# COUNCIL OF THE CITY OF PHILADELPHIA COMMITTEE OF THE WHOLE 

Room 400, City Hall
Philadelphia, Pennsylvania Wednesday, May 18, 2016 10:26 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE COUNCILWOMAN JANNIE L. BLACKWELL<br>COUNCILMAN DEREK S. GREEN<br>COUNCILMAN WILLIAM K. GREENLEE<br>COUNCILWOMAN HELEN GYM<br>COUNCILMAN DAVID OH

BILLS 160170, 160171, 160172, 160173, 160174, 160175, 160176

RESOLUTION 160180

COUNCIL PRESIDENT CLARKE: This is
the public hearing of the Committee of the Whole regarding Bills number 160170, 160171, 160172, 160173, 160174, 160175, 160176 and Resolution number 160180.

Mr. Stitt, please read the titles of the Bill and Resolution.

THE CLERK: Bill number 160170. An ordinance to adopt a capital program for the six fiscal years 2017 through 2022, inclusive.

Bill number 160171. An ordinance to adopt a fiscal 2017 capital budget.

Bill number 160172. An ordinance adopting the operating budget for fiscal year 2017.

Bill number 160173. An ordinance amending Section 19-1806 of The Philadelphia Code, entitled "Authorization of Realty Use and Occupancy Tax", to further authorize the Board of Education of the School District of Philadelphia to impose a tax on the use or occupancy of real estate within the School District of Philadelphia under certain terms and conditions.

Bill number 160174. An ordinance amending Section 19-1801 of The Philadelphia Code, entitled "Authorization of Tax," to further authorize the Board of Education of the School District of Philadelphia to impose a tax of real estate within the City of Philadelphia, all under certain terms and conditions.

Bill number 160175. An ordinance amending Chapter 19-1500 of The Philadelphia Code, entitled "Wage and Net Profits Tax," by revising certain tax rates, under certain terms and conditions.

Bill number 160176. An ordinance amending Title 19 of The Philadelphia Code, entitled "Finance, Taxes and Collections," by adding a new Chapter 19-4100, entitled "Sugar-Sweetened Beverage Tax," under certain terms and conditions.

Resolution number 160180.
Resolution providing for the approval by the Council of the City of Philadelphia of a revised five-year financial plan for the City of Philadelphia covering fiscal years 2017 through 2021, and incorporating proposed

1 changes with respect to fiscal year 2016, which
2 is to be submitted by the Mayor to the
3 Pennsylvania Intergovernmental Cooperation
4 Authority (the "Authority") pursuant to the
5 Intergovernmental Cooperation Agreement,
6 authorized by an ordinance of this Council
7 approved by the Mayor on January 3, 1992 (Bill
8 number $1563-\mathrm{A})$, by and between the City and the
9 Authority.
COUNCIL PRESIDENT CLARKE: Thank
you, Mr. Stitt. Today we continue the public
hearing of the Committee of the Whole to
consider bills read by the clerk that
constitute proposed operating and capital
spending measures for fiscal 2017, a capital program and a forward-looking capital plan for fiscal 2017 through fiscal 2022.

Today we will hear testimony from the public in regards to the Philadelphia School District. So I would ask that you all please limit your testimony to the Philadelphia School District.

We're going to call panels up. We
have a significant level of individuals here,

1 so it will give us an opportunity to expedite
2 the process. And you will be given two minutes
3 to give your testimony. I want to thank you
4 all very much for your cooperation.

MR. SCOTT: I'm Tyrone Scott, sir.
COUNCIL PRESIDENT CLARKE: You're Tyrone. All right. Ms. Haver, I think I know you. Ms. Haver. We have one missing. Damaris Alvarado. Not here? All right. Thank you. Good morning. So you can decide who's going to go first. Self-selection.

MR. SCOTT: I guess I'll go first. Thank you. Good morning. My name is Tyrone Scott and I serve as the director of External Affairs for the Delaware Valley Association for the Education of Young Children. We fight for educational opportunities for children from birth to eight. I am also managing partner of TB Scott Property Management which owns

1 multiple units in Philadelphia. I own a
2 business, work and pay taxes in this great
3 City. As today's focus is on the Philadelphia
4 School District, I won't spend a lot of time
5 debating the health benefits of reducing sugary
6 beverage intake, $I$ won't dwell on the fact that
7 the CEOs of the sugary beverage industry's top
8 executives could personally fund the community
9 schools and pre-K plans that the Mayor has proposed. I won't even talk about my own experience being electrocuted in a poor-quality pre-K when I was a child. I want to spend my testimony encouraging us to break down the silos while we think about the City's line items in the budget. The fact that we talk about $K-12$ education without discussing early education is a travesty. Currently both members of City Council and the Mayor have proposed ideas to strengthen pre-K throughout our City but it always seems to be an afterthought. These two items need to be considered in the same discussion. High quality pre-K has been shown to reduce the need for special education in the $K$ to 12 arena. As

1 many of you are aware, it is much more costly
2 to serve special needs students than students
3 without special needs. Pre-K can help us save
4 money by identifying and working with children
5 starting at a younger age, eliminating up to 42
6 percent of IEPs required in kindergarten. The
7 Philadelphia Commission on Universal Pre-K has
8 estimated a cost savings of 5.6 billion per age
9 cohort. Additionally, high quality pre-K helps

10

11

12

13

14

15

16
17

18

19
reduce the need for grade repetition.
Currently the School District is paying
approximately $\$ 12,500$ per student, per year.
And up to $\$ 22,300$ for special education
students. Every time a student needs to repeat
a grade, we lose thousands of dollars. We get absolutely no benefit from retaining a child. It's the equivalent of going to a restaurant, ordering a steak, eating half of it, saying I'm full, then deciding you're not full and ordering another steak. We're paying twice for the same service for no reason. If we were to invest in pre-K, many of these children would be able to complete their grade levels without repeating, saving the City $\$ 16,500$ per child

1 repeating a grade. As you consider the budget,
2 we ask that you not be shortsighted when
3 considering the School District and also
4 consider early education and the Mayor's
5 Universal Pre-K plan.

I understand that's my time and I thank you for this time, President Clarke. Thank you.

COUNCIL PRESIDENT CLARKE: Thank for your cooperation, sir.

MS. KILIMNIK: I just want to say good morning to all members of City Council. Thank you for asking questions yesterday. Members of our organization, the Alliance for Philadelphia Public Schools, ask questions every month at DSRC Action meetings and rarely receive answers. Your questions carry more power and we appreciate your attempts to hold the district accountable.

I'm Karel Kilimnik, a retired teacher and co-founder of the Alliance for Philadelphia Public Schools. I'm very concerned about plans for Universal Pre-K and presented testimony during the Universal Pre-K commission hearings last September.

Little history. In 2013, Dr. Hite announced that the district would shed 2,000 Headstart seats. These are certified teachers who belong to the PFT. Every pre-K student

1 should have a certified teacher. There should 2 be a concerted effort to rebuild the Headstart

3 classrooms within the district. I have
4 included a link to an article detailing Dr.
5 Hite's plan. Yesterday Dr. Hite seemed to
6 think the district was asked to develop
7 high-quality providers. He should stop closing
8 Headstart classrooms and open new ones. After
9 all, he claims to be for Universal Pre-K. He 10 needs to show us. I sat all day yesterday and

11 heard the runaround answers delivered by
12 district staff. In 2012, Boston Consulting
13 Group delivered a plan to close 60-plus
14 schools. Dr. Hite seems intent on following
15 this script with his announced closure of three

1 been few academic gains from the 2013 school
2 closures. What has occurred has been upheaval with teachers being moved around like pieces on a chessboard and students having to transfer to schools outside of their neighborhood. What is the criteria that they use for these renaissance charter schools? And how is this improving education for children? They have 20 schools in the program --

COUNCIL PRESIDENT CLARKE: Ma'am --
MS. KILIMNIK: -- five are
recommended for non renewal.
COUNCIL PRESIDENT CLARKE: Ma'am, you can conclude. Heard the bell.

MS. KILIMNIK: Okay.
COUNCIL PRESIDENT CLARKE: Just
kind of wrap up.
MS. KILIMNIK: Okay. Basically why also would anyone want to teach in Philadelphia when the unelected, unaccountable SRC breaks the PFT contract, treats teachers like pieces in a chessboard and wants to close three more schools every year, insuring that this game of Russian roulette can continue into the future?

COUNCIL PRESIDENT CLARKE: Ma'am, you got to wrap it up.

MS. KILIMNIK: Okay.
COUNCIL PRESIDENT CLARKE: Thank you. Yes, ma'am.

MS. HAVER: Good morning, Council President Clarke, members of City Council. My name is Lisa Haver. I'm a retired teacher. Also co-founder of the Alliance for Philadelphia Public Schools.

As part of our advocacy, we attend all meetings of the School Reform Commission. And I echo Ms. Kilimnik, I thank you for the opportunity to speak to elected officials here who actually must answer to the public for their actions. We appreciate the questions that were put to the leaders of the School District yesterday as we are rarely given answers to ours. In fact, we have had to file several right-to-know requests in order to get routine public information. One of those issues was how much the $S R C$ has paid to outside legal firms for their efforts to cancel the PFT contract to not honor the seniority rights of

1 counselors brought back into the system and our
2 own complaint filed 18 months ago to bring the SRC into compliance with the provisions of the Pennsylvania Sunshine Act. We're happy to hear the questions raised yesterday on the failure of the District's turnaround program, in particular the Renaissance program in which public schools, based on unreliable or nonexistent data are handed over to charter companies. Councilwoman Gym asked district officials why in September Cooke Elementary School, which was previously Cooke Middle School until the massive closings in 2013, will be managed by Great Oaks Charter which has never managed a school in this district and, in fact, has never managed a $K$ to eight school in any district.

> I'm going to skip ahead a little bit. When we filed a right-to-know request in March for evaluation committee reports, which were supposed to be the basis of Dr. Hite's recommendation for what the parents wanted in the three targeted schools this year, Cooke, Huey and Wister, we were actually told no such
reports exist. How did Dr. Hite make any recommendations based on nonexistent reports? It's important to understand that once a neighborhood school is made into a Renaissance charter -- I'm going to try to give you two more sentences -- the community losses control over that school indefinitely. Councilwoman Gym mentioned Kenderton. Those parents have no idea what's going to go on. We have had several schools that were about to be not renewed where we were told that that company which abandons the school, then gets to decide who takes over. Thank you. COUNCIL PRESIDENT CLARKE: What you can do, because I know a number of people have relatively lengthy testimony, I know two minutes is a relatively short period of time, we're just trying to make sure everybody has an opportunity, just submit your testimony. We'll make sure it's a part of the record.

MS. HAVER: Thank you, Council President.

MS. KILIMNIK: Who do we submit it to?

COUNCIL PRESIDENT CLARKE: The
gentleman will come over and get it now. And we'll make sure it's a part of the record. Thank you. Thank you so much for your testimony.

Next panel, Dr. Rob Simmons, Helen Lacheen, Joe Budd, Jr., and Patricia Eakin. One more time. Dr. Rob Simmons, Helen Lacheen. Is that you? Thank you. Joe Budd, Jr. and Patricia Eakin. All right. I'm going to call some more people up. Okay. We'll go to Judith Robinson. Ms. Robinson? Not here? William Mackey. Okay. And Khalil Washington-Mackey. Ms. Mackey, did you bring Khalil with you? Grace Palladino. Take your time. Pretty fast. I'm impressed. Okay. Good morning.

MS. LACHEEN: Good morning. Hello. My name is Helen Lacheen. I'm here to give voice to benefits of early education intervention for all children. But for me and my family, the need for early intervention came at a time of great upset and adjustment. My grandson, Julian, is hearing impaired with a severe profound hearing loss. When this was

1 discovered at Children's Hospital, my family
2 was plunged into a world of sadness, anxiety and fear of what was to come. An audiologist at Children's Hospital suggested to my daughter that she contact the Clarke School For Hearing and Speech which Julian was enrolled in at the age of two. He and others like him spent four-and-a-half hours a day, five-day a week in a class designed to teach children who are hearing impaired how to live and succeed in a hearing and speaking world. The Clarke School provides children with the listening, learning and spoken language skills they need to succeed rather than through the use of sign language. It costs approximately $\$ 36,000$ per child, per year. They receive the $\$ 29,000$ a year from the State of Pennsylvania, leaving a $\$ 7,000$ gap per year, per child. The other half of the day, Julian attends Core Early Years at LaSalle, a star four inclusive center where teachers have trained to teach children like Julian, along with typical hearing children. Although my daughter can afford $\$ 150$ a week halftime care, so many families in the area cannot and may be

1 missing out on this excellent program. While
2 low income working parents may be able to get a
3 child care subsidy with the fee cap at about
4 nine percent of their income, there is not
5 enough to go around and hundreds of children
6 are stuck on waiting lists. The City's plan
7 Universal pre-K program will not only help
8 parents access and afford these services, but
9 it can change children's lives forever. My
10 daughter is now exploring mainstream schools
11 for Julian, transitioning to kindergarten. I
12 can say without question if it was not for
13 early education at the Clarke School, my
14 grandson, who has no difficulty communicating
15 with anyone, anytime, anywhere may not have
16 been so lucky. Between 90 percent of child
17 brain is developed in the first five years.
18 There's no going back for children with special
19 needs who miss this opportunity. Early

COUNCIL PRESIDENT CLARKE: Thank
you, ma'am, for your testimony.
MS. MACKEY: Good morning. My name
is William Mackey. I'm the lead organizer for men for positive change. This morning, Council, we want to talk a little bit about your proposed youth community schools. I'd like to bring to your attention, there was a very successful youth community schools in North Philadelphia, William Penn High School, years ago which was funded by the North Philadelphia Empowerment Zone. And in the community schools, if we put one youth community school in each councilmanic district and if that community school target a issue in that community, then we can have a proven track record and do some things. What we did, we targeted zip codes and we target youth truancy. And on that, $I$ would just like to move on to the pre-K. I think if the churches are involved and some of the local colleges, we could get the pre-K done maybe at a much better cost-effective than the soda tax or whatever. And the soda tax should be looked at as obesity

1 more than a revenue-driven issue. Our young
2 people do not play in the yards and run around.
3 And back to the School District issue. We
4 proposed years ago, Mr. President, a youth
5 smart card. Think about the schools swipe card
6 as a smart card. As DHS services, as the
7 library card, as the healthcare card, as the
8 Transpass, and it's downloaded and Comcast can
9 be the entity that kind of manage this. And I
10 believe if each of the services that you're
11 going to bring to the table through your youth
12 community schools, maybe put five percent of
13 their budget in or three percent of their
14 budget in, we get these youth community schools
15 up and running sooner than later. Youth
16 community schools can drive a great impact if
17 it targets an issue in that community. Thank you, Mr. President. Have a great day.

One more thing. On the desk is a testimony for C.O.P.E., Community Outreach Police Education. It needs to be a strong emphasis on teaching our young people about police and respecting police. And there's no other way around it. People have to respect

1 the law. Thank you. Have a good day.

MS. PALLADINO: Hi, Helen. My name is Grace Palladino and I'm a resident of South Philadelphia and I'm finishing my ninth year as a public school teacher. I'm here to speak on the emergency relief that teachers really need that this particular tax could provide. Every year I have been a teacher, the School District budget has either shrank or has been under almost near constant threat of no longer being solvent enough to continue to operate, many schools being shutters. In that time, most of my contemporaries have been transferred so often that they have either left the City or they have left education all together. I myself have really truthfully very little actual incentive to remain in this field. I have not received a raise. My healthcare is under threat and the impossible task I'm

1 responsible for has grown exponentially. Class
2 size is out of control. Support staff
3 eviscerated. Virtually all responsibility
4 within the building falls to the teachers.
5 This takes a toll. It hurts us in our wallets,
6 our classrooms and in our hearts. Morale is
7 gone among teachers. But all of this is
8 already known. What's new this year is that we
9 have a little bit more money in the district
which is fantastic. But some of the taxes that are being pushed and budgetary measures would help to make this type of relief more permanent. This is necessary because the profit this year is quite temporary, as we all know. The City of Philadelphia, namely this governing body, should implement permanent budgetary change to guarantee adequate funding for all public schools. By not automatically funding schools at the start of the fiscal year, we annually push teachers and students to the end of the plank. There's a panicked scramble that pushes parents into charter system or out of the City entirely. Funding the public education of every single child in

1 this City needs to be considered mandatory and
2 treated with the priority it deserves. Instead we patchwork together skeleton budgets, expect teachers to do more with nothing. Passing this tax before you will help to ensure a funding stream that is steady and representative of the importance to students and educators deserve in this City. Thanks.

COUNCIL PRESIDENT CLARKE: Thank you so much for your testimony. Appreciate it. Next up we have a panel of students from CAPA. So I understand we have swapped out a couple. So I'll read the list of which I have just been given. Samira Dawan, Cy Wolfe, Maya Peniazek, Marissa Garcia and Jake Howie. SPEAKER: Councilwoman Sanchez, our children need 10,000 -COUNCIL PRESIDENT CLARKE: Hold it. Hold it. Hold it. Hold it. Time out. Time out. Time out. If you want to testify, ma'am --

SPEAKER: Councilwoman Sanchez -COUNCIL PRESIDENT CLARKE: So let me tell you how it's going to work.
(Inaudible speaker.)
COUNCIL PRESIDENT CLARKE: All
right. Excuse me. Excuse me. You guys want to testify, get on the list and you can testify, but we're not going to have disruption. Okay?
(Chanting.)
COUNCIL PRESIDENT CLARKE: Okay.
We haven't had one of those in awhile. Thank you. Good morning. You guys can self-select who you want to testify first.

MR. WOLFE: Would you like me to continue or --

COUNCIL PRESIDENT CLARKE: Try it again. Please proceed.

MR. WOLFE: Hello. My name is Cy Wolfe. I'd like to thank you all for allowing me to speak here today. I live in West Philadelphia and I'm a student at the Philadelphia High School for Creative and performing Arts in South Philadelphia. And I would like to urge the City Council to pass the soda tax and other measures like it. I was very lucky to go to some of the best schools in

1 the district, but other students in the
2 district have not been as lucky as I am. I am
3 also very lucky that $I$ will be attending a
4 private university next year, but other
5 students in the district will not be as lucky
6 as I am. These students are the future of this
7 City and it all starts at the pre-K level.
8 They deserve just as much as me or any of the
9 other students in this room here today. I 10 would like to move back to the City in the

11 future to raise my children and my family here,
12 but I'm afraid that I will not be able to do so
13 if the School District is not in good shape.
14 Please vote yes on the soda tax to give all Philadelphia students a future. We are worth it. Thank you.

COUNCIL PRESIDENT CLARKE: Thank you for your testimony.

MS. DAWAN: Hello.
COUNCIL PRESIDENT CLARKE: Good
morning.
MS. DAWAN: Thank you. My name is
Samira Dawan and I am a resident of South
Philadelphia. I currently attend CAPA High

1 School and I am the secretary for the Pearls of
2 Wisdom Alumni Association which advocates for
3 the betterment of the communities of
4 Philadelphia. I would just like to talk about
5 how, through all four years of high school, it
6 has been extremely stressful wondering if I'm
7 going to be able to finish high school, if I'm
8 going to be able to graduate, not because I
9 don't have the grades for it because I do have
10 the grades for it. But because it has always
11 been difficult for the City to pass the budgets

12

13 to give enough money to education. And just this January they released a notice saying that we might not be able to finish the school year because the School District might shut down. And I believe that no student should have to go through that kind of stress while they're trying to focus on their education. I believe that the City needs to find a way to give enough money to education, more than enough money for education so that every student has the opportunities that they deserve so any opportunities that the City can give -- can have to give money to education is a good

1 opportunity. And I think the City should do 2 anything that they possibly can to contribute 3 as much money as they possibly can to 4 education. Thank you.

COUNCIL PRESIDENT CLARKE: Thank you for your testimony.

MS. GARCIA: Good morning and thank you, City Council, for allowing me to speak today. My name is Marissa Garcia and I am junior vocal major and dance minor at the Philadelphia High School for Creative and Performing Arts. I am speaking today to plead to City Council that the soda tax should be passed because our Philadelphia public schools are struggling. Our schools are broke and are being neglected. I have seen firsthand how our schools are being ignored. Bathroom stalls are broken with no money to repair them and there are far too many students for the limited staff of teachers to handle in one classroom.

Education is the number one priority for a better, wealthier and healthier life. And even schools as prestige as mine have and currently are still struggling through hard times. In

1 2013, CAPA did not have a school musical and
2 still CAPA is struggling to fund their
3 musicals. We have no money for new textbooks
4 and they're falling apart with no covers and
5 missing pages and proper art supplies and we
6 have no funding to fix and renovate our theater
7 sound system. Philadelphia Public Schools are
8 failing. They need money and they need it now.
9 Thank you again for allowing me to speak today.
10

11

13

MS. PENIAZEK: Good morning. My name is Maya Peniazek. I am also a student at the Creative and Performing Arts High School of Philadelphia. I don't want to reiterate what my classmates have already said, but I do think that in regards to all of the discussions happening about the Philadelphia School District, it is fundamentally important to listen to the voices of the teaches and the students that are being directly affected, especially those who have experienced firsthand

1 how powerful education can be. So as a student
2 at CAPA, I have been blessed to have an
3 education that is at one of the better schools
4 in the Philadelphia School District. And what
5 it has done for me and my confidence, what it
6 has shown me that I can do for the world is
7 something that $I$ will admire for the rest of my
8 life. The teachers that are underpaid and
9 overworked, who have given me lessons that I

1 in regards specifically to the soda tax,
2 learning at a young age that you have the
3 potential to go out in the world and do the
4 things that you want to do is so important,
5 especially in the School District where the
6 majority of the schools have bars on the
7 windows and bathrooms that are falling apart
8 with no money to repair them. It is important
9 to tell each and every child that they have a 10 voice that matters in this world.

COUNCIL PRESIDENT CLARKE: Thank
you for your testimony.
MR. HOWIE: Good morning,
everybody.
COUNCIL PRESIDENT CLARKE: Good morning.

MR. HOWIE: Good morning. My name is Jake Howie and I am a senior at CAPA High School. And I will be continuing my studies next year at the George Washington University in Washington, D.C. I would like to offer a brief youth opinion on the soda tax. Government is about priorities and sacrifices. I can't speak for everybody, but I value

1 quality education, especially for young
2 children. The future of our country should be
3 a top priority. A small tax on sugary drinks
4 is a minor sacrifice for such a priority. If
5 you can't spare a few cents on a can of Coke I
6 ask, what are your priorities. The kids, it's
7 going to be all right, guys. Thank you.
you so much for your testimony. Our next panel
-- Councilwoman Gym.

COUNCILWOMAN GYM: Thank you very much, Council President. I just want to thank the students from CAPA who came this morning to testify. I agree with them that it is essential that we hear from their voices. We actually opened this morning with the students of Ms. Bottaro's fifth grade class at McCall School who are in the balcony watching. And I just want to acknowledge their work. And impart that we're -- you know, this is a place where we're trying to work this stuff out. It's a struggle and there are competing interests and we need to hear your voices in order to be able to understand all of these

1 priorities, but we're all committed to this.
2 And just a note to Cy Wolfe that your mother
3 has been a heroic activist on the school front
4 and I'm sure she'll miss having you at CAPA to
5 fight for, but thank you for your work.

7 you, Councilwoman. And good morning, McCall
8 students. All righty. Thank you for coming
9 down. You actually came on a day when we had a
10 little bit of discourse, but we worked it out
11 amicably. Thank you for coming down and

12

13

14

MR. WILLIAMS: Good morning.
COUNCIL PRESIDENT CLARKE: Good morning.

MR. WILLIAMS: How you been? I'm Calvin Williams and I want to speak a little

1 bit about the tax. I believe for years I have
2 already been paying an extra tax to the food
3 and the beverage industries. I have been
4 bombarded from all points with free refills at
5 fast foods and family restaurant chains. I
6 have been bombarded with free can sodas,
7 depends on what size hoagie I buy. Free two
8 liter bottles of soda from my neighborhood
9 take-out joint if I buy a large pizza. I
10 believe they have been conspiring to get me
11 addicted to the sugar and the sodium and the
12 fat and the calories for years. This is an
13 opportunity to have those guys to take those
14 extra taxes that's on the table and bring it
15 back to us. I believe also and I challenge you
16 to those who said about a regressive tax is
17 that every bill that I get from these businesses, the taxed -- eight percent tax is always rounded up to the nearest penny. I say let the local and the state entities keep the nickels and dimes. Give those pennies to the schools. If not, then why not insist that they round it down and keep those pennies in the neighborhoods. That will solve that. Again, I

1 just want to tell you I'm passionate about the
2 notion that we have been for so long been
3 driven by these two industries to fatten our
4 children, to fatten ourselves and then
5 downgrade our health. This is an opportunity
6 to teach our children and the schools, to be
7 able to get all of us out to the recreation
8 centers to work off the fat, go to the
9 libraries and open them up and find research on
10 how to live healthy lives. And there's no
11 reason why they, like the tobacco industry,
12 should not participate in that coming about.
13 Thank you.

COUNCIL PRESIDENT CLARKE: Thank you for your testimony.

Good morning.
MR. LUZZI: Good morning, Council.
My name is Rich Luzzi and I'm an educator. I'm testifying today in support of increased funding for Philadelphia Public School in the hope that it will help fund our City's efforts to spread the community school strategy to fill these public schools. From 2008 to 2013, I worked in Southwest Philadelphia at Alexander

1 Wilson Elementary School. I was the director
2 of Wilson Community School and I did my best to
3 develop a community school in the truest sense
4 of the word. One that could address the
5 express interest and needs of the community
6 through opportunities that supported the
7 academic, civic, social, emotional and physical
8 development of every child, family, community
9 member and educator served by our school. My
10 goal was to cooperatively construct a community
11 school that was made of, by and for the people
12 it was meant to serve. My inspiration for
13 doing so was what $I$ saw in the students,
14 families and educators I was working with and I believe we could accomplish by working in collaboration together. Students whose brilliance, ingenuity and sense of justice is too often ignored by adults who assume they know better. Parents, guardians and family members who are too often assumed to be spectators in their children's education and treated as strangers by their schools.

Teachers and school staff who, like their students, do their best every day to persevere

1 under unjust conditions such as a lack of
2 physical and human resources. Our work as a 3 community school wasn't finished when the SRC 4 closed Wilson in 2013. We had many areas in 5 which we could improve and yet we were working 6 together to do so, including our fight to keep 7 our school open. In many ways we were what

8 democracy looks like. Like our Wilson
9 community, the citizens of this City are
10

11

12

1 holistic interests and needs of every human
2 being who calls that school home because that
3 is what schools in this City of sisterly and
4 brotherly love should look like. That is what
5 schools in the United States of America should 6 look like. That is what democracy looks like.

7 Thank you.

9 you for your testimony, sir.
Good morning.
MR. BARTLETT: Good morning,
Council President Clarke and members of
Council. I'm Chris Bartlett, the executive director of the William Way Lesbian, Gay, Bisexual and Transgender Community Center and a longtime resident of South Philadelphia. I join you today to support the Mayor's efforts to fund pre-K programs, one of the great equalizers to provide all Philadelphians with the opportunity to fully realize their lives and thus to strengthen every neighborhood of our City. In my three decades of LGBT advocacy and in my six years as director at William Way, I have seen the importance of strengthening our

1 educational system to help create a citizenry
2 that will fulfill upon Philadelphia's
3 reputation as the greatest city in the United
4 States for its LGBT citizens of all ages.

Though on the face of it, Universal Pre-K may not seem to be a top issue for LGBT citizens, I have made the case to the LGBT community and its allies that the fate of our educational system is the most pressing issue for LGBT citizens and all Philadelphians. Universal Pre-K will help to level the playing field so that LGBT children, and particularly LGBT children of color, have improved opportunities for their education and thus for their success in society. As you know, high-quality pre-K reduces achievement gaps. This benefits not only the individual student, her or himself, but also creates a citizenry that through a stronger educational system is less likely to exhibit the homophobic, transphobic and racist attitudes that are often a function of lack of educational opportunity. High quality pre-K sets the stage for a generation of students who are equipped not

1 only for their roles as employees, but also as 2 citizens of an increasingly diverse city.

3 Mayor Kenney and the Commission on Universal
4 Pre-K have laid out the plan for how we can do
5 this. Funding of course is key, and I support
6 the Mayor's push for a sugary drinks tax that
7 would expand affordable quality pre-K for
8 children and families who currently lack
9 access. This sugary drink tax is the powerful 10 means to this end. It's time that we put an 11 end to the lies of lobbyists who have called

12

1 opportunity to expand Pre-K to serve up to
2 25,000 students. And when I think of those
3 children in the aggregate, I think of their
4 neighborhoods, their communities, their
5 families. I think of the LGBT students among
6 their number often facing additional challenges
7 to success due to their sexual orientation or
8 gender identity. It's time for us to make a
9 bold investment in these children, their

MS. SHIKOMBA: Hello. My name is Madeline Shikomba. I'm here to speak on behalf of the tax. Our children are our future. Let them lead the way. They are the future leaders. What type of leaders are we creating with an educational system that doesn't have Universal K. The foundation block of any educational system is what we teachers build upon. People opposed to this tax are greedy and selfish, out to protect their own self-interest and not to protect the most

1 vulnerable segment of our society, our
2 children. I repeat, when I speak to parents
3 every time I see them giving their children
4 sodas, I ask them why are you doing this. It's
5 what I can afford. I look at them. I say
6 well, you know, you have a choice. You can
7 give them the soda which you can afford now and
8 I hope later on you can afford the insulin and
9 the hospital bills, the blindness, the obesity 10 and everything else that come along with it

11 when you give these kids this sugar. These
12 drinks are not essential. People may lose
13 their jobs, but they'll do like everybody else
14 who's lost a job. Find another one. That's
15 all they have to do. I am not going to let you
16 destroy our children. That's every member of
17 City Council. Place children first and not
18 last. They are the future leaders and we're
19 already behind the third world in terms of building leadership. The kids can't read, can't write. And how you going to build leaders to take over this country? We must now stop favoring corporate greed and selfishness and start supporting our children and give them

1 the foundation that they need so that they can 2 take care of you when you get old. Thank you.

COUNCIL PRESIDENT CLARKE: Thank
you. Thank you all for your testimony. Next up we will have Lavon Jackson, Chuck Goodwin, Lauren Summers, Rob Buscher. Rob Buscher. I understand we have a rep for Mr. Jordan who's next. Are you going to speak on Mr. Jordan's behalf?

Good morning. Self-select.
MS. LINARDOPOULOS: All right. I'm
up? Okay. Thank you. Good morning, Council President. Good morning, Council members. My name is Hillary Linardopoulos and I am speaking on behalf of PFT President, Jerry Jordan, who is -- he had to leave because he is going to attempt to negotiate a fair contract for our educators.

For too long the education of
Philadelphia's children has not been treated as a must do, been treated as a negotiable line item and that practice must stop. We recognize that quality Pre-K is crucial if our children want to start school on equal footing with

1 their peers. As a former kindergarten teacher,
2 I can tell you that the effect of Pre-K is well
3 documented in studies, but it's also well
4 documented in the experience of kindergarten
5 teachers and students. So instead of a unified
6 resolve to figure out how we're going to make
7 this happen, there is now a debate on whether
8 it's going to happen and this is simply
9 unacceptable. There is no question that school

11

12

13 buildings across the City are aging and that many children sit in classrooms that are too hot, too cold, or contain hazardous elements such as mold, lead, vermin. But despite the urgency of this situation, we again define the problem by talking about why it's too expensive, too difficult and just politically impossible to make buildings into healthy learning environments. Again, unacceptable. All the while, our children go without resources. And the task of providing a learning experience falls squarely on the shoulders of educators. Teachers and school staff simply cannot take any more. They have been stretched to the breaking point as you

1 heard Ms. Palladino testify to previously.
2 They're asked to do more with less. They have
3 gone without a raise for more than four years.
4 They have had their prep times taken away from
5 them, have been given fewer resources and more
6 accountability. And when they don't meet
7 arbitrary assigned benchmarks, they are being
8 told that they are failing. Some even have to
9 reapply for their jobs this year when schools

10

11

12

13 like Rhodes, Mitchell, Roosevelt and Moran are labeled turnaround schools. We will not be successful in the way that we fund education until we change our entire approach to supporting educators and giving school children what they need.

Thank you for your time.
COUNCIL PRESIDENT CLARKE: Thank you very much for your testimony.

MR. GOODWIN: Good morning, Mr. President, distinguished Council members. I'm Chuck Goodwin, President of the Center City Residents Association. In order to raise 95 million per year to support Universal Pre-K and community schools, among other things, the CCRA

1 wholeheartedly supports placing a three cents
2 per ounce tax on suppliers of sugary drinks.
3 Our membership, when surveyed, gives 84 percent
4 support to this tax. We're grateful to Mayor
5 Kenney and this Council for highlighting the
6 importance of Pre-K. Where parents can afford
7 Pre-K, their kids go to Pre-K. In Center City,
8 virtually all kids go to Pre-K at their
9 parent's expense. If well-off Center City
10 parents pay for pre-K, it's because they know
11 its value. The results, many kids read before
12 kindergarten. Almost all kids read before
13 first grade coming out of Center City. These

14
kids have at least one year -- a one-year leg up, maybe more, in effect because Center City is generally well off. Center City already has Universal Pre-K. So why not Feltonville or any other hard-pressed neighborhood in this City? Poverty is no reason to deny children pre-K. These are Philadelphia's children. Center City people are proud Philadelphians. Our kids are worth it. Three cents an ounce is the right amount given the money that needs to be raised. It is not onerous. It's \$1.25 per

1 Philadelphian per week. Less than a SEPTA
2 token. And if someone can't afford or doesn't
3 want to pay this tax, they'll drink something
4 else. It's not regressive either. A can of
5 soda goes from anywhere from 25 cents at BJ's,
6 to a buck thirty-nine at convenience stores.
7 The tax can and will be absorbed by suppliers.
8 If it does prove too high, it won't -- it will
9 be easier to cut than to raise when a lower 10 number falls short. It won't kill business.

11 It won't kill jobs. Stores will still have
12 shelves they'll need to fill. If soda isn't
13 moving, they'll stock other drinks. Drinks
14 that will be made in factories and shipped in trucks just like soda. Factory workers and truck drivers won't lose jobs. The City has already raised many taxes, real estate and sales. And stopped cutting the wage tax. Let's tax something nonessential like sugary sodas.

We submit more extensive written testimony and only summarize here. I'm happy to answer any questions. Thank you.

COUNCIL PRESIDENT CLARKE: Thank

1 you so much for your testimony.

MS. SUMMERS: Hi. My name is
Lauren Summers and I live in Graduate Hospital and I support the sugary drink tax. As a parent that has been fortunate and privileged enough to find myself and my family in a comfortable position, I was able to give my two sons a quality pre-K education. From this experience, it was only because of that security that my husband and I were able to work and support our family knowing they were both being protected, stimulated and guided by experience and resource educators. They were both ready to jump into kindergarten and start their education. We need more with resources to stand up for the families that have less in the City, whether due to family history, illness, poverty or racism, and the most impactful way is to offer residents across the City a strong start in their child's education. I came to Philly as a college student and the over two decades I have lived here, this is the first time I have seen and heard as much public discourse about our schools. The only news I

1 had read when deciding on kindergarten was
2 about less resources and the problems caused by
3 it. I now see our Mayor visit a school a week
4 modelling the advocacy we should have been
5 seeing all along. City efforts for decades
6 past have gone into job growth, infrastructure
7 and tourism, but rarely schools. Our beautiful
8 gem of a City is pretty popular now and I see
9 it growing with engaged citizens and families

10

11

12

13

14 willing to get more involved if you can show us that the City and state are working to fix this problem. The City's growth has been explosive and it's an opportune time to show the rest of the country that our world-class City values education and our young. We can give a boost to an entire generation of Philly's children by growing quality pre-K programs and in the trickle-down effect we will see it reflective in our public schools. We will see more students entering our school system with a familiarity of letters, numbers, books, proper student behavior and daily structure. We'll have our overburdened teachers a little less burdened and ready to take on the next phase of

1 learning and growth in their classroom.

Our schools have been fortresses for years. It's time to re-open those doors and the ties to the communities. There is a growing resource in our young and old residents and parents all paying attention. Give us guidance and take a first step in showing us that you are investing in all that we care about. Set a precedent for the rest of the state and country. None of our students or families need this other grocery and it only forces big soda to use their resources to come up with an alternate plan and budget if they want to continue business here and you know they want to. Let Philadelphia fund our schools and parks. I grew up in an addicted and then single-parent home in an urban environment. I was able to build a better life for my adult self and family from the education, resources and modeling from my public schools and state university.

Philadelphia's children need and deserve the same chance. Fight for fair funding, engage our community leaders and organizations,

1 advocate for us and support our teachers. Take
2 the next step to make it happen by passing the
3 sugary drink tax. Thank you.
COUNCIL PRESIDENT CLARKE: Thank you for your testimony.

MR. JACKSON: Good morning. My
name is Lavon Andre Jackson. I'm an active advisor for the office of the mayor community services. I'm president, a member of the National Democratic Committee on Washington, D.C., on the citizen committee. I'm here to support the soda tax, and I first would like to say good morning to Honorable President Clarke, Wilson Goode, Jr., and members of City Council. I would like to commend all of you for the dignity, respect and leadership you have shown and provided for the constituents here in the City of Philadelphia. This soda tax would implement teachers, nurses to take care of students when they are in school, school police to make sure that there is no bullying and consults taken on -- this is jobs that will be coming back to our economy. I also like to support the Recreation Department that this

1 soda tax will also benefit from. We need to
2 give people jobs that may not have a degree
3 like I have. We have a lot of citizens in
4 Philadelphia that wants to work but can't work.
5 We have 27 police precincts here in
6 Philadelphia that the police officers have to
7 go to car washes to get their cars cleaned. We
8 have individuals in Philadelphia that can
9 provide those jobs for these different
10 precincts to keep their cars clean and
11 sanitized. And also, pre-K is something that

12

13

14 we need because it's a basic education that the children need in order to go to first grade. Also, if you notice the protesters that was in here, you ask any of them, do they have children in our school system or in pre-K. This goes to show you they have no respect for their own children, as well as ours. And we're not talking about funding certain districts like North Philly and South Philly. We're talking about having funding for all ten districts here in Philadelphia. And I think that the residents of Philadelphia should put the question first that these -- the

1 commercials that they see on T.V., they
2 contradict theyself. They tell you about taxes
3 are going to go up on the people. If you go in
4 any of these corner stores, you will see that
5 the products are two times as much as the ones
6 that's in the grocery store. So they're not
7 losing any money and they say go up the hill to
8 get free -- to get sodas. If they went up the
9 hill also and bought their products at a lesser price, they could keep their prices the same and still make a profit. And this is what I have to say. And I'm in full support of this soda tax. And thank you very much.

COUNCIL PRESIDENT CLARKE: Thank
you very much. Thank you all.
Councilwoman Gym.
COUNCILWOMAN GYM: Thank you very
much. I wanted to thank Mr. Goodwin, Ms. Summers, Mr. Jackson for your testimony, but I have a couple of questions for the Philadelphia Federation of Teachers. Really quickly, there has been a lot of dialogue with the School District about the situation regarding oversize classes in the School District, split grades

1 and the massive amount of vacancies. And it
2 feels sometimes that we get a little bit of
3 conflicting information about the situation is
4 around class size. For example, the School
5 District of Philadelphia gave us data that
6 counted class sizes above -- 34 and above, but
7 it's my understanding that kindergarten, for
8 example, $K$ through three schools would be over
9 crowded at 31. Could you give us an update on

10

11

12

13 what the situation is around the class size situation in the School District as PFT has seen it and hearing it directly from schools' principals and teachers?

MS. LINARDOPOULOS: Absolutely. Thank you for the question, Councilwoman. So our contractual limit, which is one of the things that we have been fighting so hard for as part of the teachers contract because it is good for children and educators, is 30 in grades $K$ to two and 33 in grades four to twelve. So a class of 31, as you indicated, in second grade is oversized and a class of 34 in fourth grade is oversized. And one thing that you have pointed out previously, Councilwoman,

1 which I appreciate, is that these are the outer
2 limits. This is not a standard that we should
3 find acceptable if every class in the District
4 is at 30 in kindergarten and 33 in four to
5 twelve. One of the most productive years I had 6 as a teacher was when $I$ had 18 students in my

7 kindergarten class and it was a total anomaly.
8 And it was just delightful because we all got
9 to know one another so much better and the 10 students got to know their peers, they got to

11 know me and we had a really great, you know,
12 time together to interact.

13

So right now there are 226 oversized K to eight classes.

COUNCILWOMAN GYM: You said 226?
MS. LINARDOPOULOS: Correct. K to eight, there are 226 oversize and that includes -- as we discussed, that includes $K$ to two that are 31 or more -- or, excuse me, $K$ to three that are 31 or more, and four to eight that are 34 or more. So 226 for elementary and middle school oversized classes as of data that is accurate as of the 11th of May.

In high school, I believe that

1 there are just about that many. And I have
2 gotten some final data this morning that I have
3 to review, but there are 500 oversized classes
4 in the School District of Philadelphia total.
5 And that's -- those are just facts,
6 Councilwoman.

813,000 kids in classrooms at a minimum. And
9 what are you seeing as kind of the outside
10 range of these classes? I agree with you, by
11 the way, that any class that is over the
12 contractual maximum is extremely overcrowded,
13 not just one or two over, but we don't want to
14 see kindergartners with 32 and say oh, it's
15 only two students. We have an overcrowded
16 kindergarten class period. And it's
17 interesting because the fifth grade class that
18 was here this morning has 35 students, for
19 example, at McCall School, and the students did

1 Like how far are we ranging? And I understand
2 that we started the year with 77 in a gym class
3 at Mastbaum. I saw somewhere 58 and another
4 gym class in the District currently. So could
5 you talk to that a little bit?
MS. LINARDOPOULOS: Sure. There
are classes of -- Beaver Middle School is one that really sticks out to me, because the -- I think there are maybe six classes there total and four of them are oversized, and they are in the upper 30 s and have been in the 40 s at some point in the year. So that's a school, as you know, that is slated for closure and has simply had no relief in sight. The educators are doing their best but there is actually physical space constraints in the classroom. So that is one that is a real -- you know, something that just has stuck out in my mind all year. There are fourth grade classes at one of the Northeast schools and I can get you the name, I don't remember off the top of my head, that are 40.

COUNCILWOMAN GYM: 40 in the fourth grade?

MS. LINARDOPOULOS: Yes. Upper 30s in six through eight. You know, 38, 39. When we hear talk about one or two, you know, oversized, like you said, that is -- that makes a big difference to a teacher. I know this personally. One student, two students additional, those are -- you know, takes away from the experience of all of the students. It's not fair for those one to two that are over the limit. It's just too much. You know, it's unbearable for everybody that is experiencing that everyday.

COUNCILWOMAN GYM: In the normal process, what would happen if a teacher was confronted with a class of, say, 58 at one class or a class of 40 at another school? What would the normal procedure be under the contract and how would it have been resolved, for example?

MS. LINARDOPOULOS: These are situations that should be resolved by levelling which takes place, you know, in October. So big huge class sizes of 50, you don't wait to leveling. You address it when you see that

1 that is going to be a problem. You address it
2 immediately. The contractual limit is at
3 levelling. So those should have been addressed
4 no later than levelling. That's the last
5 deadline. And if they are not addressed, there
6 are a number of different ways. There can be -- another teacher should come into the building. Sometimes they will add another teacher to the class. Sometimes they will add an assistant to the class. But these are all -- I think it just goes back to the fundamental approach to treating our children as numbers and just seeing, okay, what is the bare minimum that we can do to make this look okay. And that's one of the reasons that we have been so sort of dogged in looking at the data this year because particularly in terms of class sizes this year, because it's numbers, but it tells us the story of the students and what they are experiencing in the classroom. And it is very, very important that Council has accurate information, which I don't -- you know, which is why we have worked hard to provide it to you throughout to the year to the best of our

1 ability.

COUNCILWOMAN GYM: I'm asking you for your perspective only. I don't expect it to be an official, you know, opinion of fact. But from your perspective, the District has allocated -- I mean, for example, this year between K to 12 education, the District has allocated close to 30 million dollars on teachers that it did not spend. And I would be curious what you think would have been the -among the barriers to their -- you know, the money is there. It's not an issue of money. What was the barrier to having that happen? We have raised concerns about, you know, whether teachers want to come here. We have raised concerns about why there was no chief talent officers permanent since July 2015. But from your perspective, what do you think was the key -- some of the key barriers that prevented the District from hiring?

MS. LINARDOPOULOS: The contract. The fact that the teachers in this district have gone without a contract since 2013. The fact that they have not had a raise since

1 January of 2012. The fact that they have not
2 had step increases. There is only so much that
3 a person, a professional can sustain and
4 teaches are deeply, deeply, committed, but they
5 are also human beings. They have families that
6 they have to tend to, and when we have this
7 uncertainty that seems to show no signs of
8 abating, right, it seems to show no sign of
9 slowing down. There is no solution in sight
10 for too many teachers. They think well, you
11 know, we're told just hold on, just hold on.
12 And we have been hearing all year that, you
13 know, we need a contract, but I think that that
14 has been -- from the educators that I have spoken with, that has been the biggest barrier and the biggest sort of slap in the face, that they are being told we need, you know, to get more teachers, we need more teachers and the teachers that are here, they feel like they can't in good conscience invite a friend to come teach because it's so unpredictable. It's not a sustainable environment right now and no matter their commitment that they have, there are so many people that are looking to resign

1 and leave and they just say, you know, I can't
2 take it anymore. It's not good for my
3 physical, emotional health. And that is a --
4 that is the big situation right now.

7 appreciate your answering that. Thank you very 8 much.

Ms. O'Brien, I called you first, please. Identify yourself for the record and proceed, please.

MS. O'BRIEN: Good morning and thank you for this opportunity. My name is Ann O'Brien and I'm here to support the sugary drink tax and the Mayor's plan for Universal Pre-K.

COUNCILMAN GREENLEE: Hold on one second. Hold on. Please, as you're leaving, please be quiet because we're still having the hearing. Respect all the speakers. Thank you.

MS. O'BRIEN: I'm a lifelong resident of the City of Philadelphia and I'm sorry to see the CAPA kids leave because I'm also the proud mother of a graduate of CAPA who will graduate on Monday and receive a degree in vocal performance from the Oberlin Conservatory of Music. My son, Jack, was the beneficiary of wonderful School District of Philadelphia education. He also was prepared for that education because he had high-quality pre-K. In my day job, I run a nonprofit organization called Montgomery Early Learning Centers. We have been in the early education business for over 50 years and have been serving families in the City of Philadelphia for over 30 years. And not all children are prepared for kindergarten or for life like my son was. We are proud to partner with the Philadelphia School District in providing high-quality Pre-K counts. I have programs in Councilman

1 Johnson's district. I have two centers in
2 Councilwoman Blackwell's district. And I will
3 soon have a program in Council President's
4 district with Temple University. We have a
5 close relationship with all the Philadelphia School District schools that we have in making sure that our kids are ready to be successful in their kindergartens because we all know that when children are not ready for kindergarten when they start behind, they stay behind. The research is conclusive and it's -- you can't argue with it. Economist James Heckman tells us that the best workforce development investment we can make is high-quality early education. Law enforcement officials tell us that they support high-quality pre-K because it lowers incarceration rates. I have waiting lists for my pre-K programs, but there are no waiting lists for prison. There's lots of room there. We save the School District of Philadelphia money. High-quality pre-K reduces special education investment. The Pittsburgh School District found that after two years of pre-K, they were able to reduce their special

1 education in kindergarten by 42 percent. In
2 the State of New Jersey, they were able to
3 reduce grade repetition by 40 percent. So we
4 don't have to wait until these children grow up
5 to see the savings. We can see savings
6 immediately in the School District that go back
7 into the program that our children deserve.
8 Pre-K also creates jobs, high-quality jobs, it
9 attracts workers. It is a no-brainer. Please

10

COUNCILMAN GREENLEE: Thank you. Thank you, Ms. O'Brien.

Ms. Tonkins, please.
MS. TONKINS: Good morning, City
Council members. Thanks for giving me the opportunity to speak today in favor of the sugary drink tax. My name is Tawana Tonkins. I'm the owner and director of Kai's Comfy Corner Childcare and Learning Center located at 1601 South 9th Street. Kai's Comfy Corner is a star three childcare center licensed for 77 children. We provide high-quality care to young children in South Philadelphia. I employ ten staff members, all from the community.

1 Over 14 years we have been the first stop for
2 hundreds of children who later go on to the
3 Philadelphia School District. Our goal is to
4 provide high-quality care and learning
5 opportunities for children and their families.
6 I have been known to say to anyone who will
7 listen that high-quality care costs. So when I
8 heard about Mayor Kenney proposing a tax that
9 would fund such an opportunity to all the

10

11

12 children in Philadelphia, it was a no-brainer for me. The children of Philadelphia all deserve a chance to succeed. After all, I too am the product of good education, family and community support. I was raised in South Philadelphia by a teen parent who was a single mother. My mother understood that only education could break the cycle of poverty. She placed me in Get-Set, which is a precursor to today's Headstart, and went on to graduate from Temple University. I followed her footsteps and attended and received a bachelor's degree from Penn State University, a master's degree and a teaching certification in early childhood education from Chestnut Hill

1 College. But I later came back to the South
2 Philadelphia community where I was raised and
3 opened up my childcare center. I worked for
4 United Communities and volunteered with the
5 neighborhood PAL center. High-quality centers
6 are the types of programs your tax dollars will
7 be supporting. Those dollars would allow the 8 possibility of expansion to give access to more

9 children to high-equal care and create more jobs. By supporting the sugary drink tax, it doesn't mean I don't support my neighborhood stores or small businesses, as some would have you believe. I have been doing that for the past 45 years. The children and the families in these communities do that every day and will continue to do so. Maybe it's time for large corporations to also support our children's education rather than to try and convince the community that a profit now is more important than our children's education, our children's future and the future of our communities. My bottom line is this --

COUNCILMAN GREENLEE: Ma'am, I have to ask you to finish. If you have a written --

MS. TONKINS: I'm sorry, last
sentence. We have the opportunity to choose to support our children now and we can support -or we can support them later in the judicial or prison system. Only quality education support can break the cycle of poverty. Please vote to support our children now. Please vote for the sugary drink tax.

COUNCILMAN GREENLEE: Thank you.
And, again, if you have written testimony you want to put in, we'll make sure it's all part of the record. Mr. Acosta, we called you next. Now you have -- do we have a microphone for him or -- okay. He wants to come up. I didn't know if we needed a microphone for him. You got it? Okay.

Good afternoon.
MR. ACOSTA: How you doing? I'm basically --

COUNCILMAN GREENLEE: Just say your name for the record.

MR. ACOSTA: Oh, Orlando Acosta. I'm here to speak on the sugary tax. Basically, you know, like everybody else, I

1 want children that pre-K needs quality
2 education. Where I'm basically concerned is
3 say that tax gets passed, then we got to make 4 sure that that money gets used exactly for what

5 it's allocated for because it's too many times
6 that money's been allocated to use for certain
7 things but the money never gets used for what 8 it's necessarily allocated. So that's my main

9 concern. Now, if it's going to be used for what it's intended to be used for, then fine. But if it's not and this is just a preception of saying okay, this is what it's going to be used for and then we find ourself in a hole later on or something else, then, you know, that's where I'm very concerned about. Because we have to make sure that that's exactly what it's being used for, because too many times that, you know -- you know people, you know, get behind something and they think that it is intended for that and then when it's -- when all the smoke and mirrors are gone, then it doesn't -- it's never used for what it's intended to do. So that's -- but if it's going to be used for that, then, yes, I'm in support

1 of it.

COUNCILMAN GREENLEE: Okay. Thank
you.
MR. ACOSTA: But let me say this in
closing. In closing, we also have to look at corporations that haven't paid the City -their city taxes either. We have to look at, you know, corporations like banks, you know, PNC, different -- you know, and take off the tax exemptions for businesses outside of putting it on the communities too.

COUNCILMAN GREENLEE: Okay. Thank
you. Thank you, Orlando. Donna, before you start, let me -- I have two more names on the list. Tomika Anglin. Is she here? Tomika Anglin. Okay. There she is. All right. Why don't you come up. And then Danielle Pettigrew. Okay. Come on up. Anyone else here? Okay. Good. That will be our last three.

Donna, why don't you start -identify yourself and proceed, please.

MS. COOPER: Donna Cooper, executive director of Public Citizens for

1 Children Youth. A year ago today, 80 percent
2 of the voters in this City said yes to the
3 valid question on pre-K. The highest affirmative vote of any ballot measure in nine years with overwhelming results in every ward. More yes votes were cast for pre-K than for the mayoral candidates Williams, Abraham, Oliver, Diaz and Street combined. Now the Mayor's proposal to fund pre-K with a tax on sugary drinks is being met with resistance, backed by the deep pockets of the soda industry. You know this debate all too well. You went through it just a few years ago when you enacted the tax on cigarettes to fund our schools. You heard big tobacco fear mongering of our citizens turning to crime to avoid the cigarette tax and their unfounded claims that the tax will lead to lost jobs and lost tax revenue. You rejected those arguments and voted unanimously to impose the tax. It was a tough decision, but the right one and a progressive one too. We now know that the dire predictions about the cigarette tax hike never happened, but it's déjà vu all over again from

1 big soda. Research shows that when
2 non-addictive products are taxed at a high
3 enough rate and consumers have good substitutes
4 price sensitive, lower income shoppers purchase
5 untaxed products. In spite of big soda's
6 claims, research shows that limited income
7 shoppers are wise purchasers. Meanwhile, upper
8 income and middle income shoppers show little
9 change in their purchasing behavior in response

10

11

12

13

14 to most taxes. That means that a sufficiently high tax on soda will be more heavily paid by middle and upper income consumers. The lower the tax rate is, the less effect it will have on purchases made by all consumers. As a result, a low soda tax will be paid equally by low, moderate and upper income consumers, making it more regressive. It's just common sense. Mexico may be far away, but research shows that consumer behaviors do not really vary much across countries. After it imposed a ten percent -- almost done -- sugary drink tax, lower income consumers shifted their purchasing to non-sugary drinks at three times the rate of upper and middle income consumers. Simply put,

1 the wealthiest consumers are paying the tax 2 while the poorest consumers are avoiding it. 3 This Council should support the tax proposed by 4 the Mayor. It's a tax that will be paid by 5 consumers that will afford it and will go a 6 long way to closing the achievement gap for 7 poor children and children of color by 8 dramatically expanding access to pre-K.

COUNCILMAN GREENLEE: Thank you, ma'am.

MS. COOPER: I ask you, what could be more progressive than that?

COUNCILMAN GREENLEE: Ms. Anglin, please. Thank you. Ms. Anglin, please identify yourself and proceed.

MS. ANGLIN: Tomika Anglin. And I wanted to speak to some of the things I heard during the School District's testimony regarding the budget yesterday. The SRC -- the hearing was advertised as hold the School District accountable. The School District and the SRC are anything but accountable. They don't respond to any parental concerns. They put on a veil of transparency, but when it

1 comes to actually answering questions, there is
2 limited information provided. They change the 3 rules when they need to in order to suit their 4 own agenda. For instance, there was a vote to

5 charterize two schools, parents voted against
6 it, the schools were not charterized, then they
7 eliminated the need for a vote. They saved 65
8 million dollars by not hiring teachers, but
9 then they talk about priorities. So are they

1 but parents have no voice, no input, and no
2 actual decision-making in the processes that
3 affect them most. They talk about it's all for
4 the kids. I don't see those things happening.
5 Thank you.
COUNCILMAN GREENLEE: Thank you.
Thank you, Ms. Anglin. Thank you for your time.

Ms. Pettigrew, please identify yourself and proceed.

MS. PETTIGREW: Good morning. My name is Danielle Pettigrew and I'm coming as a parent of a three-year-old child in the City of Philadelphia. She's doing really well; however, this whole process for her starting pre-K has been very challenging, to say the least. I have had to look at the School District of Philadelphia, as well as going to districts outside of Philadelphia to try to find some type of program where my daughter will get the best education that she can get. Other parents in the City aren't able to afford schools outside of Philadelphia County. And I think that we do need to support this soda tax

1 so that Universal pre-K is available for all
2 kids. But the time this is passed, she won't
3 be in pre-K, but if I decide to have more
4 children later on and I remain in the City, I
5 want to be able for them to have a good early
6 education head start.

COUNCILMAN GREENLEE: Thank you,
Ms. Pettigrew. Thank you for your time.
All right. We had also scheduled sometime this afternoon. So this Committee will stand in recess until 1:00 p.m. this afternoon. Thank you very much.
(Recess.)
COUNCIL PRESIDENT CLARKE: Good
afternoon. I understand we have a witness, Dr.
Simmons. Simmons, I'm sorry. My fault.
Challenging handwriting over here.
Good afternoon, sir.
DR. SIMMONS: Good afternoon.
Okay. Thank you. Just go ahead and begin?
Okay. Thank you. So brief introduction. My name is Dr. Rob Simmons. This is my 44th year in public health education in California and Latin America and in greater Philadelphia

1 region. I am testifying and providing some
2 information regarding the initiative,
3 sugar-sweetened beverage initiative, but
4 particularly how the money is scheduled to be
5 used or planned to be used and what it's going
6 for. A little bit of background. I worked in
7 California on Proposition 99, which was the
8 major tobacco tax initiative that was earmarked
9 to health and social services in California and created a major initiative that greatly reduced the tobacco use in California for the last generation. I also was the chief of the office of school-linked and school-based health services and I reported directly to the assistant director for the Department of Health Services and the assistant superintendent of public instruction in the Department of Education in California and we particularly worked on early childhood education and community schools, which will be the focus of my testimony. You're very familiar with and heard hopefully a lot about early childhood education, the importance of it, its significant impact in readiness to school, key

1 determinants of school success, growth and 2 development, social cognitive skills and a 3 major factor of course dealing with children in 4 poverty, and it's a tremendous key opportunity

5 for Philadelphia both having short and
6 long-term benefits related to supporting early
7 childhood education. The resources are used to
8 create quality early childhood education that
9 increases staff/child ratios, increase teacher
10 qualifications, reducing teacher turnover and
11 including competitive wages. So there's a
wealth of evidence about early childhood education $I$ want to emphasize. The bulk of what I want to say is about community schools and the movement toward community schools. And California was really the start of that movement back in the 1980 s and 1990s when local communities and school districts and individual schools opened up their schools to community partners in the health and social services areas and certainly used as a tremendous community resource and asset for the community. Forming partnerships, engaging the private sector. And it starts with doing a

1 community-based needs assessment and assets 2 assessment of what the community needs. So 3 what's important is it's totally tailored to 4 the individual community and working with the

5 local School District. A key of course is the 6 selection of the community school coordinator.

7 That was a major -- one of the major decisions
8 and working for the State of California we
9 helped oversee that and worked with our county

10

11

12

13
offices of education, the state education agency, and the local education agencies in coordinating that. Certainly has a major impact in sustained funding because of working with the private sector, so it wasn't totally relied on government funding. And active involvement in parents and youth and students. Each community school typically has a unique characteristic tied to their community and there is again, active engagement in that process. In California, tremendous variance. Los Angeles, community high schools, alternative schools, working with real world learning. Frankly, dealing with -- in South Central L.A., dealing with gangs and other

1 issues. Northern California, the Oakland Bay 2 area, Richmond area community school networks were formed. They call them full service schools. There's wonderful models of community schools locally in the area. New York certainly, Baltimore, Camden, New Jersey across the river, Chester in Delaware County are great examples of community schools and have wonderful resources. Academia is typically very engaged. We certainly did that in California. Here, University of Pennsylvania's Center for Community School Partnership. And this opportunity for creating community schools will more actively engage academia throughout Philadelphia. And it's a strong student voice. I have with me a logic model. You may have that information from the Coalition for Community Schools of how the planning process works. And also an article from Texas that -of a fifth grader who actively -- the students themselves took an active role in improving nutrition and health for those schools.

The last thing I want to mention is the way this is structured. It's through the

1 Mayor's Office of Education. And I feel that's
2 a really positive way of organizing this as far 3 as community schools. Much of the work that we 4 did in California those years were -- the money 5 went directly to the local School Districts.

6 That's important. But also it didn't have as
7 much voice in the community. Parents didn't
8 feel as much and it often -- it sometimes went
9 to some sources that the community was not

10

11

12

13

14

DR. SIMMONS: I have heard of it.

1 I don't know any details about that. What's
2 different I can tell you since I'm talking --
3 my role was in the early 1992 to 1994 , so that
4 was over 20 years ago. The amount of resources
5 and network and examples and models, learning
6 from lessons learned what didn't work and what
7 did work, we didn't have any of that, very
8 little of it back over 20 years ago. So
9 Cincinnati I'm sure has a great model for that.

DR. SIMMONS: Great. And frankly, that was one of the things that I know we tried to negotiate because there was a lot of competition across -- over a thousand school districts in the State of California and limited resources to do that. But that's great that you have some in your district.

COUNCIL PRESIDENT CLARKE: Thank

1 you, Doctor. Thanks so much for your
2 testimony.

3
4

10 Room 400. Thank you very much.
11
12 on the list to testify today?

THE CLERK: No. not. There being none, this committee will stand in recess until Tuesday, May 24, 2016 at 10:00 a.m., at which time we will reconvene in

-     -         - 

13
14
15
16
17
18
19
20
21
22
23
24

Mr. Stitt, do you have anyone else

COUNCIL PRESIDENT CLARKE: You do
(Hearing recessed at 1:42 p.m.)

C E R T I F I CATI O N

I hereby certify that the proceedings, evidence and objections noted, are contained fully and accurately in the notes taken by me on the hearing of this matter, and that this copy is a correct transcript of the same.
$\qquad$
SUSAN A. HURREY, R.P.R. 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.)

| A | 31:12 | 38:7 | amicably | 69:19 | 4:6 | Beaver 55:7 | Bisexual |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| m 1:5 81:9 | act | afr | 31:11 | art | automatical... | be | 6.15 |
| bandoned | active 49:7 | afternoon | amount 44:23 | article 10 | 1:18 | 41:9,1 | bit 13:19 18:6 |
| 38:22 | 77:15,19 | 66:17 74:10 | 52:1 80:4 | 78:19 | availabl | behavior | 21:9 31:10 |
| ban | 78:21 | 74:12,15,18 | and/or 82:23 | Arts 23:21 | 74:1 | 47:22 70:9 | 32:1 52:2 |
| 12 | actively 78:14 | 74:19 | Andre 49:7 | 26:12 27:16 | avoid 69:16 | behaviors | 55:5 75:6 |
| bating | 78:20 79:10 | afterthou | Angeles | asked 10:6,21 | avoiding 71:2 | 70:19 | BJ's 45:5 |
| ability 58:1 | activist 31:3 | 6:21 | 77:2 | 13:10 43:2 | aware 7:1 | beings 59: | BLACKW. |
| able 7:23 | actual 20:22 | age 7:5,8 | Anglin 68:15 | 72:17 | awhile 23:9 | believe 19:10 | 1:9 |
| 8:19 17:2 | 73:2 | 29:2 | 68:16 71:13 | asking 9 |  | 25:16,18 | Blackwell's |
| 24:12 25:7 | add 57:8,9 | agencies | 71:14,16,16 | 58:2 | B | 32:1,10,15 | 62:2 |
| 25:8,14 | addicted | 77:11 | 73:7 | assault 35:13 | bachelor's | 34:15 35:19 | blessed 28:2 |
| 28:17 30:24 | 32:11 48:16 | agency | Ann 60:11,21 | assessme | 64:2 | 53:24 65:13 | blindness |
| 33:7 46:7 | adding 3:16 | agenda 35:16 | announced | 77:1,2 | back 13 | bell 11:14 | 40:9 |
| 46:10 48:18 | additional | 72:4 | 9:22 10:15 | asset 76:2 | 17:18 19 | belong 9:24 | block 39:20 |
| 62:24 63:2 | 39:6 56:7 | ages 37: | annually | assets 77:1 | 24:10 32:15 | benchmarks | Board 2:19 |
| 73:22 74:5 | Additionally | aggregate | 21:20 | assigned 43 | 49:23 57:11 | 43:7 | 3:4 |
| Abraham | 7:9 | 39:3 | anomaly | assistant | 3:6 6 | benefici | body 21:16 |
| 69:7 | address 34:4 | aging 42 | answer 10:21 | 57:10 75:15 | 76:17 80:8 | 61:11 | bold 38:20 |
| absolutely | 35:24 38:20 | ago 13:2 | 12:15 45:23 | 75:16 | backed 69:10 | benefit 7:16 | 39:9 |
| 7:16 52:14 | 56:24 57:1 | 18:11 19 | answe | Associa | background | 50:1 | bombarded |
| absorbed | addressed | 69:1,13 | 10:2 | 2025 | 75:6 | benefits | 32:4,6 |
| 45:7 | 57:3 | 80:4,8 | an | 43:22 | backr | 15:19 37 | books 47:21 |
| academia | adeq |  |  | assume 34:18 | 72:20 | 76:6 | boost 47:15 |
| 78:9,14 | 21:17 | 54:10 | answers 9:12 | assumed | balcon | best 23:24 | Boston 10:12 |
| academic | adjustme | Agreem | 12:19 | 34:20 | 30:18 | 34:2,24 | Bottaro's |
| 11:1 34:7 | 15:22 | 4:5 | an | assurin | bal | 5:15 57:2 | 30:17 |
| acceptable | adm | a |  | 80:12 | Baltimo | 62:13 73:21 | bottles 32:8 |
| 53:3 |  | 74:20 |  | attem | 78:6 | etter 8:11 | bottom 65:22 |
| access 17:8 | admire 28:7 | Alexand | 17:1 | 1:1 | banks 68:8 | 8:11 18:22 | bought 51:9 |
| 38:9 65:8 | adopt 2:9,12 | 33:24 | apart 27 | attempts 9: | bare 57:13 | 26:22 28:3 | brain 17:17 |
| 71:8 | adopting 2:1 | Alliance | 29:7 | attend 12:1 | 72: | 34:19 48:18 | break 6:13 |
| accomp | adult 48:19 | 16 | app | 24:24 | barrier 5 | 53:9 | 64:17 66:6 |
| 34:15 | adults 34:18 | allies 3 | appre | atte | 9:1 | betterm | breaking |
| accountabil... | advertise | alloca | 13 12:16 |  | barriers | 25:3 | 42:24 |
| 43:6 |  | 58.6,8 67.5 | 22.10 | attendin | 58:11,19 | beverage | breaks 11:20 |
| accounta | ad |  | :7 | 24:3 | bars 29:6 | 3:17 6:6,7 | brief 29:22 |
| 9:14 71:21 | advocacy | allow 65 | approach | attends 16:1 | Bartlett | 8:7 32:3 | 74:21 |
| 71:22 72:24 | 12:11 36:22 | allowing | 43:13 57:12 | attention | 1:15 36:11 | 75:3 | brilliance |
| accurate | 47:4 | 23:17 26 | approv | 18:8 28 | 36:13 | big 48:12 | 34:17 |
| 53:23 57:21 | advocate 49: | 27:9 | 3:20 | 48:6 | based 13 | 56:5,23 | bring 13:2 |
| accurately | advocates | alternat | approved 4:7 | attitud | 14:2 | 60:4 69:1 | 15:14 18: |
| 82:5 | 25:2 38:17 | 48:13 | approximat... | 37:2 | 5 | 70:1,5 | 19:11 32:14 |
| achieven | Affairs 5:20 | alterna | :12 16:15 | at | basically | biggest 59 | roke 26:15 |
| 37:1671:6 | affect 73:3 | 77:22 | arbitrar | audiolo | 1:18 66:19 | 59:16 | broken 26:18 |
| acknowledge | affirmative | Alumni 25: | 43:7 | 16:3 | 66:24 67:2 | bill 2:7,8,11 | brotherly |
| 30:19 | 69 | Alvarado 5:6 | area 16:2 | Authorit | basis 13:21 | 2:13,16 3:1 | 36:4 |
| Acosta 60:13 | afford 16 | 5:14 | 78:2, | 4:4,9 | Bathroom | 3:8,13 4:7 | brought 13:1 |
| 60:14 66:12 | 17:8 40:5,7 | amend | ar | Author | 26:17 | 32:17 | Brown 72:15 |
| 66:18,22,22 | 40:8 44:6 | 2:17 3:2,9 | 76:21 | 183 | bathrooms | billion 7:8 | buck 45:6 |
| 68:4 | 71:5 | 14 | ar | authorize | 29:7 | bills 1:17 2:3 | Budd 15:7,9 |
| Act 13:4 | 73:22 | $\begin{gathered} \text { America } 36: 5 \\ 74: 24 \end{gathered}$ | argue 62:12 | 2:19 3:4 |  | 4:13 40:9 birth 5:23 | budget 2:12 2:14 6:15 |
| action 9:11 | affordable | $74: 24$ | arguments | authorized | beautiful 47:7 | birth 5:23 | 2:14 6:15 |


| 8:1 19:13 | 24:24 27:1 | challenge | 8:8,11,19 | 50:3 68:24 | 30:8 31:6 | Coalition | 49:11 74:10 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 19:14 20:14 | 27:2 28:2 | 32:15 | 11:8 15:20 | 69:16 | 31:21 33:14 | 78:17 | 81:7 |
| 48:13 71:19 | 29:18 30:13 | challeng | 16:9,12,21 | city 1:1,3 3:6 | 36:8,12 | Code 2:18 3:3 | common |
| budgetary | 31:4 61:7,8 | 39:6 | 16:22 17:5 | 3:21,22 4:8 | 39:12 41:3 | 3:10,14 | 70:17 |
| 21:11,17 | capital 2:9,12 | challenging | 17:18,23 | 6:3,18,20 | 43:17 45:24 | codes 18:18 | communica... |
| budgets 22:3 | 4:14,15,16 | 73:16 74:17 | 22:17 24:11 | 7:24 9:7 | 49:4,13 | cognitive | 17:14 |
| 25:11 | car 50:7 | chance 48:23 | 30:2 33:4,6 | 12:7 20:19 | 51:14 74:14 | 76:2 | Communic... |
| build 39:21 | card 19:5,5,6 | 64:12 | 37:12,13 | 21:15,23 | 79:18 80:10 | cohort 7:9 | 72:16 |
| 40:21 48:18 | 19:7,7 | change 17:9 | 38:8 39:3,9 | 22:1,8 | 80:24 81:6 | Coke 30:5 | communities |
| building 21:4 | care 16:23 | 18:5 21:17 | 39:16 40:2 | 23:22 24:7 | class 16:9 | cold 42:12 | 25:3 35:12 |
| 40:20 57:8 | 17:3 41:2 | 28:11,13 | 40:3,16,17 | 24:10 25:11 | 21:1 30:17 | collaboration | 35:14 38:13 |
| buildings | 48:8 49:19 | 43:13 70:9 | 40:24 41:20 | 25:19,23 | 52:4,6,10 | 34:16 | 39:4,11 |
| 42:10,17 | 63:22 64:4 | 72:2 | 41:23 42:11 | 26:1,8,13 | 52:21,22 | Collections | 48:4 65:4 |
| bulk 76:13 | 64:7 65:9 | changes 4:1 | 42:19 43:14 | 28:18 35:9 | 53:3,7 | 3:15 | 65:15,21 |
| bullying | carry 9:12 | Chanting | 44:19,20 | 35:15,20 | 54:11,16,17 | college 46:21 | 68:11 76:18 |
| 49:21 | cars 50:7,10 | 23:7 | 47:16 48:22 | 36:3,22 | 55:2,4 | 65:1 | community |
| burdened | case 37:7 | Chapter 3:9 | 50:13,16,18 | 37:3 38:2 | 56:15,16,16 | colleges 18:21 | 6:8 14:6 |
| 47:24 | cast 69:6 | 3:16 | 52:19 57:12 | 38:19 40:17 | 56:23 57:9 | color 37:13 | 18:7,9,13 |
| Buscher 41:6 | cause 8:20 | character | 61:20 62:9 | 42:10 43:21 | 57:10,17 | 71:7 | 18:14,15,16 |
| 41:7 | caused 47:2 | 77:18 | 63:4,7,22 | 44:7,9,13 | classes 51:24 | combination | 19:12,14,16 |
| business 6:2 | CCRA 43:24 | charter 11 | 63:23 64:2 | 44:15,16,18 | 53:14,22 | 8:9 | 19:17,20 |
| 45:10 48:14 | center 16:20 | 13:9,14 | 64:5,10,11 | 44:20 45:16 | 54:3,10 | combined | 33:22 34:2 |
| 61:17 | 36:15 43:21 | 14:5 21:22 | 65:9,14 | 46:17,20 | 55:7,9,19 | 69:8 | 34:3,5,8,10 |
| businesses | 44:7,9,13 | 72:16 | 66:3,7 67:1 | 47:5,8,11 | classmates | Comcast 19:8 | 35:3,9,20 |
| 32:18 65:12 | 44:15,16,20 | charterize | 69:1 71:7,7 | 47:14 49:14 | 8:21 27:18 | come 5:7 15:2 | 35:21 36:15 |
| 68:10 | 63:19,21 | 72:5 | 74:4 76:3 | 49:18 61:6 | classroom | 16:3 28:13 | 37:8 43:24 |
| buy 32:7,9 | 65:3,5 | charterized | children's | 61:19 63:14 | 8:20 26:20 | 40:10 48:12 | 48:24 49:8 |
|  | 78:12 | 72:6 | 16:1,4 17:9 | 68:6,7 69:2 | 48:1 54:21 | 57:7 58:15 | 63:24 64:14 |
| C | centers 33:8 | chessboard | 34:21 65:17 | 73:13,22 | 55:16 57:20 | 59:21 66:14 | 65:2,19 |
| C 82:1,1 | 61:16 62:1 | 11:4,22 | 65:20,20 | 74:4 79:12 | classrooms | 68:17,18 | 75:20 76:14 |
| C.O.P.E | 65:5 | Chester 78:7 | choice 40:6 | 79:13,15 | 10:3,8 21:6 | comes 72:1 | 76:15,19,22 |
| 19:20 | Central 77:2 | Chestnut | choose 66:2 | 80:14 | 42:11 54:8 | comfortable | 76:22 77:2 |
| California | cents 30:5 | 64:24 | Chris 31:15 | City's 6:14 | 54:23 | 46:7 | 77:4,6,17 |
| 74:23 75:7 | 44:1,22 | chief 58:16 | 31:15 36:13 | 17:6 33:21 | clean 50:10 | Comfy 63:18 | 77:18,21 |
| 75:9,11,18 | 45:5 | 75:12 | Christianne | 47:12 | cleaned 50:7 | 63:20 | 78:2,4,8,12 |
| 76:16 77:8 | CEOs 6:7 | child 6:12 | 31:17,18 | civic 34:7 | clerk 2:8 4:13 | coming 31:8 | 78:13,18 |
| 77:20 78:1 | certain 2:23 | 7:16,24 | Chuck 41:6 | claims 10:9 | 81:5 | 31:11 33:12 | 79:3,7,9 |
| 78:11 79:4 | 3:7,11,11 | 8:16 10:18 | 43:21 | 69:17 70:6 | close 10:13 | 44:13 49:23 | 80:13 |
| 80:21 | 3:17 50:19 | 16:15,18 | churches | Clark 31:13 | 11:22 58:8 | 73:12 | community... |
| call 4:23 5:7 | 67:6 | 17:3,16 | 18:20 | Clarke 1:8 | 62:5 | commend | 77:1 |
| 15:10 78:3 | certainly | 21:24 29:9 | cigarette | 2:14:10 | closed 35:4 | 49:15 | companies |
| called 38:11 | 76:21 77:12 | 34:873:13 | 69:17,23 | 5:11 9:2,4 | closing 10:7 | commercials | 13:10 |
| 60:17 61:16 | 78:6,10 | child's 17:20 | cigarettes | 11:10,13,16 | 10:20 68:5 | 51:1 | company |
| 66:12 | 79:17 | 46:20 | 69:14 | 12:1,4,7 | 68:5 71:6 | commission | 14:11 |
| calls 36:2 | certification | childcare | Cincinnati | 14:14 15:1 | 72:15 | 7:7 9:20 | competing |
| calories 32:12 | 64:23 82:20 | 63:19,21 | 79:22 80:9 | 16:5,11 | closings | 12:12 38:3 | 30:22 |
| Calvin 31:16 | certified 9:23 | 65:3 | cities 10:17 | 17:13 18:1 | 13:13 | commitment | competition |
| 31:24 | 10:1 | childhood | citizen 49:11 | 20:2,5 22:9 | closure 10:15 | 59:23 | 80:20 |
| Camden 78:6 | certify 8 | 64:24 75:19 | citizenry $37: 1$ | 22:18,23 | 55:13 | commit | competit |
| cancel 12:23 | certifying | 75:22 76:7 | 37:18 | 23:2,8,14 | closures | 31:1 59:4 | 76:11 |
| candidates | 82:24 | 76:8,12 | citizens 35:9 | 24:17,20 | 10:22 11:2 | committee | complaint |
| 69:7 | cetera 79:14 | children 5:21 | 37:4,7,10 | 26:5 27:12 | co-founder | 1:1 2:2 4:12 | 13:2 |
| $\begin{aligned} & \text { сар 17:3 } \\ & \text { CAPA 22:12 } \end{aligned}$ | chains 32:5 | 5:22 7:4,22 | 38:2 47:9 | 29:11,15 | 9:16 12:9 | 13:20 49:10 | complete 7:23 |


| compliance | consumer | Core 16:19 | 66:20 68:2 | crucial 41:23 | 69:21 | 56:5 | 24:1,2,5,13 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 13:3 | 70:19 | corner 51:4 | 68:12 71:9 | curious 58:10 | decision-ma... | different 50:9 | 25:15 27:21 |
| concern 67:9 | consumers | 63:19,20 | 71:13 73:6 | currently | 73:2 | 57:6 68:9 | 28:4,14,16 |
| concerned | 70:3,12,14 | corporate | 74:7 | 6:17 7:11 | decisions | 80:2 | 28:20 29:5 |
| 9:18 67:2 | 70:16,22,24 | 40:23 | councilmanic | 24:24 26:23 | 72:23 77:7 | difficult | 51:23,24 |
| 67:15 | 71:1,2,5 | corporat | 18:14 | 38:8 55:4 | deep 69:11 | 25:11 42:16 | 52:5,11 |
| concerns | contact 16:5 | 38:16 65:17 | Councilw | cut 45:9 | deeply 59:4,4 | difficulty | 53:3 54:4 |
| 58:14,16 | contain 42:12 | 68:6,8 | 1:9,11 | cutting 45: | define 42:14 | 17:14 | 55:4 58:5,7 |
| 71:23 | contained | correct 53:16 | 10:24 13:10 | Cy 22:14 | degree 50:2 | dignity 49 | 58:20,22 |
| concerted | 82:5 | 82:7 | 14:7 22:16 | 23:16 28:14 | 61:9 64:22 | diligently | 61:12,23 |
| 10:2 | contemp | cost 7:8 8:14 | 22:22 30:10 | 31:2 | 64:23 | 80:12 | 62:1,2,4,6 |
| conclude | 20:18 | cost-effective | 30:11 31:7 | cycle 64 | déjà 69:24 | dimes 32:21 | 62:20,23 |
| 11:14 | continue 4:11 | 18:23 | 51:16,17 | 66:6 | Delaware | dire 69:22 | 63:6 64:3 |
| concludes | 11:24 20:16 | costly | 52:15,24 |  | 5:20 78:7 | direct 8:23 | 71:21,21 |
| 79:16 | 23:13 48:14 | costs 16:15 | 53:15 54:6 | D | delightful | 82:23 | 72:24 73:18 |
| conclusive | 65:16 | 64:7 | 54:7 55:23 | D.C 29:21 | 53:8 | directly 27:23 | 77:5 80:15 |
| 62:11 | continuin | Council 1:1,8 | 56:13 58:2 | 49:11 | delivered | 28:24 38:14 | 80:23 |
| conditions | 29:19 | 2:1 3:21 4:6 | 60:5 62:2 | daily 47: | 10:11,13 | 52:12 75:14 | District's |
| 2:24 3:7,12 | contract | 4:10 5:11 | 72:14 | Damaris 5:6 | democracy | 79:5 | 13:6 71:18 |
| 3:18 35:1 | 11:21 12:24 | 6:18 9:4,7 | counselor | 5:13 | 35:8 36:6 | director 5:19 | districts |
| confidence | 41:17 52:18 | 11:10,13,16 | 13:1 | dance 26: | Democratic | 34:1 36:14 | 50:19,22 |
| 28:5 | 6:18 58:21 | 12:1,4,6,7 | counted 52: | Danielle | 49:10 | 36:23 63:18 | 73:19 76:18 |
| conflicting | 58:23 59:13 | 14:14,21 | countries | 68:17 73:1 | deny 44:19 | 68:24 75:15 | 79:5,15 |
| 52:3 | contractual | 15:1 18:1,6 | 70:20 | DARRELL | Department | disciplining | 80:21 |
| confront | 52:16 54:12 | 20:2,5 22:9 | country 30:2 | 1:8 | 49:24 75:15 | 8:23 | diverse 38:2 |
| 56:15 | 57:2 | 22:18,23 | 40:22 47:14 | data 13:9 | 75:17 79:14 | disclosu | 39:10 |
| connect 79: | contradi | 23:2,8,14 | 48:10 | 52:5 53:2 | depends 32:7 | 72:17,19 | Doctor 81:1 |
| conscience | 51:2 | 23:22 24:17 | counts 61:2 | 54:2 57:16 | DEREK 1:9 | discourse | documented |
| 59:20 | contribu | 24:20 26:5 | county 73:23 | daughter | deserve 22:7 | 31:10 46:24 | 42:3,4 |
| Conservato. | 26:2 | 26:8,13 | 77:9 78:7 | 16:4,23 | 24:8 25:22 | discovered | dogged 57:16 |
| 61:10 | control 1 | 27:12 29:11 | couple 22:13 | 17:10 73:20 | 48:22 63:7 | 16:1 | doing 34:13 |
| consider 4:13 | 21:2 82:23 | 29:15 30:8 | 51:20 | DAVID 1:12 | 64:12 | discussed | 40:4 55:15 |
| 8:1,4 | convenience | 30:12 31:6 | course 38:5 | Dawan 22:14 | deserves 22:2 | 53:18 | 65:13 66:18 |
| considered | 45:6 | 31:21 33:14 | 76:3 77:5 | 24:19,22,23 | designed 16:9 | discussing | 72:18 73:14 |
| 6:22 22:1 | conversa | 33:17 36:8 | cover 8:13 | day 8:13 | desk 19:19 | 6:16 | 76:24 |
| considering | 72:20 | 36:12,13 | covering 3:23 | 10:10 16:8 | despite 42:13 | discussio | dollars 7:15 |
| 8:3 | convince | 38:19 39:12 | covers 27:4 | 16:18 19:18 | destroy 40:16 | 6:22 | 58:8 65:6,7 |
| conspiring | 65:18 | 40:17 41:3 | create 35:10 | 20:1 31:9 | detailing 10:4 | discussi | 72:8 |
| 32:10 | Cooke 13:1 | 41:12,13 | 37:1 65:9 | 34:24 61:15 | details 80:1 | 27:19 | Donna 60:14 |
| constant | 13:12,23 | 43:17,20 | 76:8 | 65:15 | determinants | disruptio | 60:15 68:13 |
| 20:15 | Cooper 60:14 | 44:5 45:24 | created 7 | deadline 57:5 | 76:1 | 23:6 | 68:21,23 |
| constituents | 68:23,23 | 49:4,14 | 75:10 | dealing 76:3 | develop | distingu | doors 48:3 |
| 49:17 | 71:11 | 51:14 57:21 | creates 3 | 77:23,24 | 34:3 | 43:20 | downgrade |
| constitute | cooperation | 62:3 63:15 | 63:8 | debate 42:7 | developed | district 2:20 | 33:5 |
| 4:14 | 4:3,5 5:4 | 71:3 74:14 | creating | 69:12 | 17:17 | 2:23 3:5 | downloaded |
| constraints | 9:5 | 79:18,22 | 35:23 3 | debating 6:5 | development | 4:20,22 6:4 | 19:8 |
| 55:16 | cooperatively | 80:10,24 | 78:13 | decades | 34:8 62:13 | 7:11 8:3,13 | Dr 9:21 10:4 |
| construct | 34:10 | 81:6 | Creative | 36:22 46:22 | 76:2 | 9:14,22 | 10:5,14,17 |
| 34:10 | coordinat | Councilman | 23:20 26:11 | 47:5 | DHS 19:6 | 10:3,6,12 | 13:21 14:1 |
| Consulting | 77:12 | 1:9,10,12 | 27:16 | decide 5:15 | dialogue | 12:18 13:10 | 15:6,8 |
| 10:12 | coordinator | 60:10 61:1 | crime 69:16 | 14:12 74:3 | 51:22 | 13:15,17 | 74:15,19,22 |
| consults | 77:6 | 61:24 63:11 | criteria 11:6 | deciding 7:19 | Diaz 69:8 | 18:14 19:3 | 79:24 80:17 |
| 49:22 | copy $82: 7$ | 65:23 66:9 | crowded 52:9 | $47: 1$ <br> decision | difference | 20:13 21:9 | dramatically |


| 71:8 | 21:24 25:12 | 53:21 | equalizers | expansion | falling 27:4 | 31:5 35:6 | forces 48:12 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| drink 38:9 | 25:18,20,21 | elements | 36:19 | 65:8 | 29:7 | 35:12 48:23 | foregoing |
| 45:3 46:4 | 25:24 26:4 | 42:12 | equally 35:22 | expect $22: 3$ | falls 21:4 | fighting | 82:20 |
| 49:3 60:23 | 26:21 28:1 | eliminated | 70:15 | 58:3 | 42:21 45:10 | 35:10 52:17 | forever 17:9 |
| 63:17 65:10 | 28:3 30:1 | 72:7 | equipped | expedite 5:1 | familiar | fights 8:20 | forget 28:10 |
| 66:870:21 | 34:21 37:14 | eliminating | 37:24 | expense 44:9 | 75:21 79:20 | figure 42:6 | formed 78:3 |
| drinks 30:3 | 41:19 43:12 | 7:5 | equitably | expensive | familiarity | file 12:19 | former 42:1 |
| 38:6 40:12 | 46:8,15,20 | emergen | 35:23 | 42:16 | 47:21 | filed 13:2,19 | Forming |
| 44:2 45:13 | 47:15 48:20 | 20:11 | equivalen | experience | families 16:24 | fill 33:22 | 76:23 |
| 45:13 69:10 | 50:12 58:7 | emotional | 7:17 | 6:11 42:4 | 34:14 35:21 | 45:12 | fortresses |
| 70:23 | 61:13,14,17 | 34:7 60:3 | especially | 42:21 46:9 | 38:8 39:5 | final 54:2 | 48:2 |
| drive 19:16 | 62:15,22 | emphasis | 27:24 29:5 | 46:13 56:8 | 39:10 46:16 | Finance 3:15 | fortunate |
| driven 33:3 | 63:1 64:13 | 19:22 | 30:1 | experienced | 47:9 48:11 | financial 3:22 | 46:5 |
| drivers 45:16 | 64:17,24 | emphasiz | essential | 27:24 | 59:5 61:18 | find 25:19 | forward-loo... |
| dropout | 65:18,20 | 76:13 | 30:15 40:12 | experiencing | 64:5 65:14 | 33:9 40:14 | 4:16 |
| 28:21 | 66:5 67:2 | employ 63 | estate 2:22 | 54:22 56:12 | family 15:21 | 46:6 53:3 | found 62:23 |
| DSRC 9:1 | 73:21 74:6 | employees | 3:6 45:17 | 57:20 | 16:1 24:11 | 67:13 73:20 | foundation |
| due 39:7 | 74:23 75:18 | 38:1 | estimated 7:8 | exploring | 32:5 34:8 | fine 67:10 | 39:20 41:1 |
| 46:17 | 75:19,23 | Empowerm... | et 79:14 | 17:10 | 34:19 46:6 | finish 25:7,14 | four 16:20 |
| dwell 6:6 | 76:7,8,13 | 18:12 | evaluation | explosiv | 46:11,17 | 65:24 | 25:5 43:3 |
|  | 77:10,10,11 | enacted 69:14 | 13:20 | 47:12 | 48:19 64:13 | finished 35:3 | 52:20 53:4 |
| E | 79:1 | encouraging | everybody | exponentially | famous 72:18 | finishing 20:9 | 53:20 55:10 |
| E 82:1 | educational | 6:13 | 14:18 29:14 | 21:1 | fantastic | firms 12:23 | four-and-a-... |
| Eakin 15:7 | 5:22 37:1,9 | enforcement | 29:24 40:13 | express 3 | 21:10 | first 5:5,16,17 | 16:8 |
| 15:10 | 37:19,22 | 62:15 | 56:11 66:24 | extensive | far 26:19 | 17:17 23:11 | fourth 52:23 |
| early 6:16 8:4 | 39:19,21 | engage 48:23 | everyday | 45:21 | 35:15 55:1 | 40:17 44:13 | 55:19,23 |
| 15:19,21 | educator | 78:14 | 56:12 | External 5:19 | 70:18 79:2 | 46:23 48:7 | frankly 77:23 |
| 16:19 17:13 | 33:18 34:9 | engaged 47:9 | evidence | extra 32:2,14 | fast $15: 15$ | 49:12 50:13 | 80:17 |
| 17:19,21 | educators | 78:10 79:10 | 76:12 82: | extreme | 32:5 | 50:24 60:17 | free 32:4,6,7 |
| 61:16,17 | 22:7 34:14 | engagement | eviscerated | 54:24 | fat 32:12 33:8 | 64:1 | 51:8 |
| 62:14 64:24 | 35:22 41:18 | 77:19 | 21:3 | extremely | fate $37: 8$ | firsthand | friend 59:20 |
| 74:5 75:19 | 42:22 43:14 | engaging | exactly 67 | 25:6 54:12 | fatten 33:3, | 26:16 27:24 | front 31:3 |
| 75:22 76:6 | 46:13 52:19 | 76:23 | 67:16 |  | fault 74:16 | fiscal $2: 10,12$ | fulfill 37:2 |
| 76:8,12 | 55:14 59:14 | enrolled 16:6 | example 52:4 | F | favor 63:16 | 2:14 3:23 | full $7: 19,19$ |
| 80:3 | effect 42:2 | ensure 17:22 | 52:8 54:19 | F 82:1 | favoring | 4:1,15,17 | 51:12 78:3 |
| earmarked | 44:15 47:18 | 22:5 | 56:19 58:6 | face 37:5 | 40:23 | 4:17 21:19 | fully 36:20 |
| 75:8 | 70:13 | enter 8:1 | examples | 59:16 | fear 16:3 | five 11:11 | 82:5 |
| easier 45:9 | effort 10:2 | entering | 78:8 80:5 | facing 39:6 | 28:19 69:15 | 17:17 19:12 | function |
| eating 7:18 | efforts 12:23 | 47:20 | excellent 17:1 | fact 6:6,15 | Federation | five-day 16:8 | 37:22 |
| echo 12:13 | 33:21 36:17 | entire 43:13 | excuse 8:8 | 8:21 12:19 | 51:21 | five-year 3:22 | fund 6:8 8:6 |
| Economist | 47:5 | 47:16 | 23:3,3 | 13:16 58:4 | fee 17:3 | fix 27:6 47:11 | 27:2 33:21 |
| 62:12 | eight 5:23 | entirely 21:23 | 53:19 | 58:22,24 | feel 59:19 | focus 6:3 | 36:18 43:12 |
| economy | 13:16 32:18 | entities 32:20 | executive | 59:1 | 79:1,8 | 25:18 75:20 | 48:15 64:9 |
| 49:23 | 53:14,17,20 | entitled 2:18 | 36:13 68:24 | factor 76 | feels 52:2 | folks 8:16 | 69:9,14 |
| educating | 56:2 | 3:3,10,15 | executives 6:8 | factories | 60:5 | followed | fundamental |
| 72:13 | either 20:14 | 3:16 | exemptions | 45:14 | Feltonvill | 64:20 | 57:11 |
| education | 20:19 45:4 | entity 19:9 | 68:10 | Factory | 44:17 | following | fundament... |
| 2:20 3:4 | 68:7 | environment | exhibit 37:20 | 45:15 | fewer 43:5 | 10:14 | 27:21 |
| 5:21 6:16 | elected 12:14 | 48:18 59:22 | exist 14:1 | facts 54:5 | field 20:22 | food 32:2 | funded 18:11 |
| 6:17,24 | electrocuted | environments | expand 38:7 | failing $27: 8$ | 37:12 | foods 32:5 | funding |
| 7:13 8:4,10 | 6:11 | 42:18 | 39:1 | 43:8 | fifth 30:17 | footing 41:24 | 21:17,19,23 |
| 11:8 15:19 | elementary | equal 41:24 | expanding | failure 13:5 | 54:17 78:20 | footsteps | 22:5 27:6 |
| $17: 13,20,22$ $19: 2120: 20$ | 13:11 34:1 | 72:22 | 71:8 | fair 41:17 | fight 5:21 | 64:21 | 33:20 38:5 |


| 48:23 50:19 | 44:7,8 50:7 | government | 47:17 48:5 | hazardous | heroic 31:3 | 40:8 | 22:7 36:24 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 50:21 77:13 | 50:13 51:3 | 29:23 31:12 | grown 21:1 | 42:12 | Hi 20:7 46:2 | hopefully | 44:675:23 |
| 77:15 | 51:3,7 63:6 | 77:15 | growth 47:6 | head 55:21 | high 6:22 7:9 | 28:12 75:22 | important |
| further 2:19 | 64:2 71:5 | Grace 15:15 | 47:12 48:1 | 74:6 | 18:10 23:20 | horrifying | 14:3 27:21 |
| 3:4 | 74:20 | 20:8 | 76:1 | Headstart | 24:24 25:5 | 28:17 | 29:4,8 |
| future 11:24 | goal 34:10 | grade 7:10,15 | guarantee | 9:23 10:2,8 | 25:7 26:11 | hospital 16:1 | 57:21 65:19 |
| 24:6,11,15 | 64:3 | 7:23 8:1 | 21:17 | 64:19 | 27:16 28:21 | 16:4 40:9 | 77:3 79:6 |
| 30:2 39:16 | goes 45:5 | 30:17 44:13 | guardians | health 6:5 | 29:18 37:23 | 46:3 | impose 2:21 |
| 39:17 40:18 | 50:17 57:11 | 50:13 52:22 | 34:19 | 33:5 60:3 | 45:8 53:24 | hot 42:12 | 3:5 69:20 |
| 65:21,21 | going 4:23 | 52:23 54:1 | guess | 74:23 75: | 70:2, | hours 16:8 | posed |
|  | 5:15 7:17 | 55:19,24 | guidan | 75:13,15 | 77:21 | Howie 22:15 | 70:20 |
| G | 13:18 14:5 | 63:3 | 48:7 | 76:20 78:22 | high-equal | 29:13,17,18 | impossible |
| gains 11:1 | 14:9 15:10 | grader 78:20 | guided 46:12 | 79:13 | 65:9 | Huey 13:24 | 20:24 42:17 |
| game 11:23 | 17:18 19:11 | grades 25:9 | guys 23:3,10 | healthcare | high-qualit | huge 38:16 | mpressed |
| gangs 77:24 | 22:24 23:5 | 25:10 51:2 | 30:7 32:13 | 19:7 20:2 | 8:9,10,2 | 56:23 | 15:16 |
| gap 16:17 | 25:7,8 30:7 | 52:20,20 | gym 1:11 | healthier | 10:7 37:16 | human 35:2 | impressive |
| 71:6 | 38:19 40:15 | graduate | 10:24 13:10 | 26:22 | 61:14,23 | 36:1 59:5 | 80:11 |
| gaps 37:16 | 40:21 41:8 | 25:8 46:3 | 14:8 30:10 | healthy 3 | 62:14,16, | hundreds | improve 35:5 |
| Garcia 22:15 | 41:16 42:6 | 61:8,9 | 30:11 51:16 | 42:17 | 63:8,22 | 17:5 64:2 | improved |
| 26:7,9 | 42:8 51:3 | 64:19 | 51:17 53:15 | hear 4:18 | 64:4,7 65:5 | HURREY | 37:13 |
| Gay 36:1 | 57:1 67:9 | graduati | 54:7 55:2,4 | 13:4 30:1 | highest 69:3 | 82:13 | mproving |
| gem 47:8 | 67:12,23 | 28:20 | 55:23 56:13 | 30:23 56:3 | highlighting | hurts 21:5 | 11:8 78:21 |
| gender 39:8 | 73:18 75:5 | grandson | 58:2 60:5 | heard 10:11 | 44:5 | husband | naudible |
| generally | 80:11 | 15:23 17:1 |  | 11:14 43:1 | hike 69:23 | 46:10 | 23:1 |
| 44:16 | $\operatorname{good} 5$ | gr | H | 46:23 64:8 | hill 51:7,9 |  | carceration |
| generation | 9:7 10:18 | great 6:2 | half 7:18 | 69:15 71:17 | 64:24 | I | 2:17 |
| 37:24 47:16 | 12:6 15:16 | 13:14 15:2 | 16:18 | 75:22 79:20 | Hillary 41:14 | ea 14:9 | centive |
| 75:12 | 15:17 18:3 | 19:16,18 | halftime | 79:24 | hire 72:12 | ideas 6:19 | 20:22 |
| gentlema | 20:1,4,5 | 36:18 53:1 | 16:23 | hearing 2:2 | hiring 58:20 | identified | include 10:20 |
| 15:2 | 23:10 24:1 | 78:7 80:9 | Hall 1:3 | 4:12 15:23 | 72:8,10,14 | 80:15 | included 10:4 |
| George 29:20 | 24:20 25:24 | 80:17,22 | hand 35:17 | 15:24 16:5 | history 9:21 | identify 60:18 | includes |
| Get-Set 64:18 | 26:7 27:14 | greater 74:24 | handed 13:9 | 16:10,11,22 | 46:17 | 68:22 71:15 | 53:17,18 |
| give 5:1,3 | 29:13,15,17 | greatest | handle 26:20 | 52:12 59:12 | Hite 9:21 | 73:9 | including |
| 14:5 15:18 | 31:7,20,21 | 35:16 37:3 | handwriting | 61:4 71:20 | 10:5,14, | identify | 35:6 76:11 |
| 24:14 25:12 | 33:16,17 | greatly 75:10 | 74:17 | 81:11 82:6 | 14:1 | 7:4 | inclusive 2:10 |
| 25:19,23,24 | 35:17 36:10 | greed 40:23 | happen 42:7 | hearings 9:20 | Hite's 10:5 | identity 39:8 | 16:20 |
| 32:21 40:7 | 36:11 41:10 | greedy 39:22 | 42:8 49:2 | hearts 21:6 | 13:21 | IEPs 7:6 | income 17:2,4 |
| 40:11,24 | 41:12,13 | GREEN 1:9 | 56:14 58:13 | heavily 70:11 | hoagie 32:7 | ignored 26:17 | 70:4,6,8,8 |
| 46:7 47:15 | 43:19 49:6 | GREENLEE | happened | Heckman | hold 9:13 | 34:18 | 70:12,16,22 |
| 48:6 50:2 | 49:13 52:19 | 1:10 60:10 | 69:24 | 62:12 | 22:18,19,19 | illness 46:18 | 70:24 |
| 52:9 65:8 | 59:20 60:2 | 61:1 63:11 | happening | Helen 1:11 | 22:19 59:11 | immediately | incorporati... |
| given 5:2 | 60:20 63:14 | 65:23 66:9 | 27:20 73:4 | 15:6,8, | :11 61: | 57:2 63:6 | 3:24 |
| 12:18 22:14 | 64:13 66:17 | 66:20 68:2 | happy 13:4 | 20:7 | 61:2 71:20 | impact 19:16 | increase 76:9 |
| 28:9 43:5 | 68:19 70:3 | 68:12 71:9 | 45:22 | Hello 15:17 | hole 67:13 | 75:24 77:13 | increased |
| 44:23 | 73:11 74:5 | 71:13 73:6 | hard 26:24 | 23:16 24:19 | holistic 36:1 | impactful | 33:19 |
| gives 44:3 | 74:14,18,19 | 74:7 | 52:17 57:23 | 39:14 | home 36:2 | 46:19 | increases |
| giving 40:3 | Goode 49:14 | grew 48:16 | hard-pressed | help 7:3 8:13 | 48:17 | impaired | 59:2 76:9 |
| 43:14 63:15 | Goodwin | grocery 38:12 | 44:18 | 17:7 21:12 | homophobic | 15:23 16:10 | increasingly |
| go 5:16,17 | 41:6 43:19 | 48:11 51:6 | harm 38:13 | 22:5 27:10 | 37:20 | impart 30:20 | 38:2 |
| 14:9 15:11 | 43:21 51:18 | group 10:13 | Harrisburg | 33:21 37:1 | honor 12:24 | implement | indefinitely |
| 17:5 23:24 | gotten 54:2 | 31:13 60:11 | 38:23 | 37:11 38:14 | Honorable | 21:16 49:19 | 14:7 |
| 25:16 28:11 | governing | grow 63:4 | Haver 5:6,12 | helped 77:9 | 49:13 | 80:12 | indicated |
| $\begin{aligned} & 28: 12 \text { 29:3 } \\ & 33: 842: 19 \end{aligned}$ | 21:16 | growing 47:9 | $\begin{aligned} & 5: 1312: 6,8 \\ & 14: 21 \end{aligned}$ | helps 7:9 8:16 | hope 33:21 | implied 38:12 <br> importance | 52:21 |


| individual | investment | July 58:17 | 62:9 63:1 | 39:17 42:13 | 57:2 | longtime | 76:3 77:7,7 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 37:17 76:18 | 39:9 62:14 | jump 46:14 | kindergarte... | 69:18 | limited 26:19 | 36:16 | 77:12 |
| 77:4 | 62:22 | junior 26:10 | 62:8 | leaders 12:17 | 70:6 72:2 | look 36:4,6 | majority 29:6 |
| individuals | invite 59:20 | justice 34:17 | kindergart... | 39:18,18 | 80:22 | 40:5 57:14 | making 62:6 |
| 4:24 50:8 | involved |  | 54:14 | 40:18,22 | limits 53:2 | 68:5,7 | 70:17 |
| industries | 18:21 47:10 | K | know 5:12 | 48:24 | Linardopou... | 73:17 79:22 | manage 19:9 |
| 32:3 33:3 | involvement | K 1:10 6:24 | 14:15,16 | leadership | 41:11,14 | looked 18:24 | managed |
| industry | 77:16 | 13:16 39:20 | 21:15 30:20 | 40:20 49:16 | 52:14 53:16 | looking 57:16 | 13:14,15,16 |
| 33:11 69:11 | issue 18:15 | 52:8,20 | 34:19 37:15 | learned 80:6 | 55:6 56:1 | 59:24 | Management |
| industry's 6:7 | 19:1,3,17 | 53:14,16,18 | 38:18 40:6 | learning | 56:20 58:21 | looks 35:8 | 5:24 |
| information | 37:6,9 | 53:19 58:7 | 44:10 48:14 | 16:12 29:2 | 60:9 | 36:6 | managing |
| 12:21 52:3 | 58:12 | K-12 6:16 | 53:9,10,11 | 42:18,21 | line 6:14 | Los 77:21 | 5:23 |
| 57:22 72:2 | issues 12:22 | 8:10 | 53:11 55:13 | 48:1 61:16 | 41:21 65:22 | lose 7:15 | mandatory |
| 75:2 78:17 | 78:1 | Kai's 63:18 | 55:17 56:2 | 63:19 64:4 | link 10:4 | 40:12 45:16 | 22:1 |
| infrastruct... | item 41:22 | 63:20 | 56:3,5,7,10 | 77:23 80:5 | Lisa 5:6 12 | losing 51:7 | March 13:20 |
| 47:6 | items 6:15,21 | Karel 5:5 | 56:22 57:22 | leave 41:16 | list 22:13 | loss 15:24 | Marissa |
| ingenuity |  | 9:15 | 58:4,11,14 | 60:1 61:7 | 23:4 68:15 | losses 14:6 | 22:15 26:9 |
| 34:17 | J | keep 32:20,23 | 59:11,13,17 | leaving 16:17 | 81:4 | lost 40:14 | massive |
| initiative 75:2 | Jack 61:11 | 35:6 50:10 | 60:1 62:8 | 61:2 | listen 27:22 | 69:18,18 | 13:13 52:1 |
| 75:3,8,10 | Jackson 41:5 | 51:10 | 66:15,24 | left 20:19, | 64:7 | lot 6:4 50:3 | Mastbaum |
| input 73:1 | 49:6,7 | Kenderton | 67:14,18,18 | leg 44:14 | listening | 51:22 54:20 | 55:3 |
| insist 32:22 | 51:19 | 14:8 | 67:18 68:8 | legal 12:23 | 16:12 | 75:22 80:19 | master's |
| inspiration | Jake 22:15 | Kenney 38:3 | 68:8,9 | lengthy 14:16 | lists 17:6 | lots 60:6 | 64:23 |
| 34:12 | 29:18 | 44:5 64:8 | 69:12,22 | Lesbian | 62:18,19 | 62:19 | matter 59:23 |
| instance 72:4 | James 62:12 | key 38:5 | 80:1,18 | 36:14 | liter 32:8 | love 28:18 | 82:6 |
| instruction | JANNIE 1:9 | 58:18,19 | knowing | lesser 51:9 | little 9:21 | 36:4 | matters 29:10 |
| 75:17 | January 4:7 | 75:24 76:4 | 46:11 | lessons 28:9 | 13:18 18:6 | low 17:2 | maximum |
| insulin 40:8 | 25:13 59:1 | 77:5 | known 21:8 | 80:6 | 20:21 21:9 | 28:21 70:15 | 54:12 |
| insuring | Jerry 41:15 | Khalil 15:13 | 64:6 | Let's 45:19 | 31:10,24 | 70:16 | Maya 22:15 |
| 11:23 | Jersey 63:2 | 15:14 |  | letters 47:21 | 47:23 52:2 | lower 45:9 | 27:15 |
| intake 6:6 | 78:6 | kids 28:15,19 | L | level 4:24 | 55:5 70:8 | 70:4,12,22 | mayor 4:2,7 |
| intended | job 40:14 | 30:6 40:11 | L 1:8,9 | 24:7 37:1 | 75:6 80:8 | lowers 62:17 | 6:9,18 38:3 |
| 67:10,20,23 | 47:6 61:15 | 40:20 44:7 | L.A 77:24 | leveling 56:24 | live 10:19 | lucky 17:16 | 44:4 47:3 |
| intent 10:14 | jobs 40:13 | 44:8,11,12 | labeled 43:11 | levelling | 16:10 23:18 | 23:24 24:2 | 49:8 64:8 |
| interact | 43:9 45:11 | 44:14,21 | Lacheen 15:7 | 56:21 57 | 33:10 46:3 | 24:3,5 | 71:4 |
| 53:12 | 45:16 49:22 | 54:8 61:7 | 15:8,17,18 | 57:4 | lived 46:22 | Luzzi 31:16 | Mayor's 8:4 |
| interest 34:5 | 50:2,9 63:8 | 62:7 73:4 | lack 35:1 | levels 7:23 | lives 17:9 | 33:17,18 | 36:17 38:6 |
| 35:18 | 63:8 65:10 | 74:2 | 37:22 38:8 | LGBT 36:22 | 33:10 36:20 |  | 60:23 63:10 |
| interested | 69:18 | Kilimnik 5:5 | laid 38:4 | 37:4,6,7,10 | bbbyists | M | 69:8 79:1 |
| 35:18 | Joe 15:7,9 | 5:8 9:6,15 | language | 37:12,13 | 38:11 | ma'am 11:10 | 79:12 |
| interesting | Johnson's | 11:11,15,18 | 16:13,14 | 39:5 | local 18:21 | 11:13 12:1 | mayoral 69:7 |
| 54:17 | 62:1 | 12:3,13 | large 32:9 | liberal 35:15 | 32:20 76:17 | 12:5 18:2 | McCall 30:17 |
| interests | join 36:17 | 14:23 | 65:16 | libraries 33:9 | 77:5,11 | 22:21 60:13 | 31:7 54:19 |
| 30:23 36:1 | joint 32:9 | kill 45:10,11 | LaSalle 16:19 | library 19:7 | 79:5 | 65:23 71:10 | mean 58:6 |
| Intergover... | Jordan 41:8 | kind 11:17 | Lastly 8:15 | licensed | locally 78:5 | Mackey | 65:11 |
| 4:3,5 | 41:15 | 19:9 25:17 | Latin 74:24 | 63:21 | located 63:19 | 15:13,14 | means 38:10 |
| intervention | Jordan's 41:9 | 54:9 | Latori 31:13 | lies 38:11 | logic 78:16 | 18:3,4 | 70:10 82:22 |
| 15:20,21 | Jr 15:7,9 | kindergarte | Lauren 41:6 | life 26:22 | long 8:8 33:2 | Madeline | meant 34:12 |
| introduction | 49:14 | 7:68:17 | 46:3 | 28:8 48:1 | 35:15 41:19 | 31:18 39:15 | 54:20 |
| 74:21 | judicial 66:4 | 17:11 42:1 | Lavon 41:5 | 61:21 | 71:6 | main 67:8 | measure 69:4 |
| invest 7:22 | Judith 15:11 | 42:4 44:12 | 49:7 | lifelong 61:5 | long-term | mainstream | measures |
| investing | Julian 15:23 | 46:14 47:1 | law 20:1 | limit 4:21 | 76:6 | 17:10 | 4:15 21:11 |
| 48:8 | 16:6,19,21 | 52:7 53:4,7 | 62:15 | 52:16 56:10 | longer 20:15 | major 26:10 | 23:23 |
|  | 17:11 | 54:16 61:21 | lead 18:4 |  |  | 75:8,10 |  |


| meet 43:6 | moderate | Music 61:11 | 41:21 | notes 82:5 | 41:12 57:13 | 3:1,8,13 4:6 | 15:15 20:4 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| meeting | 70:16 | musical 27:1 | negotiate | notice 25:13 | 57:14 60:12 | organization | 20:7,8 43:1 |
| 72:22 | mold 42:13 | musicals 27:3 | 41:17 80:19 | 50:14 | 60:14 66:14 | 9:9 61:15 | panel 5:5 |
| meetings 9:11 | Monday 61:9 |  | neighborho... | notion 33:2 | 66:16 67:12 | organizations | 15:6 22:11 |
| 12:12 | money 7:4 | N | 11:5 14:4 | number 2:3,5 | 68:2,12,16 | 48:24 | 30:9 |
| member 34:9 | 8:8 21:9 | N 82:1 | 32:8 36:21 | 2:8,11,13 | 68:18,19 | organizer | panels 4:23 |
| 40:16 49:9 | 25:12,20,21 | name 5:18 | 44:18 65:5 | 2:16 3:1,8 | 74:20,21 | 18:4 | panicked |
| members | 25:24 26:3 | 12:8 15:18 | 65:11 | 3:13,19 4:8 | old 41:2 48:5 | organizing | 21:21 |
| 6:18 9:7,9 | 26:18 27:3 | 18:3 20:7 | neighborho... | 8:18 14:15 | Oliver 69:7 | 79:2 | parent 46:5 |
| 12:7 34:20 | 27:8 29:8 | 23:16 24:22 | 32:24 39:4 | 26:21 39:6 | once 14:3 | orientation | 64:15 73:13 |
| 35:22 36:12 | 44:23 51:7 | 26:9 27:15 | 39:10 | 45:10 57:6 | one-year | 39:7 | parent's 44:9 |
| 41:13 43:20 | 58:12,12 | 29:17 33:18 | Net 3:10 | numbers | 44:14 | Orlando | parental |
| 49:14 63:15 | 62:21 67:4 | 35:14 39:14 | network 80:5 | 47:21 57:12 | onerous | 60:13,13 | 71:23 |
| 63:24 | 67:7 75:4 | 41:14 46:2 | networks | 57:18 | 44:24 | 66:22 68:13 | parents 13:22 |
| membership | 79:4 | 49:7 55:20 | 78:2 | nurses 49:19 | ones 10:8 | ounce 44:2,22 | 14:8 17:2,8 |
| 44:3 | money's 67:6 | 60:21 63:17 | never 13:15 | nutrition | 51:5 | ourself 67:13 | 21:22 34:19 |
| men 18:5 | mongering | 66:21 73:12 | 13:16 28:10 | 78:22 | ongoing | outer 53:1 | 40:2 44:6 |
| mention | 38:14 69:15 | 74:22 | 67:7,22 |  | 10:16 | outliers 54:24 | 44:10 48:6 |
| 78:23 | Montgomery | names 5:8 | 69:23 | 0 | open 10:8 | Outreach | 72:5 73:1 |
| mentioned | 61:16 | 68:14 | new 3:16 10:8 | O 82:1 | 33:9 35:7 | 19:20 | 73:22 77:16 |
| 14:8 | month 9:11 | National | 21:8 27:3 | O'Brien | 79:17 | outside 11:5 | 79:7 |
| met 69:10 | months 13:2 | 49:10 | 63:2 78:5,6 | 60:11,17,20 | opened 30:16 | 12:22 54:9 | parks 48:16 |
| method 80:13 | Morale 21:6 | near 10:18 | news 46:24 | 60:22 61:5 | 65:3 76:19 | 68:10 73:19 | part 12:11 |
| Mexico 70:18 | Moran 43:10 | 20:15 | nickels 32:21 | 63:12 | operate 20:16 | 73:23 | 14:20 15:3 |
| microphone | morning 5:15 | nearest 32:19 | nine 17:4 | Oakland 78:1 | operating | overburden... | 39:11 52:18 |
| 66:13,15 | 5:18 9:7 | necessarily | 69:4 | Oaks 13:14 | 2:14 4:14 | 47:23 | 66:11 |
| middle 13:12 | 12:6 15:16 | 67:8 | ninth 20:9 | Oberlin | opinion 29:22 | overcrowded | participate |
| 53:21 55:7 | 15:17 18:3 | necessary | no-brainer | 61:10 | 58:4 | 54:12,15,21 | 33:12 |
| 70:8,12,24 | 18:5 20:4,6 | 21:13 | 63:9 64:10 | obesity 18:24 | opportune | 54:23 | particular |
| million 43:23 | 23:10 24:21 | need 6:21,23 | non 11:12 | 40:9 | 47:13 | oversee 77:9 | 13:7 20:12 |
| 58:8 72:8 | 26:7 27:14 | 7:10 10:23 | non-addicti... | objections | opportunities | oversize | particularly |
| mind 55:18 | 29:13,16,17 | 15:21 16:13 | 70:2 | 82:4 | 5:22 25:22 | 51:23 53:17 | 37:12 57:17 |
| mine 26:23 | 30:13,16 | 20:11 22:17 | non-sugary | occupancy | 25:23 34:6 | oversized | 75:4,18 |
| minimum | 31:7,20,22 | 27:8,8 | 70:23 | 2:19,22 | 37:14 64:5 | 52:22,23 | partner 5:23 |
| 54:8 57:13 | 33:16,17 | 30:23 41:1 | nonessential | occurred 11:2 | opportunity | 53:14,22 | 61:22 |
| 72:18 | 36:10,11 | 43:15 45:12 | 45:19 | October | 5:1 12:14 | 54:3 55:10 | partners |
| minor 26:10 | 41:10,12,13 | 46:15 48:11 | nonexistent | 56:22 | 14:19 17:19 | 56:4 | 76:20 |
| 30:4 | 43:19 49:6 | 48:22 50:1 | 13:9 14:2 | offer 29:21 | 17:23 26:1 | overwhelmi... | Partnership |
| minutes 5:2 | 49:13 54:2 | 50:12,13 | nonprofit | 46:19 | 32:13 33:5 | 69:5 | 78:12 |
| 14:17 | 54:18 60:20 | 59:13,17,18 | 61:15 | office 49:8 | 36:20 37:22 | overworked | partnerships |
| mirrors 67:21 | 63:14 73:11 | 72:3,7 | normal 56:13 | 75:12 79:1 | 38:24 39:1 | 28:9 | 76:23 |
| missing 5:13 | mother 31:2 | 73:24 | 56:17 | 79:12 | 60:21 63:16 | owner 63:18 | pass 23:22 |
| 17:1 27:5 | 61:8 64:16 | needed 10:22 | North 18:10 | officers 50:6 | 64:9 66:2 | owns 5:24 | 25:11 |
| Mitchell | 64:16 | 17:22 66:15 | 18:11 50:20 | 58:17 | 76:4 78:13 | Oyler 79:22 | passed 26:14 |
| 43:10 | move 18:19 | needs 7:2,3 | Northeast | offices 77:10 | opposed |  | 67:3 74:2 |
| model 78:16 | 24:10 80:16 | 7:14 10:10 | 55:20 | official 58:4 | 39:22 | P | passing 22:4 |
| 80:9 | moved 11:3 | 17:19 19:21 | Northern | officials 12:14 | order 12:20 | p.m 74:11 | 49:2 |
| modeling | movement | 22:1 25:19 | 78:1 | 13:11 62:15 | 30:24 43:22 | 81:11 | passionate |
| 48:20 | 76:15,17 | 34:5 36:1 | NOTARY | oh 1:12 54:14 | 50:13 72:3 | pages 27:5 | 33:1 |
| modelling | moving 45:13 | 38:21 44:23 | 82:14 | 60:14 66:22 | ordering 7:18 | paid 12:22 | patchwork |
| 47:4 | Muhammed | 67:1 77:1,2 | note 31:2 | okay 11:15 | 7:20 | 68:670:11 | 22:3 |
| models 78:4 | 31:14,14 | neglected | noted 10:24 | 11:18 12:3 | ordinance 2:9 | 70:15 71:4 | path 17:22 |
| 80:5 | multiple 6:1 | 26:16 <br> negotiable | 82:4 | $\begin{aligned} & 15: 11,13,16 \\ & 23: 6,8 \end{aligned}$ | 2:11,13,16 | PAL 65:5 Palladino | Patricia 15:7 |

Page 8

| 15:10 | Pettigrew | 60:3 | positive 18:5 | prep 43:4 | 29:23 30:6 | 17:7 62:3 | 4:11,19 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| pay 6:2 28:23 | 68:18 73:9 | pieces 11:3,21 | 79:2 | prepare 8:19 | 31:1 72:9 | 63:7 73:20 | 9:10,17 |
| 44:10 45:3 | 73:11,12 | Pittsburgh | possibility | prepared | prioritize | 80:13 | 12:10,15,21 |
| paying 7:11 | 74:8 | 62:22 | 65:8 | 61:13,20 | 72:10,14 | programs | 13:8 20:10 |
| 7:20 32:2 | PFT 9:24 | pizza 32:9 | possible | PRESENT | priority 22:2 | 36:18 47:17 | 21:18,24 |
| 48:6 71:1 | 11:21 12:23 | place 30:20 | 17:21 | 1:7 | 26:21 30:3 | 61:24 62:18 | 26:14 27:7 |
| Pearls 25:1 | 41:15 52:11 | 40:17 56:22 | possibly 26:2 | presentation | 30:4 72:12 | 65:6 | 27:10 33:20 |
| peers 42:1 | phase 47:24 | placed 64:18 | 26:3 | 72:21 | prison 62:19 | progressive | 33:23 35:16 |
| 53:10 | Philadelphia | placing 44:1 | potential | presented | 66:5 | 69:22 71:12 | 46:23 47:19 |
| Peniazek | 1:1,4 2:17 | plan 3:22 | 17:24 29:3 | 9:19 | private 24:4 | propagation | 48:21 68:24 |
| 22:15 27:14 | 2:21,23 3:2 | 4:16 8:5,6 | poverty 44:19 | president 1:8 | 35:18 76:23 | 35:19 | 72:17,18 |
| 27:15 | 3:5,6,9,14 | 10:5,13,20 | 46:18 64:17 | 2:14:10 | 77:14 | proper 27:5 | 74:23 75:17 |
| Penn 18:10 | 3:21,23 | 17:6 38:4 | 66:6 76:4 | 5:11 9:2,4 | privileged | 47:21 | 79:13 82:14 |
| 64:22 | 4:19,21 6:1 | 48:13 60:23 | power 9:13 | 11:10,13,16 | 46:5 | Property | purchase |
| pennies 32:21 | 6:3 7:7 9:10 | plank 21:21 | powerful 28:1 | 12:1,4,7 | probably | 5:24 | 70:4 |
| 32:23 | 9:17 11:19 | planned 75:5 | 38:9 | 14:14,22 | 72:19 | proposal 69:9 | purchasers |
| Pennsylvania | 12:10 18:10 | planning | practice | 15:1 18:1 | problem | 79:11 | 70:7 |
| 1:4 4:3 13:4 | 18:12 20:9 | 78:18 79:13 | 41:22 | 19:4,18 | 42:15 47:12 | proposed | purchases |
| 16:17 | 21:15 23:19 | plans 6:9 | pre-K 6:9,12 | 20:2,5 22:9 | 57:1 | 3:24 4:14 | 70:14 |
| Pennsylvan... | 23:20,21 | 9:18 | 6:19,23 7:3 | 22:18,23 | problems | 6:10,19 | purchasing |
| 78:11 | 24:15,24 | play 19:2 | 7:7,9,22 8:5 | 23:2,8,14 | 47:2 | 18:7 19:4 | 70:9,22 |
| penny 32:19 | 25:4 26:11 | playing 37:11 | 8:9,14,16 | 24:17,20 | procedure | 71:3 | pursuant 4:4 |
| people 14:15 | 26:14 27:7 | plead 26:12 | 8:24 9:18 | 26:5 27:12 | 56:17 | proposing | push 21:20 |
| 15:11 19:2 | 27:10,17,20 | please 2:6 | 9:19,24 | 29:11,15 | proceed | 64:8 | 38:6 |
| 19:22,24 | 28:4,14 | 4:21 5:7 | 10:9 17:7 | 30:8,12 | 23:15 60:19 | Proposition | pushed 21:11 |
| 28:24 34:11 | 33:20,24 | 23:15 24:14 | 18:20,22 | 31:6,21 | 68:22 71:15 | 75:7 | pushes 21:22 |
| 35:19 39:22 | 36:16 48:15 | 27:10 60:18 | 24:7 36:18 | 33:14 36:8 | 73:10 | protect 38:15 | put 12:17 |
| 40:12 44:21 | 49:18 50:4 | 60:19 61:2 | 37:6,11,16 | 36:12 39:12 | proceedings | 39:23,24 | 18:13 19:12 |
| 50:2 51:3 | 50:6,8,22 | 61:3 63:9 | 37:23 38:4 | 41:3,13,15 | 82:4 | protected | 38:10 50:23 |
| 59:24 67:18 | 50:23 51:20 | 63:13 66:6 | 38:7 39:1 | 43:17,20,21 | process 5:2 | 46:12 | 66:11 70:24 |
| percent 7:6 | 52:5 54:4 | 66:7 68:22 | 41:23 42:2 | 45:24 49:4 | 56:14 73:15 | protesters | 71:24 |
| 17:4,16 | 61:6,12,19 | 71:14,14 | 43:23 44:6 | 49:9,13 | 77:20 78:18 | 50:14 | putting 68:11 |
| 19:12,13 | 61:22 62:5 | 73:9 | 44:7,7,8,10 | 51:14 74:14 | 79:10 | proud 44:21 |  |
| 32:18 44:3 | 62:21 63:23 | plunged 16:2 | 44:17,19 | 79:18 80:10 | processes | 61:8,22 | Q |
| 63:1,3 69:1 | 64:3,10,11 | PNC 68:9 | 46:8 47:17 | 80:24 81:6 | 73:2 | prove 38:23 | qualifications |
| 70:21 | 64:15 65:2 | pockets 69:11 | 50:11,16 | President's | product | 45:8 | 76:10 |
| performance | 73:14,18,19 | point 42:24 | 60:24 61:14 | 62:3 | 64:13 | proven 18:16 | quality 6:23 |
| 61:10 | 73:23 74:24 | 55:12 | 61:23 62:16 | pressing 37:9 | productive | provide 20:12 | 7:9 30:1 |
| performing | 76:5 78:15 | pointed 52:24 | 62:18,21,24 | prestige | 53:5 | 36:19 50:9 | 37:23 38:7 |
| 23:21 26:12 | 79:15 80:14 | points 32:4 | 63:8 67:1 | 26:23 | products 51:5 | 57:23 63:22 | 41:23 46:8 |
| 27:16 | Philadelphi... | police 19:21 | 69:3,6,9 | pretty 15:15 | 51:9 70:2,5 | 64:4 | 47:17 66:5 |
| period 14:17 | 37:2 41:20 | 19:23,23 | 71:873:16 | 47:8 | professional | provided | 67:1 76:8 |
| 54:16 | 44:20 48:22 | 49:20 50:5 | 74:1,3 | prevented | 59:3 | 49:17 72:2 | question |
| permanent | Philadelphi... | 50:6 | precedent | 58:19 | profit 21:14 | providers | 17:12 42:9 |
| 21:13,16 | 45:1 | politically | 48:9 | previously | 51:11 65:19 | 10:7 | 50:24 52:15 |
| 58:17 | Philadelphi... | 42:16 | preception | 13:12 43:1 | profits 3:10 | provides | 69:3 79:20 |
| persevere | 36:19 37:10 | poor 38:17 | 67:11 | 52:24 | 35:18 38:16 | 16:12 | questions 9:8 |
| 34:24 | 44:21 | 71:7 | precincts | price 51:10 | 38:18 | providing | 9:10,12 |
| person 59:3 | Philly 46:21 | poor-quality | 50:5,10 | 70:4 | profound | 3:20 42:20 | 10:23 12:16 |
| personally | 50:20,20 | 6:11 | precursor | prices 51:10 | 15:24 | 61:23 75:1 | 13:5 45:23 |
| 6:8 56:6 | Philly's 47:16 | poorest 71:2 | 64:18 | principals | program 2:9 | provisions | 51:20 72:1 |
| perspective | physical 34:7 | popular 47:8 | predictions | 52:13 | 4:16 11:9 | 13:3 | 79:17 |
| 58:3,5,18 | 35:2 55:15 | position 46:7 | 69:23 | priorities | 13:6,7 17:1 | public 2:2 | quick 79:19 <br> quickly 51:21 |


| quiet 61:3 | 33:11 44:19 | 27:17 | 70:6,18 | 69:19 | 19:15 | 28:20 29:5 | 43:11,24 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| quite 21:14 | reasons 57:15 | rejected | resident 20:8 | revenue-dri... | Russian | 29:19 30:18 | 46:24 47:7 |
| 80:11 | rebuild 10:2 | 69:19 | 24:23 36:16 | 19:1 | 11:24 | 31:3 33:20 | 47:19 48:2 |
| quote 10:18 | receive 9:12 | related 76:6 | 61:6 | review 54:3 |  | 33:22 34:1 | 48:16,21 |
| 10:19 | 16:16 61:9 | relationship | residents | revised 3:22 | S | 34:2,3,9,11 | 52:8 54:22 |
|  | received | 62:5 | 43:22 46:19 | revising 3:11 | S 1:9 | 34:23 35:3 | 55:20 62:6 |
| R | 20:23 64:21 | relatively | 48:5 50:23 | Reynolds | sacrifice 30:4 | 35:7,14,20 | 69:15 72:5 |
| R 82:1 | recess 74:11 | 14:16,17 | resign 59:24 | 72:15 | sacrifices | 35:21 36:2 | 72:673:23 |
| R.P.R 82:13 | 74:13 81:8 | released | resistance | Rhodes 43:10 | 29:23 | 41:24 42:9 | 75:20 76:14 |
| racism 46:18 | recessed | 25:13 | 69:10 | Rich 33:18 | sad 28:17 | 42:22 43:14 | 76:15,19,19 |
| racist 37:21 | 81:11 | relied 77:15 | Resolution | Richard | sadness 16:2 | 47:3,20 | 77:21,22 |
| raise 20:23 | recognize | relief 20:11 | 1:19 2:5,7 | 31:16 | sales 45:18 | 49:20,20 | 78:4,5,8,13 |
| 24:11 28:15 | 41:22 | 21:12 55:14 | 3:19,20 | Richmond | Samira 22:14 | 50:16 51:22 | 78:18,22 |
| 43:3,22 | recommen | remain 20:22 | resolve 42:6 | 78:2 | 24:23 | 51:24 52:4 | 79:3 80:13 |
| 45:9 58:24 | 13:22 | 74:4 | resolved | right 5:12,14 | Sanchez | 52:11 53:22 | 80:15 |
| raised 13:5 | recommend... | remember | 56:18,21 | 15:10 17:20 | 22:16,22 | 53:24 54:4 | schools' 52:12 |
| 44:23 45:17 | 14:2 | 55:21 | resource | 23:3 30:7 | sanitized | 54:19 55:7 | Scott 5:6,10 |
| 58:14,15 | recommend | remind 8:15 | 46:13 48:5 | 35:10 41:11 | 50:11 | 55:12 56:16 | 5:10,17,19 |
| 64:14 65:2 | 11:12 | renaissance | 76:22 | 44:22 53:13 | sat 10:10 | 61:12,23 | 5:24 |
| range 54:10 | reconvene | 11:7 13:7 | resources | 59:8,22 | save 7:3 8:7 | 62:6,20,23 | scramble |
| ranging 55:1 | 81:9 | 14:4 | 35:2 42:20 | 60:4,15 | 62:20 | 63:6 64:3 | 21:22 |
| rarely 9:11 | record 14:20 | renewal | 43:5 46:15 | 68:16 69:21 | saved 72:7 | 71:18,20,21 | script 10:15 |
| 12:18 47:7 | 15:3 18:17 | 11:12 | 47:2 48:12 | 74:9 | saving 7:24 | 72:16 73:17 | seat 5:7 |
| rate 70:3,13 | 60:18 66:12 | renewed | 48:20 76:7 | right-to-kn... | savings 7:8 | 75:24 76:1 | seats 9:23 |
| 70:23 | 66:21 | 14:11 | 78:9 80:4 | 12:20 13:19 | 8:12 63:5,5 | 76:18 77:5 | second 52:22 |
| rates 3:11 | recreation | renovate 27:6 | 80:22 | rights 12:24 | 72:12 | 77:6,17 | 61:2 |
| 28:20,21 | 33:7 49:2 | $\boldsymbol{r e p} 41: 7$ | respect 4:1 | righty $31: 8$ | saw 34:13 | 78:2,12 | secretary |
| 62:17 | redirecting | repair 26:18 | 19:24 49:16 | risk 38:18 | 55:3 | 79:5,23 | 25:1 |
| ratios 76:9 | 8:22 | 29:8 | 50:17 61:4 | river 78:7 | saying 7:18 | 80:20 | Section 2:17 |
| re-open 48:3 | reduce 6:23 | repeat 7:14 | respecting | Rob 15:6,8 | 25:13 67:12 | school-based | 3:2 |
| reach 17:23 | 7:10 62:24 | 40:2 | 19:23 | 41:6,7 | 72:10 | 75:13 | sector 76:24 |
| read 2:6 4:13 | 63:3 | repeating | respond | 74:22 | says 31:14 | school-linked | 77:14 |
| 22:13 40:20 | reduced | 7:24 8:1 | 71:23 | Robinson | scare 38:14 | 75:13 | security |
| 44:11,12 | 75:10 | repetition | response 70:9 | 15:12,12 | scheduled | schools 6:9 | 46:10 |
| 47:1 | reduces 37: | 7:10 63:3 | responsibility | role 78:21 | 74:9 75:4 | 9:10,17 | see $31: 17$ |
| readiness | 62:21 | reported | 17:21 21:3 | 80:3 | school 2:20 | 10:14,16,20 | 40:3 47:3,8 |
| 75:24 | reducing | 75:14 | 35:23 | roles 38:1 | 2:22 3:5 | 11:5,7,9,23 | 47:18,19 |
| ready 8:11,17 | 76:10 | reporter | responsible | room 1:3 24:9 | 4:20,22 6:4 | 12:10 13:8 | 51:1,4 |
| 46:14 47:24 | refills 32:4 | 82:24 | 21:1 | 62:19 81:10 | 7:11 8:3,13 | 13:23 14:10 | 54:14 56:24 |
| 62:7,9 | reflective | reports 13:20 | rest 28:7 | Roosevelt | 8:17 10:18 | 17:10 18:7 | 61:7 63:5,5 |
| real 2:22 3:6 | 47:18 | 14:1,2 | 47:13 48:9 | 43:10 | 11:1 12:12 | 18:9,13 | 73:4 |
| 45:17 55:17 | reform 12:12 | representat... | restaurant | roulette | 12:17 13:12 | 19:5,12,14 | seeing 47:5 |
| 77:22 | 35:14 | 22:6 | 7:17 32:5 | 11:24 | 13:13,15,16 | 19:16 20:17 | 54:9,24 |
| realize 36:20 | regarding 2:3 | reproduction | result 8:23 | round 32:23 | 14:4,7,12 | 21:18,19 | 57:13 |
| really $20: 11$ | 51:23 71:19 | 82:22 | 70:15 | rounded | 16:5,11 | 23:24 26:14 | seeks 35:16 |
| 20:21 28:22 | 75:2 | reputatio | results 44:11 | 32:19 | 17:13 18:10 | 26:15,17,23 | seen 26:16 |
| 38:18 51:21 | regards 4:19 | 37:3 | 69:5 | routine 12:21 | 18:14,15 | 27:7,10 | 36:24 46:23 |
| 53:11 55:8 | 27:19 29:1 | request 13:19 | retaining | rules 72:3 | 19:3 20:10 | 28:3 29:6 | 52:12 |
| 70:19 73:14 | region 75:1 | requests | 7:16 | run 8:8 19:2 | 20:13 23:20 | 32:22 33:6 | segment 40:1 |
| 76:16 79:2 | regressive | 12:20 | retired 9:15 | 61:15 | 24:13 25:1 | 33:23 34:22 | selection 77:6 |
| 79:12 | 32:16 45:4 | required 7:6 | 12:8 | runaround | 25:5,7,14 | 35:11,13,17 | self 48:19 |
| Realty 2:18 | 70:17 | research 33:9 | return 28:18 | 10:11 | 25:15 26:11 | 35:24 36:3 | self-interest |
| reapply 43:9 | reiterate | 62:11 70:1 | revenue | running | $27: 1,16,20$ | 36:5 43:9 | 39:24 |


| self-select | shoulders | 56:23 57:17 | 63:20,23 | 76:9 | strategy | 56:6,8 | 33:19 36:17 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 23:10 41:10 | 42:22 | skeleton 22:3 | 64:14 65:1 | stage 37:23 | 33:22 | 57:19 72:13 | 38:5 43:23 |
| Self-selection | show 10:10 | skills 16:13 | 77:23 | stalls 26:17 | stream 22:6 | 77:16 78:20 | 44:4 46:4 |
| 5:16 | 47:10,13 | 76:2 | Southwest | stand 8:7 | Street 63:20 | studies 29:19 | 46:11 49:1 |
| selfish 39:23 | 50:17 59:7 | skip 13:18 | 33:24 | 46:16 74:11 | 69:8 | 42:3 | 49:12,24 |
| selfishness | 59:8 70:8 | slap 59:16 | space 55:16 | 81:8 | Streets 79:13 | stuff 30:21 | 51:12 60:22 |
| 40:23 | showing 48:7 | slated 55:13 | spare 30:5 | standard | strengthen | submit 14:19 | 62:16 63:10 |
| senior 29: | shown 6:23 | slowing 59:9 | speak 8:18 | 53:2 | 6:19 36:21 | 14:23 45:21 | 64:14 65:11 |
| seniority | 28:6 49:16 | small 30:3 | 12:14 20:10 | star 16:20 | strengtheni... | submitted 4:2 | 65:17 66:3 |
| 12:24 | shows 70:1,6 | 65:12 | 23:18 26:8 | 63:21 | 36:24 | subsidy 17:3 | 66:3,4,5,7 |
| sense 34:3,17 | 70:19 | smart 19:5,6 | 27:9 29:24 | start 21:19 | stress 25:17 | substitutes | 67:24 71:3 |
| 70:18 | shrank 20:14 | smoke 67:21 | 31:24 39:15 | 40:24 41:24 | stressful 25:6 | 70:3 | 73:24 |
| sensitive 70:4 | shut 25:15 | social 34:7 | 40:2 41:8 | 46:14,20 | stretched | succeed 16:10 | supported |
| sentence 66:2 | shutters | 75:9 76:2 | 63:16 66:23 | 62:10 68:14 | 42:24 | 16:13 64:12 | 34:6 |
| sentences | 20:17 | 76:20 | 71:17 | 68:21 74:6 | strong 19:21 | success 37:15 | supporting |
| 14:6 | sight 55: | socially $8: 16$ | speaker | 76:16 | 46:20 78:15 | 39:7 76:1 | 40:24 43:14 |
| SEPTA 45:1 | 59:9 | society $37: 15$ | 22:16,2 | started 55:2 | stronger | successful | 65:7,10 |
| September | sign 16:14 | 40:1 | 23:1 | starting 7:5 | 37:19 | 18:9 43:12 | 76:6 |
| 9:20 13:11 | 59:8 | soda 18:23,2 | speakers | 73:15 | structure | 62:7 | supports 44:1 |
| serve 5:19 7:2 | significant | 23:23 24:14 | speaking | starts 24:7 | 47:22 | suddenly | supposed |
| 8:10 34:12 | 4:24 75:24 | 26:13 29:1 | 16:11 26:12 | 76:24 | structured | 38:17 | 13:21 72:24 |
| 35:12 39:1 | significantly | 29:22 32:8 | 41:14 | state 16:17 | 78:24 | sufficiently | sure 14:18,20 |
| served 34:9 | 38:24 | 40:7 45:5 | special 6:24 | 32:20 35:15 | struggle | 70:10 | 15:3 31:4 |
| service 7:21 | signs 59:7 | 45:12,15 | 7:2,3,13 | 47:11 48:10 | 30:22 | sugar 32: | 49:21 55:6 |
| 78:3 | silos 6:14 | 48:12 49:12 | 17:18 62:22 | 48:21 63:2 | struggling | 40:11 | 62:7 66:11 |
| services 17:8 | Similar 38:14 | 49:18 50:1 | 62:24 | 64:22 77:8 | 26:15,24 | sugar-sweet... | 67:4,16 |
| 19:6,10 | Simmons | 51:13 69:11 | specifica | 77:10 80:21 | 27:2 | 3:17 75:3 | 80:9 |
| 49:9 75:9 | 15:6,8 | 70:1,11,15 | 29:1 | States 36:5 | stuck 17 | sugary 6:5,7 | surveyed |
| 75:14,16 | 74:16,16,19 | 73:24 | spectators | 37:4 | 55:18 | 8:7 30:3 | 44:3 |
| 76:20 79:13 | 74:22 79:24 | soda's 70:5 | 34:21 | stay 60:15 | student 7:12 | 38:6,9 44:2 | SUSAN |
| serving 61:18 | 80:17 | sodas 32:6 | Speech 16 | 62:10 | 7:14 9:24 | 45:19 46:4 | 82:13 |
| Set 48:9 | simply $42: 8$ | 40:4 45:20 | spend 6:4,12 | steady $22: 6$ | 23:19 25:16 | 49:3 60:22 | sustain 35:10 |
| sets 37:23 | 42:23 55:13 | 51:8 | 8:21 58:9 | steak 7:18,20 | 25:21 27:15 | 63:17 65:10 | 59:3 |
| severe 15:24 | 70:24 | sodium 32:11 | spending | step 48:7 49:2 | 28:1 37:17 | 66:8,23 | sustainable |
| Sevinc 31:18 | single 21: | solution 59:9 | 4:15 | 59:2 | 46:21 47:22 | 69:9 70:21 | 59:22 |
| sexual 39:7 | 64:15 | solve 32:2 | spent 16:7 | steps 38:20 | 56:6 78:15 | suggested | sustained |
| shape $24: 13$ | single-parent | solvent 20:16 | spite 70:5 | sticks 55:8 | students 7:2 | 16:4 79:11 | 77:13 |
| share 35:22 | 48:17 | somebody | split 51:24 | stimulated | 7:2,14 8:23 | suit 72:3 | sustaining |
| she'll 31:4 | sir 5:10 9:5 | 72:21 | spoken 16:13 | 46:12 | 11:4 21:20 | summarize | 35:24 |
| shed 9:22 | 36:9 74:18 | son 61:11,21 | 59:15 | Stitt 2:64:11 | 22:7,11 | 45:22 | swapped |
| shelves 45:12 | sisterly 36:3 | sons 46:8 | spread 33:22 | 81:3 | 24:1,5,6,9 | Summers | 22:12 |
| shifted 70:22 | sit 8:20 42:11 | soon 62:3 | squarely | stock 45:13 | 24:15 26:19 | 41:6 46:2,3 | swipe 19:5 |
| Shikomba | situation | sooner 19:15 | 42:21 | stop 10:7 | 27:23 28:13 | 51:19 | system 13:1 |
| 31:19 39:14 | 42:14 51:23 | sorry 60:14 | SRC 11:20 | 40:23 41:22 | 30:13,16 | Sunshine | 21:23 27:7 |
| 39:15 | 52:3,10,11 | 61:7 66:1 | 12:22 13:3 | 64:1 | 31:8 34:13 | 13:4 | 37:1,9,19 |
| shipped | 60:4 | 74:16 | 35:3 71:19 | stopped | 34:16,24 | superinten... | 39:19,21 |
| 45:14 | situations | sort 57:16 | 71:22 72:17 | 45:18 | 35:21 37:24 | 75:16 | 47:20 50:16 |
| shoppers | 56:21 | 59:16 | 72:21,23 | store 51:6 | 38:21 39:2 | supervision | 66:5 |
| 70:4,7,8 | $\boldsymbol{\operatorname { s i x }}$ 2:10 36:23 | sound 27:7 | staff 10:12 | stores 45:6,11 | 39:5 42:5 | 82:23 |  |
| short 14:17 | 55:9 56:2 | sources 79:9 | 21:2 26:19 | 51:4 65:12 | 47:20 48:10 | suppliers | T |
| 45:10 76:5 | size 21:2 32:7 | South 20:8 | 34:23 42:23 | story 57:19 | 49:20 53:6 | 44:2 45:7 | T 82:1,1 |
| shortsighted | 52:4,10 | 23:21 24:23 | 63:24 | strangers | 53:10 54:15 | supplies 27:5 | T. $51: 1$ |
| 8:2 | sizes 52:6 | 36:16 50:20 | staff/child | 34:22 | 54:18,19,22 | support 21:2 | $\begin{gathered} \text { table } 19: 11 \\ 32: 14 \end{gathered}$ |


| tailored 77:3 | 60:23 63:10 | 80:2 | 31:5,6,8,11 | three 10:15 | top 6:7 30:3 | turnaround | 11:20 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| take 15:15 | 63:17 64:8 | tells 57:18 | 33:13,14 | 10:20 11:22 | 37:6 55:21 | 13:6 43:11 | unfounded |
| 32:13 35:16 | 65:6,10 | 62:12 | 36:7,8 | 13:23 19:13 | total 53:7 | turning 69:16 | 69:17 |
| 38:20 40:22 | 66:8,23 | Temple | 39:11,12 | 36:22 44:1 | 54:4 55:9 | turnover | nified 42:5 |
| 41:2 42:23 | 67:3 68:10 | 64:20 | 41:2,3,4,12 | 44:22 52:8 | totally 77:3 | 76:10 | unilateral |
| 47:24 48:7 | 69:9,14,17 | temporary | 43:16,17 | 53:19 63:21 | 77:14 | twelve 52:21 | 72:23 |
| 49:1,19 | 69:18,18,20 | 21:14 | 45:23,24 | 68:20 70:23 | tough 69:21 | 53:5 | unique 77:17 |
| 60:2 68:9 | 69:23 70:11 | ten 50:21 | 49:3,4 | three-year-... | tourism 47:7 | twice 7:20 | United 36:5 |
| take-out 32:9 | 70:13,15,21 | 63:24 70: | 51:13,14,15 | 73:13 | track 18:16 | two 5:2 6:21 | 37:3 65:4 |
| taken 43:4 | 71:1,3,4 | tend 59:6 | 51:17,18 | tie 79:14 | trained 16:21 | 10:16 14:5 | units 6:1 |
| 49:22 82:6 | 73:24 75:8 | terms 2:23 | 52:15 60:7 | tied 77:18 | transcript | 14:16 16:7 | Universal 7:7 |
| takes 14:13 | taxed 32:18 | 3:7,11,18 | 60:9,10,21 | ties 48:4 | 82:7,21 | 32:7 33:3 | 8:5 9:18,19 |
| 21:5 56:7 | 70:2 | 40:19 57:17 | 61:4 63:11 | time 5:8 6:4 | transfer 11: | 46:7,22 | 10:9 17:7 |
| 56:22 | taxes 3:15 6:2 | testify $22: 20$ | 63:12 66:9 | 7:14 8:22 | transferred | 51:5 52:20 | 37:5,11 |
| tale 10:16 | 21:10 32:14 | 23:4,5,11 | 68:2,12,13 | 9:1,2 14:17 | 20:18 | 53:18 54:13 | 38:3 39:20 |
| talent 58:16 | 45:17 51:2 | 30:14 43:1 | 71:9,14 | 15:8,15,22 | Transgender | 54:15 56:3 | 43:23 44:17 |
| talk 6:10,15 | 68:7 70:10 | 81:4 | 73:5,6,7,7 | 20:17 22:19 | 36:15 | 56:6,9 62:1 | 60:23 74:1 |
| 18:6 25:4 | TB 5:24 | testifying | 74:7,8,12 | 22:19,20 | transitioning | 62:23 68:14 | university |
| 54:20 55:5 | teach 11:19 | 33:19 75:1 | 74:20,21 | 38:10 39:8 | 17:11 | 72:5 80:15 | 24:4 29:20 |
| 56:3 60:6 | 16:9,21 | testimony | 79:18 80:11 | 40:3 43:16 | transparency | type 21:12 | 48:21 62:4 |
| 72:9 73:3 | 33:6 59:21 | 4:18,21 5:3 | 80:24 81:10 | 46:23 47:13 | 71:24 72:22 | 39:18 73:20 | 64:20,22 |
| talked 72:15 | teacher 9:16 | 6:13 9:19 | Thanks 22:8 | 48:3 53:12 | Transpass | types 65:6 | 78:11 |
| talking 42:15 | 10:1 12:8 | 14:16,19 | 63:15 81:1 | 65:16 73:8 | 19:8 | typical 16:22 | unjust 35:1 |
| 50:19,21 | 20:10,13 | 15:5 18:2 | theater 27:6 | 74:2,8 81:9 | transph | typically | unpredicta... |
| 80:2 | 42:1 53:6 | 19:20 20:3 | theyself 51:2 | times 26:24 | 37:21 | 77:17 78:9 | 59:21 |
| target 18:15 | 56:5,14 | 22:10 24:18 | thing 8:19 | 43:4 51:5 | travesty 6:17 | Tyrone 5:6 | unreliable |
| 18:18 | 57:7,9 76:9 | 26:6 29:12 | 19:19 52:23 | 67:5,17 | treated 22:2 | 5:10,12,18 | 13:8 |
| targeted | 76:10 | 30:9 33:15 | 78:23 | 70:23 | 34:22 41:20 | 31:15,15 | untaxed 70:5 |
| 13:23 18:18 | teachers 8:1 | 36:9 41:4 | things 18:17 | Title 3:14 | 41:21 |  | update 52:9 |
| targets 19:17 | 8:21 9:23 | 43:18 45:22 | 29:4 43:24 | titles 2:6 | treating | U | pheaval |
| task 20:24 | 11:3,21 | 46:1 49:5 | 52:17 67:7 | tobacco 33:11 | 57:12 | unacceptable | 11:2 |
| 42:20 | 16:20 20:1 | 51:19 66:10 | 71:17 73: | 69:15 75:8 | treats 11:2 | 42:9,18 | upper 55:11 |
| taught 28:10 | 21:4,7,20 | 71:18 75:21 | 80:18 | 75:11 | tremendous | unaccounta... | 56:1 70:7 |
| Tawana | 22:4 26:20 | 79:16,19 | think 5:12 | today 4:11,18 | 76:4,21 | 11:20 | 70:12,16,24 |
| 60:12,12 | 28:8 34:23 | 81:2 | 6:14 10:6 | 23:18 24:9 | 77:20 | unanimously | upset 15:22 |
| 63:17 | 9:21 42:5 | Texas 78 | 18:20 19:5 | 6:9,12 | trickle-do | 69:20 | urban 48:17 |
| $\boldsymbol{t a x} 2: 19,21$ | 42:22 47:23 | textbooks | 26:1 27:18 | 7:9 33:19 | 47:18 | unbearab | urge 23:22 |
| 3:3,5,10,11 | 49:1,19 | 27:3 | 28:22 39:2 | 36:17 63:16 | tried 80:18 | 56:11 | urgency |
| 3:17 8:7 | 51:21 52:13 | thank 4:10 | 39:3,5 | 69:1 81:4 | trip 79:21 | uncertain | 42:14 |
| 18:23,24 | 52:18 58:9 | 5:3,14,18 | 0:22 55:9 | today's 6:3 | truancy | 59:7 | urgent 38:20 |
| 20:12 22:5 | 58:15,22 | 9:2,3,4,8 | 57:11 58:10 | 64:19 | 18:18 | undemocr | use $2: 18,21$ |
| 23:23 24:14 | 59:10,18,18 | 12:4,13 | 58:18 59:10 | token 45:2 | truck 45:1 | 35:13 | 11:6 16:14 |
| 26:13 29:1 | 59:19 72:8 | 14:13,21 | 59:13 67:19 | told 13:24 | trucks 45:15 | underpaid | 48:12 67:6 |
| 29:22 30:3 | 72:11,13,14 | 15:4,4,9 | 73:24 79:10 | 14:11 43:8 | truest 34:3 | 28:8 | 75:11 |
| 32:1,2,16 | teaches 27:22 | 17:24 18:1 | third 40:19 | 59:11,17 | truth 38:19 | understan |  |
| 32:18 38:6 | 59:4 | 19:17 20:1 | thirty-nine | toll 21:5 | truthfully | 9:1 14:3 | V |
| 38:9,12 | teaching | 20:2 22:9 | 45:6 | Tomika | 20:21 | 22:12 30:24 | vacancies |
| 39:16,22 | 19:22 64:2 | 23:9,17 | thousand | 68:15,15 | try 14:5 | 41:7 55:1 | 52:1 |
| 44:2,4 45:3 | teen 64:15 | 24:16,17,2 | 80:20 | 71:16 | 23:14 65:18 | 74:15 | valid 69:3 |
| 45:7,18,19 | tell 8:18 | 26:4,5,7 | thousand | Tonkins | 73:19 | understand... | Valley 5:20 |
| 46:4 49:3 | 22:24 29:9 | 27:9,11,12 | 7:15 | 60:12,12 | trying 14:18 | 52:7 | value 29:24 |
| 49:12,18 | 33:1 42:2 | 29:11 30:7 | threat 20:15 | 63:13,14,17 | 25:18 30:21 | understood | 44:11 |
| 50:1 51:13 | 51:2 62:15 | 30:8,11,12 | 20:24 | 66:1 | Tuesday 81:8 | 64:16 <br> unelected | values 47:14 <br> variance |


| 77:20 | 28:15 | wholeheart... | 40:19 72:16 | younger 7:5 | 1990s 76:17 | 40s 55:11 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| vary 70:20 | wants 10:17 | 44:1 | 77:22 | youth 18:7,9 | 1992 4:7 80:3 | 42 7:5 63:1 |
| veil 71:24 | 11:22 50:4 | William 1:10 | world-class | 18:13,18 | 1994 80:3 | 44th 74:22 |
| vermin 42:13 | 66:14 | 15:12 18:4 | 47:14 | 19:4,11,14 |  | 45 65:14 |
| virtually $21: 3$ | ward 69:5 | 18:10 36:14 | worth 24:15 | 19:15 29:22 | 2 |  |
| 44:8 | washes 50:7 | 36:23 | 44:22 | 69:1 77:16 | 2,000 9:22 | 5 |
| visit 47:3 | Washington | Williams | wrap 11:17 |  | 20 11:8 80:4 | $5.67: 8$ |
| vocal 26:10 | 29:20,21 | 31:16,20,23 | 12:2 | Z | 80:8 | 50 56:23 |
| 61:10 | 49:10 | 31:24 69:7 | write 40:21 | zip 18:18 | 2008 33:23 | 61:18 |
| voice 15:19 | Washingto... | willing 47:10 | written 45:21 | Zone 18:12 | 2012 10:12 | 58 55:3 56:15 |
| 29:10 73:1 | 15:13 | Wilson 34:1,2 | 65:24 66:10 |  | 59:1 | 500 54:3 |
| 78:15 79:7 | wasn't 35:3 | 35:4,8 |  | 0 | 2013 9:21 |  |
| voices 27:22 | 77:14 | 49:14 | X |  | 11:1 13:13 | 6 |
| 28:23 30:15 | watching | windows 29:7 |  | 1 | 27:1 33:23 | 60-plus 10:13 |
| 30:23 | 30:18 | Wisdom 25:2 | Y | 1.25 44:24 | 35:4 58:23 | $6572: 7$ |
| volunteered | way 19:24 | wise 70:7 | yards 19:2 | 1:00 74:11 | 2015 58:17 |  |
| 65:4 | 25:19 36:14 | Wister 13:24 | year 2:14 4:1 | 1:42 81:11 | 2016 1:4 4:1 | 7 |
| vote $24: 14$ | 36:23 39:17 | witness 74:15 | 7:12 10:16 | 10,000 22:17 | 81:8 | 7,000 16:17 |
| 66:6,7 69:4 | 43:12 46:19 | witnessing | 10:20 11:23 | 10:00 81:9 | 2017 2:10,12 | 77 55:2 63:21 |
| 72:4,7 | 54:11 71:6 | 31:12 | 13:23 16:16 | 10:26 1:5 | 2:15 3:23 |  |
| voted 69:20 | 78:24 79:2 | Wolfe 22:14 | 16:16,18 | 11th 53:23 | 4:15,17 | 8 |
| 72:5 | ways $35: 7$ | 23:12,16,17 | 20:9,13 | 12 6:24 58:7 | 2021 3:24 | 80 69:1 |
| voters 69:2 | 57:6 | 28:14 31:2 | 21:8,14,20 | 12,500 7:12 | 2022 2:10 | 84 44:3 |
| votes 69:6 | we'll 14:19 | wonderful | 24:4 25:14 | 13,000 54:8 | 4:17 |  |
| vu 69:24 | 15:3,11 | 61:12 78:4 | 29:20 43:9 | 54:21 | 22,300 7:13 | 9 |
| vulnerable | 47:22 60:15 | 78:9 | 43:23 44:14 | 14 64:1 | 226 53:13,15 | 90 17:16 |
| 38:22 40:1 | 66:11 | wondering | 54:22 55:2 | 150 16:23 | 53:17,21 | 95 43:22 |
|  | we're 4:23 | 25:6 | 55:12,18 | 1563-A 4:8 | 24 81:8 | $9975: 7$ |
| W | 7:20 13:4 | word 34:4 | 57:16,18,24 | 16,500 7:24 | 25 45:5 | 9th 63:20 |
| wage 3:10 | 14:18 23:5 | work 6:2 | 58:6 59:12 | 1601 63:20 | 25,000 39:2 |  |
| 45:18 | 30:20,21 | 22:24 30:19 | 69:1 72:11 | 160170 1:17 | 27 50:5 |  |
| wages 76:11 | 31:1 40:18 | 30:21 31:5 | 74:22 | 2:3,8 | 29,000 16:16 |  |
| wait 56:23 | 42:6 44:4 | 33:8 35:2 | years 2:10 | 160171 1:17 | - 3 |  |
| 63:4 | 50:18,20 | 46:11 50:4 | 3:23 10:22 | 2:3,11 | 3 |  |
| waiting 17:6 | 59:11 61:3 | 50:4 79:3 | 16:19 17:17 | 160172 1:17 | 3 4:7 |  |
| 62:17,19 | 80:11 | 80:6,7,12 | 18:11 19:4 | 2:4,13 | 30 52:19 53:4 |  |
| wallets 21:5 | Weaks 31:15 | worked 31:10 | 25:5 32:1 | 160173 1:17 | 58:8 61:19 |  |
| want 5:3 6:12 | 31:16 | 33:24 57:23 | 32:12 36:23 | 2:4,16 | 30s 55:11 |  |
| 9:6 11:19 | wealth 76:12 | 65:3 75:6 | 43:3 48:3 | 160174 1:17 | 56:1 |  |
| 18:6 22:20 | wealthier | 75:19 77:9 | 53:5 61:18 | 2:4 3:1 | 31 52:9,21 |  |
| 23:3,11 | 26:22 | workers | 61:19 62:23 | 160175 1:18 | 53:19,20 |  |
| 27:17 28:19 | wealthiest | 45:15 63:9 | 64:1 65:14 | 2:4 3:8 | 32 54:14 |  |
| 28:22 29:4 | 71:1 | workforce | 69:5,13 | 160176 1:18 | 33 52:20 53:4 |  |
| 30:12,19 | Wednesday | 8:12 62:13 | 79:4 80:4,8 | 2:4 3:13 | 34 52:6,22 |  |
| 31:24 33:1 | 1:4 | working 7:4 | yesterday 9:8 | 160180 1:19 | 53:21 |  |
| 41:24 45:3 | week 16:8,23 | 17:2 34:14 | 10:5,10,17 | 2:5 3:19 | 35 54:18 |  |
| 48:14,15 | 45:1 47:3 | 34:15 35:5 | 10:24 12:18 | 18 1:4 13:2 | 36,000 16:15 |  |
| 54:13 58:15 | well-off 44:9 | 47:11 77:4 | 13:571:19 | 53:6 79:14 | $3856: 2$ |  |
| 66:11 67:1 | went $28: 16$ | 77:8,13,22 | York 78:5 | $193: 14$ | 39 56:2 |  |
| 74:5 76:13 | 51:8 64:19 | works 78:19 | young 5:21 | 19-1500 3:9 | 4 |  |
| 76:14 78:23 | 69:12 79:5 | world 16:2,11 | 19:1,22 | 19-1801 3:2 | 4 |  |
| wanted 13:22 | 79:8 | 28:6,11,12 | 29:2 30:1 | 19-1806 2:17 | 40 55:22,23 |  |
| 51:18 71:17 | West 23:18 | 29:3,10 | 38:21 47:15 | 19-4100 3:16 | 56:16 63:3 |  |
| wanting |  |  | 48:5 63:23 | 1980s 76:17 | 400 1:3 81:10 |  |

