 73:6	67:11,12,25	130:5,15,17	given 15:22	34:18 35:24	4:8 16:10
3:19,21	111:18	93:12	68:22 70:22	131:3,5	68:15 86:16	36:3,6,18	16:24 25:6
4:14,15,24	fix 44:7 96:21	116:21,24	70:22 71:16	132:6,12,17	126:10	36:22 37:17	25:7 33:17
4:25 5:7,19	123:17	formulaic	72:2 81:20	generate 9:9	129:18	38:4 39:11	40:10,11,22
5:22,25 6:2	flat 15:19	72:10	81:25 82:9	12:25 44:16	gives 31:14	39:20 40:18	40:25 65:11
6:4,11,15	16:6 18:3	forth 49:11	83:6,8 98:5	generates	44:6	41:24 42:3	65:12 66:8
6:22 7:2,3,6	18:22	forward 21:3	98:11 111:4	15:20 28:17	giving 47:10	42:24 44:5	69:9 79:25
7:12 10:2,2	flavor 81:6	31:25 41:15	111:21	generating	132:19	44:8,14	80:8 121:7
10:22,22,23	fleet 12:17	71:20 73:7	112:3,11,11	74:8	138:8	45:11,25	122:5 127:7
11:2,5,7,15	flexibly 71:10	92:16 93:16	123:11	generations	glad 125:11	46:4,12	goode 1:11
11:16,18,24	floor 122:3,3	106:5,16	129:3 130:5	117:12	gladstein	49:5,8,11	25:3,4,8
13:25 14:4	flourish 34:25	107:16	130:15,18	generator	34:15	50:3,5	26:13,25
14:22,24	focus 32:9	108:4 119:8	131:3,5	72:7	125:10	51:16,21	27:7 28:8
25:10,11	folder 46:24	119:19	132:11,12	gentrification	global 19:22	52:15,16	28:13,19
28:5,5	folk 79:11	120:18,22	132:17	33:24	22:2 50:24	54:12,22	29:9,14,22
74:11 85:7	116:24	120:23	140:5	116:24	122:13	56:16 58:20	30:14 83:20
86:2,4	folks 52:6	121:5 122:4	funded 11:11	geographic	globally 24:7	74:3 78:8	83:21 84:11
100:7 101:8	71:16	133:23	11:16	32:15 33:11	go 32:15,17	79:9 82:8	84:15,20,24
101:11	follow 29:14	136:5	funders 8:13	geographical	33:15 39:13	82:19 84:13	85:10,14,19
five 2:24 3:25	following	forwardloo...	funding 9:15	53:19	39:18,20	88:20 90:12	85:23 86:6
4:15 7:17	59:8 60:13	3:20	9:17,19	getting 18:11	40:18 41:14	90:18 92:13	86:12,19,25
9:6 13:23	83:23	found 134:7	10:2 11:14	20:18 32:14	41:25 42:23	93:2 94:2	87:9 88:11
14:13,24	107:11	four 10:11	66:5 93:11	36:7,23	43:11 44:8	94:11 96:17	88:19 89:4
15:11 21:7	108:12	25:13 42:16	127:23	58:12 69:20	44:14,24	99:7 102:7	89:17 90:4
24:23,24	134:22	42:23,25	130:3	76:11 85:2	46:12,21	105:25	90:22 91:8
25:2,9,11	follows 11:19	44:4 76:11	132:18	102:17,20	48:5 53:9	106:2,5,8	92:7,24
25:16,18,20	footprint	127:4	funds 10:7,20	121:18	59:5,9,18	106:16,22	93:5,13,25
25:22 26:19	126:7	frankly 72:6	22:19 23:21	gillison 4:2,8	60:12 63:20	107:10,16	94:9,16,20
27:9,19	force 121:11	free 13:3	66:17	4:10 15:8	73:7 77:13	108:4,11	95:2,13
28:21,22,25	forces 98:12	front 118:24	further 10:8	16:8,16	77:25 78:4	111:7,8	124:23
29:23,24	forecast 51:2	fronts 4:22	49:14	17:22 18:6	78:9 86:11	112:16,17	google 55:16
30:2,6,12	forecaster	frustrated	future 44:13	18:16 31:20	96:22 104:3	113:18	gotten 106:3
30:18 32:23	51:13	77:12	44:24 73:3	34:22 35:7	106:15,17	114:19	106:11
34:9,17	forecasting	fuel 130:7	73:21	36:11 70:19	108:11	116:23	governance
36:10 39:5	19:23 38:22	full 9:18	114:21	72:2 110:14	126:16	117:7 118:4	110:22,24
46:10 51:10	69:25	20:18 28:18	119:11	118:8	129:20	119:4,18,20	111:9,12
64:21 67:3	forefront	37:21 38:17	120:10	120:16	136:5,13	119:21	governing
67:4,6,13	23:20	84:13 93:11	121:3 122:2	123:24	goal 42:5,7,8	120:6,9	113:3
80:21 81:14	foregoing	fully 142:5	fy14 82:3	130:11,14	128:2	121:18	government
82:8,20	142:7,20	function	fy15 19:5	132:7,20	goals 13:23	122:4	22:16
84:25 86:14	foreseeable	36:21	82:4	134:10	112:18	123:14	122:25
86:17 87:14	114:21	fund 5:22	fy16 56:4	137:5,12,20	goaround	124:4 125:9	125:4
90:7,15,23	forever 63:24	8:10 10:10	57:23	give 38:7 47:5	99:15	125:25	governments
90:24 91:18	122:20	12:11,22	116:10	49:22 59:20	gods 137:13	126:22	122:18
92:11,17,21	forget 21:15	13:3,5,7,11	fy17 61:23	71:9 79:9	goes 21:5	128:16,23	123:6,11
93:17 94:10	65:14 90:23	13:13,17,20		104:17	40:13 61:23	129:7,21	governor
			G				

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 7

9:22 10:4	H	healthier	68:6	18:17 22:21	important	17:9,16	117:15
23:13 57:17	half 55:7	14:16	hopefully	26:6,7	7:16 34:2	62:18	124:23,25
58:11 61:7	100:10	hear 3:23	21:9 28:11	28:10 31:2	77:23 130:9	increases	140:12
61:11,18,19	hall 1:6 13:13	36:11,15	hopes 75:20	35:16 38:4	improve	7:24 8:6,9	initiatives
65:20	126:7	49:25 62:10	hospitality	46:19 50:3	72:24	12:11 14:10	11:9,15
governors	halted 6:5	heard 56:7	63:2	50:5 54:23	112:18	15:22 25:20	31:14 73:23
10:21 59:24	hand 83:4	114:11	hostage 94:11	60:22 63:22	improved 8:3	25:22 26:2	75:7,10
61:22 65:22	handle 80:8	134:13,16	hotel 62:11	67:23 68:9	include 12:5	26:3,12,15	76:7 108:6
66:2 67:24	happen 39:21	hearing 2:3,6	62:18,19	71:23 72:21	26:3 69:18	26:16 28:14	119:25
68:3 70:14	56:21 57:4	21:18	hour 117:7	79:10 85:6	included	28:20,21	126:3
97:18	97:21 99:18	hearings 3:15	123:5	85:21 86:25	34:20 69:24	30:24 62:25	138:10
grab 99:11	128:18	held 94:11	house 55:20	88:20 89:4	139:23	79:6 81:25	inner 53:4,6
grade 123:16	happened	help 12:8	household	93:13 95:9	includes 6:3	86:13 87:3	117:20
graduation	56:8,22	78:13 89:21	53:11	99:15	including 8:4	92:14,25	innovation
132:22	57:5 68:9	92:23 123:2	housing	100:21,21	14:9 66:5	96:10 97:18	12:2,20
133:14,15	80:25 127:3	130:7	15:16,20	110:3,14,15	inclusive 2:15	112:24	insight 16:18
great 4:23	happening	helpful 19:2	17:2,3 79:7	113:20	income 6:13	116:19	19:22 22:2
35:2 80:3	19:7	22:9 52:17	80:4 116:19	114:13	13:7 27:24	137:2	50:24
107:3,5	happens 42:7	henon 1:12	116:23	118:4 120:7	34:12 44:16	increasing	inspections
135:19	43:19 68:22	henons	124:14	120:14	74:18 98:15	6:10 34:19	11:21 12:4
greener 14:16	69:9 93:20	121:10	139:23	121:21	138:11	36:4 45:20	institute
greening	106:20	heres 35:24	hundred 47:3	124:4	139:11,13	independent	12:20
120:4	134:22	36:2,5,7	47:14 48:16	125:11,24	incorporati...	11:4 119:25	institutional
greenlee 1:12	happy 15:5	hes 69:4	59:6,8	126:9,21	3:2	indepth 74:3	80:19
gross 74:10	99:23	high 72:11,11	I	128:16	increase 5:20	80:23	intended
grow 121:7	126:10	84:12	icon 125:2	131:19,24	5:24 7:14	index 23:21	33:22
growing 5:2	hard 84:2	higher 5:9,18	id 45:15	135:4 138:7	9:8,12,15	24:3,5	intentionally
19:21	126:17	15:15 50:6	127:20,20	138:9,17	9:24 14:3	124:14,15	135:17
126:11	128:9	68:6 108:8	127:23	impact 4:24	14:12 17:5	indifferent	intently
133:2,8	harp 118:4	116:17	128:20	7:2 11:17	17:5,6,7,14	127:7	134:18
growth 5:10	harrisburg	highlighted	135:21	32:12,22	26:11 28:16	individual	interest 46:13
6:16,22,24	68:16 70:5	130:12,17	idea 49:19	36:19,19	33:20 57:16	23:24	interested
7:10 18:13	70:17 71:17	130:19	61:6 134:18	51:22 63:6	57:20,21	121:23	51:25
19:4,16,17	110:11	highly 133:13	ideas 122:6	67:7,8,14	58:10 59:14	individuals	interesting
21:4,4	111:4,15	highperfor...	ignore 117:18	67:21 69:3	59:25 60:2	37:9 123:4	19:14 54:6
30:20 34:18	112:2,10,19	9:5	ihs 19:22 22:2	69:3 74:2,5	60:15 62:12	125:23	intergovern...
49:7,16	114:23	hill 79:3	22:3 50:24	74:11,16	71:2 75:11	industry 63:2	3:5,7
51:2,10,11	115:4 116:3	hires 11:23	51:18 69:17	80:20 81:15	75:23 82:17	inequality	internally
51:20 89:16	harshly 32:13	112:24	116:5,18	81:19 119:5	83:5 86:9	138:11	110:6
89:24	hasnt 68:14	hit 67:11 80:6	ihss 51:7	119:15	87:7 88:17	139:11	international
124:10	110:10	96:17	ill 15:9 22:5	impacted	90:3 96:12	inequity	8:25
125:22	113:14	128:23	22:16 24:19	37:17 82:19	96:18 98:3	113:7	internet
140:14,16	havent 49:7	hite 8:12	25:13 31:3	impacting	103:21,22	information	20:13,14
guaranteeing	68:17	homeowner	38:6 47:5	99:8	103:23	20:23 49:15	21:22
98:15	head 126:11	10:15,17	72:25 77:14	impacts 66:4	104:17	49:22 63:13	interpretati...
guess 40:19	headsap	57:18,20	90:5 92:7	81:11	114:16	63:20	122:14
41:5 53:5	31:15	58:2	110:17	136:12	121:22	infused	interrupt
54:10 57:10	health 8:17	homeowners	116:3	implementa...	123:2	139:19	112:22
87:23 115:2	14:6 22:15	57:21 129:2	119:23	9:11 55:14	140:19	initial 51:17	interventions
122:21	77:21 123:9	homes 43:24	140:9,20	implemented	increased 8:2	52:12	8:18
140:2	123:10	117:22	im 15:17 16:8	7:22 11:10	8:4,9,12	initiating	intrigued
guns 135:25	healthcare	homestead	16:25,25	implementi...	10:20 13:9	initiative	110:15
guys 40:10	20:8	10:16,17	17:11,20	12:13	13:11,17	106:15	introduce

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 8

115:10 introduced 138:17,18 invest 5:5 7:17,20 71:11 118:16 133:7,11 investment 10:25 11:6 11:19 30:19 31:2 36:16 38:14 45:11 118:25 119:13 126:18 investments 8:15 10:25 12:5 13:22 24:12 71:21 72:21 91:20 91:24 92:4 109:7,11 118:18 134:23 136:18 irrespective 81:10 isnt 20:8 76:25 100:15 132:20 issue 17:22 71:7 110:4 110:4 113:17 118:10 123:23 125:8 138:12 issued 64:2 issues 45:25 71:18 76:13 items 20:9 60:12 ive 23:4 56:7 59:16 126:23 J j 1:15 jannie 1:11 115:12 january 3:10	job 55:13 116:9 118:23 119:6 133:5 jobs 5:5 6:10 12:7 34:18 34:24 35:5 36:22 74:8 74:18 77:22 77:23 78:4 118:12,17 118:19 119:16 120:10 121:8 123:23 124:2,20 johnson 1:13 joining 55:20 jones 1:13 31:9,10,19 32:8 33:10 33:16 34:8 35:6,13 37:14,25 38:16 40:14 60:21,24 75:13 78:21 78:22 79:20 79:22 80:14 81:4,24 82:16 83:15 83:24 115:21,22 118:3 119:23 121:20 jr 1:11,13 july 9:10 june 71:19 jury 51:23 K k 1:12 keep 17:25 20:24 45:20 106:22 108:8 117:25 118:3 124:2 keeper 120:24 keeping 91:21 138:6	kenyatta 1:13 key 12:5 132:25 kids 118:16 119:5,12 kind 23:19 30:8 34:5 40:21 49:7 56:14,16 58:8,10,11 58:12 61:13 65:23 71:5 72:21 75:6 75:9 80:25 81:21 82:25 83:13 91:13 91:15,21 92:19,22 93:23 97:3 106:4 107:14 109:11 110:3 112:13 127:11 133:11 135:11 136:22,24 kinds 80:17 knew 90:18 90:20 108:25 109:4,7 125:16 know 16:13 16:15,20 17:20 20:12 20:19 21:12 23:8,10,15 23:18 27:2 27:3,8 28:9 28:20 29:24 30:21 33:21 39:10 40:14 41:13,23 42:21,24 44:4 45:19 45:24 46:12 47:17 49:10 49:21 50:12 53:15 54:14 57:4 63:14 71:7 72:23	73:15,20 75:13 76:16 77:16 79:9 80:23 81:6 83:9 88:20 89:20 90:12 90:19 92:13 94:17,24 95:24 96:8 97:22 108:24 109:10 110:8 113:18,19 113:20,21 114:12,13 115:8,11,14 119:9,10 120:16 121:5,17 122:15 124:23 125:9,14 133:18 136:9 138:14 knowing 93:17,23 96:10 knowledge 114:10 known 139:9 knows 135:3 L l 1:10 126:18 142:14 labor 74:18 lack 51:11 55:5 113:5 laid 91:19,24 125:19 land 41:9,12 41:19,21 42:19 44:14 44:17 59:10 84:2,4,9 landscaping 138:24 lane 54:11 large 64:20 124:24 largely 5:9 largest 10:25	72:6 late 57:4 law 16:4,6,11 17:4,25 18:20 64:3 lay 30:7 112:15 learned 129:5 leave 22:16 115:3 126:7 126:22 left 83:11 legislated 28:2 legislation 6:14 7:22 legislators 72:16 legislature 68:16 70:25 letter 90:16 level 23:15 52:16 91:23 123:3,12,18 lewis 2:10,12 3:14 24:21 24:23 liability 83:6 library 8:21 13:3 license 11:20 12:3 light 34:8 likelihood 53:3,6 121:23 limited 114:4 line 20:11 50:4 53:10 71:6 118:17 lines 10:2 lips 137:12 liquor 104:3 list 33:11 79:9 listen 134:17 literacy 125:14 little 19:19 29:8 35:22 39:7,16 49:13 50:19 64:9 70:11	74:3 78:16 103:21,22 109:14 122:8 127:16,17 127:18 live 14:17 43:23 79:11 lived 137:15 livelihood 123:3 lives 78:14 lobby 70:14 local 20:15 55:8,9 74:19 93:14 94:2 112:6 115:12 123:18 locate 6:9 locations 32:19 63:15 long 61:14 88:24,25 89:7 93:9 longer 75:4 81:22 longterm 80:5 118:11 look 15:15 18:7,17,24 23:12,22,23 23:24 24:6 24:10,11,15 30:8 32:25 33:6 45:4 53:14 79:4 80:22 81:6 93:21 97:3 98:13,24,25 105:24 117:2 122:15 128:6,11 134:24,25 looked 5:24 33:2 34:9 80:19 81:2 89:11 91:11 91:15 136:19 looking 19:24 20:5,13	21:19 24:13 46:19 61:13 67:18 78:24 79:13 92:12 95:11 100:21 103:17 115:15 120:15 looks 34:6 41:11 66:10 66:14 128:5 136:14 lose 41:21 losers 127:9 loss 55:13 losses 5:18 55:14 lost 55:10 lot 18:18 22:25 23:17 43:3,13,18 43:25 44:9 44:11,17 49:25 52:6 55:7 66:4,7 70:23 71:13 71:20 82:19 82:21 93:19 120:19 124:4 128:10 136:22 138:23 139:16 lots 74:23 low 41:20 62:8 lower 19:6 39:7 61:24 62:3 68:5 116:22 lowest 116:11 lowincome 139:8 M m 1:7 141:2,9 machines 13:21 main 50:25 maintain 30:11 123:12	maintenance 13:12,20 major 8:13 41:17 62:7 making 14:15 17:11 37:10 44:25 62:24 82:5 95:9 116:22 123:4 128:14,20 129:11 133:22 136:18 140:12 management 12:17 83:3 manager 24:4 managers 22:20,23 23:7,17,22 23:24 55:9 managing 11:25 manatawna 79:2 mandatory 136:24 manual 37:4 manufactur... 121:10 map 34:7 march 1:7 marginally 89:10 maria 1:15 marian 1:17 mark 1:16 massive 42:10 massively 32:11 matches 38:20 materials 74:14 136:25 matter 18:22 23:8 30:25 46:23 71:2 115:6 117:24 122:5
--	---	---	--	---	---	--	---

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 9

134:25	40:22	47:3,14	25:2	moving 34:15	needle 34:16	normal 7:13	occur 7:12
142:7	median 58:4	48:16 55:22	mobile 88:9	88:9 92:16	needs 12:12	79:5	occurring
matters 36:15	58:6	55:23,25	model 50:25	93:16	13:14 92:22	north 117:5	51:24
70:23 71:12	medical 14:6	56:5,8,9,18	119:19	117:19	93:3,21	northeast	october 56:21
72:10	meds 35:23	56:19 57:3	135:9	multiple 6:6	122:23	43:10 55:3	offer 78:11,11
maximize	meet 9:7	59:7,8,17	models	63:15	123:25	northwest	134:19
37:9	38:18 92:23	59:22,23,25	113:10	multiplied	127:22,22	43:10	offered 87:19
mayor 3:4,10	97:7,9	60:2,6	moderately	84:4,23	130:25	note 78:23	offhand 72:5
4:11,12	128:2	66:14,19	5:3	murphy	131:4,8,24	notes 142:6	office 4:11 7:4
13:24 58:16	meeting	72:3,4 74:6	modernized	142:14	negative	notion 76:10	11:25 12:2
61:16 77:17	13:22 18:14	74:9,9,11	71:14		19:19 55:11	88:8	12:17,19
90:9,24	51:6 77:25	74:17,18,19	modest 10:24	N	neighborho...	number 4:19	18:24 66:2
98:2 111:10	78:9	74:20 75:2	21:4	narrower	80:2 125:2	10:24 22:22	112:9
126:9	meetings	76:25 82:2	modestly	97:5	125:13,18	22:22 23:8	officials 4:20
mayors 112:8	77:25	82:4,5	7:14	narrowly	neighborho...	23:9 26:21	15:2
mccolloch	108:21	84:21,25	money 20:7	38:14	53:8 117:23	29:5 36:4	offset 6:16
16:17,24,25	members 2:6	85:9,13,16	23:14 39:19	national	124:9 139:4	43:15,16	12:10
140:2	4:9 15:10	85:18,19,20	59:3 60:14	116:15,17	140:15	46:6,8,14	130:22
mean 27:4	22:9 34:3	85:22,24,24	66:12,25	116:21	neighbors	47:6,11	offsets 131:3
29:19 33:5	58:15,22	86:3,4,17	67:10 68:5	117:3	79:4	48:13 55:18	offsetting
34:23 39:16	64:24	86:18 90:13	68:7 70:6	nationally	neilson 1:14	55:21 59:16	70:6
48:4 57:3	138:18	91:4 95:4	71:25 72:13	116:12,14	54:19,20,25	79:18 83:25	oh 1:14 24:11
61:9,14	mental 123:9	99:5,7,12	77:3 82:8	nature 50:11	56:20,25	84:19,20,23	60:22 65:8
62:13,23	mention	100:9,10	94:17,21,23	68:15 74:15	57:9,13,25	86:10,16,22	65:9,13
65:20 69:13	77:14	101:4,7,11	94:24 97:20	navigating	58:7,18,25	108:8	66:9,13,20
70:13 79:6	mentioned	101:12,25	98:11,14	7:13	59:19 60:4	109:14	67:2,15,20
79:25 80:23	32:9	102:3,7,13	103:18	near 79:2	60:16	135:12	68:8,12,25
82:14 86:8	merely 51:21	102:14,20	104:16	necessarily	net 14:12	140:8	69:5,15
87:13 88:3	mess 43:3	103:10,16	112:2	35:2,4	23:25 24:2	numbers	70:2 71:23
89:9 92:25	method 20:19	105:3,23	113:21	necessary	67:7 69:3	17:11 55:13	73:9 105:17
95:10 97:10	methodology	106:2,4,9	123:7,8,8,9	15:4 71:4	81:18 83:5	59:2 62:22	109:24,25
97:16,25	128:5	106:13	128:15,17	99:3	never 115:5	67:7 83:11	110:17
98:18 99:13	129:17	107:10,15	129:20	need 12:10	134:5	85:3 103:14	112:21
101:10	michael 4:11	107:21,25	131:4	18:12 26:20	new 5:3 7:13	106:6	114:8 115:7
104:11	michele	108:9,25	132:19	43:6 44:12	8:3 10:24	nursing 8:20	130:23
109:8 113:6	142:14	109:5 110:8	137:6	52:14 71:14	11:23 12:23	nutter 4:12	ohcd 138:22
114:25	million 5:24	110:10	138:21	71:21 75:8	52:8 66:19		okay 22:4,5
118:5	6:12 7:24	114:18,20	139:16	77:22 90:13	73:20,23,24	O	24:19 26:5
122:12,20	8:13,14 9:9	119:3	montgomery	97:6,7,9,9	76:18 79:7	o 104:3	28:8,13
125:3	9:24 10:5,6	122:23	23:19	97:12 110:9	80:3 106:18	oak 54:11	29:12,13
134:13	10:11,13	127:22	month 37:23	111:21	110:7 117:7	objections	38:23 39:25
135:9	11:3,7,8,18	128:3,11	38:17	114:19	117:9,9,10	142:4	45:18 52:3
meaning 75:3	11:20,21,22	132:10,15	morgue 77:21	115:4	139:10	objective	54:8,15
means 82:13	12:6,9,12	134:7,9	morning 2:3	117:13	news 79:25	18:19	67:15 68:25
82:15 83:7	12:16,19	135:21	4:7,8 16:24	118:20	80:3,4	obligations	69:5,21
94:7 142:22	13:2,4,6,9	mind 36:9	25:6,7	121:7	noncollection	13:11,18	79:20 81:4
meant 83:14	14:3,7,11	55:17	40:10,11	123:18	21:21	obtain 120:12	86:6,12
measurement	27:23 28:4	minds 78:14	65:11,12	130:9	nonrevenue	obviously	87:5 96:4
40:24	28:7,17,25	mine 38:13	move 5:4 24:5	135:22	74:22	16:11 27:8	130:20
measureme...	29:6,7	minimum	87:9 88:15	139:14	nontaxed	44:21 52:9	131:6
97:4	37:21,22	118:21	120:11	needed 17:12	80:17	53:2 96:11	old 47:17,18
measures	38:16,17	minutes	moved 23:20	108:25	nonuniform...	136:7 139:2	older 48:19
3:19 33:3	39:12,13,13	24:22,23,25	31:24	109:2,4	43:21	occupancy	once 42:9
				138:19		8:6	

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 10

134:14	121:16	part 22:8	59:15	percent 5:21	53:18 55:4	21:7 25:10	pleased 4:13
onehalf 139:6	ordinance	37:15 39:19	payoff 119:14	5:25 6:25	57:22 61:18	25:11,16,19	plenty 113:10
oneill 1:15	2:13,16,18	51:15 80:15	payout 82:5	7:10 8:7	73:22	25:20,23	plus 96:16,19
95:24 96:2	3:9 138:21	81:14 91:12	82:24	9:12,13	111:17	26:10,14,15	117:17
ones 130:16	organization	92:16	payouts	14:4,12	112:17	26:16,17,19	point 33:11
130:18	63:24	102:22,25	82:22	15:15 19:5	120:5,12	27:10,10,20	87:13 91:4
132:5	originally	106:14	pcs 12:21	19:18 20:15	121:8	27:23 28:21	95:9 106:24
onethird 94:3	30:13	112:20	penalized	21:6 34:11	124:21,24	28:22 29:23	113:11
onetime	outcomes	115:2,4	79:24	39:3 79:5	124:25	29:25 30:2	114:15
60:11 73:25	112:18	119:16	penalties	82:12,12	125:13	30:3,6,18	119:21
74:5,11	outgrowth	125:24	46:13	84:5 86:24	138:25	30:22,23	123:17
82:21	118:18	129:15	114:16	89:11 96:11	philadelphi...	32:23 34:9	125:11
107:14	outofcontrol	131:21	pennsylvania	96:16,18,20	117:11	34:17,18	140:22
ongoing	94:12	132:2,21	1:6 3:5	116:13,14	philadelphias	39:5 46:10	pointed 118:7
13:20 74:16	output 74:17	133:9,16,16	pension 10:10	116:16,19	74:10	51:11 67:3	police 12:12
online 45:10	outreach 13:8	135:15	14:6 22:18	116:20	139:20	67:4,6,13	14:8 77:19
45:12,19,21	outright	140:11	22:19,23	122:15,16	philly 13:5	68:3 73:7	policies 52:10
46:2	30:21	partial 7:5	23:7,17	122:19	117:5,6	80:21 81:3	policy 29:17
opa 32:24	outside 6:19	partially 6:16	67:11 81:20	134:23,25	132:11	81:10,15,19	30:17,25
40:14 41:11	21:15 50:10	participate	81:25 82:9	135:6 137:2	phs 138:23	82:8,11	35:14 52:13
44:22 96:7	50:23 51:17	8:24	82:23 83:6	139:7	pica 25:17,21	84:25 85:8	87:12,18,20
operating	115:13	participation	83:8	percentage	26:9 63:21	85:11,13	88:3,4 89:6
2:19 3:18	124:9	82:17 141:5	pensions	16:5 17:6	63:23 64:2	86:8,14	92:12
4:14 12:23	overassessed	particular	39:20 66:12	17:17,20	64:3 87:11	87:3,4,14	political
14:18,23	32:21	62:16,17	68:7 83:9	18:2 72:8	87:17,20,25	87:25 89:15	134:6
130:18	overseas	71:2 104:21	people 14:17	98:12	picas 88:4	90:7,15,17	poor 128:25
131:5 132:6	113:12	126:3	16:3 18:12	101:17	pick 32:18	90:23,24	pope 36:7
132:17	oversee 58:23	particularly	20:6 33:25	perform 5:8	picking	91:18,19,24	population
opinion 110:5	oversight	30:19 74:6	34:19 35:9	performed	121:24	92:11,17,22	116:13,15
opportunities	17:3 58:9	87:16 89:13	35:11 36:23	5:15 37:16	pie 78:2	93:17 94:10	portion 20:15
8:23 36:14	58:13,16,24	partner	43:18,21,23	period 7:25	piece 81:12	95:8 102:17	34:21 62:17
37:10,11	overvalued	133:20	44:4 50:9	27:24	133:19	102:20	71:8 101:21
53:4 125:15	7:8	partnership	51:16,21	periods 48:14	pieces 130:9	105:21	114:9
125:22	owners 62:3	135:19	53:7,9	periphery	pilot 84:8	109:6	position
139:3	ownership	parts 140:17	54:12 61:23	53:9	piloted	111:19	123:6
opportunity	80:19 81:17	pass 15:10	64:22 76:12	permanent	120:19	112:10,15	140:15
14:20 35:11	P	passage	76:13,22	8:6 39:2	pilots 80:17	113:16	positive 66:4
37:8 44:6	p 141:9	57:10	77:10 78:3	personally	83:25	114:22	75:2 78:10
71:10 74:13	pack 8:4	passed 6:14	78:11 80:2	97:10	131:22	117:3	possibility
134:15	page 15:11	18:20 68:15	81:7,8	perspective	pipeline	123:23	96:15
139:24	pain 127:12	70:4,5	82:20 83:9	30:20	36:20	124:8,11,13	possible 9:18
opposed 18:3	pains 127:10	78:24 80:16	83:11 84:8	122:13	pistol 121:24	128:12	postage 13:9
53:8 117:21	palatable	passing 97:19	84:12 91:5	pgw 81:13	place 67:25	139:10	posted 20:25
133:17	61:12	path 118:20	96:11,17	phased 11:8	75:9,23	planning	46:10
135:22	paper 56:3	119:8 121:5	113:18	44:10	108:6 126:4	82:18 87:22	potential
option 61:13	parks 12:6	patterns 20:5	117:10,10	philadelphia	placement	89:5 95:6	81:11
97:23 98:4	119:2	pay 58:2 78:6	117:19	1:2,6 2:23	8:25	95:14,15	poverty 34:11
options 24:16	parkside	84:9,13	120:9	2:25 4:21	places 99:16	plans 58:8,10	powercorps
129:10,18	117:22	89:21	123:12	5:6 6:9 10:9	plan 2:24	113:16	119:11
order 2:4	117:22	123:16	125:14	12:10 14:15	3:21,25	125:20	practice
36:21 71:11		paying	127:8 139:3	35:21 43:9	4:16 7:18	play 35:24	110:22
71:21		116:11	139:17	45:13 46:9	9:6 14:14	36:3,6	practices
118:22		payments	peoples 20:5	51:5 53:5	14:25 15:11	please 2:10	111:11

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 11

predicting 117:5	81:13	74:23	41:10,18	89:2	put 41:14	15:5,9	76:21,22
predicts 116:18	pretty 38:20	product 50:6	42:20 44:18	prosperity 79:24 125:9	46:23 59:3	25:13 29:15	77:4,7 90:4
prep 138:25	51:8 72:8	74:10	44:19 74:22	127:11	60:9 75:9	38:6,13	96:9,12,23
prepare 120:10	84:18	program 2:13	80:18 140:7	protect 128:25	75:22 80:12	40:2 46:19	97:6,11,15
prepared 26:21	previous 44:2	3:20 10:21	property 5:11	protected 128:22	91:18 99:2	49:5 50:15	97:17 98:12
presence 2:5	price 116:19	12:8 13:8	5:14,16 7:4	protections 80:12	104:20,20	53:13 61:5	101:18
present 1:9	prices 116:23	125:2	8:5 9:8	provide 4:13	104:25	75:19 90:6	103:25
presented 125:15	primarily 14:5	138:24	10:18 13:10	provides 139:6	112:14	115:24	114:17
preserve 14:14	primary 7:19	139:2	15:12 47:8	providing 2:22 10:4	120:18,22	135:14,18	124:24
president 1:10 2:2	principals 60:8	programmi... 8:24 128:8	47:11 49:6	proximity 53:11	120:23	135:20	reality 50:9
3:13 4:6,9	prior 55:20	programs 139:23	57:16 61:8	public 2:6	121:13,17	136:9	52:25
15:7 16:14	57:9 100:20	progress 4:22	61:17,24	3:15 11:18	123:6,7	quick 28:11	122:12,14
16:19 17:19	106:3	prohibition 17:24 18:21	62:2 66:7	13:10 35:3	124:13	55:16	122:20
17:23 18:4	priorities 7:18 31:13	project 19:8	74:21 88:17	70:23 71:11	126:3	quickly 90:5	123:16
18:9,25	75:18 127:7	49:19 57:19	88:23 89:7	71:14,22	130:21	quinonessa... 1:15 126:13	realize 15:25
19:11 21:10	128:4	81:22	89:10,19,25	73:2 77:17	132:9 137:8	quote 70:23	realized 7:15
22:3,7,12	priority 7:19	102:23	90:2,9 91:6	77:24	138:21	72:6 134:17	really 23:21
22:24 23:3	private 81:17	116:10	92:14,20,25	109:10	140:9	quorum 2:5	23:23 24:5
24:9,14,18	125:6	131:15	95:5 100:9	112:6	57:6 82:23	quote 56:3	30:10 31:25
24:24 25:5	probably 29:7,19	projected 5:8	101:2 102:3	119:15	119:3,19	quoted 57:2	42:20 43:5
30:15 31:5	57:8,11	5:17 6:16	106:12	120:2 135:5	121:14		43:20 44:16
31:6,11,17	82:10 89:14	6:21,23,25	108:17	135:7	132:15	R	52:15 66:4
38:2,3,11	98:18,20	7:12 15:14	proposal 9:21	142:15	quadrant 42:17	radar 79:8	66:8 71:5
40:3,4,9	103:13	21:2,3	9:22 61:7	pull 27:15	qualified 139:7	raise 50:2	73:4 79:16
48:23,24	115:25	37:24 38:25	61:12,22	124:5	quarter 42:18	61:18 75:10	82:14 91:15
49:3 52:20	problem 54:12 60:24	39:7 49:20	65:18,19,22	133:21	43:8	77:5 90:8	93:20 94:6
52:21 54:2	68:14 91:9	55:18,22	66:3,8	purchases 13:15 53:2	quarters 19:17	94:23 98:14	95:15 98:3
54:9,16,21	121:14	56:4 81:21	67:25 70:15	74:14	question 16:10 19:14	98:24 119:7	104:21,25
54:23 60:17	problematic 49:17	82:4	73:24 97:18	pulling 133:21	22:17 23:10	raising 61:5	105:16
60:18,25	proceedings 142:4	projecting 33:19 100:8	proposals 62:4 68:4	purposes 48:4,6,9	25:25 27:11	61:17 77:7	112:11
63:9 65:5	process 31:12	101:4,6,12	99:23	pursuant 3:7	27:13,17	97:11,24	113:12
65:10 71:24	32:16 40:15	102:25	propose 9:16	pursuing 88:13	40:13 54:6	98:16 99:20	114:13
73:12 76:5	42:10,13	109:8	98:2	pushing 43:5	63:4 70:11	ramseys 120:3	115:3
78:17,18	44:24 46:3	projection 14:5 37:20	proposed 3:2	50:9	73:16 75:14	range 21:6	118:17
83:16,17,22	50:22 51:8	50:21 96:9	3:18 4:14		83:24 89:18	47:5	119:17
95:16,17,22	52:4 96:21	100:2	4:15 5:19		89:18 91:13	rate 9:11	124:11
95:23 96:3	124:7	102:22	6:2 9:23		100:2	34:11 51:10	126:17
96:6 109:21	125:25	projections 5:13,15,17	10:20 11:2		110:16	84:10 90:3	129:25
115:18,23	126:2,24	6:2 32:23	11:6,16		123:21	96:23	133:2,7
121:21	129:16	38:19 49:6	13:25 14:13		129:25	rates 8:8 10:8	135:10
122:9,10	136:8	50:18 56:11	14:23,23		130:2	ratio 33:5	136:13,16
126:15	processes 31:22	57:7 69:17	25:11,18,22		131:20	reach 42:8	136:21,25
129:15	135:15	projects 69:10,18,23	26:15,17		135:24	reaching 15:17	realm 129:7
137:24	produce 57:7	70:7	27:9,22		138:4	read 2:10	realty 6:20
press 73:19	producing	properties 7:7,11	28:22 30:22		questioning 22:8 32:9	ready 32:14	reason 55:17
presumption			57:21 65:24		questions	76:16	71:3 107:9
			85:11,13			real 5:10,16	122:17,21
			87:4			6:24 15:12	reasonable
			proposes 9:6			18:15 33:20	15:23 30:7
			10:4,24			61:5 75:21	99:11,22
			proposing 69:4 88:16				108:4
							reassess
							41:25 96:15

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 12

reassessing 33:12 96:14	recs 119:3	related 22:18	8:12 85:3	restructuring 111:11	4:18 19:10	room 1:6	86:22,23
reassessment 7:6,11	recur 108:11	30:25 53:2	requesting 33:19	result 14:5	19:13 21:25	62:18	sampling 20:16
32:18 33:9	recurring 60:11	74:6 83:25	102:14	59:25 61:7	22:5,11	118:14	sanchez 123:22
reassessme... 32:10,25	reduce 5:13	130:3 132:5	requests 129:23	62:20 69:11	26:6,18	141:3	126:14
rebecca 4:18	10:8 35:15	relates 79:16	require 18:18	74:12 124:6	27:4,12	round 24:20	130:13,20
39:6 135:10	98:20,23	124:19	59:14 138:6	resulting 7:9	28:10 29:13	25:2 40:3	130:24
receipt 27:25	reduced 66:6	132:2	required 83:2	74:24	31:20 32:6	roxborough 79:2	131:6,13,19
receipts 5:2	66:7	relating 88:21	94:3	results 6:18	50:14 52:18	rprnotary 142:15	132:8,14
6:13 19:21	reducing 88:5	released 109:5	requiring 11:11	51:4	53:20 54:5	run 25:13	133:24
53:17	88:14	89:14	research 16:9	resumed 6:4	54:15 64:10	67:13 90:5	137:3,7,14
receive 10:7	6:12 67:9	reliance 66:16,19	reserve 51:5	retail 53:3	69:21 70:10	93:9	137:22
11:14	98:18 139:6	relief 10:5,21	resident 80:5	124:25	85:4,12,17	running 126:8	sat 127:13
102:24	reductions 6:8,15	66:16,19	residential 7:7	retired 64:4	85:21,25	rush 43:4	133:25
received 103:19	26:12,24	rely 92:14	residents 5:3	returns 23:25	86:15,21	82:20 83:9	save 23:14
recess 140:25	27:6,21,22	114:13	43:17 97:20	24:2	87:5 100:7		116:3
recession 4:23 6:6	28:3,6	remainder 21:7	127:17	revenue 9:7	100:19,25	S	savings 7:15
recognize 2:4	62:23	remaining 14:11	139:8	12:24 13:2	101:9,23	s 113:11	savvy 127:5
recognizes 25:3 31:8	reentry 138:25	remitted 63:16	resolution 1:19 2:9,11	13:6 15:12	102:16,21	safer 14:16	saw 43:15,16
38:8 40:6	reference 75:14 138:9	rental 140:6	2:21 80:16	15:16,25	103:6	safety 11:3,18	saying 24:7
48:25 54:18	referenced 16:3 21:16	reoccurring 127:23	resolve 114:23	19:23 20:19	130:16,23	70:23 71:11	35:23 36:12
60:20 65:7	75:7	repaired 111:16	123:15	21:11 38:19	130:16,23	71:15,22	37:4 41:24
78:20 83:19	referring 124:2	repeal 10:11	resources 9:3	38:25 41:21	130:16,23	73:3 77:17	45:24 51:18
95:19	reflect 6:11	replace 12:17	42:22	45:16 49:15	130:16,23	119:15	67:21 97:19
109:23	38:6 68:19	60:6	110:25	50:23 53:21	130:16,23	120:2 135:5	100:22
115:20	75:8,18	replacement 12:21	113:5	56:13,14	130:16,23	135:7	107:8
recommend 87:12	126:2	replacing 10:12	121:16	61:21 62:2	130:16,23	salaries 123:13	121:21
recommend... 88:4	reflecting 38:12	replicate 9:4	131:25	69:24 70:18	130:16,23	salary 121:22	125:24
recommend... 51:7 88:2	reflects 69:8	reporter 142:24	52:23	73:20,24	130:16,23	122:24	says 65:17
124:18	reform 6:7,14	representat... 55:20	122:12	74:12 75:11	130:16,23	sale 81:14	80:7 116:9
recommend... 11:4	10:3 90:6	represents 14:11	135:4	75:23 88:23	130:16,23	sales 5:13,14	scale 124:25
reconvene 141:2	90:10,25	reproduction 142:21	respond 73:17 75:12	89:7,20,23	130:16,23	6:23 8:8	schedule 12:21
recording 15:19,24	94:12	request 9:7	140:3	92:20 93:4	130:16,23	19:3,16,18	school 9:24
17:8,8,10	111:24	61:11 72:17	response 49:13 50:12	93:6,14	130:16,23	19:21 20:2	26:3 37:18
17:13,16	regard 76:21	91:3,13,25	responsible 16:20 21:16	94:8 97:24	130:16,23	20:9,10,13	56:15 59:3
18:3	regarding 2:7	92:4 95:4	rest 29:15	98:6,24	130:16,23	20:14,18	59:5 61:21
records 13:14	14:22 83:25	102:17	135:8	104:20	130:16,23	21:22,22	66:6,21
17:11	regular 108:20	127:21	restricted 38:14	108:2	130:16,23	29:3 39:3	68:5 88:24
recreation 12:7	reimagining 125:2	129:14	restructure 110:24	109:13	130:16,23	39:22 45:9	89:3 90:6
recruitment 11:12	reimburse... 59:5	requested	111:9	139:18	130:16,23	45:10,19,21	90:10,12,25
	reimburse... 59:12		restructures 110:19,21	140:19	130:16,23	49:5 50:18	92:15,21
				revenues 5:7	130:16,23	50:20,22	93:18 94:12
				5:20,22	130:16,23	51:3,11,20	98:6,10,15
				6:11 7:14	130:16,23	52:25 53:15	101:20
				15:14,20	130:16,23	53:16,19	102:4,8
				19:6 69:7	130:16,23	55:6,10,13	103:16
				69:14 76:19	130:16,23	55:24 56:4	104:3,17
				revised 2:23	130:16,23	56:5 62:8	110:19,25
				19:4	130:16,23	62:12,21	111:5,9,13
				revising 23:6	130:16,23	63:11 74:15	111:24
				reynolds 1:16	130:16,23	79:6,18	112:3,14
				38:9	130:16,23		
				rhynhart 4:2	130:16,23		

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 13

113:5,6,19	128:18	39:16	smaller 72:7	spoke 55:2	20:21 23:5	134:2	44:9 60:8
114:3,7,19	133:16	shortly 28:12	smart 52:6	spot 40:18,20	23:15 45:23	streets 131:16	summer 12:7
127:21	senator 116:2	38:5	smarter	41:3,5	51:19 53:23	strength	55:21
137:9	send 28:11	shouldnt	14:16	squilla 1:16	53:23,24	35:24 62:16	sunny 68:20
schools 9:4,5	75:4 140:20	92:16	social 8:16	40:7,8,12	56:13,13	63:2	69:8
9:16 10:20	senior 15:2	show 34:5	sold 81:16	40:23 41:4	63:10,11	strengthen	sunsets 71:18
59:9 77:5	sense 107:12	67:6,14	solicitors	41:7,16	64:3 72:9	11:3	superinten...
86:23 88:21	108:7 123:5	75:17 79:21	18:23	42:6,14	72:20 73:4	strong 6:22	8:11 112:23
97:24 110:4	138:8	showing	solution	45:8,18	92:2 93:12	62:19 70:24	superinten...
110:5	139:15	68:23	115:6 132:2	46:7,20	93:21,24	104:25	113:17
111:20,21	140:10	shown 20:17	solved 110:6	47:2,9,13	94:4,6,8	118:18	supervision
112:5,6	sent 136:6	72:15	somebody	47:16,22,25	stated 18:19	124:24	142:23
123:8	separate	shows 92:19	122:23	48:7,15,18	55:9	stronger 21:4	support 8:12
128:15,17	56:11 87:24	92:22	somewhat	48:21 76:8	statement	89:16	8:18 9:3
129:3,19	separately	side 50:3,4	22:18 50:8	95:20,21	30:16 65:17	strongly	12:3 36:23
134:9	25:12	68:20 69:8	soon 94:21	96:5 97:8	129:24	137:8	71:22 88:8
137:11,17	september	87:7 89:24	sorry 26:6,7	98:8,22	statewide	structural	99:19
scientific	56:21 57:14	92:19 100:8	54:24 59:21	99:10,25	9:19	111:24	128:11,24
52:24	series 124:18	100:13	60:22 63:22	100:6,16,23	stating 17:23	structurally	131:8,11
screen 19:12	125:20	101:20	66:11 71:23	101:5,15,24	statistic	113:8	134:6
search 55:16	139:25	103:16,22	85:6,21	102:6,11,19	136:19	structure	138:14
132:19,21	servants 35:3	103:23	110:14	103:3,9,15	statistics	111:16	140:6,12
second 46:18	serve 17:2	significant	sort 36:20	103:24	78:12 118:6	113:9	supported
47:6 51:15	service 32:2	9:15 126:19	49:18,25	104:7,10,15	status 138:19	students 8:19	71:15
100:17	39:14 65:14	similar 7:25	50:12 52:13	105:2,5,10	staying	8:21,23	119:10
section 62:7	135:23	19:25 70:7	69:22	105:17	106:16	studies 6:6	supporting
sections 63:6	services 8:21	simple 95:9	sounds 52:4,5	106:7,19	stenographic	study 13:13	74:7,17
sector 125:6	8:22 14:15	122:12,20	source 21:15	107:2,7,17	142:6	83:4	140:13
see 30:10	20:7 91:23	125:12	sources 93:6	107:23	step 105:25	stuff 54:14	supportive
33:21 34:7	98:19,20,23	simply 87:14	south 43:8	108:13,23	stick 24:4	128:10	70:24
34:17 35:22	99:9 129:22	123:11	southwest	109:16,19	stop 117:5	131:16	sure 16:8
37:7,12	132:18	125:16	43:9	src 58:15	stores 55:5,8	133:21	18:18 19:10
42:7 46:9	set 30:7,13	139:17	space 13:13	111:6 112:8	straight	submitted 3:4	21:25 22:2
46:12 51:6	106:18	sincerely	speak 88:7	114:3	76:12,23	subordinates	22:11,21
54:7,10,11	112:18	31:25	speaking 89:4	stability	strategic 4:16	113:2	31:2 37:8
57:18 58:9	sets 56:11	single 82:10	special 9:25	117:14	14:25	subsequently	37:10 50:14
62:20 63:10	setting 31:11	sir 31:18	11:4	stable 10:13	23:6 120:18	79:3 138:22	52:14,18
63:12,18	87:12,18,20	54:24	specific 83:10	118:23	120:22	subsidize	65:4 72:18
71:7 83:13	seven 25:13	sit 135:13	90:20	121:6	strategy 35:6	122:18	72:22 83:3
89:14 97:5	severe 4:24	136:10	112:18	staff 4:11	35:8,8 36:8	substantial	94:5 99:15
99:13,21	share 20:18	situation	spelled	11:13 27:15	53:12 75:9	70:17	118:23
117:8	20:23 93:16	114:24	138:10	64:20 76:12	88:12 97:14	substantially	120:20
118:24	94:2	six 2:14	spend 35:22	77:18	116:9	99:8	121:6
120:20	shared	127:13	72:4	staffing 64:16	117:14	suburbs	124:16
127:20,24	127:11,12	sixth 117:8	spending	stand 140:24	118:12	51:22	126:9
135:21	shelley 18:23	sixty 38:16	3:19 20:7	start 32:14	119:16	successful	136:21
136:11	shes 16:20	101:24	53:14 62:21	110:12	120:3,8,12	110:12	138:17
seeing 43:25	shifting 128:3	103:9	73:6 99:2	126:11	120:13	133:14	140:12
51:19 62:16	shop 50:3	sky 127:14,15	spent 58:20	starts 79:7	121:11	succession	survival
seeks 14:14	53:7,10	small 36:8	spike 108:9	80:4 119:17	133:3,5,17	82:18	91:16 95:12
seen 19:15,25	shopping	123:3	spillover 75:2	state 16:6,11	133:22	sudden 80:6	survived
23:4 55:4	50:10	128:22	split 11:24	17:4,25	street 122:24	95:3	136:17
59:16 80:24	short 11:10	136:18	56:17	18:20 19:25		suggested	sustain 123:3

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 14

sustainable	27:15 35:16	28:21 29:2	taxed 20:8	88:24 89:2	thats 15:18	94:2 95:3	135:10
120:7	46:3 76:6	29:3,17	50:6	89:8	16:9 18:7	95:13 96:14	136:22
138:13	93:13 96:13	30:17,21,22	taxes 8:4 27:9	terms 7:23	18:15,16	99:11,16	137:15
switch 98:11	97:4 99:5	30:23,25	45:10,13	20:22 21:2	19:7 21:16	101:20	140:11
symbol	99:14	33:20 34:20	46:8,15	21:19 27:5	21:25 23:13	103:21,22	think 16:10
134:15	121:12	35:14,15	47:7 50:25	27:5,20	27:10 30:12	122:17,21	16:16 17:23
system 32:15	125:10	37:16,20	51:2 61:17	30:20 52:25	33:8 34:12	125:15	18:6,16
97:2 111:22	126:20	39:3,22	62:3,7,9	69:6 75:22	34:23 39:6	127:2	23:7,19
111:23	133:4 135:4	45:9 47:11	76:9,21,23	87:12,20	41:13 47:20	131:14	29:4 30:5
112:23	136:18	47:11 48:13	77:4,8	89:6 92:12	52:5 53:2	137:5	30:12 31:14
113:12	talks 58:12	49:5,6 50:3	85:15 88:6	94:8	54:5 56:19	139:25	33:14,17
systemic	116:8	50:18,20,22	88:15 90:9	testify 14:21	58:4,6	140:8	36:12 37:3
113:11	118:25	51:3,12,20	95:5 96:13	21:14	59:23 66:22	theyll 83:10	37:5,5
	120:24	51:20 52:13	96:16,24	testimony	68:11 69:19	theyre 20:4	38:15 39:5
T	tap 48:10	52:13,25	97:11,16	3:24 4:13	70:10,12	21:19 44:5	41:13 42:9
table 4:5	target 15:17	53:15,16	98:12,16	56:2 57:15	71:4 74:6	44:23 45:7	42:11 44:12
16:23 52:8	targeted	55:13,15,19	99:20 100:3	114:14	78:7 80:11	54:4 62:16	44:20,23
take 36:14	18:14	57:16,21	100:11,12	130:19	82:14 86:8	72:16 77:11	45:3 46:2
37:10 42:15	134:25	61:6,8,24	101:7,18	136:20	86:20 91:9	97:5 102:14	47:20 49:14
42:17 46:17	tasco 1:17	62:12,19,21	102:23	thank 3:14	92:4 94:2,3	106:7,16,22	50:16 52:12
51:4 88:22	60:23 61:2	63:11 66:6	104:2	14:20 15:8	95:9,14	107:10	52:17 59:16
98:10 99:17	61:3,15	66:7,16	107:19	15:8 19:2	98:21	114:4 117:3	62:15,22
106:11	62:5 63:3	67:9 68:6	108:19	22:13 24:19	100:21	117:5	63:15 64:5
111:14	63:19,23	69:14 70:4	114:16	25:4 31:5,7	101:19	131:15,25	64:10 69:19
120:9	64:6,12,15	70:5 71:8	123:2 139:7	31:10,11,18	103:24	134:4	76:6,15,20
136:21	64:19,23	71:18 74:15	taxexempt	31:21,25	104:19	theyve 60:9	77:2,3,7,12
taken 70:24	65:2 126:20	74:21 79:6	84:2,4	32:4,6,7	105:9 106:5	109:9,9	79:15 81:5
142:6	tasers 12:15	80:6 84:10	taxing 88:9	37:25 38:4	114:10	thing 20:4,13	82:25 88:3
talent 13:5	task 121:11	84:16 85:6	taxpayer 7:17	38:10 39:25	116:21	24:8 33:17	88:6,7,19
132:11,19	tax 5:2,7,11	85:7 86:13	taxpayers	40:5,8	119:22	70:19 77:14	88:25 89:13
132:21	5:12,13,14	86:16,22,23	61:14	48:22,23	120:14	77:24	90:15,20
talk 25:9 26:8	5:14,16,22	87:2,6,6,12	teachers	49:2 52:19	121:9	107:14	91:11,22
26:21 36:15	6:4,6,8,13	87:18,20	113:4	52:22 54:17	123:13	118:9 121:4	92:11 93:10
44:21 45:5	6:14,17,20	88:16,16,17	technical	54:17,20	129:24	139:11	93:19,22
45:6 50:19	6:21,23,24	88:23 89:6	118:18,19	60:16,19	130:7	things 21:23	94:14 96:20
53:20,24	7:9,14 8:5,6	89:7,10,12	technology	65:3,6,9,14	131:21	30:10 36:24	96:25 97:3
57:15 62:7	8:8 9:8,11	89:13,15,19	12:2,20	73:10,11,13	132:7,12	50:11 52:15	97:6 98:3,9
69:16 73:3	10:3,5,8,12	89:20,21,25	111:2	75:25,25	133:3,10,13	61:10 66:8	98:17 99:11
73:19,23	10:18 13:2	90:2 91:6	teed 140:23	76:4 78:17	133:18	67:21 68:9	107:5
74:4 75:21	13:7 15:12	92:12,14,20	tell 19:7	78:19,22	137:10	71:13 73:5	111:23
77:22 99:24	15:23 18:11	92:25 96:9	32:18 54:3	80:7,14	139:2	74:14 75:22	112:12
108:3 116:5	19:3,15,16	96:18 97:17	56:8 67:17	83:15,18,21	therell 117:19	77:20 78:10	113:15
118:11	19:16,18,21	98:3 100:5	72:5 91:9	95:16,18,21	theres 16:10	87:24 88:9	114:12,15
124:21	19:22 20:3	100:9,13,14	110:17	96:5 109:20	16:13 17:24	88:10,15	115:11,15
125:8	20:9,10,18	100:17	135:23	109:22,25	23:5 37:7	99:13,13	116:8
127:11	21:22 25:15	101:3,16	telling 67:20	115:17,19	41:17 49:21	108:10,16	120:21
136:11	25:18,19,21	102:4 103:5	ten 47:17,18	115:22	50:15 51:8	111:3	121:9,9
talked 19:3	26:2,11,12	104:22	47:20,23	122:9	52:6 62:11	119:16	126:18
45:9 62:6	26:13,14,15	106:12,12	48:10,11,19	126:12,14	62:21 63:14	120:20	127:3
73:21 96:7	26:16 27:6	108:17	64:5,6	137:22,25	69:2,3	121:17	129:20
109:9 116:6	27:20,21,25	109:13	tends 86:9	137:25	70:15 71:20	125:3,7,12	130:7,8
117:15	27:25 28:6	123:7 139:9	term 11:10	140:23	82:13 83:5	126:19,23	131:17,20
132:23	28:13,16,20	139:13	41:3 61:14	141:4,6,7	83:8 87:24	134:19	133:3
talking 25:25							

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 15

134:11,16	28:5,23	77:19 78:15	unexpected	vests 12:14	129:25	55:10 83:10	wire 71:6
136:8,16	46:8,11,14	92:5,23	51:12	viable 98:4	134:8	weighing	wireless 71:6
thinking	85:7,8,11	110:7	unintended	victories	135:17	97:17	wishes 57:17
135:5	85:12 87:2	118:11	33:22	43:16	137:8 138:3	welcome	witness 4:4
third 39:19	94:4 100:4	119:12,22	units 74:2,25	view 113:11	140:10	117:9,10	16:22,22
thorough	106:15	120:15	universities	viewed 9:21	141:4	went 33:9	witnesses 4:4
50:22 51:8	109:13	133:20	131:23	65:19	wanted 98:21	56:18	wolf 9:22,23
52:4	track 45:21	tuesday 1:7	unrelated	vision 36:9	128:25	103:12	23:13 65:20
thought	119:12	tuition 12:11	22:18	122:5	136:20	106:14	wolfs 61:7,12
39:23 49:8	tracked 55:12	turnaround	unreliable	vocational	wants 75:13	west 54:11	won 43:17,22
51:17 87:6	traditionally	9:3	12:18	111:13	93:11	weve 19:14	wonder 49:24
105:5 133:5	21:12	turned	unscientific	vote 58:22	warehouse	31:22,24	50:7
138:6	training	127:19	20:16	votes 87:25	12:24	55:4 65:25	wondering
thoughtful	11:12 12:16	two 6:6 19:17	unwilling	voting 13:21	wasnt 40:24	70:24 72:23	49:9,12
129:4	transcript	33:2 39:18	132:16		49:15 55:23	77:6 78:15	54:3 65:16
thoughtfuln...	142:8,21	46:25 47:2	update	W	89:17	80:24 108:5	68:10
128:19	transfer 5:11	48:15 56:17	108:22	w 1:11	watched 55:6	111:15	wont 32:3
threats 49:25	6:21 15:12	58:15,21	upper 79:2	wage 5:11 6:3	waterways	112:4	44:25 78:13
50:8 51:16	15:23 18:11	67:21 76:12	upward	6:8,19 10:8	35:18	113:16	words 68:12
three 31:14	100:13,17	87:24 90:9	15:13	19:15,16,22	wawa 55:9	119:10	work 35:3,12
47:13 127:4	138:20	90:25	usage 62:19	20:2 27:5	way 5:25	120:19,21	52:16 59:12
138:10	transfers	117:17	use 8:5 12:13	27:20,21	35:14 43:20	120:22	108:14,19
thrilled 68:17	79:7	type 79:13,15	71:10 72:11	35:15 51:20	44:15 59:11	121:12	110:11
throw 59:6	transition	83:2 96:23	72:14	66:6 68:6	63:5 67:12	126:10	111:17
tide 127:19	111:19	97:14 111:3	129:16	85:6 88:5	67:18 71:19	127:5,19	112:17
time 6:10	transparency	113:17	user 72:6	88:15 89:12	77:4,8,13	128:18,22	113:13
11:12 21:13	110:23	typical 10:16	usually 72:3	89:13,15,20	82:23 99:11	128:24	114:22
35:22 40:17	113:25			89:21	99:22	129:5,18,19	124:4
43:3,7	travelers 36:4	U	V	100:10	118:15	132:16	worked 55:19
44:10 76:24	trend 19:8	u 104:3	vacant 44:18	116:11,12	121:2	133:25	67:3,4 73:2
110:8	20:24 21:24	113:11	74:23	139:7,9	123:16	134:5,11,12	113:14
113:21	treating	ultimately	value 26:11	wages 74:13	126:7,12	136:2,6	121:13
117:6,18	15:13	140:18	27:21 28:3	112:25	127:10,24	137:15	126:17
126:6 140:3	trends 19:25	underassess...	28:6 42:19	116:22	129:3,4	whats 29:22	workforce
141:2	triggers	32:21	46:11 74:20	wall 122:24	131:7	30:2 45:25	55:7 75:5
times 80:8,8	128:24	understand	84:3,15	want 14:17	136:13	46:4 94:14	127:16
86:17	trim 127:25	35:14 43:12	85:5,8,11	22:14,17	ways 34:7	108:3	working
127:24	trouble 78:8	68:13	85:12 100:5	25:8 26:2,7	97:12 98:24	113:18	20:20 34:19
timing 68:14	true 55:23	118:13	values 41:9	26:8 27:7	127:2	127:3	52:7 69:11
titles 2:11	86:8 142:7	119:13,24	41:12,19,21	28:19 31:21	weak 6:23	134:23	70:8,16,21
today 3:15,23	truly 9:17	120:2,5	44:15,17	32:8 35:15	weaker 39:22	whatsoever	71:16 72:18
4:17 32:5	trust 15:16	125:5	varies 48:12	37:8 61:4	wealth	123:5	72:25 76:13
52:24 56:2	15:21 16:2	134:10	48:13	69:16 73:15	122:19	william 1:12	109:3 122:4
56:7 57:15	16:20 17:3	139:13	various 3:17	73:17 75:12	weathering	williams	122:24
120:23	17:15 140:4	understand...	36:25 37:7	79:24 81:5	4:23	116:2	works 112:19
123:15	try 41:25	59:2	72:16	88:6 93:9	wed 15:24	willing	120:21
tone 31:12	42:3,25	understands	120:19	93:10 98:2	24:4 29:4	136:10	121:5
top 66:23	46:3 77:9	118:14	124:14	98:19	34:4 71:7	wilson 1:11	world 71:4
84:5 105:8	78:8 96:22	underutilized	140:17	111:20,20	72:9 99:23	wind 117:20	77:2
105:11,14	135:2	74:24	vehicles	112:12	wednesday	winds 93:24	worse 112:4
total 5:20,21	trying 46:5	undeveloped	12:18	118:5 122:2	140:25	94:7	worst 33:23
5:22 7:23	67:23 70:25	35:25	version	123:21	week 33:14	winners	worth 82:2
9:11 14:2	73:4 76:15	unemploy...	139:10	126:12,16	44:23 45:7	127:9	wouldnt
		12:8 116:16	versus 87:3	129:6,14,19			

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 16

42:15 45:4	46:10 51:10	36:17 42:17	91:24	128 85:23	82:1,12	44:1 45:1	150179 1:19
91:20 94:13	56:23 59:7	42:23,25	112:15	135 29:6	83:1 84:1	46:1 47:1	2:9,21
107:15	59:8,10,13	44:4,24	137:2	14 6:5 7:3	85:1,7 86:1	48:1 49:1	1563a 3:11
137:18	59:15,18	45:5 47:17	00 140:25	74:17	87:1 88:1	50:1 51:1	159 59:23
wrinkling	60:2,5,13	47:18,20,23	000 11:24	101:11	89:1 90:1	52:1 53:1	66:23
114:4	66:19,25	48:10,13	13:14,16,19	140140 139:5	91:1 92:1	54:1 55:1	16 4:14,15
writing 138:5	67:3,4,6,13	64:5,6	34:13 55:10	140448	93:1 94:1	56:1 57:1	5:19,23 6:2
140:9,21	76:9,15	65:15 73:8	74:2 116:12	139:12	95:1 96:1	58:1 59:1	6:11,22 7:6
written 48:3	79:19 80:12	76:11 80:24	121:22	140695	96:18 97:1	60:1 61:1	10:2,23
48:8,14	80:21 81:14	82:11,20		138:20	98:1 99:1	62:1 63:1	11:2,11,16
X	81:19,22	83:4 86:18	1	145 74:17	100:1,8	64:1 65:1	11:19,24
	82:8,9	95:8 106:3	1 5:20 6:25	15 3:1 4:1 5:1	101:1 102:1	66:1 67:1	13:25 14:22
Y	83:12,13	107:6	7:10 8:7	5:7,25 6:1	103:1 104:1	68:1 69:1	14:24 26:22
yeah 24:11	84:25 86:9	113:14	9:12,12	6:22 7:1,2	105:1 106:1	70:1 71:1	27:14,19,22
41:2,6	86:10,14	124:7 127:4	11:21,22,22	8:1 9:1 10:1	107:1 108:1	72:1 73:1	28:4,5 56:4
47:15 48:12	87:14 90:7	127:13	13:2,4,4,6,9	10:22 11:1	109:1 110:1	74:1 75:1	160 9:24
48:17,20	90:15,23,23	135:12,16	39:2 56:5	12:1 13:1	111:1 112:1	76:1 77:1	11:24
54:10 64:8	90:24,24	yeartoyear	84:4,23	14:1,4 15:1	113:1 114:1	78:1 79:1	163 86:3
66:13 84:17	91:10,12,12	6:18	86:23	16:1 17:1	115:1 116:1	80:1 81:1	17 7:12 10:3
85:18 89:9	91:13,17,18	york 117:7,9	122:15,16	18:1 19:1	117:1 118:1	82:1 83:1	10:22 11:5
97:25	91:25 92:6	young 120:9	122:19	20:1 21:1	119:1 120:1	84:1 85:1	11:15 32:17
100:11	92:8,11,17	youre 17:7	132:9,9	22:1 23:1	121:1 122:1	86:1 87:1	41:24 56:6
102:2	92:21,21	25:25 29:23	139:6	24:1 25:1	123:1 124:1	88:1 89:1	84:21
103:11	93:17 94:7	29:25 30:3	10 1:7 11:8	25:10 26:1	125:1 126:1	90:1 91:1	178 85:15,19
105:19	94:10 95:8	30:10,17	36:17 73:7	26:10,19,22	127:1 128:1	92:1 93:1	179 74:20
108:18	95:11 99:3	32:19 33:19	96:18	27:1,16	129:1 130:1	94:1 95:1	18 11:7,15
109:17	99:5,7	34:15 36:12	121:22	28:1 29:1	131:1 132:1	96:1 97:1	56:6
114:6,25	100:3 101:8	37:3 41:24	140:25	30:1 31:1	133:1 134:1	98:1 99:1	19 25:10
118:3	103:4,19	41:24 42:24	100 35:20	32:1 33:1	135:1,6	100:1 101:1	26:10,20,23
126:22	104:13,13	47:7 57:2	77:9 90:13	34:1 35:1	136:1 137:1	102:1 103:1	27:16 85:8
133:24	104:22	67:20,21	91:4 99:5,7	36:1 37:1	138:1 139:1	104:1 105:1	198 27:23
year 2:20,24	105:3,7,21	69:22 76:6	102:3,13,18	38:1 39:1	140:1 141:1	106:1 107:1	1992 3:10
3:3,25 4:16	105:23,24	79:9 84:7	108:25	40:1 41:1	150162 1:18	108:1 109:1	1st 9:10
7:18 9:6	106:9 107:9	96:4 97:17	109:5 110:8	42:1 43:1	2:8,12 3:1	110:1 111:1	140:25
14:14,24	107:12,19	99:4 105:25	110:9	44:1 45:1	4:1 5:1 6:1	112:1 113:1	
15:11 19:18	107:24	106:8 107:8	114:19	46:1 47:1	7:1 8:1 9:1	114:1 115:1	2
19:20 21:7	108:12,21	114:4 117:7	100somethi...	48:1 49:1	10:1 11:1	116:1 117:1	2 5:23,25 8:4
25:9,10,11	109:18	119:18,19	114:18	50:1 51:1	12:1 13:1	118:1 119:1	11:21 12:19
25:11,16,19	110:7,10	126:22	103 8:13	52:1 53:1	14:1 15:1	120:1 121:1	14:3 20:15
25:20,22	114:17,20	134:20	59:22 76:25	54:1 55:1	16:1 17:1	122:1 123:1	21:6 55:23
26:19 27:9	122:24	youth 12:8	127:22	56:1 57:1	18:1 19:1	124:1 125:1	74:2 116:16
27:20 28:15	125:25	youve 34:14	128:3,11	58:1 59:1	20:1 21:1	126:1 127:1	116:20
28:18,21,22	128:12,12	38:15 72:22	134:9	60:1 61:1	22:1 23:1	128:1 129:1	20 4:15 14:24
29:2,6,21	yearbyyear	76:18 80:5	104 57:24	62:1 63:1	24:1 25:1	130:1 131:1	15:14 26:22
29:23,25,25	31:3	106:2 128:7	58:3	64:1 65:1	26:1 27:1	132:1 133:1	27:14,19,23
30:2,4,6,9	yearround		105 9:9 95:4	66:1 67:1	28:1 29:1	134:1 135:1	28:4,6
30:18 32:23	119:5	Z	108 22:19	68:1 69:1	30:1 31:1	136:1 137:1	36:17 80:24
33:2 34:9	years 2:14,25	zip 54:8	23:8,9	70:1 71:1	32:1 33:1	138:1 139:1	86:3,4
34:17 37:21	3:21 8:2	zones 139:24	11 14:11	72:1 73:1,8	34:1 35:1	140:1 141:1	96:18 99:12
38:17 39:5	10:11 19:8	zoning 41:5	74:19	74:1 75:1	36:1 37:1	150163 1:18	107:15
39:18 42:11	21:5 28:2		111 22:19	76:1 77:1	38:1 39:1	2:8,16	122:23
43:2,9,13	29:2 30:12	0	118 85:18,24	78:1 79:1	40:1 41:1	150164 1:18	2015 1:7 3:3
45:9,14,20	31:22 36:10	0 14:12 19:5	12 6:15 141:9	80:1 81:1	42:1 43:1	2:8,18	3:21 9:10
		21:5 91:19	120 39:11,12				86:14

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

Committee of the Whole
March 31, 2015

Page 17

2:20,25	54:1 55:1	86:18	105:1 106:1	85:13,17	73 6:25 56:6		
3:19 25:12	56:1 57:1	30something	107:1 108:1	86:3	75 55:10 56:5		
2019 86:14	58:1 59:1	107:21	109:1 110:1	4th 13:3	77 5:24 56:5		
2020 3:2	60:1 61:1	31 1:7 3:1 4:1	111:1 112:1	122:3		8	
25:12	62:1 63:1	5:1 6:1 7:1	113:1 114:1				
2021 2:14	64:1 65:1	8:1 9:1 10:1	115:1 116:1	5	8 5:20,25		
3:22	66:1 67:1	11:1 12:1	117:1 118:1	5 7:10 11:2,2	11:8 123:4		
2023 64:9,11	68:1 69:1	13:1 14:1	119:1 120:1	11:18,18	80 107:9		
206 8:14	70:1 71:1	15:1 16:1	121:1 122:1	12:19 14:11	108:9,10		
21st 124:22	72:1 73:1	17:1 18:1	123:1 124:1	19:18 37:22	83 55:23 57:3		
22 15:11	74:1 75:1	19:1 20:1	125:1 126:1	38:17 56:5	96:11		
23 6:12 34:13	76:1 77:1	21:1 22:1	127:1 128:1	74:8,17,18	84 55:22		
56:9	78:1 79:1,5	23:1 24:1	129:1 130:1	116:19	85 5:21 84:25		
25 17:12,15	80:1 81:1	25:1 26:1	131:1 132:1	134:23,25	851 74:5		
250 47:5	82:1 83:1	27:1 28:1	133:1 134:1	50 39:13	856 5:23		
253 48:14	84:1 85:1	29:1 30:1	135:1 136:1	107:25	86 10:6		
26 10:15	86:1 87:1	31:1 32:1	137:1 138:1	116:13	89 14:3		
34:11	88:1 89:1	33:1 34:1	139:1 140:1	520 13:19	895 13:14		
260 59:24	90:1 91:1	35:1 36:1	141:1	74:8		9	
27 14:7	91:19,24	37:1 38:1	32 105:3,4	533 82:2	9 11:6 12:6		
283 28:4	92:1 93:1	39:1 40:1	106:2,3,9	55 106:13,17	33:19 56:6		
287 10:19	94:1 95:1	41:1 42:1	106:10,15	556 82:4	74:19 96:9		
57:18	96:1,9,16	43:1 44:1	34 9:12 84:4	57 103:13	96:16,20		
2nd 122:3	97:1 98:1	45:1 46:1	84:23		911 70:18,22		
	99:1 100:1	47:1 48:1	116:14	6	71:5,15		
3	101:1 102:1	49:1 50:1	35 74:25	6 12:12 13:6	72:2,22,24		
3 3:1 4:1 5:1	103:1 104:1	51:1 52:1	116:12	14:3 19:5	73:6		
5:21 6:1 7:1	105:1 106:1	53:1 54:1	36 74:11	74:18 82:12	95 14:2		
8:1 9:1 10:1	107:1 108:1	55:1 56:1	360 7:24 85:8	100:9	986 66:14		
11:1,20	109:1 110:1	57:1 58:1	85:17,21	60 10:13			
12:1,6,9,12	111:1 112:1	59:1 60:1	388 47:12	28:17 37:21			
12:16 13:1	112:15	61:1 62:1	48:11	55:25 56:7			
14:1,2,3,12	113:1 114:1	63:1 64:1	3rd 3:10	56:18,19			
15:1 16:1	115:1 116:1	65:1 66:1		86:17			
17:1 18:1	116:19	67:1 68:1	4	101:21			
19:1,5,5,5	117:1 118:1	69:1 70:1	4 12:9 14:7	102:7,12,17			
20:1 21:1,5	119:1,3	71:1 72:1	119:3	102:20,21			
21:6 22:1	120:1 121:1	73:1 74:1	40 72:3,4	102:25			
23:1 24:1	122:1 123:1	75:1 76:1	141:9	103:13,16			
25:1 26:1	124:1 125:1	77:1 78:1	400 1:6 10:10	105:23			
27:1 28:1	126:1 127:1	79:1 80:1	141:3	106:14,16			
29:1 30:1	128:1 129:1	81:1 82:1	40s 56:15	108:12			
31:1 32:1	130:1 131:1	83:1 84:1	42 101:10	647 74:9			
33:1,19	132:1 133:1	85:1 86:1	103:12	650 10:15			
34:1 35:1	134:1 135:1	87:1 88:1	43 11:23	659 82:5			
36:1 37:1	136:1 137:1	89:1 90:1	44 100:8	675 29:7			
38:1 39:1	137:2 138:1	91:1 92:1	101:4,6,12	686 13:16			
40:1 41:1	139:1 140:1	93:1 94:1	102:24				
42:1 43:1	141:1	95:1 96:1	103:12	7			
44:1 45:1	30 1:7 7:25	97:1 98:1	450 66:18	7 11:6 56:6			
46:1 47:1	72:4	99:1 100:1	452 10:5	123:4			
48:1 49:1	300 28:25	101:1 102:1	4601 77:18	70 59:17 60:2			
50:1 51:1	74:8 85:20	103:1 104:1	465 9:12	60:6			
52:1 53:1			478 28:7	72 56:6			

STREHLOW & ASSOCIATES, INC.
(215) 504-4622