

COUNCIL OF THE CITY OF PHILADELPHIA  
COMMITTEE OF THE WHOLE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Wednesday, April 11, 2018  
10:55 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE  
COUNCILWOMAN JANNIE L. BLACKWELL  
COUNCILMAN ALLAN DOMB  
COUNCILMAN WILLIAM K. GREENLEE  
COUNCILMAN BOBBY HENON  
COUNCILMAN KENYATTA JOHNSON  
COUNCILMAN DAVID OH  
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ  
COUNCILWOMAN BLONDELL REYNOLDS BROWN  
COUNCILMAN AL TAUBENBERGER

BILLS 180162, 180163, and 180164  
RESOLUTION 180185

- - -

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 COUNCIL PRESIDENT CLARKE: Good  
3 morning. This is a public hearing of the  
4 Committee of the Whole regarding Bills  
5 No. 180162, 180163, 180164, and  
6 Resolution No. 180185.

7 Mr. McDermott, please read the  
8 titles of the bills and resolution.

9 THE CLERK: Bill No. 180162, an  
10 ordinance to adopt a Capital Program for  
11 the six Fiscal Years 2019-2024 inclusive.

12 Bill No. 180163, an ordinance  
13 to adopt a Fiscal 2019 Capital Budget.

14 Bill No. 180164, an ordinance  
15 adopting the Operating Budget for Fiscal  
16 Year 2019.

17 Resolution 180185, resolution  
18 providing for the approval by the Council  
19 of the City of Philadelphia of a Revised  
20 Five Year Financial Plan for the City of  
21 Philadelphia covering Fiscal Years 2019  
22 through 2023, and incorporating proposed  
23 changes with respect to Fiscal Year 2018,  
24 which is to be submitted by the Mayor to  
25 the Pennsylvania Intergovernmental

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Cooperation Authority pursuant to the  
3           Intergovernmental Cooperation Agreement,  
4           authorized by an Ordinance of this  
5           Council approved by the Mayor on January  
6           3, 1992, by and between the City and the  
7           Authority.

8                        COUNCIL PRESIDENT CLARKE:  
9           Thank you, Mr. McDermott.

10                      Today we continue the public  
11           hearing of the Committee of the Whole to  
12           consider the bills read by the Clerk that  
13           constitute proposed operating and capital  
14           spending measures for Fiscal 2019, a  
15           Capital Program, and a forward-looking  
16           Capital Plan for Fiscal 2019 through  
17           Fiscal 2024.

18                      Today we will hear testimony  
19           from the following City departments:  
20           Free Library, Mural Arts, and City  
21           Representative.

22                      The first person to testify  
23           from the Administration is?

24                      It's your big moment, sir.  
25           Come on.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 THE CLERK: Siobhan Reardon,  
3 Free Library.

4 COUNCIL PRESIDENT CLARKE:  
5 Thank you, sir.

6 (Witnesses approached witness  
7 table.)

8 COUNCIL PRESIDENT CLARKE: Good  
9 morning.

10 MS. REARDON: Good morning,  
11 Councilman. I am joined this morning by  
12 the Chair of the Board of Trustees of the  
13 Free Library of Philadelphia, Judge  
14 Pamela Dembe, and we both have testimony,  
15 so we'll begin with Judge Dembe first.

16 COUNCIL PRESIDENT CLARKE:  
17 Thank you.

18 JUDGE DEMBE: Well, good  
19 morning.

20 COUNCIL PRESIDENT CLARKE: Good  
21 morning.

22 JUDGE DEMBE: And I want to  
23 especially thank all of you showing up to  
24 have this special meeting so that you  
25 could congratulate myself and Siobhan,

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 who are both brand new grandmothers.

3 (Applause.)

4 COUNCIL PRESIDENT CLARKE:

5 Awesome.

6 JUDGE DEMBE: Which brings

7 out --

8 COUNCIL PRESIDENT CLARKE: Just

9 state your name for the record.

10 JUDGE DEMBE: Pamela Dembe.

11 -- (continued) that this is all

12 about the children. The Library is all

13 about the children. And I think

14 congratulations go out to everybody in

15 this room, the Library, the Schools,

16 Council, the Mayor's Office, because

17 finally with everybody rowing in the same

18 direction, the third grade reading scores

19 have gone up very significantly this past

20 year. We're on the right road, and if we

21 finish doing that -- and the Library is

22 very central to that, as I'm going to

23 tell you in a couple minutes -- that I

24 think is going to be our salvation.

25 All righty. This past year the

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Library is really proud of the fact that  
3           we finished renovating pretty much on  
4           time and opened four of the branches that  
5           had been closed for a long time. Major  
6           renovations. They're now  
7           state-of-the-art in their functionality  
8           and services. The neighborhoods have  
9           embraced them. The people are coming  
10          out. The number of people who show up at  
11          each branch is way, way up and is staying  
12          high.

13                         Just to remind you which ones  
14          they are, since you were active in  
15          helping to make this happen, there's  
16          Lillian Marrero at 6th and Lehigh. It  
17          now boasts the largest Spanish language  
18          collection in the Free Library system,  
19          because it has an immigrant-rich  
20          population.

21                         The Logan library has new  
22          spaces and programs designed to build  
23          literacy across generations, including an  
24          exciting astronomy program with Derrick  
25          Pitts, the guy on NPR and the like, does

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 astronomy. Franklin, yeah.

3 The Lovett Memorial in Mount  
4 Airy is drawing a broad range of users.  
5 It's a real center of community activity,  
6 and it's got a covered reading porch for  
7 everything from story times to English as  
8 a second language group.

9 And, last, there's the Tacony  
10 library, which is in a reemerging  
11 commercial corridor in the Northeast and  
12 now shares spaces with the area's  
13 community development corporation. So  
14 it's a real focus for small businesses to  
15 give them access to all kinds of  
16 information.

17 If you haven't had a chance to  
18 go to any of these, take a minute and  
19 just pop your heads in. They are just  
20 marvelous.

21 And to get back to what I  
22 started with, with real significance is  
23 our work with children. Building Bridges  
24 with Books and Blasts are two of the  
25 partnerships we've built with the School

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           District, and these are building vital  
3           skills and they're forging relationships  
4           between librarians and teachers. And  
5           these projects are undergirded by the  
6           wide-ranging partnerships and  
7           collaborations created and sustained by  
8           the Read by 4th program, whose primary  
9           focus is to increase the number of  
10          students reading at grade level. And you  
11          have to understand for that, we're  
12          reaching parents at the point where they  
13          have infants. We're not waiting until  
14          they get to first or second or third  
15          grade. It's about reaching parents at  
16          the very beginning to build the skills  
17          for literacy.

18                        We're also proud to continue  
19          building our services to the incarcerated  
20          and their families and other people  
21          affected by the criminal justice system,  
22          and we're going to expand that program  
23          with the Department of Prisons and bring  
24          some of our author series to the prisons.  
25          And we're also going to launch a pilot



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           program to get library cards into the  
3           hands of citizens who are leaving the  
4           prison system so that they feel welcome  
5           to come to the Library, which is where  
6           they can work on literacy and work on job  
7           hunting.

8                        So these are just a few of the  
9           ways we've been moving forward and  
10          offering really broad services but  
11          particularly focused on the children.

12                       Thank you.

13                       MS. REARDON: So good morning  
14          again. My name is Siobhan Reardon. I'm  
15          President and Director of the Free  
16          Library of Philadelphia, and in addition  
17          to being joined by Judge Dembe, I'm also  
18          joined by Tobey Dichter, who is the Chair  
19          of the Free Library of Philadelphia  
20          Foundation, as well as quite a number of  
21          other Board members that I have. And  
22          also look at all the friends that have  
23          joined us from the various neighborhood  
24          libraries around the system, and we are  
25          thrilled to have them with us again today

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 as well as my senior staff.

3 So the mission of the Free  
4 Library of Philadelphia is to advance  
5 literacy, guide learning, and inspire  
6 curiosity, and with that, FY19, our  
7 Fiscal '19, promises to be an exciting  
8 and productive year for the Free Library  
9 as we embark on a refreshed strategic  
10 plan focused on building a culture of  
11 literacy throughout Philadelphia,  
12 delivering an exceptional customer  
13 experience, and embracing creativity and  
14 innovation. These three pillars or goals  
15 will be achieved by a detailed work plan  
16 driven by metrics and evaluation.

17 In recent years, we've moved  
18 toward being a more data-driven  
19 organization, but this refreshed plan  
20 gives us the opportunity to make  
21 strategic decisions based on outcomes and  
22 to better measure our success.  
23 Additionally, achieving our mission and  
24 vision is only possible if we make a  
25 concerted effort to move beyond the four

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           walls of our library buildings and grow  
3           sustained outreach efforts throughout our  
4           communities.

5                       Of paramount importance is the  
6           Library's contribution to improving  
7           literacy rate and access to literacy  
8           services for all Philadelphians. In the  
9           current year -- in the coming year, we  
10          will begin an evaluation of our  
11          out-of-school-time offerings to ensure  
12          that they are both effective and best  
13          serving the needs of our children. This  
14          work cannot be accomplished without the  
15          rich, thriving partnerships established  
16          throughout the Read by 4th campaign and  
17          via our expert librarians and other  
18          library staff across the City who are  
19          deeply committed to children's literacy  
20          and who work with children each day in  
21          our LEAP and Summer Reading program.  
22          Services for adults are also included in  
23          our drive to build a culture of literacy  
24          in Philadelphia. We traditionally think  
25          of literacy as the ability to read and

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           write, but providing pathways to jobs,  
3           excellent programming, and healthier  
4           lives requires computer literacy, civic  
5           literacy, financial literacy, and  
6           nutrition literacy, to name a few. In  
7           the coming year, the Library will expand  
8           its capacity to develop, support, and  
9           grow these important literacies for  
10          adults.

11                        As I mentioned, we cannot  
12          achieve our mission unless we move toward  
13          being a more outwardly facing  
14          organization that provides excellent  
15          customer service based on the unique  
16          needs of communities in each of our nine  
17          geographically grouped clusters. Keeping  
18          this in mind, we aim to implement  
19          comprehensive training and professional  
20          development for every single staff member  
21          of the Free Library, with a keen eye  
22          toward diversity and inclusion. A key  
23          piece of this effort is the launch of a  
24          grant program that will train 300 staff  
25          members on community outreach and

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 engagement and leadership.

3 We're also thrilled to welcome  
4 our customers into newly renovated,  
5 accessible spaces, as Judge Dembe just  
6 mentioned, with state-of-the-art  
7 technology, which could not have been  
8 possible without the support of our  
9 Councilmembers. All four libraries are  
10 thriving, and we are proud to have  
11 recently drawn additional support at the  
12 state level for the next round of  
13 upgrades to our Overbrook Park and  
14 Paschalville libraries. In addition, we  
15 look forward to being key players in the  
16 Rebuild initiative and launching projects  
17 that will bring much-needed improvements  
18 to our often and older 100-year-old  
19 buildings.

20 Finally, we can't deliver  
21 excellent customer experiences without  
22 partnerships and programming that will  
23 engage the public. This past year the  
24 launch of the Center for Public Life, a  
25 conceptual unit which will focus on

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           providing the most enriching cultural and  
3           civic programs in every corner of the  
4           City. Our dynamic author event series  
5           will expand its reach into the  
6           neighborhood libraries and to  
7           Philadelphia Department of Prisons.  
8           We'll cull stories from both longtime and  
9           brand new Philadelphians and share them  
10          widely in the name of inclusion. We'll  
11          capitalize on all of the efforts of the  
12          City's new Poet Laureate program now  
13          within the walls of the Free Library by  
14          building writer and artist-in-residence  
15          programs to interact with our world-class  
16          collections.

17                   A particular passion of mine  
18                   over my nearly ten-year tenure with the  
19                   Free Library is identifying ever-new ways  
20                   to push our institution forward with  
21                   creative and innovative thinking, and  
22                   this will continue to be a key part of  
23                   our work in the coming year. We found  
24                   that encouraging our staff to experiment  
25                   and explore leads to break-throughs in

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           service delivery that never would happen  
3           if we did all of our thinking around a  
4           boardroom table. In order to capitalize  
5           on this, our refreshed strategic plan  
6           will embolden staff at all levels of the  
7           organization to devise collaborations,  
8           creative solutions, and improve means of  
9           communications that lead to new  
10          opportunities. We'll establish a Futures  
11          team that marks national and  
12          international trends that could affect  
13          library work. Each cluster will have the  
14          opportunity to learn design thinking and  
15          brainstorming techniques that will foster  
16          new, bold ways of delivering great  
17          library service, and our Hatching  
18          Innovation pool will nurture great ideas  
19          like the instrument lending library and  
20          the Philly Bop dance classes for seniors  
21          that came through this effort over the  
22          last couple of years.

23                        As you can see, we are  
24           enthusiastic about moving forward with  
25           this refreshed version of our strategic

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           plan and are still deeply committed to  
3           the mission of advancing literacy,  
4           guiding learning, and inspiring curiosity  
5           for all citizens of Philadelphia.

6                        I want to thank you for the  
7           opportunity to share these aspirations,  
8           and we would not be able to accomplish  
9           them without the support and efforts of  
10          our City Council and our Councilmembers.  
11          We look forward to working with you in  
12          the coming year as effectively as we have  
13          in the past.

14                       COUNCIL PRESIDENT CLARKE:  
15          Thank you. Thank you for your testimony.  
16          I just had a couple of quick questions.

17                        In your budget detail, Section  
18          30 on Page 4, you indicate that there are  
19          640,000 -- basically 641,000 increase in  
20          Grants Revenue Fund meant to provide  
21          appropriation power for potential  
22          increases from the state. Do you have  
23          any information about the status of the  
24          state grant for the upcoming fiscal year?

25                        MS. REARDON: So the Free



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Library does get nearly \$8 million or so  
3           from the Commonwealth of Pennsylvania,  
4           and that I'm assuming -- I have to look  
5           at the detail, but I believe that number  
6           is the portion that we use to subsidize  
7           our entire library program. So in  
8           addition to the money that comes in from  
9           the City, we supplement that with the  
10          additional appropriation from the  
11          Commonwealth. So it's not additional  
12          appropriation. It's not new money. It's  
13          money that has been in the budget and  
14          carried over.

15                    COUNCIL PRESIDENT CLARKE:  
16          Already budgeted?

17                    MS. REARDON: Yeah.

18                    COUNCIL PRESIDENT CLARKE:  
19          Always looking for more money.

20                    MS. REARDON: So are we.

21                    JUDGE DEMBE: Shocking.

22                    COUNCIL PRESIDENT CLARKE:  
23          Yeah, right.

24                    In your testimony, you  
25          highlight you have 29 vacancies in your

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           department. That's in your testimony.  
3           Can you detail your department's plan for  
4           decreasing the number of vacancies.

5                       MS. REARDON: So we are  
6           currently in the process of hiring -- we  
7           have currently 12 vacancies at our branch  
8           supervisor level. So we're currently  
9           interviewing to fill those positions and  
10          then backfill at the Library 1 level once  
11          we fill the library supervisor positions.  
12          And so it's all about how it is you fill  
13          the management positions and then  
14          backfill with the incoming positions. So  
15          that's the work we're doing now.

16                      Our library LA positions are  
17          often -- are a position that  
18          constantly -- we're constantly always  
19          sort of breathing deeply about keeping  
20          those positions filled as well. And so  
21          it's just a constant movement of staff,  
22          but --

23                      COUNCIL PRESIDENT CLARKE: Is  
24          there difficulty?

25                      MS. REARDON: So I would say --

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 We've had some departments say that  
4 they've had challenges in filling certain  
5 positions, particularly specialized, and  
6 I don't know if you have --

7 MS. REARDON: Well, sure. It's  
8 all according to the timing of the exams.  
9 And so you would love to see the exams  
10 happen more often so that we can keep  
11 filling the roster of positions, so that  
12 as we go through trying to fill 12  
13 supervising librarian positions, do we  
14 constantly have the right -- are the  
15 exams refreshed enough so that we're  
16 constantly ready to interview and fill  
17 the positions as they come forward. So  
18 there is that delay between the time the  
19 exam is issued and the time we finally  
20 have a list. It seems to be an awfully  
21 long period of time.

22 COUNCIL PRESIDENT CLARKE: All  
23 right. Let me ask you this in terms of  
24 technology. Technology has changed a lot  
25 of things. Most people, fortunately or

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           unfortunately, depending on your  
3           perspective, they talk to Siri and they  
4           Google, Alexa and all of that stuff as  
5           opposed to the old days when you'd  
6           actually go to the library and kind of  
7           look things up.

8                         Has your strategy in libraries  
9           adjusted to the increase in the  
10          technology-based learning process? I  
11          mean, what have you done to evolve?

12                        MS. REARDON: So we have. So  
13          I'm 30 years in libraries now, and I  
14          could tell you the -- it's a complete  
15          shift in -- a paradigm shift in the way  
16          we do our work. So it's faster, quicker,  
17          smarter kind of information delivery that  
18          we have. So technology is a great asset  
19          insofar as we can get at information for  
20          our constituents fairly quickly.

21                        We still have the need for the  
22          tactile material, and that is because  
23          people -- you have to have different  
24          tools for different learning skill sets.  
25          And so -- but, yes. I think the Free

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Library of Philadelphia does a pretty  
3           great job actually of staying ahead of  
4           the technology trends, trying to  
5           introduce that technology as it's coming  
6           on board.

7                         We actually have -- I'm  
8           forgetting the name of it, but we have a  
9           number of -- in addition to this, we  
10          added a new title called the digital  
11          resource specialist, which is in quite a  
12          number of our libraries. And so as  
13          people come and become more  
14          comfortable -- or the goal of the DRS,  
15          the digital resource specialist, is to  
16          ensure that our constituents are  
17          comfortable with the technology, so when  
18          they're searching, they're actually  
19          searching for the right types of  
20          information versus -- as you know, the  
21          first ten, when you key in a search term,  
22          the first ten sites are usually an  
23          advertisement for pharma or some sort of  
24          organization, and you really have to get  
25          past that and really get into the better

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           types of information. So that's been a  
3           major piece of the librarianship, is to  
4           really make sure that the sort of typical  
5           bibliographic work we do is web-based as  
6           well so that we're trying to identify the  
7           best sites for people to get at the kind  
8           of information they're looking for.

9                         So the answer is yes. It's  
10          by -- it's just the nature of our work  
11          that we have to stay ahead of the trends,  
12          but the other thing -- so I was saying  
13          the DRSs. And then we regularly host at  
14          the Central Library as well as in the  
15          neighborhood libraries sessions for  
16          people who don't know how to use their  
17          gadgets. So we have an eGadget Help  
18          Desk. So for our constituents that need  
19          support in that area, we're supporting  
20          them in learning how to use their devices  
21          more effectively.

22                         COUNCIL PRESIDENT CLARKE:

23          Okay. And my last question for this  
24          round, I visited the Widener branch a  
25          couple weeks ago for -- it was a tax

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           foreclosure diversion program meeting,  
3           and I noticed as I walked in, I spelled  
4           some food.

5                       MS. REARDON: Food in the  
6           library. Oh, my God.

7                       COUNCIL PRESIDENT CLARKE:  
8           What's going on in here? Am I at the  
9           right place? So I went to the room on  
10          the side and there was a lady there  
11          cooking.

12                      MS. REARDON: Yes.

13                      COUNCIL PRESIDENT CLARKE: And  
14          had some young people and their parents  
15          in the room.

16                      MS. REARDON: Yes.

17                      COUNCIL PRESIDENT CLARKE: And  
18          I was like, What's going on here?

19                      So apparently you all are  
20          involved in some sort of a program --

21                      MS. REARDON: Yes.

22                      COUNCIL PRESIDENT CLARKE: --  
23          where you teach young people how to cook?

24                      MS. REARDON: Well, it's --

25                      COUNCIL PRESIDENT CLARKE:

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 Because I have some older people I'd like  
3 to send there.

4 MS. REARDON: It's a  
5 multidimensional --

6 COUNCIL PRESIDENT CLARKE:  
7 Particularly myself.

8 MS. REARDON: Remember, talk  
9 about a paradigm shift. The concept of  
10 food in libraries is a fairly new  
11 concept, but, you know, I -- in the right  
12 to brag, when we established the Culinary  
13 Literacy Center at Parkway Central, it  
14 was the first of its kind in this  
15 country, and we have now a lot of  
16 libraries around the nation particularly  
17 copying what we've done.

18 The idea is -- it's multifold.  
19 So you're getting at literacy using  
20 recipes, and recipes are nominal literacy  
21 skills, it's math skills, it's science,  
22 it's tactile learning, it's connective  
23 human interaction, and then there's a  
24 product at the end of it. So that's one.

25 The other is all about



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           nutrition and the importance of eating  
3           right and portion size and all of that  
4           sort of stuff.

5                        The third piece is to your  
6           point, is that it's cultural literacy as  
7           well. So in part of the -- as we  
8           developed the program around cultural  
9           literacy, we have a program called the  
10          Edible Alphabet, and it has twofold. One  
11          is, it's getting at new Americans who's  
12          comfortable -- who aren't so comfortable  
13          with the English language to come to  
14          English language literacies using the  
15          recipes of their culture. And so part of  
16          that -- this is the essence of the  
17          Culinary Literacy Center.

18                       But if you recall, a couple of  
19          years ago when we were looking for a  
20          catering opportunity at the top floor,  
21          when we renovated the top floor of  
22          Parkway Central, City Council approved  
23          our ability to have a catering program  
24          there, but the deal was that we had to be  
25          able to take some of what we have at

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Parkway Central and push it out into the  
3           neighborhood libraries. And so what you  
4           walked into was the effect of the income  
5           that comes in from that program being  
6           able to support neighborhood library  
7           programming using culinary literacy as  
8           the sort of anchor.

9                    COUNCIL PRESIDENT CLARKE:

10          Okay. It was quite impressive.

11          Okay. Thank you.

12          The Chair recognizes  
13          Councilwoman Reynolds Brown.

14                    COUNCILWOMAN BROWN: Thank you,  
15          Mr. President.

16          Good morning.

17          (Good morning.)

18                    COUNCILWOMAN BROWN:

19          Mr. President, I can testify about the  
20          cultural literacy of this unique catering  
21          program, as I've participated there at  
22          the main library with a number of the  
23          chefs up there, and it is extraordinary  
24          and quite innovative.

25                    For this round, I would like to

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           speak about the Knight Foundation grant  
3           and the Read by 4 program and first say  
4           thank you to Jenny Bogoni, who has been  
5           intimately involved with an initiative  
6           we're planning with the Philadelphia  
7           School District around how we take  
8           literacy into non-traditional  
9           communities. So if we could invite Jenny  
10          Bogoni up and she can just update us on  
11          where you all are with Read by 4. I'm  
12          curious to know how long or how many  
13          years that grant is and what are you  
14          doing with regards to tracking if the  
15          goal is to read by 4?

16                       (Witness approached witness  
17          table.)

18                   MS. REARDON: So let me begin,  
19          and then Jenny can take over.

20                   So the Read by 4th is a  
21          campaign, and at the moment it is  
22          designated as a six-year campaign or  
23          until all children in the City of  
24          Philadelphia are reading on grade level  
25          by the time they finish third grade.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 So there are multiple funders  
3 toward this, and so among the City of  
4 Philadelphia as well as a myriad of  
5 private funders have come to the table to  
6 support the program.

7 So, Jenny, why don't you take  
8 over.

9 COUNCILWOMAN BROWN: Thank you.

10 MS. BOGONI: Thank you,  
11 Councilwoman. Yes. We are quite  
12 lucky -- I'm Jenny Bogoni for the Free  
13 Library of Philadelphia, Read by 4th  
14 campaign.

15 We are quite lucky to have a  
16 portfolio of local funders who fund us at  
17 about a total of a million dollars,  
18 million two annually that allows us to  
19 coordinate the work of now 106 partner  
20 organizations. They range from small  
21 grassroots non-profits in different  
22 neighborhoods to large systems, such as  
23 the Free Library or the School District  
24 or DHS and their out-of-school-time  
25 network.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 Those partners are working  
3 together on four main kind of interim  
4 outcomes. Increasing school readiness.  
5 So we want the zero to five-year-old  
6 children to have the right experiences  
7 before they hit kindergarten to be ready  
8 to learn.

9 Improving attendance in the  
10 early grades. We have very severe issues  
11 with attendance in kindergarten and first  
12 grade when the foundations of literacy  
13 are being taught. So we need to address  
14 that.

15 Then working on out-of-school  
16 time and summer learning so that we can  
17 avoid summer slide for students and keep  
18 students where they're at.

19 And, lastly, to improve the  
20 quality's instruction inside the  
21 classroom to make sure that classes have  
22 the right books, that teachers are  
23 prepared to teach reading, and that the  
24 schools have -- schools and communities  
25 can work together to help parents as

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 first teachers as well.

3 We do all of that with our  
4 partners based on the core value that  
5 families' love for their children is the  
6 most underutilized resource in our  
7 community and that we are not going to be  
8 able to program our way out of our  
9 literacy crisis. While we need to have  
10 high-quality programs all around the  
11 City, we also need to address this like a  
12 public health problem and we need to do  
13 communications work to change habits in  
14 neighborhoods and communities, and the  
15 work that we are partnering with you on  
16 is around that. I really believe getting  
17 barber shops and our hair stylists to  
18 change the conversation locally.

19 So the budget of roughly a  
20 million two annually supports  
21 communications work that all of our  
22 partners can benefit from as well as the  
23 convening of partners and evaluation  
24 work.

25 We are tracking outcomes in

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           those four areas of school readiness and  
3           attendance and summer learning loss and  
4           third grade reading levels. We also  
5           track a number of outputs around books  
6           distributed, home libraries created,  
7           tutors recruited, trainings for parents  
8           on active reading, a whole number of  
9           things. We have a dashboard on our  
10          website, and I can forward the link to  
11          your staff.

12                    COUNCILWOMAN BROWN: So you're  
13           able to provide interim status on how  
14           well young people are progressing with  
15           the Read by 4?

16                    MS. BOGONI: So we track the  
17           third grade PSSA scores as our outcome,  
18           which we get annually. The District is  
19           our partner at the table, and they are  
20           able to share with us some interim data  
21           on first and second grade reading levels  
22           and changes in reading skills that they  
23           break down by phonics and fluency. They  
24           have a lot of data. Not all of that is  
25           part of our public dashboard, but it is

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           part of our discussion amongst the  
3           partners on where we need to focus our  
4           efforts.

5                   COUNCILWOMAN BROWN: So what  
6           year is this of the six-year initiative?

7                   MS. BOGONI: We are completing  
8           our third year right now.

9                   COUNCILWOMAN BROWN: Okay. For  
10          the time that's left, the DHS connect,  
11          speak to that, Department of Human  
12          Services. You said --

13                   MS. BOGONI: Our connection  
14          with them?

15                   COUNCILWOMAN BROWN: Yes.

16                   MS. BOGONI: So as I'm sure you  
17          know, DHS funds a large  
18          out-of-school-time network of providers  
19          in the City, and one of the things that  
20          they did early on in the Read by 4th  
21          campaign is say that they wanted that  
22          network of providers where those  
23          providers were serving kindergarten  
24          through fourth grade students to have a  
25          focus on early literacy. So they pivoted



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           the use of their funds in that space to  
3           really encourage more literacy activities  
4           in the out-of-school time as well. So  
5           we've been working really closely with  
6           them to figure out what are the  
7           appropriate activities in out-of-school  
8           time that would support literacy when  
9           it's not a space with certified teachers  
10          and we don't want it to replicate  
11          classrooms. We want it to be joyful  
12          out-of-school time. So we've been  
13          working with some national consultants  
14          and the provider network to refine that  
15          work, and they've been great partners.

16                    COUNCILWOMAN BROWN: Okay. The  
17          last question is, just for the record  
18          state what the bottom line cost is to set  
19          up a Read by 4 initiative in a barber  
20          shop at 52nd and Market Street.

21                    MS. BOGONI: I would say it's  
22          about \$750 to do it well. That would  
23          have a bookshelf stocked with books. It  
24          would have some branded material, some  
25          giveaways for families, training for the

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 staff.

3 COUNCILWOMAN BROWN: Okay. So  
4 now let's move to board composition. We  
5 know that when you first arrived, you  
6 were very honest and forthcoming about  
7 stating that the Board was not diverse  
8 and did not look like Philadelphia and  
9 that it would take a minute. So give us  
10 an update on where you are with your  
11 board composition.

12 MS. REARDON: Sure. And Pam  
13 will join me. I'm super proud of this  
14 now. We're nearly 60 percent people of  
15 color now person the Board of Trustees of  
16 the Free Library of Philadelphia, and  
17 it's been a lot of collaborative work  
18 with the Board.

19 You want to talk a little bit  
20 about it, Pam?

21 JUDGE DEMBE: Yes. We have  
22 become very mindful as we are looking to  
23 bring new people onto the Board, as with  
24 any board where you need people who are  
25 going to be workers and not just putting

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           something on their resume. You look for  
3           people with skills in areas relevant to  
4           what we're doing, and we've really, I  
5           think, developed some good pipelines to  
6           make that a much more diverse operation.

7                    COUNCILWOMAN BROWN: Are most  
8           of them Philadelphia residents?

9                    MS. REARDON: Pardon?

10                   COUNCILWOMAN BROWN:  
11           Philadelphia residents?

12                   MS. REARDON: Every one of them  
13           is a Philadelphia resident. And so -- or  
14           within the surrounding counties. So the  
15           way the Board of Trustees is arranged,  
16           either the City of Philadelphia or the  
17           surrounding counties, Pennsylvania  
18           counties, right.

19                    But the other piece of it in  
20           addition to -- is the businesses or how  
21           people make their living is coming to the  
22           Board. We have authors and we have  
23           publishers and we have business owners  
24           and we have independent people who have  
25           their own independent businesses and

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           lawyers. It's just a really interesting,  
3           diverse group of people that now person  
4           the Board, and with that is the thinking  
5           around the kind of programming and the  
6           kind of participation that they have  
7           within the organization and in those  
8           communities, in their home communities as  
9           well.

10                   COUNCILWOMAN BROWN: How long  
11           have you been here now?

12                   MS. REARDON: It will be ten  
13           years in September. Can you believe it?

14                   COUNCILWOMAN BROWN: So it took  
15           ten years to sort of shift the paradigm  
16           in terms of being intentional about  
17           diversity.

18                   MS. REARDON: Probably -- we've  
19           been in a pretty good -- probably eight  
20           or nine. Yes, close enough. I would say  
21           eight years it took me to do this -- took  
22           us to do this. It wasn't me.

23                   COUNCILWOMAN BROWN: Thank you.

24                   Thank you, Mr. President.

25                   That's for my first round. Thanks.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilwoman.

4 The Chair recognizes Councilman  
5 Domb.

6 COUNCILMAN DOMB: Thank you,  
7 Mr. President.

8 And good morning.

9 (Good morning.)

10 COUNCILMAN DOMB: First of all,  
11 you're doing a great job. I've been to  
12 the library, several different libraries,  
13 and they're all great. And I especially  
14 like the culinary class where you teach  
15 like third graders, I think it is,  
16 because I know I sponsored some kids to  
17 take those cooking classes, and it's  
18 pretty amazing.

19 I also want to commend you on  
20 your budget. We're viewing everyone's  
21 budgets, and it looks like your increase  
22 are like one percent, in that range. So  
23 you kept it in line, which is great.

24 I wonder if you could just  
25 share with us the Read by 4 program, if

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           you think you're on track with the goals  
3           you've set and where we stand today on  
4           the Read by 4.

5                       MS. REARDON: So I'm going to  
6           bring Jenny back up. One of the things  
7           about Read by 4th is that it is a  
8           campaign and so -- and it is the giant  
9           partnership that's being established.  
10          And I will say one of the things with the  
11          campaign that we have here in  
12          Philadelphia, first of all, it's the  
13          only -- we're the only library system in  
14          the country that is the backbone for this  
15          campaign for grade level reading, and  
16          it's probably one of the more unique  
17          partnerships and activities, particularly  
18          because we have four very concise areas  
19          of focus, and I want to have Jenny talk  
20          about how it is she feels about the  
21          success.

22                      MS. BOGONI: Thank you for the  
23          question. I do think we are on track.  
24          We are just beginning to see changes in  
25          the outcomes, which I think is

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           appropriate. When you're doing this type  
3           of work and you're trying to shift the  
4           needle on an issue that has been  
5           intractable, you don't really expect to  
6           see things shift in the first two or  
7           three years, and the fact that we are  
8           beginning to see movement I think means  
9           we have the right strategies in place.

10                   The effort that we are doing,  
11           it falls in the framework called  
12           collective impact, which is a method of  
13           approaching these large-scale issues with  
14           a group of partners. There is research  
15           out there now that shows that when  
16           communities do collective impact well,  
17           over a period of ten years, they can  
18           begin to seriously impact an issue like  
19           this, but it tends to take 10 to 15  
20           years. So I think it is possible if the  
21           partners and the investors in  
22           Philadelphia have the stick-to-itiveness  
23           that our campaign will be extended to  
24           probably about ten years. It is supposed  
25           to be a campaign with a sunset. This is

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           not supposed to be a permanent program,  
3           but I think we have the right strategies  
4           and we're moving in the right direction,  
5           and that is witnessed by the fact that at  
6           the national level, we are winning  
7           pacesetter awards. The national effort  
8           has decided to bring their national  
9           conference here this summer to look at  
10          our work. And so it's early stages, but  
11          yes.

12                    COUNCILMAN DOMB: So right now  
13           where do we stand percentage-wise  
14           compared to maybe a few years ago when  
15           the program started and what do we hope  
16           to achieve? What's the goal of the  
17           program?

18                    MS. BOGONI: So our vision is  
19           all children reading on grade level by  
20           4th grade, and that's really our  
21           organizing principle. We set a very  
22           lofty goal of getting to approximately 80  
23           percent of our children reading on grade  
24           level six years out, which, frankly, will  
25           be nearly impossible to reach. We are



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           currently at 41.9 percent, let's say 42  
3           percent, of our third graders reading on  
4           grade level. That includes the charters  
5           and the parochial schools as well. That  
6           is up about 5 percentage points from  
7           where we began.

8                        COUNCILMAN DOMB: That's good.

9                        MS. BOGONI: It is good.

10                      COUNCILMAN DOMB: It's very  
11           good.

12                      MS. BOGONI: It's a good change  
13           in a few years.

14                      COUNCILMAN DOMB: So the other  
15           question I have is, is there -- not so  
16           much the Read by 4, but on the returning  
17           citizens, you mentioned in your testimony  
18           that you're doing work with returning  
19           citizens. Is there an opportunity --  
20           because I visited the prisons on December  
21           28th. I spent six hours visiting the  
22           prisons. Is there an opportunity to  
23           expand our ability to help people coming  
24           back into society with more job skills,  
25           job training to the library, going to the

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           prisons and giving them more  
3           opportunities? Because you have so many  
4           things going on in your libraries. Could  
5           we bring that to the prison?

6                       MS. REARDON: Yes. So I'm  
7           going to introduce Andrew Nurkin, who is  
8           the Deputy Director for -- what do we  
9           call you now -- Civic and Community  
10          Engagement, and our work with the prison  
11          systems is now under Andrew's  
12          responsibility in the Center for Public  
13          Life. We've had over the past couple of  
14          years an emerging prisons program through  
15          really the push of one of our librarians  
16          whose affinity is to push this idea.

17                      So, Andrew, why don't you --  
18          you have to introduce yourself too.

19                      MR. NURKIN: My name is Andrew  
20          Nurkin for the Free Library of  
21          Philadelphia.

22                      So as we think about our  
23          programs that interact with the prisons  
24          and folks who are currently incarcerated  
25          or returning citizens, we're growing that

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           across a couple of different ways. For  
3           returning citizens specifically, this  
4           year we will issue temporary library  
5           cards to every person who is released  
6           from a Philadelphia Department of Prisons  
7           facility. They can be picked up at RISE  
8           as part of their reentry services  
9           package. Our goal there is really to  
10          bring people into the libraries  
11          specifically for, as you mentioned, job  
12          training, literacy classes, other  
13          services, potentially even cooking  
14          classes, but really to expose them to the  
15          suite of services and programs that the  
16          library offers as an anchor back into  
17          community and a pathway back onto their  
18          feet after returning from a period of  
19          incarceration.

20                    We do hope to grow those  
21          programs in the coming years. One  
22          example might be our Paschalville  
23          Partnership, which is another collected  
24          impact project we've been working on in  
25          the Paschalville library. They have done

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           a job readiness fair for returning  
3           citizens specifically that includes  
4           resume help, interview skills training,  
5           how to navigate job boards, and  
6           additional skills like that.

7                         In terms of services for folks  
8           who are currently incarcerated, one of  
9           our biggest programs has been Stories  
10          Alive, which is an opportunity for an  
11          incarcerated parent to read via video  
12          link with a non-incarcerated parent and a  
13          child. They each get the same book.  
14          They read to each other, and it develops  
15          family literacy.

16                        We know that one of the leading  
17          causes of recidivism is the loss of  
18          family and community bonds during  
19          incarceration. So we hope that that  
20          begins to rebuild those bonds and  
21          maintain them during incarceration.

22                        COUNCILMAN DOMB: One of the  
23          prisons I went to, by the way, had a  
24          whole library in the front entry area of  
25          books, which I was impressed with.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 But the other comment I just  
3 want to make is that if you came back to  
4 us with a program that said, you know  
5 what, we think we can train 100 or 200 or  
6 250 people and get them jobs into society  
7 and it's going to cost X, I think we'd  
8 have the appetite to do that, because the  
9 cost of keeping them in prison right now  
10 is over 60,000 per person. So the  
11 investment we make in getting them out of  
12 prison, getting them into society is well  
13 worth it, and it changes their lives. I  
14 would be 100 percent in favor of  
15 investing, whatever we have to do.

16 JUDGE DEMBE: That might be  
17 something where it would be fruitful for  
18 us to partner with the Public Defenders  
19 Office.

20 COUNCILMAN DOMB: That's fine.  
21 I'm just saying, if you can come back to  
22 us with a program that says 200, 300,  
23 500, whatever it is, the cost will not be  
24 an issue, in my opinion.

25 MR. NURKIN: Thank you very

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 much. We agree that it's cost effective  
3 for sure.

4 COUNCILMAN DOMB: Let me ask  
5 one last question. I noticed in today's  
6 Inquirer there's an editorial written by  
7 Dr. Hite and Michael DiBarardinis, our  
8 Managing Director. I think it was about  
9 Philly Reading Coaches or something or  
10 having volunteers, which is a great idea,  
11 in schools helping kids read. Is there  
12 any coordination with that program with  
13 the Free Library?

14 MS. REARDON: You're here.

15 MS. BOGONI: I'm your shadow  
16 today.

17 JUDGE DEMBE: We're hiding her  
18 under the desk now.

19 MS. BOGONI: Yes. Philly  
20 Reading Coaches is the MDO's partnership  
21 project with Read by 4th. So we are  
22 helping to coordinate the recruitment of  
23 volunteers to be those reading coaches,  
24 and we are part of the coalition of  
25 partners that did the research to

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 identify which program nationally we  
3 wanted to replicate locally.

4 COUNCILMAN DOMB: I thought it  
5 was great, because they're asking for  
6 volunteers in Philadelphia to come in and  
7 help read with kids, which I think is  
8 great. So the more we can promote that,  
9 the better.

10 MS. BOGONI: Yeah. We'd really  
11 like to grow that program significantly.

12 COUNCILMAN DOMB: Thank you  
13 very much.

14 Thank you, Mr. President.

15 COUNCIL PRESIDENT CLARKE:  
16 Thank you, Councilman.

17 The Chair recognizes Councilman  
18 Henon.

19 COUNCILMAN HENON: Thank you,  
20 Council President.

21 And thank you all for your  
22 testimony and, most importantly,  
23 congratulations for being grandmothers.

24 (Thank you.)

25 COUNCILMAN HENON: I think it's

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           interesting having a conversation about  
3           reading, of course, at the library. That  
4           is probably one of the best things that I  
5           was able to do with my children growing  
6           up, is read to them every single night.  
7           And, of course, I may have -- most of the  
8           times I see my kids with their eyes  
9           closed, so I wake them up and then we  
10          would read, whether they knew how to  
11          read, and when they learned how to read,  
12          I made them read. It's really, I think,  
13          the model that has been proven  
14          evidence-based positive for years and  
15          years. Early, read by 4, pre-K and all I  
16          think is critical, critical, and all the  
17          partners that the Library has is  
18          critical.

19                   Over the last couple years, I  
20          got to know the library a little more  
21          in-depth than I have had in the past, and  
22          that's not just included when I was  
23          younger, you get the card, you go in, you  
24          get a book, you roll, and you get out of  
25          here. I am one of the recipients of the



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           21st century library in Tacony, but in  
3           addition to that, all the programs that I  
4           discovered that you do and all the  
5           outreach and all of the private sector  
6           partners that you have to help the  
7           program successful, all of the things  
8           that you do with your friends groups  
9           that -- I'm always invited to read at a  
10          library. I'm always invited to  
11          participate in some sort of program for  
12          children and for seniors.

13                    My mother goes to the library  
14           all the time, and a lot of time she goes  
15           to go on the computer and have that as an  
16           opportunity. So you are essentially  
17           bridging the digital divide, and you know  
18           you are, and you're doing that. And  
19           having the DRS, is that a direct employee  
20           of the DRS program or is that somebody  
21           from the private sector, one of the  
22           service providers that are helping?

23                    MS. REARDON: No. These are  
24           City employees, full time.

25                    COUNCILMAN HENON: And that's a

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 commitment --

3 MS. REARDON: Yes.

4 COUNCILMAN HENON: -- that the

5 Library has made and that the City has

6 made. So I wanted to make --

7 MS. REARDON: It was actually a

8 promotional position from our library

9 assistant. You have to promote through

10 to a DRS position and test in.

11 COUNCILMAN HENON: The Library

12 is essential, and I have discovered so

13 essential in every neighborhood.

14 I mean, Council President, you

15 were around back then. I mean, I was not

16 in the elected position, but when we were

17 fighting over the closure of the

18 libraries. I mean, how ridiculous was

19 that? I mean, that was crazy for the

20 rate of return and investments in our

21 community. I mean, I have an entire

22 community that was built progressively

23 upon having people work, play, eat, and

24 sleep in one neighborhood, and that

25 included the place of work, shelter, a

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           library, one of the oldest libraries in  
3           the City of Philadelphia, and our parks  
4           and recreation system, all available for  
5           the communities. And that is not just  
6           our children. I mean, it starts with our  
7           children and it will always start with  
8           our children, but it is for everybody.  
9           My libraries are filled with people day  
10          and night, day and night.

11                        So in addition to just asking  
12          how you continue to solicit private  
13          sector partners to supplement some of  
14          your services, it's just my pleasure to  
15          work with the Library. And most of all,  
16          we don't know unless we ask. So I want  
17          to let every Councilmember know that  
18          unless you ask the Library to be a  
19          partner with something -- I mean, they're  
20          busy doing things for everybody in the  
21          community and our kids and the many  
22          programs. They have been so open for  
23          conversation and willingness. I mean, we  
24          displayed the first time in Northeast  
25          Philadelphia the AIDS quilt, which we

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           were so proud of, where we are having  
3           SBA, small business learning centers, and  
4           digital literacy groups that's happened  
5           in the Library. Tonight, for example,  
6           I'm having -- we're hosting -- well,  
7           there's three things that are happening  
8           at one time in the community, but on my  
9           commercial corridor, I'm having City  
10          Services Happy Hour. And I don't mean  
11          happy hour in the sense of like a  
12          margarita. After work the Library is  
13          graciously being a host for me, bringing  
14          Revenue, L&I, Streets Department,  
15          Commerce, my office together for small  
16          businesses that help support the people  
17          in the community that utilize the  
18          library.

19                        So if you don't know and you  
20                        don't ask, thou shall not receive is how  
21                        I would say it. I don't mean to be  
22                        arrogant about it, but I want to say that  
23                        your team, your crew at all levels and  
24                        its diversity that I have experienced in  
25                        every neighborhood has been fantastic.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 So that is really more of a  
3 complimentary kind of statement in my  
4 time, because to me the last couple  
5 years, it has been a little bit of a  
6 pleasant discovery on how awesome you  
7 are.

8 But can you explain how you  
9 solicit your private sector support and  
10 interaction to keep them engaged with the  
11 Read by 4 and some of the other partners?  
12 Because it's leveraging resources that  
13 maybe we just can't provide. So I think  
14 it's a good model.

15 So that's all I have for my  
16 time.

17 (Applause.)

18 MS. REARDON: So do you want me  
19 to explain how it is we work on the  
20 private sector side? Sure. So the  
21 significance of our organization is the  
22 fact that we're hyper local and can get  
23 at local communities, but the other piece  
24 of it is that we have the benefit of a  
25 foundation and all of that cultivation,

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           whether it's through individuals,  
3           corporations, foundations who get the  
4           mission of the Free Library.

5                        COUNCILMAN HENON: Great.  
6           Thank you. I don't want to go overboard.  
7           It will be a little too much. It would  
8           go beyond complimentary.

9                        The Chair recognizes  
10          Councilwoman Sanchez.

11                       COUNCILWOMAN SANCHEZ: Thank  
12          you. I was going to say, you don't get a  
13          new clock because you're Chair now.

14                       Thank you, folks. Real quick,  
15          I have a couple of things. I also want  
16          to thank the Library System, in  
17          particular the role that the librarians  
18          have played, whether it's at Feltonville  
19          with some of our community issues, to  
20          McPherson with the opioid issue, at  
21          Marrero with the Puerto Rico issue. I  
22          really appreciate that work that's being  
23          done. That's not what they signed up  
24          for, but I appreciate the fact that they  
25          see that as part of their responsibility

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           in the community, and it doesn't go  
3           unnoticed. So I want to thank you. With  
4           that, I look forward to our McPherson  
5           work, right?

6                       MS. REARDON: Yes, indeed.

7                       COUNCILWOMAN SANCHEZ: It's  
8           going to be very exciting.

9                       I want to talk to you a little  
10          bit around your diversity numbers and --  
11          obviously they're low -- what, if  
12          anything, you're doing and how can we be  
13          more helpful in ensuring that your  
14          executive team and within your ranks you  
15          have more diversity.

16                      MS. REARDON: So like how we  
17          worked with the Board, it's going to take  
18          time, but we are looking to -- as  
19          positions vacate when we put out job  
20          descriptions, but we do have a very  
21          significant diversity and inclusion  
22          policy that was approved by the Board of  
23          Trustees and submitted to the City a  
24          couple of months ago, and so --

25                      COUNCILWOMAN SANCHEZ: So do

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 you have bilingual positions --

3 MS. REARDON: Yes, we do.

4 COUNCILWOMAN SANCHEZ: -- that  
5 embrace --

6 MS. REARDON: Yes, we do. Oh,  
7 for sure. We have staff that speak an  
8 array of 130 different languages. And so  
9 when we have a constituent comes in that  
10 speaks a language that's not at that  
11 local library, there's a call list, and  
12 we will connect that constituent with the  
13 staff member that speaks that.

14 COUNCILWOMAN SANCHEZ: So we  
15 want the language. We also want the  
16 cultural piece of it, right? So I'm  
17 interested around how we get there,  
18 because as we invest more in the Library  
19 System and the Library Systems are  
20 community institutions, I'd like to see  
21 that more reflective, again. I want to  
22 know what the limitations are, how could  
23 we be helpful, and we can have a whole HR  
24 situation.

25 MS. REARDON: One of the things



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           that's been important about the work that  
3           we've done over the last couple years and  
4           you're seeing it come to real fruition is  
5           the understanding of the need for the  
6           position of a community organizer to  
7           really get at that, what's happening in  
8           the community. Our librarians do a good  
9           job of it, but it's that getting away  
10          from that building that's always tough  
11          when you have a limited number of staff  
12          members.

13                        So the community organizers  
14          have been a group of folks that have  
15          really been sort of working so deeply and  
16          so tight with community and also working  
17          with our staff to make sure that they're  
18          out in the community as well. So it's  
19          been a dynamic really --

20                        COUNCILWOMAN SANCHEZ: And I  
21          appreciate the fact that there's some  
22          performance goals and stuff. I'd like to  
23          see that more infused in part of your  
24          measurements. And I don't want to get  
25          into the details of the performance-based

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           budgeting situation, because I don't --  
3           it wasn't what I thought it was going to  
4           be, and so I don't want to hold you to a  
5           different standard than I'm holding the  
6           Administration. Performance-based  
7           budgeting is around vision, mission,  
8           operating goals, efficiencies, and  
9           reinvestments, and that's not what we are  
10          at. But I just want you to know that  
11          that's a work in progress. I appreciate  
12          some of the goals that you infused here,  
13          but I didn't see some of the diversity  
14          stuff in there.

15                   And then, lastly, in 2016, we  
16          started talking about the Municipal ID.  
17          We reintroduced the bill, and I was very  
18          grateful that the Library from the very  
19          beginning saw its value, and I see that  
20          you continue to figure out how you get  
21          more library cards in people's hands.  
22          The Administration is committed to it.  
23          They put out an RFP. There's money in  
24          the budget.

25                   I'm a little concerned, because

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           post Trump the conversation has changed,  
3           and the only way we're going to make the  
4           Municipal ID program work, if it is a  
5           robust pride program and one around  
6           accessibility for not only the  
7           undocumented community but underserved  
8           communities, as you've highlighted, the  
9           prison population. We find that battle  
10          in the opioid addiction where we still  
11          have this barrier of identification.

12                        Is the Library System still  
13          very committed to that? And how do you  
14          see it being an asset as you anchor the  
15          cultural piece and the connectivity for  
16          people?

17                        MS. REARDON: So it's so  
18          fascinating that you're bringing this up,  
19          because we, at our executive team  
20          yesterday, had an elaborate  
21          conversation --

22                        COUNCILWOMAN SANCHEZ: Good.

23                        MS. REARDON: -- around our  
24          library card and access points,  
25          particularly -- and our focus was

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           particularly the schoolchildren and how  
3           it is we -- of course, the way we segment  
4           our services and do we need to really  
5           segment our services or can we have  
6           ubiquitous cards that allows for anybody  
7           to come in and the fact that there was a  
8           municipal card that could be your school  
9           ID, that could be your bus  
10          transportation, that could be your  
11          library card. It takes care of so many  
12          issues for us.

13                        But the concern, though, just  
14          to level the concern, would be we're so  
15          conscious of First Amendment privacy  
16          rights, and so built into having the  
17          municipal card would be that piece of,  
18          where we live and work as a profession,  
19          on protecting First Amendment privacy  
20          rights.

21                        And so we are all in with feet  
22          and toes and hands and fingers, but just  
23          know that as part of the dynamic around  
24          that is the privacy issue.

25                        COUNCILWOMAN SANCHEZ: And,

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           again, in this world, we all want to  
3           protect people, and I think the best way  
4           to protect people is when the more people  
5           are engaged, right, so it doesn't become  
6           this constituency. It's like this is a  
7           Philadelphian card that people need just  
8           to walk into their City Hall, that kind  
9           of thing, for public safety and all the  
10          other issues. But, again, the  
11          connectivity. And I think now that we  
12          consider ourselves the City of Champions,  
13          the issue of having pride and having your  
14          Philly card, whatever we call it, is  
15          hugely important.

16                        So I just appreciate that and  
17          want to keep you folks engaged. I know  
18          we're going to have a hearing soon.

19                        MS. REARDON: Oh, we're there.  
20          We're absolutely there.

21                        COUNCILWOMAN SANCHEZ: And its  
22          implementation, but its ability to work.

23                        MS. REARDON: Well, the other  
24          piece of it, just when you think about  
25          it, I've seen it, just from a library

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           perspective, how well it can work when  
3           you use it at its best. So the model  
4           comes from the Chicago public library in  
5           their YOUmedia Center, which is a center  
6           focused on teenagers, and how that school  
7           library card and -- how the school card  
8           and the library card mixed well together  
9           for the constituents to come in. They  
10          literally swipe in, and the library staff  
11          is able to watch the progress, the sort  
12          of capacity progress of that individual  
13          to say really spend some more time in  
14          technology, spend some more time in the  
15          maker space, don't just sit here hanging  
16          out, although hanging out is a healthy  
17          thing as well. So how do we keep moving  
18          and building the capacity of young people  
19          because we're able to sort of track their  
20          progress through their use of the --

21                   COUNCILWOMAN SANCHEZ: And  
22          then, lastly, how do you see us  
23          strengthening the library public system  
24          relationship with the schools in light of  
25          some of the budget challenges, the

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           library closures in the school? What are  
3           we doing that's working and what do we  
4           need to do to expand that? As the School  
5           District comes in and asks us for a major  
6           investment, we don't want to lose sight  
7           of that connectivity. What is it that we  
8           could be doing better?

9                       MS. REARDON: So I think what's  
10          going to be important there is that  
11          nobody sort of disassemble the fact that  
12          the public library system here is a piece  
13          of the education continuum in the City  
14          and that you really shouldn't see them as  
15          separate parts but as part of a continuum  
16          of education resources and particularly  
17          in the out-of-school time. So there's  
18          the piece of the day where the children  
19          are in school and then there's all that  
20          other time they're in a public library or  
21          in other resources around the City and to  
22          have a flow of services and sort of  
23          programs that match where the School  
24          District wants to go in their goal sets,  
25          having Read by 4th as that sort of

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           opportunity space that says, here's where  
3           all of the partners are going to  
4           contribute to the process, and then how  
5           do we understand that these children --  
6           the way I love to do it and think about  
7           our clusters is, how do you create that  
8           hyper local undergirding in communities  
9           so that our children and their families  
10          are going from place to place and knowing  
11          that -- this is where the card comes in  
12          gorgeously, but it's also how it is that  
13          the services actually reflect one another  
14          and we're not competing with each other,  
15          but that we're actually complementing  
16          where each other are.

17                   COUNCILWOMAN SANCHEZ: Right.  
18          And I know this is initial at the adults,  
19          right, because it's not the kids. I went  
20          to Roberto Clemente School. We had a  
21          principal that actually bussed us to our  
22          nearest library, which is the Olney  
23          branch, and we did that once a week, and  
24          it was a natural part of what happened in  
25          the week. In your case, we have schools



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           nearby, right? And I know in some cases  
3           we have that where teachers appreciate  
4           the space and bring the kids, but that  
5           doesn't happen -- it's not across the  
6           board. So I think we really -- the  
7           adults need to figure this out, that  
8           connectivity. If we're going to make  
9           substantial investments into the public  
10          system, right, into the public library  
11          system, that connectivity has to be there  
12          and better infused. To the extent that  
13          we could be more helpful in that and  
14          drawing that message to Dr. Hite. This  
15          issue of buildings being different and  
16          not breaking down those barriers is  
17          complicated, because this is an adult  
18          issue.

19                   MS. REARDON: It is very much  
20                   an adult issue, and that's why the whole  
21                   concept behind the community schools is  
22                   sort of where -- we began with our  
23                   cluster work, and our cluster work is  
24                   really about how our cluster leaders  
25                   become and their libraries become that

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           sort of community anchor to bring  
3           everybody together to have that adult  
4           conversation around the health of the  
5           community.

6                   COUNCILWOMAN SANCHEZ: And not  
7           use the excuse about the kids have to  
8           walk two blocks and they have to cross  
9           the street and we need permission slips.  
10          I mean, like really? Can we get through  
11          that?

12                   MS. REARDON: If we want to  
13          find an answer to sort of a no, we're  
14          going to find a no, but it's the  
15          opportunity to really push to yes, and I  
16          think that's harder but more -- the  
17          solutions are there.

18                   COUNCILWOMAN SANCHEZ: Thank  
19          you.

20                   Thank you, Mr. Chair.

21                   COUNCILMAN HENON: Thank you,  
22          Councilwoman.

23                   The Chair recognizes  
24          Councilwoman Blackwell.

25                   COUNCILWOMAN BLACKWELL: Thank

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           you very much.

3                       I too would like to thank you  
4           for the fine work that you do in our  
5           whole library system and thought I'd like  
6           to bring up, as I have in the past, where  
7           we are with our George's library, 63rd  
8           and Lancaster.

9                       MS. REARDON: So we have -- so  
10          it is my hope that Rebuild gets us to our  
11          George, right, and that George  
12          Institute -- I have to see where it is in  
13          the Rebuild initiative, but that's one of  
14          the -- but in addition to Rebuild, we  
15          would have to raise private money.

16                      So we have the thinking around  
17          what would absolutely happen at that  
18          facility. And so it's more about how it  
19          is we bring adult literacy and the  
20          digital learning center and a culinary  
21          literacy center within that facility. So  
22          we already have it sort of designed, sort  
23          of mentally designed. It's now getting  
24          the funding to make that happen. But  
25          that would be -- we would look to

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           probably level the building that's there  
3           and maybe keep a frame, but we really  
4           would build a brand new building that  
5           allows for this, which actually allows  
6           for cheaper construction costs when you  
7           do a new build versus a restoration.

8                        COUNCILWOMAN BLACKWELL: Will  
9           you stay in touch, keep me informed?

10                      MS. REARDON: I will, yes.  
11           I'll bring you pretty pictures.

12                      COUNCILWOMAN BLACKWELL: Thank  
13           you. We'll take them. Thank you.

14                      Thank you, Judge.

15                      Thank you, Mr. Chairman.

16                      COUNCILMAN HENON: Thank you,  
17           Councilwoman.

18                      The Chair recognizes Councilman  
19           Domb.

20                      COUNCILMAN DOMB: Thank you,  
21           Mr. Chairman.

22                      A couple other questions that I  
23           would ask. I recently read, I think it  
24           was today actually, that Philadelphia's  
25           competitive edge in the war for talent in

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           the country, we're now number three for  
3           attacking talent, which is pretty  
4           amazing, and we actually outpace Boston,  
5           Portland, Seattle, and San Jose.

6                    JUDGE DEMBE: Well, they don't  
7           have a very good football team.

8                    COUNCILMAN DOMB: That's true.  
9           That's true.

10                   So we're doing well in that  
11           area, but one of my concerns is like in  
12           the Read by 4 program, there are three  
13           specific areas. I'm wondering if you  
14           cover this in Read by 4. This is for  
15           like kindergarten and up. Financial  
16           literacy, entrepreneurship, coding, and  
17           teaching technology. Is that part of the  
18           Read by 4? Are the books geared toward  
19           those subjects? Is there any way the  
20           Library can play a role, or maybe you're  
21           already doing that also.

22                   MS. REARDON: So I'll have  
23           Jenny come back up, but the predominance  
24           of what you're speaking of is actually  
25           the work that's happening in our

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           libraries is the work of librarians,  
3           particularly financial literacy. And we  
4           actually do have a coding program going  
5           on, but that's through private resources  
6           that we've been able to push -- and  
7           actually a collaboration with one of the  
8           banks. I'm trying to remember which one.  
9           But it really is the work above -- so  
10          Read by 4th takes us -- and our focus is  
11          really about getting children to read on  
12          grade level by third grade.

13                    The work that we're doing  
14          here -- and we are doing coding with  
15          children, but it's all about the other  
16          stuff, is really the day-to-day work of  
17          our librarians occurring throughout. And  
18          depending upon where you are in the City  
19          is where we'll focus on financial  
20          literacy. So if a neighborhood librarian  
21          really feels that the constituent that's  
22          rising, that will be a program that that  
23          librarian will look to bring into that  
24          particular location.

25                    COUNCILMAN DOMB: So we're

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           actually teaching through the Library  
3           financial literacy for K through 4?

4                   MS. REARDON: I want to say  
5           yes.

6                   K through 4?

7                   MS. BOGONI: Yes.

8                   MS. REARDON: So Chris says  
9           yes, and I'll have Chris -- do you want  
10          to talk about it, Chris? Come on up.

11                   Witness approached witness  
12          table.)

13                   MS. CAPUTO: Hello. I'm  
14          Christine Caputo, Chief of Youth Services  
15          for Free Library.

16                   In our after-school program, we  
17          have an introductory financial literacy  
18          program for elementary school students  
19          that allows students to use their  
20          burgeoning math skills to understand the  
21          larger scope of what the math is for. So  
22          while it's not using a checkbook or a  
23          bank account, it is sort of introductory  
24          framework for financial literacy.

25                   COUNCILMAN DOMB: That's great.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 Is that from kindergarten and up?

3 MS. CAPUTO: Yes; kindergarten  
4 to about 8th or 9th grade.

5 COUNCILMAN DOMB: I don't know  
6 if it's in your area, but I was at a  
7 public school in the Northeast -- it  
8 might have been Councilman Henon's  
9 district -- where the kindergarten  
10 teacher actually had what I call a  
11 Code-a-Pillar where they're teaching  
12 kindergarten kids how to code, which was  
13 pretty amazing. So I'm just wondering if  
14 we're doing that in the Library System.

15 MS. CAPUTO: We are. We just  
16 actually got some kits to use the  
17 Code-a-Pillars and the Bees and Bots and  
18 some of the other simple coding systems  
19 that we'll be rolling out this summer.

20 COUNCILMAN DOMB: Okay. That's  
21 great. Thank you.

22 Thank you very much,  
23 Mr. Chairman. Thank you.

24 COUNCILMAN HENON: Thank you,  
25 Councilman. What's a Code-A-Pillar?



1 4/11/18 - WHOLE - BILL 180162, ETC.

2 JUDGE DEMBE: Ask a  
3 five-year-old.

4 COUNCILMAN HENON: I'm joking.

5 I just have a question, and  
6 I'll ask colleagues if they have any  
7 other follow-ups, because we are so proud  
8 of our Library System and all its  
9 components and its partners in every  
10 neighborhood.

11 Do you have Internet access to  
12 help bridge the divide in every library?  
13 Because I know now we have the service at  
14 least to the point of service at every  
15 public facility, which I think includes  
16 the libraries, but what do you do with it  
17 from there? I know what my district  
18 does, but it would be nice to also hear  
19 what other districts -- what's happening  
20 in other districts as well.

21 MS. REARDON: So let me  
22 introduce John Meier, who is our Deputy  
23 Director for IT and Digital Strategies,  
24 and he can tell you not only do we have  
25 Internet access but we have really fast

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 Internet access.

3 MR. MEIER: Yes. I'm John  
4 Meier, the Deputy Director of IT for the  
5 Free Library.

6 We, as of July 1 last year,  
7 have been upgrading all of the capacity  
8 for each of the branches.

9 COUNCILMAN HENON: So you have  
10 fiber at every branch?

11 MR. MEIER: So the connectivity  
12 speeds have gone from 100 meg capacity  
13 per branch up to a gig, and then the  
14 central locations we'll move to 2 gig  
15 capacity all the way to 20 gig outbound.  
16 So obviously you're seeing substantial  
17 increase, which will then allow more of  
18 the programmatic activity that relies on  
19 obviously the Internet to be able to  
20 perform at the need or at the level that  
21 it needs to perform.

22 COUNCILMAN HENON: Right. So  
23 having said that, does every library or  
24 most of the libraries, are they  
25 essentially a KEYSPOOT for the communities

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 so they have computers that utilize the  
3 enterprise speed that --

4 MS. REARDON: Actually, I  
5 think -- I know I'm bragging, but I know  
6 we're faster than KEYSPOts because we  
7 have the benefit of federal E-rate  
8 funding that comes to schools and  
9 libraries. And so we get federal  
10 funding --

11 COUNCILMAN HENON: You get  
12 reimbursement, right?

13 MS. REARDON: Pardon?

14 COUNCILMAN HENON: You get  
15 reimbursed.

16 MS. REARDON: Yes. Correct.  
17 And the thing that we also have in each  
18 of our -- as I had mentioned, was our  
19 digital resource specialist, which helps  
20 support people in their utilization and  
21 use of the Internet, but also it's some  
22 of the enterprise -- what we call the  
23 enterprise stuff in being able to really  
24 push out digital strategies. And so each  
25 of our neighborhood libraries has

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           constant contact in order to be able to  
3           push out neighborhood programming so  
4           their constituents who sign up with an  
5           e-mail address, and we allow anybody that  
6           comes in to sign up. You get an e-mail  
7           address. So if you're brand new to the  
8           United States, particularly the work  
9           that's being done at Lillian Marrero, for  
10          instance, a lot of refugees from Puerto  
11          Rico are in the Lillian Marrero catchment  
12          area and have been coming in to the  
13          library, signing on for an e-mail  
14          address, and being able to communicate  
15          with their friends and family back in  
16          Puerto Rico. I mean, that's just sort of  
17          an opportunity that we put out there for  
18          people who are refugees and new to the  
19          United States.

20                   COUNCILMAN HENON: That's  
21           great. And I wish and I hope moving  
22           forward that you would promote that a  
23           little bit more about bridging the  
24           digital divide, taking things in your  
25           own -- things that you can control and

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           offer yourself through additional  
3           programs and partners like CareerLinks  
4           and giving people the opportunity to go  
5           online, not as a luxury but as a  
6           necessity as they look for employment or  
7           they want to keep in touch with folks  
8           they've been separated from, because we  
9           are a pretty awesome city and we try to  
10          treat people as fair as we possibly can  
11          and give them the resources.

12                   MS. REARDON: So, Councilman,  
13           there's also -- Andrew mentioned before  
14           our work being done in our Paschalville  
15           library, which is a collective impact  
16           where we have a number of local community  
17           organizations -- CareerLink is one of  
18           them -- to bring together people to help  
19           move people to employment in an area of  
20           high unemployment, and we use our digital  
21           capacity in that way to make sure that  
22           folks are getting online, they understand  
23           how to use a computer, they apply for  
24           jobs and they understand -- and they get  
25           the right technology support so that

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 they're very comfortable.

3 COUNCILMAN HENON: How many  
4 neighborhood libraries do you have?

5 MS. REARDON: So there are  
6 48 -- 49 neighborhood libraries, three  
7 regional libraries, which are larger,  
8 Parkway Central, which is our central  
9 library, the Rosenbach Museum and  
10 Library, which is our rare book and  
11 museum library, and then we have four  
12 hotspots, which are local community-based  
13 organizations where we put technology  
14 training into community-based  
15 organizations, and one of those hotspots  
16 is actually at the airport as well.

17 COUNCILMAN HENON: Great.

18 MS. REARDON: We have 60  
19 locations around the City.

20 COUNCILMAN HENON: Okay.  
21 Great. Hopefully we can continue to  
22 promote folks to stop by and utilize the  
23 programs.

24 MS. REARDON: That's right.

25 COUNCILMAN HENON: Thank you.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 Any other members have any  
3 other questions?

4 (No response.)

5 COUNCILMAN HENON: Well, we  
6 appreciate your testimony today, and  
7 thank you for all you do.

8 (Thank you.)

9 COUNCILMAN HENON: The Chair  
10 does recognize --

11 COUNCILWOMAN BROWN: Forgive  
12 me. I was conferring with a colleague.  
13 I did have two more questions.

14 Okay. First, I want to  
15 underscore, put in bold letters,  
16 underscored three times, with exclamation  
17 points the value and importance of  
18 diversity up and down the table of  
19 organization. And just as you have been  
20 intentional in moving to a board that  
21 looks like Philadelphia, it's imperative  
22 that when young people, black and brown  
23 young people, come into the libraries,  
24 that they see people who look like them,  
25 because if they can't see it, they can't

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           believe that they too can aspire to that  
3           type of opportunity. And so we'll look  
4           to hear in the next couple years what  
5           strategic pathways you've taken to change  
6           that paradigm. And to underscore  
7           Councilwoman Sanchez's concern, it is  
8           consistent across City departments that  
9           there are too many that are not  
10          intentional in making sure that  
11          professionals from the Latino community  
12          are a part of the mix of that particular  
13          department, and so I need to punctuate  
14          that point, because it really matters to  
15          us that we have a government across  
16          departments that look like Philadelphia.

17                   JUDGE DEMBE: Councilwoman, can  
18           I just point out to you that when we did  
19           the 21st century libraries, the  
20           renovation of the four most recent ones,  
21           we were very intentional about the hiring  
22           for the people to do that work, and the  
23           participation rate of minorities and  
24           women-owned enterprises was almost 64  
25           percent. So we are on it. We are taking



1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 it very seriously.

3 COUNCILWOMAN BROWN: Okay. But  
4 we need that on the staff side as well.

5 When reading budget testimony,  
6 I try to pay particular attention to how  
7 well departments are doing, especially  
8 when you're doing renovations, in the  
9 area of energy conservation, environment,  
10 sustainability, all those that fall under  
11 that umbrella of trying to grow a greener  
12 city. So just elaborate for a bit on how  
13 that has been a factor in your reopening  
14 of the four neighborhood libraries and  
15 the renovations.

16 MS. REARDON: Right. So we  
17 have been working with PECO in particular  
18 as well as the City's Office of  
19 Sustainability to make sure that our  
20 systems are energy efficient and even  
21 catching the water particularly in the  
22 libraries where we have larger land area,  
23 like the Lovett library. We've been  
24 working with the Water Department to  
25 ensure that we have the right systems in

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 order to capture water.

3 So PECO was -- I'm just trying  
4 to find the conversation around PECO in  
5 which we -- they worked with us to ensure  
6 that the energy efficiency of all five of  
7 the buildings that have been renovated  
8 are going -- where we are actually giving  
9 back energy to the City into that, into  
10 the bucket there. I'm not using the  
11 right terminology, but I know that these  
12 five buildings in particular are  
13 enormously energy efficient, but we're  
14 working with the rest of the libraries as  
15 well, going library by library, working  
16 with the City's Office of Sustainability  
17 to ensure that at least the lighting  
18 systems and the energy systems are  
19 upgraded to a point where they're  
20 inordinately energy-efficient buildings.

21 COUNCILWOMAN BROWN: And I  
22 think we need to -- I was speaking  
23 offline with your staff about what really  
24 is a celebratory moment, that you found a  
25 general contractor who was intentional

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           about making sure that those working in  
3           those renovations were meeting goals.

4                     MS. REARDON: Oh, my gosh, yes.

5                     COUNCILWOMAN BROWN: I think --  
6           go ahead.

7                     MS. REARDON: You know, that  
8           was a company by the name of Intech, was  
9           our construction manager for the four  
10          neighborhood libraries that were  
11          renovated. That is a truly superior firm  
12          to work with on just about every level.  
13          They were intentional about who gets  
14          hired, where they're hired, and the  
15          trades that they're in, but they really  
16          cared about the quality of the building  
17          product, the construction materials.  
18          They were really careful around  
19          engaging -- the community engagement of  
20          that firm was really, I thought,  
21          exceptional.

22                     COUNCILWOMAN BROWN: Made a  
23          difference.

24                     MS. REARDON: It really did,  
25          and hired local people to be able to

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           support any concern in the local  
3           community.

4                       The other piece of it is where  
5           there were issues around property lines,  
6           you know, old trees and how we would move  
7           old trees so we weren't killing the sort  
8           of aging infrastructure in that area, it  
9           was key for them.

10                      COUNCILWOMAN BROWN: Well, it's  
11           not often that we hear of general  
12           contractors that have figured out what  
13           too many members of Council ask ad  
14           nauseam during budget hearings, and I'm  
15           sure that's music to Councilwoman Jannie  
16           Blackwell's ears given all of what's  
17           happening in West Philadelphia, and maybe  
18           we can have Intech come in and share with  
19           Councilmembers how they were able to do  
20           that in a way where you exceeded your  
21           goals because of being intentional and  
22           that it really is doable if you have  
23           leadership that philosophically gets it.

24                      MS. REARDON: Right. And I'm  
25           sure Craig Sabatino would -- he's the

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 CEO -- would be happy to do it.

3 COUNCILWOMAN BROWN: We'll  
4 certainly follow up on that.

5 MS. REARDON: He worked hard.  
6 He worked hard. He did. His whole team  
7 worked really wonderfully well.

8 COUNCILWOMAN BROWN: Thank you.  
9 Thank you very much.

10 Thank you, Mr. Chairman.

11 COUNCILMAN HENON: Thank you,  
12 Councilwoman.

13 Any other questions from other  
14 members?

15 (No response.)

16 COUNCILMAN HENON: Being none,  
17 thank you so much for your testimony and  
18 your service.

19 (Thank you.)

20 (Applause.)

21 COUNCILMAN HENON: This brings  
22 us to our next public hearing, Mural  
23 Arts.

24 (Applause.)

25 (Witnesses approached witness

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 table.)

3 COUNCILMAN HENON: Let us know  
4 when you are ready technically and then  
5 we'll start our hearing.

6 Welcome, Mural Arts. You may  
7 state your name and proceed with your  
8 testimony.

9 MS. GOLDEN: Sure. My name is  
10 Jane Golden and I'm the Executive  
11 Director of the City of Philadelphia  
12 Mural Arts Program, and with me is Joan  
13 Reilly, our Chief Operating Officer.

14 Thank you for the opportunity  
15 to speak with you today. Thank you to  
16 the many people who are here to support  
17 the arts.

18 (Applause.)

19 MS. GOLDEN: I'm like always  
20 really excited to testify in front of  
21 City Council, so thank you, and to  
22 testify today for the Class 100 and 200  
23 allocations.

24 We know that it's a challenging  
25 budget cycle, and in a year like this,

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           you might wonder, why Mural Arts? Well,  
3           I can assure you that in the last year,  
4           thanks to the City's support, more voices  
5           were heard, more artists were engaged in  
6           creating beautiful public art, and more  
7           innovative strategies were put into  
8           action. In FY17, our broad trajectory of  
9           projects, partners, and education sites  
10          across the City engaged more than 25,000  
11          people, and we completed 52 public arts  
12          projects as well as 30 mural  
13          restorations. In FY18, we've already  
14          completed 65 public art projects and  
15          many, many more to come.

16                        But what is important to note  
17                        is, our work goes far beyond the paint.  
18                        It's about bringing beauty to people's  
19                        lives and also about representing every  
20                        neighborhood and every community. It's  
21                        about equity. It is about workforce  
22                        development, health and wellness,  
23                        building hope and resilience in  
24                        communities, strengthening our schools,  
25                        and providing opportunities for all.

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2                    Just this year alone, we  
3           joyously completed the Latino Heroes  
4           mural on the site of Julia de Burgos. We  
5           commemorated the late firefighter,  
6           Lieutenant Joyce Craig. We painted the B  
7           Street Bridge by Gurney Street, and an  
8           inspiring tribute we did to an African  
9           American scientist at the Girls and Boys  
10          Club in Germantown. We did a moving  
11          portrait of Officer Wilson in West  
12          Philadelphia. We're now doing a portrait  
13          of Octavius Catto, and we are  
14          transforming the intersection of 29th and  
15          Ridge. And that is just a teeny bit of  
16          the portfolio. From the towpath of  
17          Manayunk to Bartram's Garden, to Vernon  
18          Park, to the Far Northeast, to the work  
19          we do in South Philadelphia with  
20          Southeast by Southeast and now Trash  
21          Academy, in Point Breeze, Strawberry  
22          Mansion, Logan, Norris Square, and  
23          Tacony. You name it, our work is pulsing  
24          throughout the City. The murals are  
25          truly the autobiography of Philadelphia,



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           reflecting our lives, our stories. And  
3           City support is critical to keeping these  
4           stories alive for residents and visitors  
5           who are hungry for them. And we know  
6           this for a fact, because just this year,  
7           15,000 people have taken mural tours.  
8           People coming from all over the world to  
9           see the collection.

10                         We also manage an aging  
11           collection through our Restorations  
12           Program, and City support helps make that  
13           happen. It is critical. Though we may  
14           be small, we are mighty and we are a  
15           tenacious engine for innovation. And our  
16           colleagues in City government we find  
17           often turn to us for us to bring new  
18           methods of problem-solving to the table,  
19           and we always love that and welcome it.  
20           Our funders, in fact, regularly tell us  
21           that City support is a powerful incentive  
22           for their investment, because it  
23           demonstrates our alignment with  
24           big-picture strategies and it creates  
25           stability, which is so true.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 Our Porch Light program, our  
3 collaboration with the City's Department  
4 of Behavioral Health and Intellectual  
5 disAbility Services continues to evolve  
6 and grow, allowing us to have greater and  
7 more sustained impact around community  
8 health.

9 In 2017, we expanded our  
10 hub-based practice. That's where we take  
11 over empty storefronts and turn them into  
12 wonderful community centers. We have a  
13 new Porch Light storefront in Kensington,  
14 which provides resources to an area  
15 fractured by addiction, crime, and  
16 housing insecurity. This storefront has  
17 become a community space where neighbors  
18 can create art and connect with resources  
19 to live better, healthier lives.

20 We witness on a daily basis how  
21 individuals feel more empowered, more  
22 hopeful, and more connected to others.  
23 We see people move from the darkness to  
24 the light, and people from the community  
25 who feel traumatized just generally feel

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           this is a safe and inspiring place to be.

3                         We are gratified to say that  
4           our Art Education Program continues to  
5           serve over 2,000 young people throughout  
6           Philadelphia each year. Students in our  
7           program create public art, but they also  
8           become spokespeople, entrepreneurs, and  
9           change agents. They gain real-world  
10          experience and, most importantly, they  
11          find their public voice.

12                        In addition to offering  
13          after-school and summer programs, we are  
14          currently scaling up our integration  
15          model that merges math, science, and art.  
16          Over the next year, partners in the  
17          regional biotechnology industry will  
18          support our work, integrating art into  
19          STEAM subjects, culminating in a new  
20          collection of artworks to be unveiled at  
21          the 2019 BIO International Convention,  
22          and all this underscores Philadelphia's  
23          role in the global economy.

24                        And what about our Restorative  
25          Justice Program? Our Guild is here

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 today.

3 (Applause.)

4 MS. GOLDEN: That's our reentry  
5 program. They're awesome.

6 In late, 2017 we received a  
7 major grant for this work from the new  
8 Art for Justice Fund, from the Ford  
9 Foundation -- it was so competitive --  
10 launching us onto a national stage. We  
11 will use these funds wisely to add a new  
12 cohort to the Guild, our paid  
13 apprenticeship program for formerly  
14 incarcerated people and young adults on  
15 probation. We are also starting a  
16 fellowship program for formerly  
17 incarcerated artists. We're doing a  
18 major public art project. We're wrapping  
19 something beautiful around MSB, and we're  
20 working with the City's MacArthur  
21 Foundation-supported Safety and Justice  
22 Challenge to bring down the county jail  
23 population.

24 It is exciting to witness how  
25 men and women of the Guild are

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           transformed by the opportunity to learn  
3           new skills and to beautify public space.  
4           Right now many of them are working to  
5           transform 29th and Ridge, and it is  
6           amazing to see the work they're doing.  
7           Our stats speak for themselves, 15  
8           percent recidivism, 15 percent, compared  
9           to the state average of 35 percent. And  
10          85 percent of our Guild members move on  
11          to employment. It is a program that is  
12          both pragmatic and aspirational.

13                         And as we pay attention to  
14          individual change, we also think about  
15          the civic life of our city and how  
16          Philadelphia fares as it relates to arts  
17          and culture. So this past fall we were  
18          gratified to produce Monument Lab, a  
19          citywide exhibition that initiated a  
20          critical dialogue in Philadelphia and  
21          beyond about who gets represented in  
22          public space today, an issue being  
23          discussed around the country. In  
24          addition to presenting 20 prototype  
25          monuments created by a range of

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2 forward-thinking artists, we collected  
3 over 4,000 ideas from Philadelphians  
4 about monuments that they would like to  
5 see happen.

6                       Finally, we are equipped to  
7 help others learn from our experiences  
8 through the Mural Arts Institute, a new  
9 branch of our organization devoted to  
10 fostering innovation and providing  
11 capacity-building around the country. We  
12 are excited to embark on our first  
13 multi-city initiative in 2018.

14                      In pursuit of the common good,  
15 Mural Arts is constantly evolving and  
16 building on the strong sense of community  
17 that defines our city. We hope that you  
18 take pride as our visionary supporters  
19 and collaborators in igniting this  
20 change, and we thank you deeply, deeply,  
21 deeply for helping us get to where we are  
22 now.

23                      Thank you from the bottom of my  
24 heart.

25                      (Applause.)

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 MS. GOLDEN: And we are ready  
3 to answer any questions.

4 COUNCILMAN HENON: Well, let me  
5 start off by saying I don't think there's  
6 anybody who can warm up a room -- it was  
7 a little chilly until you gave your  
8 testimony -- who warms up a room like you  
9 do, Jane, with your enthusiasm, but it is  
10 all based on not just your commitment,  
11 but the programs that you have. The  
12 outcomes that you have really do work and  
13 change neighborhoods, revitalize  
14 neighborhoods, and you over the past  
15 seven years have made me become a  
16 believer. And in my previous role before  
17 entering the City Council, we've always  
18 been a supporter of Mural Arts, and I  
19 know the building trades have always  
20 contributed in-kind services and  
21 resources to help with some of these  
22 programs that cuts back on the recidivism  
23 and puts people to work and gives them  
24 second chances. So I thank you for that.  
25 Our neighbors thank you for that, because

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           we're diverting some of the idle hands  
3           and putting the artistic and creative  
4           minds of adults and children to futures,  
5           and Mural Arts is a direct connect to  
6           that.

7                           And speaking of -- before I say  
8           more nice things, on Page 5 of your  
9           testimony, you state that the recidivism  
10          rate of the Guild, of the reentry  
11          program, is roughly around 15 percent.  
12          How much does the department save the  
13          City and State in terms of costs and  
14          lowering the recidivism rate?

15                          MS. GOLDEN: That's a great  
16          question. I mean, I know that it's about  
17          55,000 to have a person at Graterford  
18          Prison, and I know that our costs per  
19          participant would be a couple thousand  
20          dollars probably. So, I mean, I think  
21          it's a huge savings. I mean, it's  
22          investing in people. And I know that we  
23          brought a potential funder to visit with  
24          the Guild last week, and just to hear the  
25          men and women talk about the experience



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           of learning skills but also about putting  
3           skills to work in public spaces, I think  
4           that is really -- that makes a huge  
5           difference.

6                        Everyone you see here today and  
7           beyond, because we're serving close to  
8           100 people a year with this program, I  
9           mean, everybody is becoming like a  
10          community hero. And that B Street  
11          Bridge, we couldn't have done it without  
12          the Guild. Recreation centers are  
13          transformed. We're not doing it without  
14          the Guild. And they can fly into action,  
15          as Councilman Domb knows, at a minute's  
16          notice. When someone calls and there's a  
17          problem in the City, we can address it  
18          quickly and efficiently.

19                      COUNCILMAN HENON: Right. And  
20          I'm going to be working with Councilman  
21          Domb on a couple things up in the  
22          Northeast. He just doesn't know it yet.  
23          But it's going to be awesome. Just as I  
24          had discovered the Library and the depth  
25          of its effect on people's lives, Mural

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Arts, you've been an incredible partner  
3           with me for the past seven years. One of  
4           the hubs is in Tacony where there was a  
5           vacant storefront on the commercial  
6           corridor, two storefronts, where when the  
7           library was shut down for two years, we  
8           came up with a pilot concept of a  
9           satellite library. Instead of putting  
10          librarians and people who service our  
11          community somewhere else, we kept them in  
12          the neighborhood, but we matched it and  
13          shared space with an artist-in-residence  
14          program that's open to the community for  
15          adults and for children and programs and  
16          public art. Public art isn't just a  
17          mural or a fresco, which we have, but it  
18          is conceptual designing and teaching  
19          people how art is designed into flags,  
20          into the quality of life of our  
21          neighborhood, but they are all done by  
22          surveys from people of the community.

23                        So your artwork not only  
24                        reflected just the history of the  
25                        community, but people's personal

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           attachment to the community that they  
3           live in or the community that they've  
4           chose to live in, and I think that has no  
5           price tag to it.

6                        So we have done a lot of work  
7           together. This Saturday we have a big  
8           announcement about some things that we've  
9           planned. We're calling it the Mural  
10          Mile, and we've selected X amount -- I'm  
11          not going to say it publicly because  
12          everybody will want to do it, but a  
13          certain amount of murals within a mile to  
14          have a very strategic impact, but  
15          community input and private sector input.  
16          So for those who want murals, the City  
17          doesn't fund at all, because we keep  
18          Mural Arts harmless when it comes to  
19          budgeting where sometimes they decrease  
20          the amount of funding, but every time  
21          they decrease the amount of funding,  
22          they're decreasing -- or increasing the  
23          recidivism rate. They're decreasing the  
24          quality of life in our neighborhoods and  
25          they're decreasing the amount of

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 partnerships that you're able to sustain  
3 over a period of time.

4 So that's just my personal  
5 opinion and my personal experience on how  
6 pleasant it is to be a true sustainable  
7 partner with Mural Arts in every aspect.  
8 So we're doing a lot of good things  
9 together. That's just me. I see it  
10 across the City of Philadelphia, and hope  
11 that you continue to do what you do,  
12 because I now know how to paint by  
13 numbers. All right?

14 MS. GOLDEN: Thank you very  
15 much. I appreciate that.

16 COUNCILMAN HENON: The Chair  
17 now recognizes Councilman Domb.

18 COUNCILMAN DOMB: Thank you,  
19 Mr. Chairman, and I look forward to  
20 working with you on whatever you're  
21 talking about.

22 Good afternoon.

23 MS. GOLDEN: Good afternoon.

24 COUNCILMAN DOMB: First of all,  
25 I just want to say I love Mural Arts.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 I'm a big supporter. You guys do a great  
3 job. I've actually witnessed everything  
4 you do, from taking those photos at 18th  
5 and Sansom. I just noticed my ugly  
6 pictures on the front of that magazine.  
7 I look horrible in there, but that's  
8 okay. But also I saw what you did at the  
9 tunnel on Belgrade between Somerset and  
10 Lehigh and how you coordinated everything  
11 for a shoestring of a budget. I don't  
12 know how you did it for \$10,000, but you  
13 changed the environment of that whole  
14 area. I think that's one of the biggest  
15 messages that you provide, is you come  
16 into neighborhoods and you change the  
17 environment and you change how people  
18 feel about their environment.

19 This was an environment under  
20 that area where there were mattress and  
21 stoves and all kinds of trash constantly  
22 being dumped on Belgrade Street between  
23 Lehigh and Somerset. Once the mural went  
24 up -- and CLIP has done a good job also  
25 in containing it. Let me give them a lot

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           of credit. But once that Mural Arts  
3           occurred, I think returning citizens do  
4           that work, which was pretty amazing.  
5           It's a piece of artwork, and for \$10,000  
6           I think it cost to do it, it was an  
7           amazing, amazing, amazing job.

8                       MS. GOLDEN: Thank you.

9                       COUNCILMAN DOMB: Let me speak  
10          about the Prison costs for a moment. The  
11          full Prison budget, with all fringe  
12          benefits, is 370 million. We're at 5,600  
13          prisoners right now. So it's 66,000 per  
14          person.

15                      MS. GOLDEN: Wow.

16                      COUNCILMAN DOMB: If you take  
17          out the pension liability piece, which  
18          the City has no matter what, it's 320  
19          million, which makes it about 57,000.  
20          But still when you think about -- I think  
21          this body would be very interested in  
22          expanding a program that included  
23          returning citizens getting involved and  
24          getting them out of the State Road  
25          process there. So if you want to come

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           back to us with another program that's 1  
3           million or 2 million more that  
4           demonstrates we're taking 50 or 100  
5           people out of the process where it's  
6           costing us \$60,000 a year, I think our  
7           Council will be very supportive.

8                           (Applause.)

9                           COUNCILMAN DOMB:    Anyway I just  
10           want to thank you for your work and what  
11           you do.

12                          MS. GOLDEN:    Thank you.

13                          COUNCILMAN DOMB:    Besides the  
14           economics, it's changing people's lives,  
15           because I was there and watched them  
16           paint and saw how they were working.  It  
17           was tremendous.  So thank you.

18                          MS. GOLDEN:    Thank you.  I also  
19           want to say we have a great program at  
20           Graterford Prison, and what's interesting  
21           is that we have -- a lot of people are  
22           doing social justice work.  We've been at  
23           Graterford and doing social justice work  
24           since 2002.  So we are truly  
25           long-distance runners.  And when we

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           started working at Graterford, the men  
3           said, You guys are tourists, you're going  
4           to come here, put it on your resume, get  
5           a grant, and never come back. And I'm  
6           like, Do not say that. Mural Arts, we're  
7           a tenacious lot.

8                         One of our participants there,  
9           Luis Gonzales, he got out a few months  
10          ago. He was a juvenile lifer. And we've  
11          had the pleasure and privilege of being  
12          still in touch with Luis. He came by  
13          Mural Arts last week and talked so  
14          eloquently about the impact of that class  
15          on his life.

16                        So we continue also to work  
17          behind the walls and work with people  
18          coming home, because we realize we have  
19          to do it all. And with our Art Education  
20          Program, while we work in many public  
21          schools and recreation centers, we also  
22          are at the Juvenile Justice Service  
23          Center, at St. Gabriel's Hall. We  
24          realize there are a lot of young people  
25          in this city who have fallen through the



1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 cracks, and we want to be a safety net  
3 for them.

4 (Applause.)

5 COUNCILMAN GREENLEE: Thank  
6 you, Councilman.

7 Councilwoman Sanchez.

8 COUNCILWOMAN SANCHEZ: Thank  
9 you.

10 Good afternoon.

11 MS. GOLDEN: Good afternoon.

12 COUNCILWOMAN SANCHEZ: Real  
13 quick, I really want to thank you. I  
14 know that we have had quite some  
15 challenges, and I really appreciate the  
16 work that you've all done, your entire  
17 team, thank them all, as we've worked  
18 around the Gurney Street project. I  
19 really thank you for helping to motivate  
20 the community in this process of trauma  
21 and the challenges that we face. It's  
22 hugely important. Thank you for not  
23 shying away from hard tasks, right? And  
24 the storefront project, everything that  
25 we've done there, and there's a

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           complexity of issues around homelessness  
3           and a bunch of other stuff, but you  
4           continue to provide some level of there's  
5           a rainbow at the end of all of this and  
6           we can get through this whole process,  
7           and I really thank you.

8                        The Wall Ball is so much fun,  
9           and I want to thank you for recognizing  
10          both Joan that we love and Michelle Ortiz  
11          who I am --

12                        (Applause.)

13                        COUNCILWOMAN SANCHEZ: -- a fan  
14          of.

15                        A couple of years ago we really  
16          wanted to incorporate Mural Arts in the  
17          work that we were doing in Parks and Rec,  
18          so I wanted you to talk a little bit  
19          about some of the successful stories  
20          around that and still some of the  
21          challenges and where are you around the  
22          Rebuild and us really incorporating Mural  
23          Arts in some of that work.

24                        MS. GOLDEN: Sure. Well, I  
25          would say we love working with Park and

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Rec. We have a lot of respect for what  
3           they're doing, and of course their  
4           Commissioner, Kathryn Ott Lovell, was at  
5           Mural Arts for many years. So we have a  
6           good relationship with them. And I think  
7           that Feltonville was really a good  
8           example of the artist who transformed  
9           that space. It was just -- it's  
10          stunning. You know, we got to see the  
11          work that was done there firsthand. And  
12          I like that the Guild is also smart about  
13          when they go into places, what are the  
14          other things that we could be working on.  
15          Like, oh, we see kids don't have cubbies,  
16          they're putting their backpacks on the  
17          floor, so let's build them. We see a  
18          fence that's falling apart, let's take  
19          care of that.

20                        So we feel like we want to be  
21          like an engine, like the go-to people,  
22          that you could call us and say, please  
23          take care of this, we know that wasn't in  
24          your initial scope, but what else can you  
25          do. Like we like that, and I'm just

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           going to speak on behalf of Dawan, who  
3           runs the Guild.

4                        COUNCILWOMAN SANCHEZ: Yes, the  
5           Guild.

6                        (Applause.)

7                        COUNCILWOMAN SANCHEZ: I asked  
8           the guys if they were going to perform.  
9           I asked them if they were going to  
10          perform, and they said they were ready,  
11          but we're not going to put you on the  
12          spot.

13                      MS. REILLY: I would just add,  
14          when you call us and it's not just fixing  
15          a problem in a community that deserves to  
16          be fixed, it's also providing the  
17          opportunity for job training, for  
18          capacity-building, for resume-building,  
19          and welcoming people back home when they  
20          have that opportunity to return to  
21          neighborhoods they may have families in  
22          and get to give back. And that day when  
23          they do that dedication and the Guild is  
24          out there and people are thanking them  
25          for the extraordinary work they did, you

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           can't put a price tag on the difference  
3           that makes in one's ability to really  
4           come back home and take their place,  
5           finding employment, and being a  
6           contributing member of society.

7                        So those inquiries, some people  
8           think we're just getting a fence fixed or  
9           a liability turned into an asset. It's  
10          doing so much more. That's why we  
11          believe we're like the front-end  
12          investment with a huge back-end return.

13                      MS. GOLDEN: And then,  
14          Councilwoman, to answer your question  
15          about Rebuild, we've been paying close  
16          attention. We didn't -- we were advised  
17          not to apply -- and we thought this was  
18          good advice -- to be a project user, but  
19          we've been visiting all the project  
20          users, telling everybody we would love to  
21          subcontract, because this is our sweet  
22          spot. And I really feel in some ways we  
23          were Rebuild before Rebuild, right?  
24          We've been doing this for so many years.  
25          So we're ready and very excited about it.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 COUNCILWOMAN SANCHEZ: Okay.

3 So in terms of the project user world,  
4 you feel like everybody knew or was at  
5 least somewhat familiar about how  
6 involved you've been in some of the open  
7 public spaces?

8 MS. GOLDEN: Yeah. What's  
9 interesting is that we've gone to --  
10 there's still a few people on the list we  
11 haven't seen, but everyone we have  
12 visited, they're like, when can we start?  
13 They're like so eager to start working  
14 with us. So that's nice.

15 COUNCILWOMAN SANCHEZ: How  
16 about our current work on the traditional  
17 stuff? I feel like you. Before Rebuild,  
18 I had my ten-year plan. So I've been  
19 working my ten-year plan.

20 In the traditional work, how  
21 have you seen us be able to improve? I  
22 mean, obviously you know I incorporate  
23 you in whatever I can, but system-wide,  
24 do you see more infusion?

25 MS. REILLY: Opportunity to

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           collaborate, you're saying? I think  
3           we're just limited by resources, right?  
4           So the more -- because at the end of the  
5           day, it does take human capital and it  
6           takes some dollars, but we feel like  
7           we've got the human capital. We have the  
8           extraordinary artists. And the work,  
9           again, it's often a harbinger of other  
10          things to come, right? Rebuild, your  
11          ten-year plan needs much more than what  
12          the art can provide, but the art really  
13          engages the community. It brings hope  
14          and possibility. People have a sense of  
15          what's going to come next. So like the  
16          way we're seeing the robins come out in  
17          the spring, that's a big part of what we  
18          can be for the City. So we would  
19          actually welcome more opportunity.

20                   MS. GOLDEN: We would welcome  
21          more opportunity.

22                   MS. REILLY: More opportunity  
23          to work particularly on the public  
24          buildings and in the public sector.

25                   COUNCILWOMAN SANCHEZ: I think

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 that's hugely important.

3 And then, lastly, I know that  
4 we've been talking years around going  
5 back and doing some of the touch-up for  
6 some of the murals. How are you making  
7 out on that, going back and just the  
8 stuff that -- because that's the hard  
9 stuff. It's just like when we build  
10 affordable housing, when the 15 years are  
11 up and we have to reinvest and just kind  
12 of upgrade.

13 MS. GOLDEN: Well, I want to  
14 say Kate Jacobi is here, who runs our  
15 Restoration Program. I mean, we're very  
16 thankful to the City, because we are able  
17 to route some of our City dollars into  
18 our restoration fund, because funders,  
19 the private sector, no one really wants  
20 to fund old stuff. Everybody wants  
21 something new. So I just want to -- and  
22 I want to thank all of you so much,  
23 because without the City dollars, we  
24 would not be able to do this. But, you  
25 know, if you're the Philadelphia Museum



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           of Art, you're going to maintain your  
3           collection. This is our outdoor museum,  
4           and it's of equal value. And so I just  
5           can't thank you enough. And that is --  
6           we eventually would love to have a cash  
7           reserve, but Mural Arts is smallish, but  
8           I feel like we're absolutely tenacious  
9           because we -- and we welcome when people  
10          give us feedback about a mural that is  
11          fading or this is going on, and we try to  
12          get out there right away, but we have a  
13          very good plan a year out now what  
14          projects we're doing, what we're  
15          restoring.

16                    COUNCILWOMAN SANCHEZ: Well, I  
17           think those landmarks are hugely  
18           important. I want to take this  
19           opportunity to thank you for the  
20           restoration of the mural in Spring  
21           Garden, right? As someone who lived in  
22           public housing in Spring Garden, it's not  
23           just a symbol. It really is about the  
24           history of the evolution of our city and  
25           the communities, whether they were

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           isolated, segregated. We have a  
3           different city now than we had then, and  
4           that's why the work we do has to be  
5           intentional about setting those  
6           landmarks, so people don't forget who  
7           came through here and why they're not  
8           there anymore, right, and kind of the  
9           policy decisions around how we displace  
10          and recreate, right? And I think that's  
11          hugely important. For that constituency,  
12          it was hugely important, and I'm glad  
13          that the developers saw that that was a  
14          win-win, right? We don't always get  
15          that, but in that particular case.

16                 MS. GOLDEN: I know. That was  
17                 good. And I thought what happened in  
18                 Norris Square is emblematic. At the  
19                 senior center, people were like, don't  
20                 touch our mural. We painted it like 30  
21                 years ago, but it meant so much, and we  
22                 see that all over the City. First of  
23                 all, there's the waiting list for people  
24                 who want art, and then people love their  
25                 works of art and it's theirs. It really

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           is. And so there's something that is so  
3           stirring about that. And so we want to  
4           do everything we can to maintain, to  
5           grow, to make sure the collection is in  
6           tip-top shape.

7                        COUNCILWOMAN SANCHEZ: Thank  
8           you.

9                        Thank you, Mr. Chair.

10                      COUNCILMAN GREENLEE: Thank  
11           you, Councilwoman.

12                      Councilwoman Reynolds Brown.

13                      COUNCILWOMAN BROWN: Yes. I  
14           simply want to go on the record every  
15           year when I can to lift you up and  
16           celebrate the important work that you do.  
17           I'm pleased to say I was a part of the  
18           agency before, what we now know as Mural  
19           Arts, and you've definitely reinvented  
20           its mission and kept up pace and actually  
21           gotten in front of challenges facing our  
22           community, broadening the net and casting  
23           the net wider to capture more young  
24           people.

25                      And then I would argue that you

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           have not been -- yes, you've been in it  
3           for the long run, but you've also been a  
4           leader in making sure that Mural Arts  
5           gets integrated throughout government.  
6           It's applaudable. We do expect and hope  
7           that Mural Arts will be a part of the  
8           Rebuild initiative for all of what you do  
9           anyway. Okay?

10                         And for the -- you say, forgive  
11           me, Octavius Catto is pending where?

12                         MS. GOLDEN: It's going to be  
13           at 15th and Christian. It's on the side  
14           of the Universal Charter School, and it's  
15           a beautiful wall. It's really big, and  
16           the design -- I wish I had an image of it  
17           to show you. You'll absolutely come to  
18           the dedication. The two artists really  
19           mapped out his life and it almost looks  
20           like a print, but then you see his  
21           portrait. And we've been doing workshops  
22           at the school, and so it's been highly  
23           educational as well as it's going to --  
24           it will be breathtaking.

25                         COUNCILWOMAN BROWN: I'm sure.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 And I'm sure Mayor Kenney will be  
3 ecstatic to know that.

4 And then let me close for the  
5 record that this was one department where  
6 at least 10, 12 years ago I raised the  
7 question of the diversity of your  
8 artists. So I want to thank you for  
9 doing the work and being intentional  
10 about making sure that artists of all  
11 cultures are reflected in the murals that  
12 we see around the City. It really does  
13 make a difference and it matters.

14 MS. GOLDEN: Thank you. And  
15 what we're trying to do now,  
16 Councilwoman, is even build on what we've  
17 done, and you have been very inspiring to  
18 me. I just want to say that. Thank you.  
19 And to have sort of risk capital, like  
20 small grants where we intentionally are  
21 recruiting women artists and artists of  
22 color. And also we've been -- and I  
23 really credit the staff for this, really  
24 thinking about curators of color as well.  
25 So the other day we met with a young

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           curator. She came in, super dynamic, and  
3           I was like -- and showed me -- all these  
4           artists had a portfolio, I think 30  
5           artists, most of whom I didn't know them.  
6           And so it's really up to us to be  
7           continually vigilant and intentional.  
8           It's the kind of work, when you think  
9           about diversity, you never stop.

10                   COUNCILWOMAN BROWN: It's not  
11           going to happen organically.

12                   MS. GOLDEN: That's right.

13                   COUNCILWOMAN BROWN: It's just  
14           not. It's not the nature of who we are.

15                   MS. GOLDEN: Yes.

16                   COUNCILWOMAN BROWN: Are you  
17           getting any funding from the Philadelphia  
18           Foundation?

19                   MS. GOLDEN: From the  
20           Philadelphia Foundation? I don't -- I  
21           think we do get -- we have historically  
22           received money from the Philadelphia  
23           Foundation.

24                   COUNCILWOMAN BROWN: So let's  
25           talk offline about the Children's Fund,

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           because what you do falls under two of  
3           those five criteria from the Children's  
4           Fund, which you'll recall -- which was  
5           one of the benefits and yields of the  
6           stadium negotiations in year 2000. Okay?

7                       MS. GOLDEN: Thank you very  
8           much.

9                       COUNCILWOMAN BROWN: Thank you  
10          for your work and the work of your team.  
11          Thank you.

12                      COUNCILMAN GREENLEE: Thank  
13          you, Councilwoman.

14                      Before I recognize Councilwoman  
15          Blackwell, I just want to state for the  
16          record the City Rep is scheduled at 1  
17          o'clock. We're going to try to go right  
18          to her as soon as we're through here,  
19          even if it's a little before 1:00,  
20          because there's an event a lot of us need  
21          to get to at 2 o'clock. So we're hoping  
22          to get through the whole schedule today.

23                      Councilwoman Blackwell.

24                      COUNCILWOMAN BLACKWELL: Thank  
25          you very much.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 I wanted to certainly thank  
3 Mural Arts too. I want to see them part  
4 of Rebuild, and I think each year we  
5 should make sure that we increase what  
6 they get, because they're always doing  
7 more. There's always something --  
8 everyone, from students to ex-offenders  
9 to offenders, they're always doing all  
10 that they can to keep our city an  
11 exciting place, and I feel a special part  
12 of them since I've been there since they  
13 started. We are just grateful to have  
14 them be a part of our city. Thank you,  
15 guys.

16 MS. GOLDEN: Thank you. And  
17 I'm very thrilled to say that this new  
18 project going on in your district on the  
19 library is designed by an artist -- we're  
20 going to bring this artist in, Carey  
21 Jones, who goes by the name Walleh (ph).  
22 He's a fashion designer. Our young  
23 people are redesigning school uniforms,  
24 and the mural is going on the Lucien  
25 Blackwell Library. And I saw the design,



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           and it is beautiful. And this artist  
3           also did some of the fashions in the  
4           movie Black Panther. So what about that?

5                           (Applause.)

6                           MS. GOLDEN: So, you know, we  
7           want to provide a world-class opportunity  
8           in the arts for our young people. It  
9           should be just non-negotiable, right?  
10          The sky is the limit. That's what we  
11          want.

12                          COUNCILWOMAN BLACKWELL: Thank  
13          you.

14                          Thank you.

15                          COUNCILMAN GREENLEE: Thank  
16          you, Councilwoman.

17                          And as we finish up, let me  
18          just say, Jane, I think you know, I want  
19          to second, third, and fourth everything  
20          that has been said. You're doing a great  
21          job there. I always like to give a  
22          sports analogy. You guys never strike  
23          out. You're batting 1,000. Okay?

24                          MS. GOLDEN: Thank you.

25                          COUNCILMAN GREENLEE: So good

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           luck and continue. I'm glad your office  
3           is in my neighborhood too.

4                     Joan.

5                     MS. REILLY: Two things I'd  
6           just like to follow up on that. The  
7           Catto mural, you have an annual report,  
8           which we encourage you to read. It's not  
9           too lengthy, but quite powerful. And the  
10          Catto mural is in the spring catalogue.  
11          So if you look at the spring catalogue,  
12          you can see that. And our staff has  
13          helped us know that -- we spend about  
14          \$4,000 to \$5,000 per person in the Guild  
15          when you put all the overhead,  
16          infrastructure costs, stipends,  
17          instructors, versus \$66,000. So for a  
18          few thousand dollars, we have a person in  
19          the Guild. For \$66,000 we have a person  
20          incarcerated. We think we're the better  
21          investment, and I know the Guild agrees.

22                     (Applause.)

23                     COUNCILMAN GREENLEE: Okay.

24           Thank you all very much. Thank you.

25                     MS. GOLDEN: Thank you.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 COUNCILMAN GREENLEE: Thanks  
3 everybody.

4 We're going to go right to the  
5 City Representative, please. We're going  
6 to adjust the schedule a little bit.

7 (Witnesses approached witness  
8 table.)

9 COUNCILMAN GREENLEE: If I  
10 could just ask everybody that's leaving  
11 to please do it quietly, please. The  
12 hearing is still going on. Thank you.

13 Ms. Hess, thank you for coming  
14 up a little early. We're trying to  
15 adjust our schedule a little bit, so we  
16 appreciate it, everyone. Please identify  
17 yourself and proceed with your testimony.

18 MS. HESS: Sure. Good  
19 afternoon, Councilman Greenlee. I am  
20 Sheila Hess and I am honored to serve as  
21 your City Representative, and joining me  
22 today are my deputies, Margaret Hughes  
23 and Alka Battle-Murillo, and I am pleased  
24 to provide an overview of the testimony  
25 on the Office of the City

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 Representative's Fiscal Year 2019  
3 Operating Budget.

4 So the Office of the City  
5 Representative serves as the premier  
6 marketing and promotional agency of the  
7 City of Philadelphia, and our mission is  
8 to celebrate and foster Philadelphia's  
9 visibility and its diversity through  
10 citywide event creation, community  
11 engagement, and innovative experiences  
12 enjoyed both by residents as well as  
13 visitors alike, where we get to shine a  
14 positive spotlight on Philadelphia, and  
15 that's both locally and internationally.  
16 So collaborating both with many, many  
17 City departments and the non-government  
18 partners, our ceremonial and special  
19 events staff are recognized as the go-to  
20 team for event development, coordination,  
21 promotion, and execution.

22 So the Office of the City  
23 Representative's strategic events are  
24 really largely focused on core areas,  
25 including the advancement of women

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           through events such as the Annual Women's  
3           and Girls' Summit; international and  
4           cultural events celebrating diversity and  
5           inclusion, including the Philadelphia  
6           International Unity Cup; pre-events and  
7           our year-round series of all the  
8           flag-raising ceremonies showcased in the  
9           contributions of our city's established  
10          and newly arrived immigrant communities.  
11          Also, youth empowerment and education  
12          initiatives. That's what's produced in  
13          cooperation with organizations such as  
14          the literacy group Mighty Writers and the  
15          Pal Day at City Hall and the PHL Pre-K  
16          Day, which is promoting early childhood  
17          education. Also events that focus on our  
18          vibrant senior population, like our  
19          annual Centenarian Luncheon, and events  
20          that also honor our uniform services such  
21          as the Police and Fire Living Flame  
22          Memorial and the Hero Thrill Show, as  
23          well as events that support the growth of  
24          the City's economy and relate to visitor  
25          and business attraction efforts.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 So OCR, what we do is, we  
3 promote community pride by recognizing  
4 Philadelphia's most accomplished -- the  
5 sons and daughters, as we say -- through  
6 the high-profile events, and that  
7 includes the recent -- you may have just  
8 seen Sylvester Stallone visit at the  
9 Rocky Statue. We worked with Council on  
10 Kevin Hart Day, Adam Goldberg Day, a  
11 street dedication to salute  
12 Philadelphia's own Boys II Men, and the  
13 unveiling ceremonies that highlight the  
14 numerous public art installations that  
15 are made possible through, you just  
16 heard, through Philadelphia Mural Arts  
17 Program.

18 In addition, we work to produce  
19 and elevate national celebrations through  
20 our signature events. That includes the  
21 4th of July centerpiece celebration of  
22 Freedom Morning Ceremony and the Philly  
23 Holiday Festival Tree-Lighting ceremony,  
24 among dozens of many other annual events.  
25 And, in fact, we see mostly all the

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Councilmembers at our events, and we  
3           thank you guys so much for your support  
4           and your participation.

5                        So the City Representative is  
6           also charged with representing the Mayor  
7           at numerous events and functions and  
8           serve as the welcoming hand of diplomacy  
9           to acknowledge global leaders and  
10          visiting dignitaries. Now, these groups  
11          and the envoys are typically interested  
12          in exploring business opportunities in  
13          Philadelphia and establishing educational  
14          and cultural exchanges. So just in  
15          Fiscal Year 2018, being City  
16          Representative, I had the opportunity and  
17          privilege to represent our great city  
18          with representatives of countries  
19          including Argentina and Austria and  
20          Canada, China, Germany, Ireland, Italy,  
21          Korea, Poland, and Taiwan, and that's  
22          just to name a few.

23                        The Office of City  
24          Representative has a diverse workforce,  
25          and we produce many events each year that

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 reflect the diverse representation and  
3 commitment of the Kenney Administration  
4 to the community at large.

5 So we are looking forward to  
6 continuing our work with all of you in  
7 Council in the years ahead, and we are so  
8 honored to hear your thoughts and your  
9 feedback to our efforts for this upcoming  
10 fiscal year.

11 So we thank you for your time,  
12 and we look forward to your questions.

13 COUNCILMAN GREENLEE: Thank  
14 you, Ms. Hess.

15 Let me ask, of the large-scale  
16 events that the City Rep coordinates, has  
17 there been any kind of estimate on the  
18 net economic benefits, what kind of money  
19 is brought into the City?

20 MS. HESS: There isn't, and we  
21 work very, very closely with the  
22 hospitality and tourism partners, with  
23 Visit Philadelphia as well as the PCVB.  
24 Our office has changed a little bit  
25 dynamically under the Kenney



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Administration. Now all the large events  
3           are now actually handled through the  
4           Managing Director's Office. So as far as  
5           the promotion on that, that is something  
6           that they are now responsible for.

7                         But the economic -- the results  
8           of the impact for the conventions and all  
9           the meetings and everything that are  
10          happening with these events, in 2017  
11          there was \$581 million in a total  
12          economic impact, which is significant.

13                        COUNCILMAN GREENLEE: Okay.  
14          And, actually, you might not be able to  
15          answer this. This might be the MDO too,  
16          but I know a lot of questions get asked  
17          about when we have the big events, like  
18          DNC, some of the big parades, NFL Draft,  
19          what does the City get back in repayment  
20          or what do they ask for the  
21          organizations? Can you address that or  
22          again would that be the MDO?

23                        MS. HESS: I would have to  
24          defer to now the -- our office used to  
25          handle all of those big events, but

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 currently we are not.

3 COUNCILMAN GREENLEE: When you  
4 did, was there an agreement ahead of time  
5 as far as what would the organizations  
6 put up, what the City would agree to pay?

7 MS. HESS: Yes, absolutely.

8 COUNCILMAN GREENLEE: So it was  
9 worked out ahead of time?

10 MS. HESS: Yes.

11 COUNCILMAN GREENLEE: Without  
12 naming names, did most of them do what  
13 they were supposed to do?

14 MS. HESS: I'm assuming that  
15 they would, because then they would be  
16 able to come back and we would partner  
17 with them.

18 COUNCILMAN GREENLEE: Okay.

19 MS. HESS: But I will defer  
20 that to MDO to talk about current --

21 COUNCILMAN GREENLEE: That's a  
22 nice diplomatic answer. I like that.

23 Thank you.

24 Councilwoman Reynolds Brown.

25 COUNCILWOMAN BROWN: Yes. Good

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 afternoon, everyone.

3 MS. HESS: Good afternoon,  
4 Councilwoman.

5 COUNCILWOMAN BROWN: Welcome  
6 the 2018 budget hearings.

7 Elaborate, if you will, on the  
8 nature of the relationship with the  
9 Philadelphia Visitors and Convention  
10 Bureau and ID or a sampling of some of  
11 the projects where it's been a  
12 partnership.

13 MS. HESS: So I am honored, I  
14 was appointed to serve on the Board for  
15 PCVB. So I am on the Board. I'm also on  
16 their Administrative Executive Committee  
17 as well.

18 They utilize our role in the  
19 Office of City Representative because  
20 I'll go out to organizations and groups  
21 that are coming in to scout out  
22 Philadelphia to see if they want to have  
23 their business here, and I'll have PCVB  
24 put that pitch on why they need to have  
25 their convention here.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 I was also asked to go out to  
3 Texas last year as a speaker on behalf of  
4 the City to a huge national convention of  
5 meeting planners that were looking to  
6 forecast their events throughout the next  
7 five years. And so I had the honor to  
8 speak on behalf of our city and really  
9 sell why they should have their events  
10 here for meeting planners, which was a  
11 huge -- I think it was over 5,000  
12 attendees that would be here. And the  
13 promise thing was at the end they did  
14 sign the contract with PCVB to be held  
15 here. So it was a win-win for all of us,  
16 so I was excited.

17 COUNCILWOMAN BROWN: So they're  
18 coming here next year?

19 MS. HESS: They are. It's in,  
20 I think, 2020, yes.

21 COUNCILWOMAN BROWN: Okay. And  
22 what about Visit Philadelphia?

23 MS. HESS: Visit Philadelphia,  
24 again, that is another organization that  
25 I have the opportunity to serve on their

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           Board, and like I said, we work very,  
3           very closely. Our office is doing a lot  
4           of communications and social media with  
5           all the happening things here in the City  
6           of Philadelphia to attract the visitors  
7           and for the measurement of social media  
8           with Visit Philadelphia.

9                        So they are working very  
10           closely also with our hotels. So I serve  
11           on another committee for the hotel  
12           initiative association, and we had record  
13           total occupancy last year in 2017. It  
14           was a record here for the hotels, and the  
15           Saturday night occupancy was 90 percent  
16           average, which was pretty much  
17           skyrocketed. So we are really putting  
18           that message out there about  
19           Philadelphia. As you know, I say we're  
20           on fire. There's so much happening here.  
21           And so people now are coming here to  
22           spend. Even if you live in the suburbs,  
23           they're spending their weekends here,  
24           because they want to go out and they want  
25           to do all the things that we offer. So

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 that Saturday night hotel rate has been  
3 really a significant --

4 COUNCILWOMAN BROWN: Is that  
5 right?

6 MS. HESS: Yes. And it's even  
7 our own local people that are spending  
8 the nights in our hotels too.

9 COUNCILWOMAN BROWN: So what  
10 does 2018-2019 hold for us in terms of  
11 anticipated opportunities that will be a  
12 first?

13 MS. HESS: Well, we -- for a  
14 first for 2018? I love to say that we're  
15 the first on a lot of things, but I know  
16 major happenings coming up in 2018 that  
17 we're working closely with Visit  
18 Philadelphia to promote that are out  
19 there are the South Philadelphia, the  
20 ships that are now coming back to Penn's  
21 Landing. That will be happening in May.  
22 PIFA is back, the Philadelphia  
23 International Festival of the Arts. This  
24 is the year. That's every two years.

25 COUNCILWOMAN BROWN: When is

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 that coming back?

3 MS. HESS: That is going to be  
4 held May 31st through June 10th, I  
5 believe.

6 COUNCILWOMAN BROWN: Okay.

7 MS. HESS: And then we have the  
8 Cherry Street pier debut that's going to  
9 be launching as well as the Bourse  
10 reopening. So we've done a lot of  
11 groundbreaking and speaking engagements  
12 at these businesses that are under  
13 construction, and the Bourse will now be  
14 opening with all amazing food  
15 organizations that are representatives  
16 from different diverse cultures that will  
17 be in the Bourse building. So we're  
18 excited about that as well.

19 COUNCILWOMAN BROWN: Is that  
20 right?

21 MS. HESS: Yeah. We're  
22 promoting a lot of food this year in a  
23 lot of things, and that's one of the  
24 marketing strategies for Visit  
25 Philadelphia this year. We are the James

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 Beard Award-winning city.

3 COUNCILWOMAN BROWN: That's  
4 right.

5 MS. HESS: Yes.

6 COUNCILWOMAN BROWN: Lastly,  
7 you mention in your last paragraph,  
8 Philadelphia also expects to see  
9 increased tourism from international  
10 leisure visitors. What might be the  
11 trigger or the impetus to that?

12 MS. HESS: That is something  
13 that the Convention and Visitors Bureau  
14 is really focused on their efforts, and  
15 that's one of their -- part of their  
16 mission is working with the international  
17 organizations. And Philadelphia  
18 currently, the latest stat in 2016, we  
19 are the 16th most visited city in the  
20 United States by overseas travelers, and  
21 that brought in a one billion total  
22 economic impact generated by oversea  
23 visitors in Philadelphia.

24 We are also the first World  
25 Heritage City, as you hear me say over



1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           and over again at every flag-raising  
3           event. So the promotion about being the  
4           UNESCO and the World Heritage City is  
5           also attracting a lot of international  
6           visitors to our city.

7                        COUNCILWOMAN BROWN: Okay.  
8           Well, thank you, thank you, thank you. I  
9           pay a lot of attention to the work that  
10          you do because of my love of arts and  
11          culture, and appreciate all that you and  
12          your team do every day.

13                       MS. HESS: Thank you, and we  
14          appreciate your support and passion for  
15          all that we do. Thank you, Councilwoman.

16                       COUNCILWOMAN BROWN: Thank you,  
17          Mr. Chairman.

18                       COUNCILMAN GREENLEE: Thank  
19          you, Councilwoman.

20                       Councilwoman Blackwell.

21                       COUNCILWOMAN BLACKWELL: Yes.  
22          Good morning.

23                       MS. HESS: Good morning,  
24          Councilwoman.

25                       COUNCILWOMAN BLACKWELL: Let me

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 thank you for all that you do. And you  
3 know we're creating Africatown. So we'll  
4 give you more to deal with.

5 MS. HESS: Bring it on. We're  
6 ready.

7 COUNCILWOMAN BLACKWELL: That's  
8 right. That's right. And all of you  
9 know how I always complained about the  
10 flags. I remember when you first came  
11 and I said, every year we talk about  
12 flags, and these African countries  
13 deserve to have theirs on the Parkway  
14 too. And instead of getting what I --  
15 which was kind of like what I expected,  
16 was somebody to kind of complain, kind of  
17 to say they're looking, and you agreed.  
18 So immediately I knew you were positive.  
19 I knew you were energized.

20 And if all of you would notice,  
21 if there's some affair and they have  
22 certain colors or they have certain  
23 glitters, she'll just have it on. She'll  
24 be ready to support the organization and  
25 support our city.

1 4/11/18 - WHOLE - BILL 180162, ETC.

2 And we think you are wonderful,  
3 that you are just perfect for this  
4 position, and we thank you for all that  
5 you do.

6 MS. HESS: Thank you so much,  
7 Councilwoman. It's a pleasure to partner  
8 with you and your staff as well.

9 COUNCILWOMAN BLACKWELL: Thank  
10 you.

11 COUNCILMAN GREENLEE: Thank  
12 you, Councilwoman.

13 And who is personally  
14 responsible for getting Pitbull here for  
15 July 4th? Was that you, Sheila, or what?  
16 That was you? Okay. All right.  
17 Congratulations.

18 MS. HESS: It's all a team.  
19 It's a team, yes.

20 COUNCILMAN GREENLEE: There you  
21 go.

22 MS. HESS: That's less than  
23 three months away Pitbull will be here.

24 COUNCILMAN GREENLEE: We read  
25 about that. A lot of the younger people

1           4/11/18 - WHOLE - BILL 180162, ETC.  
2           in my neighborhood are very excited.  
3           They're all ready.

4                       MS. HESS: It's a very diverse  
5           audience that will be here, and that was  
6           one of the decision factors of who will  
7           be outreached to. So he has a wide  
8           audience.

9                       COUNCILMAN GREENLEE: Yeah. I  
10          would say so. The Parkway will be busy  
11          that night, I assume. Yes.

12                      No further questions?

13                      (No response.)

14                      COUNCILMAN GREENLEE: Again, I  
15          just want to emphasize you all are doing  
16          a great job, and we appreciate all you do  
17          and make the City look great. Thank you  
18          all very much. Thank you for your  
19          efforts.

20                      MS. HESS: Thank you,  
21          Councilman Greenlee, and we appreciate  
22          you being at all of our events as well.  
23          So thank you.

24                      COUNCILMAN GREENLEE: We try.  
25          Okay. Thank you. Thank you all very

1 4/11/18 - WHOLE - BILL 180162, ETC.  
2 much.

3 I got to officially conclude  
4 here. There being no further testimony,  
5 this Committee will stand in recess until  
6 Monday, April 16th, 2018 at 10:00 a.m.,  
7 at which time we will reconvene right  
8 here in Room 400, City Hall.

9 Thank you very much.

10 (Committee of the Whole  
11 adjourned at 1:00 p.m.)

12 - - -

13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

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

CERTIFICATE

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

-----  
MICHELE L. MURPHY  
RPR-Notary Public

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

Committee of the Whole  
April 11, 2018

<p><b>A</b></p> <p><b>a.m</b> 1:7 141:6</p> <p><b>ability</b> 11:25 25:23 41:23 61:22 109:3</p> <p><b>able</b> 16:8 25:25 26:6 30:8 31:13 31:20 48:5 62:11,19 70:6 74:19 75:23 76:2 76:14 83:25 84:19 100:2 110:21 112:16,24 129:14 130:16</p> <p><b>absolutely</b> 61:20 67:17 113:8 116:17 130:7</p> <p><b>Academy</b> 88:21</p> <p><b>access</b> 7:15 11:7 59:24 73:11,25 74:2</p> <p><b>accessibility</b> 59:6</p> <p><b>accessible</b> 13:5</p> <p><b>accomplish</b> 16:8</p> <p><b>accomplished</b> 11:14 126:4</p> <p><b>account</b> 71:23</p> <p><b>accurately</b> 142:5</p> <p><b>achieve</b> 12:12 40:16</p> <p><b>achieved</b> 10:15</p> <p><b>achieving</b> 10:23</p> <p><b>acknowledge</b> 127:9</p> <p><b>action</b> 87:8 97:14</p> <p><b>active</b> 6:14 31:8</p>	<p><b>activities</b> 33:3 33:7 38:17</p> <p><b>activity</b> 7:5 74:18</p> <p><b>ad</b> 84:13</p> <p><b>Adam</b> 126:10</p> <p><b>add</b> 92:11 108:13</p> <p><b>added</b> 21:10</p> <p><b>addiction</b> 59:10 90:15</p> <p><b>addition</b> 9:16 13:14 17:8 21:9 35:20 49:3 51:11 67:14 91:12 93:24 126:18</p> <p><b>additional</b> 13:11 17:10 17:11 44:6 77:2</p> <p><b>Additionally</b> 10:23</p> <p><b>address</b> 29:13 30:11 76:5 76:7,14 97:17 129:21</p> <p><b>adjourned</b> 141:11</p> <p><b>adjust</b> 123:6 123:15</p> <p><b>adjusted</b> 20:9</p> <p><b>Administra...</b> 3:23 58:6 58:22 128:3 129:2</p> <p><b>Administra...</b> 131:16</p> <p><b>adopt</b> 2:10,13</p> <p><b>adopting</b> 2:15</p> <p><b>adult</b> 65:17 65:20 66:3 67:19</p> <p><b>adults</b> 11:22 12:10 64:18 65:7 92:14 96:4 98:15</p> <p><b>advance</b> 10:4</p> <p><b>advancement</b> 124:25</p> <p><b>advancing</b></p>	<p>16:3</p> <p><b>advertisem...</b> 21:23</p> <p><b>advice</b> 109:18</p> <p><b>advised</b> 109:16</p> <p><b>affair</b> 138:21</p> <p><b>affect</b> 15:12</p> <p><b>affinity</b> 42:16</p> <p><b>affordable</b> 112:10</p> <p><b>African</b> 88:8 138:12</p> <p><b>Africatown</b> 138:3</p> <p><b>after-school</b> 71:16 91:13</p> <p><b>afternoon</b> 100:22,23 105:10,11 123:19 131:2,3</p> <p><b>agency</b> 115:18 124:6</p> <p><b>agents</b> 91:9</p> <p><b>aging</b> 84:8 89:10</p> <p><b>ago</b> 22:25 25:19 40:14 55:24</p> <p>104:10 106:15 114:21 117:6</p> <p><b>agree</b> 46:2 130:6</p> <p><b>agreed</b> 138:17</p> <p><b>agreement</b> 3:3 130:4</p> <p><b>agrees</b> 122:21</p> <p><b>ahead</b> 21:3 22:11 83:6 128:7 130:4 130:9</p> <p><b>AIDS</b> 51:25</p> <p><b>aim</b> 12:18</p> <p><b>airport</b> 78:16</p> <p><b>Airy</b> 7:4</p> <p><b>AL</b> 1:14</p> <p><b>Alexa</b> 20:4</p> <p><b>alignment</b></p>	<p>89:23</p> <p><b>alike</b> 124:13</p> <p><b>alive</b> 44:10 89:4</p> <p><b>Alka</b> 123:23</p> <p><b>ALLAN</b> 1:11</p> <p><b>allocations</b> 86:23</p> <p><b>allow</b> 74:17 76:5</p> <p><b>allowing</b> 90:6</p> <p><b>allows</b> 28:18 60:6 68:5,5 71:19</p> <p><b>Alphabet</b> 25:10</p> <p><b>amazing</b> 37:18 69:4 72:13 93:6 102:4,7,7,7 135:14</p> <p><b>Amendment</b> 60:15,19</p> <p><b>American</b> 88:9</p> <p><b>Americans</b> 25:11</p> <p><b>amount</b> 99:10 99:13,20,21 99:25</p> <p><b>analogy</b> 121:22</p> <p><b>anchor</b> 26:8 43:16 59:14 66:2</p> <p><b>and/or</b> 142:23</p> <p><b>Andrew</b> 42:7 42:17,19 77:13</p> <p><b>Andrew's</b> 42:11</p> <p><b>announcem...</b> 99:8</p> <p><b>annual</b> 122:7 125:2,19 126:24</p> <p><b>annually</b> 28:18 30:20 31:18</p> <p><b>answer</b> 22:9 66:13 95:3 109:14</p>	<p>129:15 130:22</p> <p><b>anticipated</b> 134:11</p> <p><b>anybody</b> 60:6 76:5 95:6</p> <p><b>anymore</b> 114:8</p> <p><b>anyway</b> 103:9 116:9</p> <p><b>apart</b> 107:18</p> <p><b>apparently</b> 23:19</p> <p><b>appetite</b> 45:8</p> <p><b>applaudable</b> 116:6</p> <p><b>Applause</b> 5:3 53:17 85:20 85:24 86:18 92:3 94:25 103:8 105:4 106:12 108:6 121:5 122:22</p> <p><b>apply</b> 77:23 109:17 142:21</p> <p><b>appointed</b> 131:14</p> <p><b>appreciate</b> 54:22,24 57:21 58:11 61:16 65:3 79:6 100:15 105:15 123:16 137:11,14 140:16,21</p> <p><b>apprentices...</b> 92:13</p> <p><b>approached</b> 4:6 27:16 71:11 85:25 123:7</p> <p><b>approaching</b> 39:13</p> <p><b>appropriate</b> 33:7 39:2</p> <p><b>appropriati...</b> 16:21 17:10 17:12</p> <p><b>approval</b> 2:18</p>	<p><b>approved</b> 3:5 25:22 55:22</p> <p><b>approximat...</b> 40:22</p> <p><b>April</b> 1:7 141:6</p> <p><b>area</b> 22:19 44:24 69:11 72:6 76:12 77:19 81:9 81:22 84:8 90:14 101:14,20</p> <p><b>area's</b> 7:12</p> <p><b>areas</b> 31:2 35:3 38:18 69:13 124:24</p> <p><b>Argentina</b> 127:19</p> <p><b>argue</b> 115:25</p> <p><b>arranged</b> 35:15</p> <p><b>array</b> 56:8</p> <p><b>arrived</b> 34:5 125:10</p> <p><b>arrogant</b> 52:22</p> <p><b>art</b> 87:6,14 90:18 91:4 91:7,15,18 92:8,18 98:16,16,19 104:19 111:12,12 113:2 114:24,25 126:14</p> <p><b>artist</b> 107:8 120:19,20 121:2</p> <p><b>artist-in-res...</b> 14:14 98:13</p> <p><b>artistic</b> 96:3</p> <p><b>artists</b> 87:5 92:17 94:2 111:8 116:18 117:8,10,21 117:21 118:4,5</p> <p><b>arts</b> 3:20 85:23 86:6</p>	<p>86:12,17 87:2,11</p> <p>93:16 94:8 94:15 95:18 96:5 98:2 99:18 100:7 100:25 102:2 104:6 104:13 106:16,23 107:5 113:7 115:19 116:4,7 120:3 121:8 126:16 134:23 137:10</p> <p><b>artwork</b> 98:23 102:5</p> <p><b>artworks</b> 91:20</p> <p><b>asked</b> 108:7,9 129:16 132:2</p> <p><b>asking</b> 47:5 51:11</p> <p><b>asks</b> 63:5</p> <p><b>aspect</b> 100:7</p> <p><b>aspirational</b> 93:12</p> <p><b>aspirations</b> 16:7</p> <p><b>aspire</b> 80:2</p> <p><b>asset</b> 20:18 59:14 109:9</p> <p><b>assistant</b> 50:9</p> <p><b>association</b> 133:12</p> <p><b>assume</b> 140:11</p> <p><b>assuming</b> 17:4 130:14</p> <p><b>assure</b> 87:3</p> <p><b>astronomy</b> 6:24 7:2</p> <p><b>attachment</b> 99:2</p> <p><b>attacking</b> 69:3</p> <p><b>attendance</b> 29:9,11 31:3</p> <p><b>attendees</b></p>	<p>132:12</p> <p><b>attention</b> 81:6 93:13 109:16 137:9</p> <p><b>attract</b> 133:6</p> <p><b>attracting</b> 137:5</p> <p><b>attraction</b> 125:25</p> <p><b>audience</b> 140:5,8</p> <p><b>Austria</b> 127:19</p> <p><b>author</b> 8:24 14:4</p> <p><b>Authority</b> 3:2 3:7</p> <p><b>authorized</b> 3:4</p> <p><b>authors</b> 35:22</p> <p><b>autobiogra...</b> 88:25</p> <p><b>available</b> 51:4</p> <p><b>average</b> 93:9 133:16</p> <p><b>avoid</b> 29:17</p> <p><b>Award-win...</b> 136:2</p> <p><b>awards</b> 40:7</p> <p><b>awesome</b> 5:5 53:6 77:9 92:5 97:23</p> <p><b>awfully</b> 19:20</p>
						<p><b>B</b></p>	<p><b>B</b> 88:6 97:10</p> <p><b>back</b> 7:21 38:6 41:24 43:16,17 45:3,21 50:15 69:23 76:15 82:9 95:22 103:2 104:5 108:19,22 109:4 112:5 112:7 129:19 130:16 134:20,22 135:2</p> <p><b>back-end</b></p>

Committee of the Whole  
April 11, 2018

Page 2

109:12	135:5	43:1 44:1	<b>BIO</b> 91:21	<b>bold</b> 15:16	13:17 34:23	62:25 81:5	<b>C</b>
<b>backbone</b>	<b>believer</b>	45:1 46:1	<b>biotechnolo...</b>	79:15	38:6 40:8	84:14 86:25	<b>call</b> 42:9
38:14	95:16	47:1 48:1	91:17	<b>bonds</b> 44:18	42:5 43:10	101:11	56:11 61:14
<b>backfill</b> 18:10	<b>benefit</b> 30:22	49:1 50:1	<b>bit</b> 34:19 53:5	44:20	65:4 66:2	102:11	72:10 75:22
18:14	53:24 75:7	51:1 52:1	55:10 76:23	<b>book</b> 44:13	67:6,19	124:3 131:6	107:22
<b>backpacks</b>	<b>benefits</b>	53:1 54:1	81:12 88:15	48:24 78:10	68:11 70:23	<b>budgeted</b>	108:14
107:16	102:12	55:1 56:1	106:18	<b>books</b> 7:24	77:18 89:17	17:16	<b>called</b> 21:10
<b>Ball</b> 106:8	119:5	57:1 58:1	123:6,15	29:22 31:5	92:22	<b>budgeting</b>	25:9 39:11
<b>bank</b> 71:23	128:18	58:17 59:1	128:24	33:23 44:25	120:20	58:2,7	<b>calling</b> 99:9
<b>banks</b> 70:8	<b>best</b> 11:12	60:1 61:1	<b>black</b> 79:22	69:18	138:5	99:19	<b>calls</b> 97:16
<b>barber</b> 30:17	22:7 48:4	62:1 63:1	121:4	<b>bookshelf</b>	<b>bringing</b>	<b>budgets</b>	<b>campaign</b>
33:19	61:3 62:3	64:1 65:1	<b>Blackwell</b>	33:23	52:13 59:18	37:21	11:16 27:21
<b>barrier</b> 59:11	<b>better</b> 10:22	66:1 67:1	1:10 66:24	<b>Bop</b> 15:20	87:18	<b>build</b> 6:22	27:22 28:14
<b>barriers</b>	21:25 47:9	68:1 69:1	66:25 68:8	<b>Boston</b> 69:4	<b>brings</b> 5:6	8:16 11:23	32:21 38:8
65:16	63:8 65:12	70:1 71:1	68:12	<b>Bots</b> 72:17	85:21	68:4,7	38:11,15
<b>Bartram's</b>	90:19	72:1 73:1	119:15,23	<b>bottom</b> 33:18	111:13	107:17	39:23,25
88:17	122:20	74:1 75:1	119:24	94:23	<b>broad</b> 7:4	112:9	<b>Canada</b>
<b>based</b> 10:21	<b>beyond</b> 10:25	76:1 77:1	120:25	<b>Bourse</b> 135:9	9:10 87:8	117:16	127:20
12:15 30:4	54:8 87:17	78:1 79:1	121:12	135:13,17	<b>broadening</b>	<b>building</b> 7:23	<b>capacity</b> 12:8
95:10	93:21 97:7	80:1 81:1	137:20,21	<b>Boys</b> 88:9	115:22	8:2,19	62:12,18
<b>basically</b>	<b>bibliographic</b>	82:1 83:1	137:25	126:12	<b>brought</b>	10:10 14:14	74:7,12,15
16:19	22:5	84:1 85:1	138:7 139:9	<b>brag</b> 24:12	96:23	57:10 62:18	77:21
<b>basis</b> 90:20	<b>big</b> 3:24 99:7	86:1 87:1	<b>Blackwell's</b>	<b>bragging</b>	128:19	68:2,4	<b>capacity-bu...</b>
<b>batting</b>	101:2	88:1 89:1	84:16	75:5	136:21	83:16 87:23	94:11
121:23	111:17	90:1 91:1	<b>Blasts</b> 7:24	<b>brainstormi...</b>	<b>brown</b> 1:14	94:16 95:19	108:18
<b>battle</b> 59:9	116:15	92:1 93:1	<b>blocks</b> 66:8	15:15	26:13,14,18	135:17	<b>capital</b> 2:10
<b>Battle-Mur...</b>	129:17,18	94:1 95:1	<b>BLONDELL</b>	<b>branch</b> 6:11	28:9 31:12	<b>buildings</b>	2:13 3:13
123:23	129:25	96:1 97:1	1:14	18:7 22:24	32:5,9,15	11:2 13:19	3:15,16
<b>Beard</b> 136:2	<b>big-picture</b>	98:1 99:1	<b>board</b> 4:12	64:23 74:10	33:16 34:3	65:15 82:7	111:5,7
<b>beautiful</b>	89:24	100:1 101:1	9:21 21:6	74:13 94:9	35:7,10	82:12,20	117:19
87:6 92:19	<b>biggest</b> 44:9	102:1 103:1	34:4,7,11	<b>branches</b> 6:4	36:10,14,23	111:24	<b>capitalize</b>
116:15	101:14	104:1 105:1	34:15,18,23	74:8	79:11,22	<b>built</b> 7:25	14:11 15:4
121:2	<b>bilingual</b> 56:2	106:1 107:1	34:24 35:15	<b>brand</b> 5:2	81:3 82:21	50:22 60:16	<b>capture</b> 82:2
<b>beautify</b> 93:3	<b>bill</b> 2:1,9,12	108:1 109:1	35:22 36:4	14:9 68:4	83:5,22	<b>bunch</b> 106:3	115:23
<b>beauty</b> 87:18	2:14 3:1 4:1	110:1 111:1	55:17,22	76:7	84:10 85:3	<b>Bureau</b>	<b>Caputo</b> 71:13
<b>becoming</b>	5:1 6:1 7:1	112:1 113:1	65:6 79:20	<b>branded</b>	85:8 115:12	131:10	71:14 72:3
97:9	8:1 9:1 10:1	114:1 115:1	131:14,15	33:24	115:13	136:13	72:15
<b>Bees</b> 72:17	11:1 12:1	116:1 117:1	133:2	<b>break</b> 31:23	116:25	<b>burgeoning</b>	<b>card</b> 48:23
<b>began</b> 41:7	13:1 14:1	118:1 119:1	<b>boardroom</b>	<b>break-thro...</b>	118:10,13	71:20	59:24 60:8
65:22	15:1 16:1	120:1 121:1	15:4	14:25	118:16,24	<b>Burgos</b> 88:4	60:11,17
<b>beginning</b>	17:1 18:1	122:1 123:1	<b>boards</b> 44:5	<b>breaking</b>	119:9	<b>bus</b> 60:9	61:7,14
8:16 38:24	19:1 20:1	124:1 125:1	<b>boasts</b> 6:17	65:16	130:24,25	<b>business</b>	62:7,7,8
39:8 58:19	21:1 22:1	126:1 127:1	<b>BOBBY</b> 1:12	<b>breathing</b>	131:5	35:23 52:3	64:11
<b>begins</b> 44:20	23:1 24:1	128:1 129:1	<b>body</b> 102:21	18:19	132:17,21	125:25	<b>cards</b> 9:2
<b>behalf</b> 108:2	25:1 26:1	130:1 131:1	<b>Bogoni</b> 27:4	<b>breathtaking</b>	134:4,9,25	127:12	43:5 58:21
132:3,8	27:1 28:1	132:1 133:1	27:10 28:10	116:24	135:6,19	131:23	60:6
<b>Behavioral</b>	29:1 30:1	134:1 135:1	28:12 31:16	<b>Breeze</b> 88:21	136:3,6	<b>businesses</b>	<b>care</b> 60:11
90:4	31:1 32:1	136:1 137:1	32:7,13,16	<b>bridge</b> 73:12	137:7,16	7:14 35:20	107:19,23
<b>Belgrade</b>	33:1 34:1	138:1 139:1	33:21 38:22	88:7 97:11	<b>bucket</b> 82:10	35:25 52:16	<b>cared</b> 83:16
101:9,22	35:1 36:1	140:1 141:1	40:18 41:9	<b>Bridges</b> 7:23	<b>budget</b> 2:13	135:12	<b>CareerLink</b>
<b>believe</b> 17:5	37:1 38:1	<b>billion</b> 136:21	41:12 46:15	<b>bridging</b>	2:15 16:17	<b>bussed</b> 64:21	77:17
30:16 36:13	39:1 40:1	<b>bills</b> 1:16 2:4	46:19 47:10	49:17 76:23	17:13 30:19	<b>busy</b> 51:20	<b>CareerLinks</b>
80:2 109:11	41:1 42:1	2:8 3:12	71:7	<b>bring</b> 8:23	37:20 58:24	140:10	77:3



Carey 120:20	CEO 85:2	95:13	16:5 41:17	141:8	clusters 12:17	101:15	141:5,10
carried 17:14	ceremonial	101:16,17	41:19 42:25	city's 14:12	64:7	102:25	common
case 64:25	124:18	changed	43:3 44:3	81:18 82:16	coaches 46:9	104:4,5	94:14
114:15	ceremonies	19:24 59:2	102:3,23	87:4 90:3	46:20,23	109:4	Commonwe...
cases 65:2	125:8	101:13	city 1:2,6	92:20 125:9	coalition	111:10,15	17:3,11
cash 113:6	126:13	128:24	2:19,20 3:6	125:24	46:24	111:16	communicate
casting	ceremony	changes 2:23	3:19,20	citywide	code 72:12	116:17	76:14
115:22	126:22,23	31:22 38:24	11:18 14:4	93:19	Code-a-Pillar	130:16	communica...
catalogue	certain 19:4	45:13	16:10 17:9	124:10	72:11,25	comes 17:8	15:9 30:13
122:10,11	99:13	changing	25:22 27:23	civic 12:4	Code-a-Pill...	26:5 56:9	30:21 133:4
catching	138:22,22	103:14	28:3 30:11	14:3 42:9	72:17	62:4 63:5	communities
81:21	certainly 85:4	charged	32:19 35:16	93:15	coding 69:16	64:11 75:8	11:4 12:16
catchment	120:2	127:6	49:24 50:5	CLARKE	70:4,14	76:6 99:18	27:9 29:24
76:11	CERTIFIC...	Charter	51:3 52:9	1:10 2:2 3:8	72:18	comfortable	30:14 36:8
catering	142:2	116:14	55:23 61:8	4:4,8,16,20	cohort 92:12	21:14,17	36:8 39:16
25:20,23	certification	charters 41:4	61:12 63:13	5:4,8 16:14	collaborate	25:12,12	51:5 53:23
26:20	142:20	cheaper 68:6	63:21 70:18	17:15,18,22	111:2	78:2	59:8 64:8
Catto 88:13	certified 33:9	checkbook	77:9 78:19	18:23 19:2	collaborating	coming 6:9	74:25 87:24
116:11	CERTIFY	71:22	80:8 81:12	19:22 22:22	124:16	11:9 12:7	113:25
122:7,10	142:3	chefs 26:23	82:9 86:11	23:7,13,17	collaboration	14:23 16:12	125:10
causes 44:17	certifying	Cherry 135:8	86:21 87:10	23:22,25	70:7 90:3	21:5 35:21	community
celebrate	142:24	Chicago 62:4	88:24 89:3	24:6 26:9	collaboratio...	41:23 43:21	7:5,13
115:16	Chair 4:12	Chief 71:14	89:12,16,21	37:2 47:15	8:7 15:7	76:12 89:8	12:25 30:7
124:8	9:18 26:12	86:13	93:15 94:17	class 37:14	collaborative	104:18	42:9 43:17
celebrating	37:4 47:17	child 44:13	95:17 96:13	86:22	34:17	123:13	44:18 50:21
125:4	54:9,13	childhood	97:17 99:16	104:14	collaborators	131:21	50:22 51:21
celebration	66:20,23	125:16	100:10	classes 15:20	94:19	132:18	52:8,17
126:21	68:18 79:9	children 5:12	102:18	29:21 37:17	colleague	133:21	54:19 55:2
celebrations	100:16	5:13 7:23	104:25	43:12,14	79:12	134:16,20	56:20 57:6
126:19	115:9	9:11 11:13	111:18	classroom	colleagues	135:2	57:8,13,16
celebratory	Chairman	11:20 27:23	112:16,17	29:21	73:6 89:16	commemor...	57:18 59:7
82:24	68:15,21	29:6 30:5	112:23	classrooms	collected	88:5	65:21 66:2
Centenarian	72:23 85:10	40:19,23	113:24	33:11	43:23 94:2	commend	66:5 77:16
125:19	100:19	48:5 49:12	114:3,22	Clemente	collection	37:19	80:11 83:19
center 7:5	137:17	51:6,7,8	117:12	64:20	6:18 89:9	comment	84:3 87:20
13:24 24:13	Challenge	63:18 64:5	119:16	Clerk 2:9	89:11 91:20	45:2	90:7,12,17
25:17 42:12	92:22	64:9 70:11	120:10,14	3:12 4:2	113:3 115:5	Commerce	90:24 94:16
62:5,5	challenges	70:15 96:4	123:5,21,25	CLIP 101:24	collections	52:15	97:10 98:11
67:20,21	19:4 62:25	98:15	124:4,7,17	clock 54:13	14:16	commercial	98:14,22,25
104:23	105:15,21	children's	124:22	close 36:20	collective	7:11 52:9	99:2,3,15
114:19	106:21	11:19	125:15	97:7 109:15	39:12,16	98:5	105:20
centerpiece	115:21	118:25	127:5,15,17	117:4	77:15	Commissio...	108:15
126:21	challenging	119:3	127:23	closed 6:5	color 34:15	107:4	111:13
centers 52:3	86:24	chilly 95:7	128:16,19	48:9	117:22,24	commitment	115:22
90:12 97:12	Champions	China 127:20	129:19	closely 33:5	colors 138:22	50:2 95:10	124:10
104:21	61:12	chose 99:4	130:6	128:21	come 3:25 9:5	128:3	126:3 128:4
central 5:22	chance 7:17	Chris 71:8,9	131:19	133:3,10	19:17 21:13	committed	community...
22:14 24:13	chances	71:10	132:4,8	134:17	25:13 28:5	11:19 16:2	78:12,14
25:22 26:2	95:24	Christian	133:5 136:2	closure 50:17	45:21 47:6	58:22 59:13	company
74:14 78:8	change 30:13	116:13	136:19,25	closures 63:2	57:4 60:7	committee	83:8
78:8	30:18 41:12	Christine	137:4,6	Club 88:10	62:9 69:23	1:3 2:4 3:11	compared
century 49:2	80:5 91:9	71:14	138:25	cluster 15:13	71:10 79:23	131:16	40:14 93:8
80:19	93:14 94:20	citizens 9:3	140:17	65:23,23,24	84:18 87:15	133:11	competing

Committee of the Whole  
April 11, 2018

Page 4

64:14 <b>competitive</b> 68:25 92:9 <b>complain</b> 138:16 <b>complained</b> 138:9 <b>complemen...</b> 64:15 <b>complete</b> 20:14 <b>completed</b> 87:11,14 88:3 <b>completing</b> 32:7 <b>complexity</b> 106:2 <b>complicated</b> 65:17 <b>compliment...</b> 53:3 54:8 <b>components</b> 73:9 <b>composition</b> 34:4,11 <b>comprehen...</b> 12:19 <b>computer</b> 12:4 49:15 77:23 <b>computers</b> 75:2 <b>concept</b> 24:9 24:11 65:21 98:8 <b>conceptual</b> 13:25 98:18 <b>concern</b> 60:13,14 80:7 84:2 <b>concerned</b> 58:25 <b>concerns</b> 69:11 <b>concerted</b> 10:25 <b>concise</b> 38:18 <b>conclude</b> 141:3 <b>conference</b> 40:9 <b>conferring</b>	79:12 <b>congratulate</b> 4:25 <b>congratulat...</b> 5:14 47:23 139:17 <b>connect</b> 32:10 56:12 90:18 96:5 <b>connected</b> 90:22 <b>connection</b> 32:13 <b>connective</b> 24:22 <b>connectivity</b> 59:15 61:11 63:7 65:8 65:11 74:11 <b>conscious</b> 60:15 <b>conservation</b> 81:9 <b>consider</b> 3:12 61:12 <b>consistent</b> 80:8 <b>constant</b> 18:21 76:2 <b>constantly</b> 18:18,18 19:14,16 94:15 101:21 <b>constituency</b> 61:6 114:11 <b>constituent</b> 56:9,12 70:21 <b>constituents</b> 20:20 21:16 22:18 62:9 76:4 <b>constitute</b> 3:13 <b>construction</b> 68:6 83:9 83:17 135:13 <b>consultants</b> 33:13 <b>contact</b> 76:2 <b>contained</b>	142:5 <b>containing</b> 101:25 <b>continually</b> 118:7 <b>continue</b> 3:10 8:18 14:22 51:12 58:20 78:21 100:11 104:16 106:4 122:2 <b>continued</b> 5:11 <b>continues</b> 90:5 91:4 <b>continuing</b> 128:6 <b>continuum</b> 63:13,15 <b>contract</b> 132:14 <b>contractor</b> 82:25 <b>contractors</b> 84:12 <b>contribute</b> 64:4 <b>contributed</b> 95:20 <b>contributing</b> 109:6 <b>contribution</b> 11:6 <b>contributions</b> 125:9 <b>control</b> 76:25 142:23 <b>convening</b> 30:23 <b>convention</b> 91:21 131:9 131:25 132:4 136:13 <b>conventions</b> 129:8 <b>conversation</b> 30:18 48:2 51:23 59:2 59:21 66:4 82:4 <b>cook</b> 23:23	<b>cooking</b> 23:11 37:17 43:13 <b>cooperation</b> 3:2,3 125:13 <b>coordinate</b> 28:19 46:22 <b>coordinated</b> 101:10 <b>coordinates</b> 128:16 <b>coordination</b> 46:12 124:20 <b>copying</b> 24:17 <b>core</b> 30:4 124:24 <b>corner</b> 14:3 <b>corporation</b> 7:13 <b>corporations</b> 54:3 <b>correct</b> 75:16 142:8 <b>corridor</b> 7:11 52:9 98:6 <b>cost</b> 33:18 45:7,9,23 46:2 102:6 <b>costing</b> 103:6 <b>costs</b> 68:6 96:13,18 102:10 122:16 <b>Council</b> 1:2 1:10 2:2,18 3:5,8 4:4,8 4:16,20 5:4 5:8,16 16:10,14 17:15,18,22 18:23 19:2 19:22 22:22 23:7,13,17 23:22,25 24:6 25:22 26:9 37:2 47:15,20 50:14 84:13 86:21 95:17 103:7 126:9	128:7 <b>Councilman</b> 1:11,11,12 1:12,13,14 4:11 37:4,6 37:10 40:12 41:8,10,14 44:22 45:20 46:4 47:4 47:12,16,17 47:19,25 49:25 50:4 50:11 54:5 66:21 68:16 68:18,20 69:8 70:25 71:25 72:5 72:8,20,24 72:25 73:4 74:9,22 75:11,14 76:20 77:12 78:3,17,20 78:25 79:5 79:9 85:11 85:16,21 86:3 95:4 97:15,19,20 100:16,17 100:18,24 102:9,16 103:9,13 105:5,6 115:10 119:12 121:15,25 122:23 123:2,9,19 128:13 129:13 130:3,8,11 130:18,21 137:18 139:11,20 139:24 140:9,14,21 140:24 <b>Councilme...</b> 51:17 <b>Councilme...</b> 13:9 16:10 84:19 127:2 <b>Councilwo...</b>	1:10,13,14 26:13,14,18 28:9,11 31:12 32:5 32:9,15 33:16 34:3 35:7,10 36:10,14,23 37:3 54:10 54:11 55:7 55:25 56:4 56:14 57:20 59:22 60:25 61:21 62:21 64:17 66:6 66:18,22,24 66:25 68:8 68:12,17 79:11 80:7 80:17 81:3 82:21 83:5 83:22 84:10 84:15 85:3 85:8,12 105:7,8,12 106:13 108:4,7 109:14 110:2,15 111:25 113:16 115:7,11,12 115:13 116:25 117:16 118:10,13 118:16,24 119:9,13,14 119:23,24 121:12,16 130:24,25 131:4,5 132:17,21 134:4,9,25 135:6,19 136:3,6 137:7,15,16 137:19,20 137:21,24 137:25 138:7 139:7 139:9,12 <b>counties</b>	35:14,17,18 <b>countries</b> 127:18 138:12 <b>country</b> 24:15 38:14 69:2 93:23 94:11 <b>county</b> 92:22 <b>couple</b> 5:23 15:22 16:16 22:25 25:18 42:13 43:2 48:19 53:4 54:15 55:24 57:3 68:22 80:4 96:19 97:21 106:15 <b>course</b> 48:3,7 60:3 107:3 <b>cover</b> 69:14 <b>covered</b> 7:6 <b>covering</b> 2:21 <b>cracks</b> 105:2 <b>Craig</b> 84:25 88:6 <b>crazy</b> 50:19 <b>create</b> 64:7 90:18 91:7 <b>created</b> 8:7 31:6 93:25 <b>creates</b> 89:24 <b>creating</b> 87:6 138:3 <b>creation</b> 124:10 <b>creative</b> 14:21 15:8 96:3 <b>creativity</b> 10:13 <b>credit</b> 102:2 117:23 <b>crew</b> 52:23 <b>crime</b> 90:15 <b>criminal</b> 8:21 <b>crisis</b> 30:9 <b>criteria</b> 119:3 <b>critical</b> 48:16 48:16,18 89:3,13 93:20	<b>cross</b> 66:8 <b>cubbies</b> 107:15 <b>culinary</b> 24:12 25:17 26:7 37:14 67:20 <b>cull</b> 14:8 <b>culminating</b> 91:19 <b>cultivation</b> 53:25 <b>cultural</b> 14:2 25:6,8 26:20 56:16 59:15 125:4 127:14 <b>culture</b> 10:10 11:23 25:15 93:17 137:11 <b>cultures</b> 117:11 135:16 <b>Cup</b> 125:6 <b>curator</b> 118:2 <b>curators</b> 117:24 <b>curiosity</b> 10:6 16:4 <b>curious</b> 27:12 <b>current</b> 11:9 110:16 130:20 <b>currently</b> 18:6,7,8 41:2 42:24 44:8 91:14 130:2 136:18 <b>customer</b> 10:12 12:15 13:21 <b>customers</b> 13:4 <b>cuts</b> 95:22 <b>cycle</b> 86:25
--	--	--	---	--	---	--	---

**D**

1:10 <b>dashboard</b> 31:9,25 <b>data</b> 31:20,24 <b>data-driven</b> 10:18 <b>daughters</b> 126:5 <b>DAVID</b> 1:13 <b>Dawan</b> 108:2 <b>day</b> 11:20 51:9,10 63:18 108:22 111:5 117:25 125:15,16 126:10,10 137:12 <b>day-to-day</b> 70:16 <b>days</b> 20:5 <b>de</b> 88:4 <b>deal</b> 25:24 138:4 <b>debut</b> 135:8 <b>December</b> 41:20 <b>decided</b> 40:8 <b>decision</b> 140:6 <b>decisions</b> 10:21 114:9 <b>decrease</b> 99:19,21 <b>decreasing</b> 18:4 99:22 99:23,25 <b>dedication</b> 108:23 116:18 126:11 <b>deeply</b> 11:19 16:2 18:19 57:15 94:20 94:20,21 <b>Defenders</b> 45:18 <b>defer</b> 129:24 130:19 <b>defines</b> 94:17 <b>definitely</b> 115:19	<b>delay</b> 19:18 <b>deliver</b> 13:20 <b>delivering</b> 10:12 15:16 <b>delivery</b> 15:2 20:17 <b>Dembe</b> 4:14 4:15,18,22 5:6,10,10 9:17 13:5 17:21 34:21 45:16 46:17 69:6 73:2 80:17 <b>demonstrates</b> 89:23 103:4 <b>department</b> 8:23 14:7 18:2 32:11 43:6 52:14 80:13 81:24 90:3 96:12 117:5 <b>department's</b> 18:3 <b>departments</b> 3:19 19:3 80:8,16 81:7 124:17 <b>depending</b> 20:2 70:18 <b>depth</b> 97:24 <b>deputies</b> 123:22 <b>Deputy</b> 42:8 73:22 74:4 <b>Derrick</b> 6:24 <b>descriptions</b> 55:20 <b>deserve</b> 138:13 <b>deserves</b> 108:15 <b>design</b> 15:14 116:16 120:25 <b>designated</b> 27:22 <b>designed</b> 6:22 67:22,23 98:19 120:19 <b>designer</b>	120:22 <b>designing</b> 98:18 <b>desk</b> 22:18 46:18 <b>detail</b> 16:17 17:5 18:3 <b>detailed</b> 10:15 <b>details</b> 57:25 <b>develop</b> 12:8 <b>developed</b> 25:8 35:5 <b>developers</b> 114:13 <b>development</b> 7:13 12:20 87:22 124:20 <b>develops</b> 44:14 <b>devices</b> 22:20 <b>devise</b> 15:7 <b>devoted</b> 94:9 <b>DHS</b> 28:24 32:10,17 <b>dialogue</b> 93:20 <b>DiBarardinis</b> 46:7 <b>Dichter</b> 9:18 <b>difference</b> 83:23 97:5 109:2 117:13 <b>different</b> 20:23,24 28:21 37:12 43:2 56:8 58:5 65:15 114:3 135:16 <b>difficulty</b> 18:24 <b>digital</b> 21:10 21:15 49:17 52:4 67:20 73:23 75:19 75:24 76:24 77:20 <b>dignitaries</b> 127:10 <b>diplomacy</b>	127:8 <b>diplomatic</b> 130:22 <b>direct</b> 49:19 96:5 142:23 <b>direction</b> 5:18 40:4 <b>Director</b> 9:15 42:8 46:8 73:23 74:4 86:11 <b>Director's</b> 129:4 <b>disAbility</b> 90:5 <b>disassemble</b> 63:11 <b>discovered</b> 49:4 50:12 97:24 <b>discovery</b> 53:6 <b>discussed</b> 93:23 <b>discussion</b> 32:2 114:9 <b>displayed</b> 51:24 <b>distributed</b> 31:6 <b>district</b> 8:2 27:7 28:23 31:18 63:5 63:24 72:9 73:17 120:18 <b>districts</b> 73:19,20 <b>diverse</b> 34:7 35:6 36:3 127:24 128:2 135:16 140:4 <b>diversion</b> 23:2 <b>diversity</b> 12:22 36:17 52:24 55:10 55:15,21 58:13 79:18	117:7 118:9 124:9 125:4 <b>diverting</b> 96:2 <b>divide</b> 49:17 73:12 76:24 <b>DNC</b> 129:18 <b>doable</b> 84:22 <b>doing</b> 5:21 18:15 27:14 35:4 37:11 39:2,10 41:18 49:18 51:20 55:12 63:3,8 69:10,21 70:13,14 72:14 81:7 81:8 88:12 92:17 93:6 97:13 100:8 103:22,23 106:17 107:3 109:10,24 112:5 113:14 116:21 117:9 120:6 120:9 121:20 133:3 140:15 <b>dollars</b> 28:17 96:20 111:6 112:17,23 122:18 <b>Domb</b> 1:11 37:5,6,10 40:12 41:8 41:10,14 44:22 45:20 46:4 47:4 47:12 68:19 68:20 69:8 70:25 71:25 72:5,20 97:15,21 100:17,18 100:24 102:9,16 103:9,13 <b>dozens</b>	126:24 <b>Dr</b> 46:7 65:14 <b>Draft</b> 129:18 <b>drawing</b> 7:4 65:14 <b>drawn</b> 13:11 <b>drive</b> 11:23 <b>driven</b> 10:16 <b>DRS</b> 21:14 49:19,20 50:10 <b>DRSs</b> 22:13 <b>dumped</b> 101:22 <b>dynamic</b> 14:4 57:19 60:23 118:2 <b>dynamically</b> 128:25 <hr/> <b>E</b> <hr/> <b>e-mail</b> 76:5,6 76:13 <b>E-rate</b> 75:7 <b>eager</b> 110:13 <b>early</b> 29:10 32:20,25 40:10 48:15 123:14 125:16 <b>ears</b> 84:16 <b>eat</b> 50:23 <b>eating</b> 25:2 <b>economic</b> 128:18 129:7,12 136:22 <b>economics</b> 103:14 <b>economy</b> 91:23 125:24 <b>ecstatic</b> 117:3 <b>edge</b> 68:25 <b>Edible</b> 25:10 <b>editorial</b> 46:6 <b>education</b> 63:13,16 87:9 91:4 104:19 125:11,17 <b>educational</b> 116:23 127:13	<b>effect</b> 26:4 97:25 <b>effective</b> 11:12 46:2 <b>effectively</b> 16:12 22:21 <b>efficiencies</b> 58:8 <b>efficiency</b> 82:6 <b>efficient</b> 81:20 82:13 <b>efficiently</b> 97:18 <b>effort</b> 10:25 12:23 15:21 39:10 40:7 <b>efforts</b> 11:3 14:11 16:9 32:4 125:25 128:9 136:14 140:19 <b>eGadget</b> 22:17 <b>eight</b> 36:19 36:21 <b>either</b> 35:16 <b>elaborate</b> 59:20 81:12 131:7 <b>elected</b> 50:16 <b>elementary</b> 71:18 <b>elevate</b> 126:19 <b>eloquently</b> 104:14 <b>economics</b> 103:14 <b>economy</b> 91:23 125:24 <b>ecstatic</b> 117:3 <b>edge</b> 68:25 <b>Edible</b> 25:10 <b>editorial</b> 46:6 <b>education</b> 63:13,16 87:9 91:4 104:19 125:11,17 <b>educational</b> 116:23 127:13	49:19 <b>employees</b> 49:24 <b>employment</b> 77:6,19 93:11 109:5 <b>empowered</b> 90:21 <b>empowerm...</b> 125:11 <b>empty</b> 90:11 <b>encourage</b> 33:3 122:8 <b>encouraging</b> 14:24 <b>energized</b> 138:19 <b>energy</b> 81:9 81:20 82:6 82:9,13,18 <b>energy-effic...</b> 82:20 <b>engage</b> 13:23 <b>engaged</b> 53:10 61:5 61:17 87:5 87:10 <b>engagement</b> 13:2 42:10 83:19 124:11 <b>engagements</b> 135:11 <b>engages</b> 111:13 <b>engaging</b> 83:19 <b>engine</b> 89:15 107:21 <b>English</b> 7:7 25:13,14 <b>enjoyed</b> 124:12 <b>enormously</b> 82:13 <b>enriching</b> 14:2 <b>ensure</b> 11:11 21:16 81:25 82:5,17 <b>ensuring</b> 55:13 <b>entering</b>
---	--	---	--	---	--	--	---

Committee of the Whole  
April 11, 2018

Page 6

<b>enterprise</b> 75:3,22,23	125:19,23 126:6,20,24	135:18 140:2	<b>eye</b> 12:21 <b>eyes</b> 48:8	<b>federal</b> 75:7,9	121:17	59:25 70:10 70:19	124:8 <b>fostering</b> 94:10
<b>enterprises</b> 80:24	127:2,7,25 128:16	<b>exciting</b> 6:24 10:7 55:8	<b>F</b>	<b>feedback</b> 113:10 128:9	<b>finished</b> 6:3 <b>fire</b> 125:21 133:20	125:17 <b>focused</b> 9:11 10:10 62:6 124:24	<b>found</b> 14:23 82:24 <b>foundation</b> 9:20 27:2 53:25 92:9 118:18,20 118:23
<b>enthusiasm</b> 95:9	129:2,10,17 129:25	92:24 120:11	<b>face</b> 105:21 <b>facility</b> 43:7 67:18,21 73:15	<b>feel</b> 9:4 90:21 90:25,25 101:18 107:20 109:22 110:4,17 111:6 113:8 120:11	<b>firefighter</b> 88:5 <b>firm</b> 83:11,20 <b>first</b> 3:22 4:15 8:14 21:21 21:22 24:14 27:3 29:11 30:2 31:21 34:5 36:25 37:10 38:12 39:6 51:24 60:15,19 79:14 94:12 100:24 114:22 134:12,14 134:15 136:24 138:10	136:14 <b>folks</b> 42:24 44:7 54:14 57:14 61:17 77:7,22 78:22 <b>follow</b> 85:4 122:6 <b>follow-ups</b> 73:7 <b>following</b> 3:19 <b>food</b> 23:4,5 24:10 135:14,22 <b>football</b> 69:7 <b>Ford</b> 92:8 <b>forecast</b> 132:6 <b>foreclosure</b> 23:2 <b>foregoing</b> 142:7,20 <b>forget</b> 114:6 <b>forgetting</b> 21:8 <b>forgive</b> 8:3 <b>forgive</b> 79:11 116:10 <b>five-year-old</b> 29:5 73:3 <b>fixed</b> 108:16 109:8 <b>fixing</b> 108:14 <b>flag-raising</b> 125:8 137:2 <b>flags</b> 98:19 138:10,12 <b>Flame</b> 125:21 <b>floor</b> 25:20,21 107:17 <b>flow</b> 63:22 <b>fluency</b> 31:23 <b>fly</b> 97:14 <b>focus</b> 7:14 8:9 13:25 32:3 32:25 38:19	<b>foundations</b> 29:12 54:3 <b>four</b> 6:4 10:25 13:9 29:3 31:2 38:18 78:11 80:20 81:14 83:9 <b>fourth</b> 32:24 121:19 <b>fractured</b> 90:15 <b>frame</b> 68:3 <b>framework</b> 39:11 71:24 <b>Franklin</b> 7:2 <b>frankly</b> 40:24 <b>Free</b> 3:20 4:3 4:13 6:18 9:15,19 10:3,8 12:21 14:13 14:19 16:25 20:25 28:12 28:23 34:16 42:20 46:13 54:4 71:15 74:5 <b>Freedom</b> 126:22 <b>fresco</b> 98:17 <b>friends</b> 9:22 49:8 76:15 <b>fringe</b> 102:11 <b>front</b> 44:24 86:20 101:6 115:21 <b>front-end</b> 109:11 <b>fruitful</b> 45:17 <b>fruition</b> 57:4
<b>entire</b> 17:7 50:21 105:16	<b>eventually</b> 113:6 <b>ever-new</b> 14:19 <b>everybody</b> 5:14,17 51:8,20 66:3 97:9 99:12 109:20 110:4 112:20 123:3,10 <b>everyone's</b> 37:20 <b>evidence</b> 142:4 <b>evidence-ba...</b> 48:14 <b>evolution</b> 113:24 <b>evolve</b> 20:11 90:5 <b>evolving</b> 94:15 <b>ex-offenders</b> 120:8 <b>exam</b> 19:19 <b>example</b> 43:22 52:5 107:8 <b>exams</b> 19:8,9 19:15 <b>exceeded</b> 84:20 <b>excellent</b> 12:3 12:14 13:21 <b>exceptional</b> 10:12 83:21 <b>exchanges</b> 127:14 <b>excited</b> 86:20 94:12 109:25 132:16	<b>excuse</b> 66:7 <b>execution</b> 124:21 <b>executive</b> 55:14 59:19 86:10 131:16 <b>exhibition</b> 93:19 <b>expand</b> 8:22 12:7 14:5 41:23 63:4 <b>expanded</b> 90:9 <b>expanding</b> 102:22 <b>expect</b> 39:5 116:6 <b>expected</b> 138:15 <b>expects</b> 136:8 <b>experience</b> 10:13 91:10 96:25 100:5 <b>experienced</b> 52:24 <b>experiences</b> 13:21 29:6 94:7 124:11 <b>experiment</b> 14:24 <b>expert</b> 11:17 <b>explain</b> 53:8 53:19 <b>explore</b> 14:25 <b>exploring</b> 127:12 <b>expose</b> 43:14 <b>extended</b> 39:23 <b>extent</b> 65:12 <b>extraordina...</b> 26:23 108:25 111:8	<b>fact</b> 6:2 39:7 40:5 53:22 54:24 57:21 60:7 63:11 89:6,20 126:25 <b>factor</b> 81:13 <b>factors</b> 140:6 <b>fading</b> 113:11 <b>fair</b> 44:2 77:10 <b>fairly</b> 20:20 24:10 <b>fall</b> 81:10 93:17 <b>fallen</b> 104:25 <b>falling</b> 107:18 <b>falls</b> 39:11 119:2 <b>familiar</b> 110:5 <b>families</b> 8:20 33:25 64:9 108:21 <b>families'</b> 30:5 <b>family</b> 44:15 44:18 76:15 <b>fan</b> 106:13 <b>fantastic</b> 52:25 <b>far</b> 87:17 88:18 129:4 130:5 <b>fares</b> 93:16 <b>fascinating</b> 59:18 <b>fashion</b> 120:22 <b>fashions</b> 121:3 <b>fast</b> 73:25 <b>faster</b> 20:16 75:6 <b>favor</b> 45:14	<b>feels</b> 38:20 70:21 <b>feet</b> 43:18 60:21 <b>fellowship</b> 92:16 <b>Feltonville</b> 54:18 107:7 <b>fence</b> 107:18 109:8 <b>Festival</b> 126:23 134:23 <b>fiber</b> 74:10 <b>fighting</b> 50:17 <b>figure</b> 33:6 58:20 65:7 <b>figured</b> 84:12 <b>fill</b> 18:9,11,12 19:12,16 <b>filled</b> 18:20 51:9 <b>filling</b> 19:4,11 <b>finally</b> 5:17 13:20 19:19 94:6 <b>financial</b> 2:20 12:5 69:15 70:3,19 71:3,17,24 <b>find</b> 59:9 66:13,14 82:4 89:16 91:11 <b>finding</b> 109:5 <b>fine</b> 45:20 67:4 <b>fingers</b> 60:22 <b>finish</b> 5:21 27:25	<b>fire</b> 125:21 133:20 <b>firefighter</b> 88:5 <b>firm</b> 83:11,20 <b>first</b> 3:22 4:15 8:14 21:21 21:22 24:14 27:3 29:11 30:2 31:21 34:5 36:25 37:10 38:12 39:6 51:24 60:15,19 79:14 94:12 100:24 114:22 134:12,14 134:15 136:24 138:10 <b>firsthand</b> 107:11 <b>fiscal</b> 2:11,13 2:15,21,23 3:14,16,17 10:7 16:24 124:2 127:15 128:10 <b>five</b> 2:20 82:6 82:12 119:3 132:7 <b>five-year-old</b> 29:5 73:3 <b>fixed</b> 108:16 109:8 <b>fixing</b> 108:14 <b>flag-raising</b> 125:8 137:2 <b>flags</b> 98:19 138:10,12 <b>Flame</b> 125:21 <b>floor</b> 25:20,21 107:17 <b>flow</b> 63:22 <b>fluency</b> 31:23 <b>fly</b> 97:14 <b>focus</b> 7:14 8:9 13:25 32:3 32:25 38:19	124:8 <b>fostering</b> 94:10 <b>found</b> 14:23 82:24 <b>foundation</b> 9:20 27:2 53:25 92:9 118:18,20 118:23 <b>Foundation...</b> 92:21 <b>foundations</b> 29:12 54:3 <b>four</b> 6:4 10:25 13:9 29:3 31:2 38:18 78:11 80:20 81:14 83:9 <b>fourth</b> 32:24 121:19 <b>fractured</b> 90:15 <b>frame</b> 68:3 <b>framework</b> 39:11 71:24 <b>Franklin</b> 7:2 <b>frankly</b> 40:24 <b>Free</b> 3:20 4:3 4:13 6:18 9:15,19 10:3,8 12:21 14:13 14:19 16:25 20:25 28:12 28:23 34:16 42:20 46:13 54:4 71:15 74:5 <b>Freedom</b> 126:22 <b>fresco</b> 98:17 <b>friends</b> 9:22 49:8 76:15 <b>fringe</b> 102:11 <b>front</b> 44:24 86:20 101:6 115:21 <b>front-end</b> 109:11 <b>fruitful</b> 45:17 <b>fruition</b> 57:4	

full 49:24	67:11	133:24	106:24	32:24 38:15	137:18	<b>handled</b>	85:22 86:5
102:11	<b>George's</b> 67:7	139:21	109:13	40:19,20,23	139:11,20	129:3	123:12
<b>fully</b> 142:5	<b>Germantown</b>	<b>go-to</b> 107:21	110:8	41:4 70:12	139:24	<b>hands</b> 9:3	<b>hearings</b>
<b>fun</b> 106:8	88:10	124:19	111:20	70:12 72:4	140:9,14,21	58:21 60:22	84:14 131:6
<b>functionality</b>	<b>Germany</b>	<b>goal</b> 21:14	112:13	<b>graders</b> 37:15	140:24	96:2	<b>heart</b> 94:24
6:7	127:20	27:15 40:16	114:16	41:3	<b>groundbrea...</b>	<b>hanging</b>	<b>held</b> 132:14
<b>functions</b>	<b>getting</b> 24:19	40:22 43:9	116:12	<b>grades</b> 29:10	135:11	62:15,16	135:4
127:7	25:11 30:16	63:24	117:14	<b>grandmoth...</b>	<b>group</b> 7:8	<b>happen</b> 6:15	<b>Hello</b> 71:13
<b>fund</b> 16:20	40:22 45:11	<b>goals</b> 10:14	118:12,15	5:2 47:23	36:3 39:14	15:2 19:10	<b>help</b> 22:17
28:16 92:8	45:12 57:9	38:2 57:22	118:19	<b>grant</b> 12:24	57:14	65:5 67:17	29:25 41:23
99:17	67:23 70:11	58:8,12	119:7	16:24 27:2	125:14	67:24 89:13	44:4 47:7
112:18,20	77:22	83:3 84:21	120:16	27:13 92:7	<b>grouped</b>	94:5 118:11	49:6 52:16
118:25	102:23,24	<b>God</b> 23:6	121:6,24	104:5	12:17	<b>happened</b>	73:12 77:18
119:4	109:8	<b>goes</b> 49:13,14	122:25	<b>grants</b> 16:20	<b>groups</b> 49:8	52:4 64:24	94:7 95:21
<b>funder</b> 96:23	118:17	87:17	<b>Gonzales</b>	117:20	52:4 127:10	114:17	<b>helped</b>
<b>funders</b> 28:2	138:14	120:21	104:9	<b>grassroots</b>	131:20	<b>happening</b>	122:13
28:5,16	139:14	<b>going</b> 5:22,24	<b>good</b> 2:2 4:8	28:21	<b>grow</b> 11:2	52:7 57:7	<b>helpful</b> 55:13
89:20	<b>giant</b> 38:8	8:22,25	4:10,18,20	<b>grateful</b>	12:9 43:20	69:25 73:19	56:23 65:13
112:18	<b>gig</b> 74:13,14	23:8,18	9:13 26:16	58:18	47:11 81:11	84:17	<b>helping</b> 6:15
<b>funding</b>	74:15	30:7 34:25	26:17 35:5	120:13	90:6 115:5	129:10	46:11,22
67:24 75:8	<b>Girls</b> 88:9	38:5 41:25	36:19 37:8	<b>Graterford</b>	<b>growing</b>	133:5,20	49:22 94:21
75:10 99:20	<b>Girls'</b> 125:3	42:4,7 45:7	37:9 41:8,9	96:17	42:25 48:5	134:21	105:19
99:21	<b>give</b> 7:15 34:9	54:12 55:8	41:11,12	103:20,23	<b>growth</b>	<b>happenings</b>	<b>helps</b> 75:19
118:17	77:11	55:17 58:3	53:14 57:8	104:2	125:23	134:16	89:12
<b>funds</b> 32:17	101:25	59:3 61:18	59:22 69:7	<b>gratified</b> 91:3	<b>guide</b> 10:5	<b>happy</b> 52:10	<b>Henon</b> 1:12
33:2 92:11	108:22	63:10 64:3	94:14 100:8	93:18	<b>guiding</b> 16:4	52:11 85:2	47:18,19,25
<b>further</b>	113:10	64:10 65:8	100:22,23	<b>great</b> 15:16	<b>Guild</b> 91:25	<b>harbinger</b>	49:25 50:4
140:12	121:21	66:14 70:4	101:24	15:18 20:18	92:12,25	111:9	50:11 54:5
141:4	138:4	82:8,15	105:10,11	21:3 33:15	93:10 96:10	<b>hard</b> 85:5,6	66:21 68:16
<b>futures</b> 15:10	<b>giveaways</b>	97:20,23	107:6,7	37:11,13,23	96:24 97:12	105:23	72:24 73:4
96:4	33:25	99:11 104:3	109:18	46:10 47:5	97:14	112:8	74:9,22
<b>FY17</b> 87:8	<b>given</b> 84:16	108:2,8,9	113:13	47:8 54:5	107:12	<b>harder</b> 66:16	75:11,14
<b>FY18</b> 87:13	<b>gives</b> 10:20	108:11	114:17	71:25 72:21	108:3,5,23	<b>harmless</b>	76:20 78:3
<b>FY19</b> 10:6	95:23	111:15	121:25	76:21 78:17	122:14,19	99:18	78:17,20,25
	<b>giving</b> 42:2	112:4,7	123:18	78:21 96:15	122:21	<b>Hart</b> 126:10	79:5,9
<b>G</b>	77:4 82:8	113:2,11	130:25	101:2	<b>Gurney</b> 88:7	<b>Hatching</b>	85:11,16,21
<b>Gabriel's</b>	<b>glad</b> 114:12	116:12,23	131:3	103:19	105:18	15:17	86:3 95:4
104:23	122:2	118:11	137:22,23	121:20	<b>guy</b> 6:25	<b>heads</b> 7:19	97:19
<b>gadgets</b> 22:17	<b>glitters</b>	119:17	<b>Google</b> 20:4	127:17	<b>guys</b> 101:2	<b>health</b> 30:12	100:16
<b>gain</b> 91:9	138:23	120:18,20	<b>gorgeously</b>	140:16,17	104:3 108:8	66:4 87:22	<b>Henon's</b> 72:8
<b>Garden</b> 88:17	<b>global</b> 91:23	120:24	64:12	<b>greater</b> 90:6	120:15	90:4,8	<b>Heritage</b>
113:21,22	127:9	123:4,5,12	<b>gosh</b> 83:4	<b>greener</b> 81:11	121:22	<b>healthier</b>	136:25
<b>geared</b> 69:18	<b>go</b> 5:14 7:18	135:3,8	<b>gotten</b> 115:21	<b>Greenlee</b> 1:11	127:3	12:3 90:19	137:4
<b>general</b> 82:25	19:12 20:6	<b>Goldberg</b>	<b>government</b>	105:5		<b>healthy</b> 62:16	<b>hero</b> 97:10
84:11	48:23 49:15	126:10	80:15 89:16	115:10	<b>H</b>	<b>hear</b> 3:18	125:22
<b>generally</b>	54:6,8 55:2	<b>Golden</b> 86:9	116:5	119:12	<b>habits</b> 30:13	73:18 80:4	<b>Heroes</b> 88:3
90:25	63:24 77:4	86:10,19	<b>graciously</b>	121:15,25	<b>hair</b> 30:17	84:11 96:24	<b>Hess</b> 123:13
<b>generated</b>	83:6 107:13	92:4 95:2	52:13	122:23	<b>Hall</b> 1:6 61:8	128:8	123:18,20
136:22	115:14	96:15	<b>grade</b> 5:18	123:2,9,19	104:23	136:25	128:14,20
<b>generations</b>	119:17	100:14,23	8:10,15	128:13	125:15	<b>heard</b> 87:5	129:23
6:23	123:4	102:8,15	27:24,25	129:13	141:8	126:16	130:7,10,14
<b>geographic...</b>	131:20	103:12,18	29:12 31:4	130:3,8,11	<b>hand</b> 127:8	<b>hearing</b> 2:3	130:19
12:17	132:2	105:11	31:17,21	130:18,21	<b>handle</b>	3:11 61:18	131:3,13
<b>George</b> 67:11					129:25		

Committee of the Whole  
April 11, 2018

Page 8

132:19,23	87:23 94:17	60:9 131:10	44:25	16:22	109:7	103:20	127:20
134:6,13	100:10	<b>idea</b> 24:18	<b>impressive</b>	<b>increasing</b>	<b>insecurity</b>	110:9	<b>isolated</b> 114:2
135:3,7,21	111:13	42:16 46:10	26:10	29:4 99:22	90:16	<b>Intergover...</b>	<b>issue</b> 39:4,18
136:5,12	116:6	<b>ideas</b> 15:18	<b>improve</b> 15:8	<b>incredible</b>	<b>inside</b> 29:20	2:25 3:3	43:4 45:24
137:13,23	<b>hopeful</b> 90:22	94:3	29:19	98:2	<b>insofar</b> 20:19	<b>interim</b> 29:3	54:20,21
138:5 139:6	<b>Hopefully</b>	<b>identification</b>	110:21	<b>independent</b>	<b>inspire</b> 10:5	31:13,20	60:24 61:13
139:18,22	78:21	59:11	<b>improvement...</b>	35:24,25	<b>inspiring</b>	<b>international</b>	65:15,18,20
140:4,20	<b>hoping</b>	<b>identify</b> 22:6	13:17	<b>indicate</b>	16:4 88:8	15:12 91:21	93:22
<b>hiding</b> 46:17	119:21	47:2 123:16	<b>improving</b>	16:18	91:2 117:17	125:3,6	<b>issued</b> 19:19
<b>high</b> 6:12	<b>horrible</b>	<b>identifying</b>	11:6 29:9	<b>individual</b>	<b>installations</b>	134:23	<b>issues</b> 29:10
77:20	101:7	14:19	<b>in-depth</b>	62:12 93:14	126:14	136:9,16	39:13 54:19
<b>high-profile</b>	<b>hospitality</b>	<b>idle</b> 96:2	48:21	<b>individuals</b>	<b>instance</b>	137:5	60:12 61:10
126:6	128:22	<b>igniting</b> 94:19	<b>in-kind</b> 95:20	54:2 90:21	76:10	<b>international...</b>	84:5 106:2
<b>high-quality</b>	<b>host</b> 22:13	<b>II</b> 126:12	<b>incarcerated</b>	<b>industry</b>	<b>Institute</b>	124:15	<b>Italy</b> 127:20
30:10	52:13	<b>image</b> 116:16	8:19 42:24	91:17	67:12 94:8	<b>Internet</b>	
<b>highlight</b>	<b>hosting</b> 52:6	<b>immediately</b>	44:8,11	<b>infants</b> 8:13	<b>institution</b>	73:11,25	<b>J</b>
17:25	<b>hotel</b> 133:11	138:18	92:14,17	<b>information</b>	14:20	74:2,19	<b>Jacobi</b> 112:14
126:13	134:2	<b>immigrant</b>	122:20	7:16 16:23	<b>institutions</b>	75:21	<b>jail</b> 92:22
<b>highlighted</b>	<b>hotels</b> 133:10	125:10	<b>incarceration</b>	20:17,19	56:20	<b>intersection</b>	<b>James</b> 135:25
59:8	133:14	<b>immigrant-...</b>	43:19 44:19	21:20 22:2	<b>instruction</b>	88:14	<b>Jane</b> 86:10
<b>highly</b> 116:22	134:8	6:19	44:21	22:8	29:20	<b>interview</b>	95:9 121:18
<b>hired</b> 83:14	<b>hotspots</b>	<b>impact</b> 39:12	<b>incentive</b>	<b>informed</b>	<b>instructors</b>	19:16 44:4	<b>Jannie</b> 1:10
83:14,25	78:12,15	39:16,18	89:21	68:9	122:17	<b>interviewing</b>	84:15
<b>hiring</b> 18:6	<b>hour</b> 52:10	43:24 77:15	<b>included</b>	<b>infrastruct...</b>	<b>instrument</b>	18:9	<b>January</b> 3:5
80:21	52:11	90:7 99:14	11:22 48:22	84:8 122:16	15:19	<b>intimately</b>	<b>Jenny</b> 27:4,9
<b>historically</b>	<b>hours</b> 41:21	104:14	50:25	<b>infused</b> 57:23	<b>Intech</b> 83:8	27:5	27:19 28:7
118:21	<b>housing</b>	129:8,12	102:22	58:12 65:12	84:18	<b>intractable</b>	28:12 38:6
<b>history</b> 98:24	90:16	136:22	<b>includes</b> 41:4	<b>infusion</b>	<b>integrated</b>	39:5	38:19 69:23
113:24	112:10	<b>imperative</b>	44:3 73:15	110:24	116:5	<b>introduce</b>	<b>Joan</b> 86:12
<b>hit</b> 29:7	113:22	79:21	126:7,20	<b>initial</b> 64:18	<b>integrating</b>	21:5 42:7	106:10
<b>Hite</b> 46:7	<b>HR</b> 56:23	<b>impetus</b>	<b>including</b>	107:24	91:18	42:18 73:22	122:4
65:14	<b>hub-based</b>	136:11	6:23 124:25	<b>initiated</b>	<b>integration</b>	<b>introductory</b>	<b>job</b> 9:6 21:3
<b>hold</b> 58:4	90:10	<b>implement</b>	125:5	93:19	91:14	71:17,23	37:11 41:24
134:10	<b>hubs</b> 98:4	12:18	127:19	<b>initiative</b>	<b>Intellectual</b>	<b>invest</b> 56:18	41:25 43:11
<b>holding</b> 58:5	<b>huge</b> 96:21	<b>implementa...</b>	<b>inclusion</b>	13:16 27:5	90:4	<b>investing</b>	44:2,5
<b>Holiday</b>	97:4 109:12	61:22	12:22 14:10	32:6 33:19	<b>intentional</b>	45:15 96:22	55:19 57:9
126:23	132:4,11	<b>importance</b>	55:21 125:5	67:13 94:13	36:16 79:20	<b>investment</b>	101:3,24
<b>home</b> 31:6	<b>hugely</b> 61:15	11:5 25:2	<b>inclusive</b> 2:11	116:8	80:10,21	45:11 63:6	102:7
36:8 104:18	105:22	79:17	<b>income</b> 26:4	133:12	82:25 83:13	89:22	108:17
108:19	112:2	<b>important</b>	<b>incoming</b>	<b>initiatives</b>	84:21 114:5	109:12	121:21
109:4	113:17	12:9 57:2	18:14	125:12	117:9 118:7	122:21	140:16
<b>homelessness</b>	114:11,12	61:15 63:10	<b>incorporate</b>	<b>innovation</b>	<b>intentionally</b>	<b>investments</b>	<b>jobs</b> 12:2
106:2	<b>Hughes</b>	87:16	106:16	10:14 15:18	117:20	50:20 65:9	45:6 77:24
<b>honest</b> 34:6	123:22	105:22	110:22	89:15 94:10	<b>interact</b>	<b>investors</b>	<b>John</b> 73:22
<b>honor</b> 125:20	<b>human</b> 24:23	112:2	<b>incorporati...</b>	<b>innovative</b>	14:15 42:23	39:21	74:3
132:7	32:11 111:5	113:18	2:22 106:22	14:21 26:24	<b>interaction</b>	<b>invite</b> 27:9	<b>JOHNSON</b>
<b>honored</b>	111:7	114:11,12	<b>increase</b> 8:9	87:7 124:11	24:23 53:10	<b>invited</b> 49:9	1:12
123:20	<b>hungry</b> 89:5	115:16	16:19 20:9	<b>inordinately</b>	<b>interested</b>	49:10	<b>join</b> 34:13
128:8	<b>hunting</b> 9:7	<b>importantly</b>	37:21 74:17	82:20	56:17	<b>involved</b>	<b>joined</b> 4:11
131:13	<b>hyper</b> 53:22	47:22 91:10	120:5	<b>input</b> 99:15	102:21	23:20 27:5	9:17,18,23
<b>hope</b> 40:15	64:8	<b>impossible</b>	<b>increased</b>	99:15	127:11	102:23	<b>joining</b>
43:20 44:19	<b>I</b>	40:25	136:9	<b>Inquirer</b> 46:6	<b>interesting</b>	110:6	123:21
67:10 76:21	<b>ID</b> 58:16 59:4	<b>impressed</b>	<b>increases</b>	<b>inquiries</b>	36:2 48:2	<b>Ireland</b>	<b>joking</b> 73:4
							<b>Jones</b> 120:21

Committee of the Whole  
April 11, 2018

<b>Jose</b> 69:5	<b>KEYSPOT</b>	107:10,23	<b>Latino</b> 80:11	52:23	43:16,25	<b>list</b> 19:20	47:3 124:15
<b>Joyce</b> 88:6	74:25	110:22	88:3	<b>leveraging</b>	44:24 46:13	56:11	<b>location</b>
<b>joyful</b> 33:11	<b>KEYSPOTS</b>	112:3,25	<b>launch</b> 8:25	53:12	48:3,17,20	110:10	70:24
<b>joyously</b> 88:3	75:6	114:16	12:23 13:24	<b>liability</b>	49:2,10,13	114:23	<b>locations</b>
<b>Judge</b> 4:13	<b>kids</b> 37:16	115:18	<b>launching</b>	102:17	50:5,8,11	<b>literacies</b> 12:9	74:14 78:19
4:15,18,22	46:11 47:7	117:3 118:5	13:16 92:10	109:9	51:2,15,18	25:14	<b>lofty</b> 40:22
5:6,10 9:17	48:8 51:21	121:6,18	135:9	<b>librarian</b>	52:5,12,18	<b>literacy</b> 6:23	<b>Logan</b> 6:21
13:5 17:21	64:19 65:4	122:13,21	<b>Laureate</b>	19:13 70:20	54:4,16	8:17 9:6	88:22
34:21 45:16	66:7 72:12	129:16	14:12	70:23	56:11,18,19	10:5,11	<b>long</b> 6:5
46:17 68:14	107:15	133:19	<b>lawyers</b> 36:2	<b>librarians</b> 8:4	58:18,21	11:7,7,19	19:21 27:12
69:6 73:2	<b>killings</b> 84:7	134:15	<b>lead</b> 15:9	11:17 42:15	59:12,24	11:23,25	36:10 116:3
80:17	<b>kind</b> 20:6,17	138:3,9	<b>leader</b> 116:4	54:17 57:8	60:11 61:25	12:4,5,5,6	<b>long-distance</b>
<b>Julia</b> 88:4	22:7 24:14	<b>knowing</b>	<b>leaders</b> 65:24	70:2,17	62:4,7,8,10	16:3 24:13	103:25
<b>July</b> 74:6	29:3 36:5,6	64:10	127:9	98:10	62:23 63:2	24:19,20	<b>longtime</b> 14:8
126:21	53:3 61:8	<b>knows</b> 97:15	<b>leadership</b>	<b>librarianship</b>	63:12,20	25:6,9,17	<b>look</b> 9:22
139:15	112:11	<b>Korea</b> 127:21	13:2 84:23	22:3	64:22 65:10	26:7,20	13:15 16:11
<b>June</b> 135:4	114:8 118:8		<b>leading</b> 44:16	<b>libraries</b> 9:24	67:5,7	27:8 29:12	17:4 20:7
<b>justice</b> 8:21	128:17,18	<b>L</b>	<b>leads</b> 14:25	13:9,14	69:20 71:2	30:9 32:25	34:8 35:2
91:25 92:8	138:15,16	<b>L</b> 1:10,10	<b>LEAP</b> 11:21	14:6 20:8	71:15 72:14	33:3,8	40:9 55:4
92:21	138:16	142:14	<b>learn</b> 15:14	20:13 21:12	73:8,12	43:12 44:15	67:25 70:23
103:22,23	<b>kindergarten</b>	<b>L&amp;I</b> 52:14	29:8 93:2	22:15 24:10	74:5,23	52:4 67:19	77:6 79:24
104:22	29:7,11	<b>LA</b> 18:16	94:7	24:16 26:3	76:13 77:15	67:21 69:16	80:3,16
<b>juvenile</b>	32:23 69:15	<b>Lab</b> 93:18	<b>learned</b> 48:11	31:6 37:12	78:9,10,11	70:3,20	100:19
104:10,22	72:2,3,9,12	<b>lady</b> 23:10	<b>learning</b> 10:5	42:4 43:10	81:23 82:15	71:3,17,24	101:7
	<b>kinds</b> 7:15	<b>Lancaster</b>	16:4 20:10	50:18 51:2	82:15 97:24	125:14	122:11
<b>K</b>	101:21	67:8	20:24 22:20	51:9 65:25	98:7,9	<b>literally</b>	128:12
<b>K</b> 1:11 71:3,6	<b>kits</b> 72:16	<b>land</b> 81:22	24:22 29:16	70:2 73:16	120:19,25	62:10	140:17
<b>Kate</b> 112:14	<b>knew</b> 48:10	<b>Landing</b>	31:3 52:3	74:24 75:9	<b>Library's</b>	<b>little</b> 34:19	<b>looking</b> 17:19
<b>Kathryn</b>	110:4	134:21	67:20 97:2	75:25 78:4	11:6	48:20 53:5	22:8 25:19
107:4	138:18,19	<b>landmarks</b>	<b>leaving</b> 9:3	78:6,7	<b>Lieutenant</b>	54:7 55:9	34:22 55:18
<b>keen</b> 12:21	<b>Knight</b> 27:2	113:17	123:10	79:23 80:19	88:6	58:25 76:23	128:5 132:5
<b>keep</b> 19:10	<b>know</b> 19:6	114:6	<b>left</b> 32:10	81:14,22	<b>life</b> 13:24	95:7 106:18	138:17
29:17 53:10	21:20 22:16	<b>language</b>	<b>Lehigh</b> 6:16	82:14 83:10	42:13 93:15	119:19	<b>looks</b> 37:21
61:17 62:17	24:11 27:12	6:17 7:8	101:10,23	<b>library</b> 3:20	98:20 99:24	123:6,14,15	79:21
68:3,9 77:7	32:17 34:5	25:13,14	<b>leisure</b>	4:3,13 5:12	104:15	128:24	116:19
99:17	37:16 44:16	56:10,15	136:10	5:15,21 6:2	116:19	<b>live</b> 60:18	<b>lose</b> 63:6
120:10	45:4 48:20	<b>languages</b>	<b>lending</b> 15:19	6:18,21	<b>lifer</b> 104:10	90:19 99:3	<b>loss</b> 31:3
<b>keeping</b>	49:17 51:16	56:8	<b>lengthy</b> 122:9	7:10 9:2,5	<b>lift</b> 115:15	99:4 133:22	44:17
12:17 18:19	51:17 52:19	<b>large</b> 28:22	<b>let's</b> 34:4 41:2	9:16,19	<b>light</b> 62:24	<b>lived</b> 113:21	<b>lot</b> 19:24
45:9 89:3	56:22 58:10	32:17 128:4	107:17,18	10:4,8 11:2	90:2,13,24	<b>lives</b> 12:4	24:15 31:24
<b>Kenney</b>	60:23 61:17	129:2	118:24	11:18 12:7	<b>lighting</b> 82:17	45:13 87:19	34:17 49:14
117:2 128:3	64:18 65:2	<b>large-scale</b>	<b>letters</b> 79:15	12:21 14:13	<b>Lillian</b> 6:16	89:2 90:19	76:10 99:6
128:25	72:5 73:13	39:13	<b>level</b> 8:10	14:19 15:13	76:9,11	97:25	100:8
<b>Kensington</b>	73:17 75:5	128:15	13:12 18:8	15:17,19	<b>limit</b> 121:10	103:14	101:25
90:13	75:5 82:11	<b>largely</b>	18:10 27:24	17:2,7	<b>limitations</b>	<b>living</b> 35:21	103:21
<b>KENYATTA</b>	83:7 84:6	124:24	38:15 40:6	18:10,11,16	56:22	125:21	104:7,24
1:12	86:3,24	<b>larger</b> 71:21	40:19,24	20:6 21:2	<b>limited</b> 57:11	<b>local</b> 28:16	107:2
<b>kept</b> 37:23	89:5 95:19	78:7 81:22	41:4 60:14	22:14 23:6	111:3	53:22,23	119:20
98:11	96:16,18,22	<b>largest</b> 6:17	68:2 70:12	26:6,22	<b>line</b> 33:18	56:11 64:8	129:16
115:20	97:22	<b>lastly</b> 29:19	74:20 83:12	28:13,23	37:23	77:16 78:12	133:3
<b>Kevin</b> 126:10	100:12	58:15 62:22	106:4	34:16 37:12	<b>lines</b> 84:5	83:25 84:2	134:15
<b>key</b> 12:22	101:12	112:3 136:6	<b>levels</b> 15:6	38:13 41:25	<b>link</b> 31:10	134:7	135:10,22
13:15 14:22	105:14	<b>late</b> 88:5 92:6	31:4,21	42:20 43:4	44:12	<b>locally</b> 30:18	135:23
21:21 84:9		<b>latest</b> 136:18					

Committee of the Whole  
April 11, 2018

Page 10

137:5,9	88:17	52:10,21	101:15	<b>months</b> 55:24	100:25	<b>nearby</b> 65:2	14:9,12
139:25	<b>Mansion</b>	66:10 76:16	<b>met</b> 117:25	104:9	101:23	<b>nearest</b> 64:22	15:9,16
<b>love</b> 19:9 30:5	88:22	96:16,20,21	<b>method</b> 39:12	139:23	102:2 104:6	<b>nearly</b> 14:18	17:12 21:10
64:6 89:19	<b>mapped</b>	97:9 110:22	<b>methods</b>	<b>Monument</b>	104:13	17:2 34:14	24:10 25:11
100:25	116:19	112:15	89:18	93:18	106:16,22	40:25	34:23 54:13
106:10,25	<b>Margaret</b>	<b>means</b> 15:8	<b>metrics</b> 10:16	<b>monuments</b>	107:5 113:7	<b>necessity</b> 77:6	68:4,7 76:7
109:20	123:22	39:8 142:22	<b>Michael</b> 46:7	93:25 94:4	113:10,20	<b>need</b> 20:21	76:18 89:17
113:6	<b>margarita</b>	<b>meant</b> 16:20	<b>MICHELE</b>	<b>morning</b> 2:3	114:20	22:18 29:13	90:13 91:19
114:24	52:12	114:21	142:14	4:9,10,11	115:18	30:9,11,12	92:7,11
134:14	<b>MARIA</b> 1:13	<b>measure</b>	<b>Michelle</b>	4:19,21	116:4,7	32:3 34:24	93:3 94:8
137:10	<b>Market</b> 33:20	10:22	106:10	9:13 26:16	120:3,24	57:5 60:4	112:21
<b>Lovell</b> 107:4	<b>marketing</b>	<b>measurement</b>	<b>mighty</b> 89:14	26:17 37:8	122:7,10	61:7 63:4	120:17
<b>Lovett</b> 7:3	124:6	133:7	125:14	37:9 126:22	126:16	65:7 66:9	<b>newly</b> 13:4
81:23	135:24	<b>measureme...</b>	<b>mile</b> 99:10,13	137:22,23	<b>murals</b> 88:24	74:20 80:13	125:10
<b>low</b> 55:11	<b>marks</b> 15:11	57:24	<b>million</b> 17:2	<b>mother</b> 49:13	99:13,16	81:4 82:22	<b>NFL</b> 129:18
<b>lowering</b>	<b>Marrero</b> 6:16	<b>measures</b>	28:17,18	<b>motivate</b>	112:6	119:20	<b>nice</b> 73:18
96:14	54:21 76:9	3:14	30:20	105:19	117:11	131:24	96:8 110:14
<b>Lucien</b>	76:11	<b>media</b> 133:4	102:12,19	<b>Mount</b> 7:3	<b>MURPHY</b>	<b>needle</b> 39:4	130:22
120:24	<b>marvelous</b>	133:7	103:3,3	<b>move</b> 10:25	142:14	<b>needs</b> 11:13	<b>night</b> 48:6
<b>luck</b> 122:2	7:20	<b>meeting</b> 4:24	129:11	12:12 34:4	<b>museum</b> 78:9	12:16 74:21	51:10,10
<b>lucky</b> 28:12	<b>match</b> 63:23	23:2 83:3	<b>mind</b> 12:18	74:14 77:19	78:11	111:11	133:15
28:15	<b>matched</b>	132:5,10	<b>mindful</b>	84:6 90:23	112:25	<b>negotiations</b>	134:2
<b>Luis</b> 104:9,12	98:12	<b>meetings</b>	34:22	93:10	113:3	119:6	140:11
<b>Luncheon</b>	<b>material</b>	129:9	<b>minds</b> 96:4	<b>moved</b> 10:17	<b>music</b> 84:15	<b>neighborho...</b>	<b>nights</b> 134:8
125:19	20:22 33:24	<b>meg</b> 74:12	<b>mine</b> 14:17	<b>movement</b>	<b>myriad</b> 28:4	9:23 14:6	<b>nine</b> 12:16
<b>luxury</b> 77:5	<b>materials</b>	<b>Meier</b> 73:22	<b>minorities</b>	18:21 39:8		22:15 26:3	36:20
	83:17	74:3,4,11	80:23	<b>movie</b> 121:4	<b>N</b>	26:6 50:13	<b>nominal</b>
<b>M</b>	<b>math</b> 24:21	<b>member</b>	<b>minute</b> 7:18	<b>moving</b> 9:9	<b>name</b> 5:9	50:24 52:25	24:20
<b>MacArthur</b>	71:20,21	12:20 56:13	34:9	15:24 40:4	9:14 12:6	70:20 73:10	<b>non-govern...</b>
92:20	91:15	109:6	<b>minute's</b>	62:17 76:21	14:10 21:8	75:25 76:3	124:17
<b>magazine</b>	<b>matter</b>	<b>members</b>	97:15	79:20 88:10	42:19 83:8	78:4,6	<b>non-incarce...</b>
101:6	102:18	9:21 12:25	<b>minutes</b> 5:23	<b>MSB</b> 92:19	86:7,9	81:14 83:10	44:12
<b>main</b> 26:22	142:7	57:12 79:2	<b>mission</b> 10:3	<b>much-needed</b>	88:23	87:20 98:12	<b>non-negotia...</b>
29:3	<b>matters</b> 80:14	84:13 85:14	10:23 12:12	13:17	120:21	98:21 122:3	121:9
<b>maintain</b>	117:13	93:10	16:3 54:4	<b>multi-city</b>	127:22	140:2	<b>non-profits</b>
44:21 113:2	<b>mattress</b>	<b>Memorial</b> 7:3	58:7 115:20	94:13	<b>names</b> 130:12	<b>neighborho...</b>	28:21
115:4	101:20	125:22	124:7	<b>multidimen...</b>	<b>naming</b>	6:8 28:22	<b>non-traditi...</b>
<b>major</b> 6:5	<b>Mayor</b> 2:24	<b>men</b> 92:25	136:16	24:5	130:12	30:14 95:13	27:8
22:3 63:5	3:5 117:2	96:25 104:2	<b>mix</b> 80:12	<b>multifold</b>	<b>nation</b> 24:16	95:14 99:24	<b>Norris</b> 88:22
92:7,18	127:6	126:12	<b>mixed</b> 62:8	24:18	<b>national</b>	101:16	114:18
134:16	<b>Mayor's</b> 5:16	<b>mentally</b>	<b>model</b> 48:13	<b>multiple</b> 28:2	15:11 33:13	108:21	<b>Northeast</b>
<b>maker</b> 62:15	<b>McDermott</b>	67:23	53:14 62:3	<b>municipal</b>	40:6,7,8	<b>neighbors</b>	7:11 51:24
<b>making</b> 80:10	2:7 3:9	<b>mention</b>	91:15	58:16 59:4	92:10	90:17 95:25	72:7 88:18
83:2 112:6	<b>McPherson</b>	136:7	<b>moment</b> 3:24	60:8,17	126:19	<b>net</b> 105:2	97:22
116:4	54:20 55:4	<b>mentioned</b>	27:21 82:24	<b>mural</b> 3:20	132:4	115:22,23	<b>note</b> 87:16
117:10	<b>MDO</b> 129:15	12:11 13:6	102:10	85:22 86:6	<b>nationally</b>	128:18	<b>notes</b> 142:6
<b>manage</b>	129:22	41:17 43:11	<b>Monday</b>	86:12 87:2	47:2	<b>network</b>	<b>notice</b> 97:16
89:10	130:20	75:18 77:13	141:6	87:12 88:4	<b>natural</b> 64:24	28:25 32:18	138:20
<b>management</b>	<b>MDO's</b> 46:20	<b>merges</b> 91:15	<b>money</b> 17:8	89:7 94:8	<b>nature</b> 22:10	32:22 33:14	<b>noticed</b> 23:3
18:13	<b>mean</b> 20:11	<b>message</b>	17:12,13,19	94:15 95:18	118:14	<b>never</b> 15:2	46:5 101:5
<b>manager</b> 83:9	50:14,15,18	65:14	58:23 67:15	96:5 97:25	131:8	104:5 118:9	<b>NPR</b> 6:25
<b>Managing</b>	50:19,21	133:18	118:22	98:17 99:9	<b>nauseam</b>	121:22	<b>number</b> 6:10
46:8 129:4	51:6,19,23	<b>messages</b>	128:18	99:18 100:7	84:14	<b>new</b> 5:2 6:21	8:9 9:20
<b>Manayunk</b>					<b>navigate</b> 44:5		



Committee of the Whole  
April 11, 2018

17:5 18:4	128:24	<b>operation</b>	57:6	<b>paid</b> 92:12	<b>participant</b>	<b>Paschalville</b>	101:17
21:9,12	129:4,24	35:6	<b>organizers</b>	<b>paint</b> 87:17	96:19	13:14 43:22	103:5,21
26:22 31:5	131:19	<b>opinion</b> 45:24	57:13	100:12	<b>participants</b>	43:25 77:14	104:17,24
31:8 57:11	133:3	100:5	<b>organizing</b>	103:16	104:8	<b>passion</b> 14:17	107:21
69:2 77:16	<b>Officer</b> 86:13	<b>opioid</b> 54:20	40:21	<b>painted</b> 88:6	<b>participate</b>	137:14	108:19,24
<b>numbers</b>	88:11	59:10	<b>Ortiz</b> 106:10	114:20	49:11	<b>pathway</b>	109:7
55:10	<b>officially</b>	<b>opportunities</b>	<b>Ott</b> 107:4	<b>Pal</b> 125:15	<b>participated</b>	43:17	110:10
100:13	141:3	15:10 42:3	<b>out-of-school</b>	<b>Pam</b> 34:12,20	26:21	<b>pathways</b>	111:14
<b>numerous</b>	<b>offline</b> 82:23	87:25	29:15 33:4	<b>Pamela</b> 4:14	<b>participation</b>	12:2 80:5	113:9 114:6
126:14	118:25	127:12	33:7,12	5:10	36:6 80:23	<b>pay</b> 81:6	114:19,23
127:7	<b>oh</b> 1:13 23:6	134:11	63:17	<b>Panther</b>	127:4	93:13 130:6	114:24
<b>Nurkin</b> 42:7	56:6 61:19	<b>opportunity</b>	<b>out-of-scho...</b>	121:4	<b>particular</b>	137:9	115:24
42:19,20	83:4 107:15	10:20 15:14	11:11 28:24	<b>parades</b>	14:17 54:17	<b>paying</b>	120:23
45:25	<b>okay</b> 22:23	16:7 25:20	32:18	129:18	70:24 80:12	109:15	121:8
<b>nurture</b>	26:10,11	41:19,22	<b>outbound</b>	<b>paradigm</b>	81:6,17	<b>PCVB</b> 128:23	133:21
15:18	32:9 33:16	44:10 49:16	74:15	20:15 24:9	82:12	131:15,23	134:7
<b>nutrition</b>	34:3 72:20	64:2 66:15	<b>outcome</b>	36:15 80:6	114:15	132:14	139:25
12:6 25:2	78:20 79:14	76:17 77:4	31:17	<b>paragraph</b>	<b>particularly</b>	<b>PECO</b> 81:17	<b>people's</b>
<hr/> <b>O</b> <hr/>	81:3 101:8	80:3 86:14	<b>outcomes</b>	136:7	9:11 19:5	82:3,4	58:21 87:18
<b>o'clock</b>	110:2 116:9	93:2 108:17	10:21 29:4	<b>paramount</b>	24:7,16	<b>pending</b>	97:25 98:25
119:17,21	119:6	108:20	30:25 38:25	11:5	38:17 59:25	116:11	103:14
<b>objections</b>	121:23	110:25	95:12	<b>Pardon</b> 35:9	60:2 63:16	<b>Penn's</b>	<b>percent</b> 34:14
142:4	122:23	111:19,21	<b>outdoor</b>	75:13	70:3 76:8	134:20	37:22 40:23
<b>obviously</b>	129:13	111:22	113:3	<b>parent</b> 44:11	81:21	<b>Pennsylvania</b>	41:2,3
55:11 74:16	130:18	113:19	<b>outpace</b> 69:4	44:12	111:23	1:6 2:25	45:14 80:25
74:19	132:21	121:7	<b>outputs</b> 31:5	<b>parents</b> 8:12	<b>partner</b> 28:19	17:3 35:17	93:8,9,10
110:22	135:6 137:7	127:16	<b>outreach</b> 11:3	8:15 23:14	31:19 45:18	<b>pension</b>	96:11
<b>occupancy</b>	139:16	132:25	12:25 49:5	29:25 31:7	51:19 98:2	102:17	133:15
133:13,15	140:25	<b>opposed</b> 20:5	<b>outreached</b>	<b>Park</b> 13:13	100:7	<b>people</b> 6:9,10	<b>percentage</b>
<b>occurred</b>	<b>old</b> 20:5 84:6	<b>order</b> 15:4	140:7	88:18	130:16	8:20 19:25	41:6
102:3	84:7 112:20	76:2 82:2	<b>outwardly</b>	106:25	139:7	20:23 21:13	<b>percentage-...</b>
<b>occurring</b>	<b>older</b> 13:18	<b>ordinance</b>	12:13	<b>parks</b> 51:3	<b>partnering</b>	22:7,16	40:13
70:17	24:2	2:10,12,14	<b>overboard</b>	106:17	30:15	23:14,23	<b>perfect</b> 139:3
<b>OCR</b> 126:2	<b>oldest</b> 51:2	3:4	54:6	<b>Parkway</b>	<b>partners</b> 29:2	24:2 31:14	<b>perform</b>
<b>Octavius</b>	<b>Olney</b> 64:22	<b>organically</b>	<b>Overbrook</b>	24:13 25:22	30:4,22,23	34:14,23,24	74:20,21
88:13	<b>once</b> 18:10	118:11	13:13	26:2 78:8	32:3 33:15	35:3,21,24	108:8,10
116:11	64:23	<b>organization</b>	<b>overhead</b>	138:13	39:14,21	36:3 41:23	<b>performance</b>
<b>offenders</b>	101:23	10:19 12:14	122:15	140:10	46:25 48:17	43:10 45:6	57:22
120:9	102:2	15:7 21:24	<b>oversea</b>	<b>parochial</b>	49:6 51:13	50:23 51:9	<b>performanc...</b>
<b>offer</b> 77:2	<b>one's</b> 109:3	36:7 53:21	136:22	41:5	53:11 64:3	52:16 59:16	57:25 58:6
133:25	<b>ones</b> 6:13	79:19 94:9	<b>overseas</b>	<b>part</b> 14:22	73:9 77:3	61:3,4,4,7	<b>period</b> 19:21
<b>offering</b> 9:10	80:20	132:24	136:20	25:7,15	87:9 91:16	62:18 75:20	39:17 43:18
91:12	<b>online</b> 77:5	138:24	<b>overviews</b>	31:25 32:2	124:18	76:18 77:4	100:3
<b>offerings</b>	77:22	<b>organizations</b>	123:24	43:8 46:24	128:22	77:10,18,19	<b>permanent</b>
11:11	<b>open</b> 51:22	28:20 77:17	<b>owners</b> 35:23	54:25 57:23	<b>partnership</b>	79:22,23,24	40:2
<b>offers</b> 43:16	<b>opened</b> 6:4	78:13,15	<hr/> <b>P</b> <hr/>	60:23 63:15	38:9 43:23	80:22 83:25	<b>permission</b>
<b>office</b> 5:16	<b>opening</b>	125:13	<b>p.m</b> 141:11	64:24 69:17	46:20	86:16 87:11	66:9
45:19 52:15	135:14	129:21	<b>pace</b> 115:20	80:12	131:12	89:7,8	<b>person</b> 3:22
81:18 82:16	<b>operating</b>	130:5	<b>pacesetter</b>	111:17	<b>partnerships</b>	90:23,24	34:15 36:3
122:2	2:15 3:13	131:20	40:7	115:17	7:25 8:6	91:5 92:14	43:5 45:10
123:25	58:8 86:13	135:15	<b>package</b> 43:9	116:7 120:3	11:15 13:22	95:23 96:22	96:17
124:4,22	124:3	136:17	<b>Page</b> 16:18	120:11,14	38:17 100:2	97:8 98:10	102:14
127:23		<b>organizer</b>	96:8	136:15	<b>parts</b> 63:15	98:19,22	122:14,18

Committee of the Whole  
April 11, 2018

Page 12

122:19 <b>personal</b> 98:25 100:4 100:5 <b>personally</b> 139:13 <b>perspective</b> 20:3 62:2 <b>ph</b> 120:21 <b>pharma</b> 21:23 <b>Philadelphia</b> 1:2,6 2:19 2:21 4:13 9:16,19 10:4,11 11:24 14:7 16:5 21:2 27:6,24 28:4,13 34:8,16 35:8,11,13 35:16 38:12 39:22 42:21 43:6 47:6 51:3,25 79:21 80:16 84:17 86:11 88:12,19,25 91:6 93:16 93:20 100:10 112:25 118:17,20 118:22 124:7,14 125:5 126:16 127:13 128:23 131:9,22 132:22,23 133:6,8,19 134:18,19 134:22 135:25 136:8,17,23 <b>Philadelphi...</b> 68:24 91:22 124:8 126:4 126:12 <b>Philadelphi...</b> 61:7	<b>Philadelphi...</b> 11:8 14:9 94:3 <b>Philly</b> 15:20 46:9,19 61:14 126:22 <b>philosophic...</b> 84:23 <b>PHL</b> 125:15 <b>phonics</b> 31:23 <b>photos</b> 101:4 <b>picked</b> 43:7 <b>pictures</b> 68:11 101:6 <b>piece</b> 12:23 22:3 25:5 35:19 53:23 56:16 59:15 60:17 61:24 63:12,18 84:4 102:5 102:17 <b>pier</b> 135:8 <b>PIFA</b> 134:22 <b>pillars</b> 10:14 <b>pilot</b> 8:25 98:8 <b>pipelines</b> 35:5 <b>Pitbull</b> 139:14,23 <b>pitch</b> 131:24 <b>Pitts</b> 6:25 <b>pivoted</b> 32:25 <b>place</b> 23:9 39:9 50:25 64:10,10 91:2 109:4 120:11 <b>places</b> 107:13 <b>plan</b> 2:20 3:16 10:10 10:15,19 15:5 16:2 18:3 110:18 110:19 111:11 113:13 <b>planned</b> 99:9 <b>planners</b> 132:5,10 <b>planning</b> 27:6 <b>play</b> 50:23	69:20 <b>played</b> 54:18 <b>players</b> 13:15 <b>pleasant</b> 53:6 100:6 <b>please</b> 2:7 107:22 123:5,11,11 123:16 <b>pleased</b> 115:17 123:23 <b>pleasure</b> 51:14 104:11 139:7 <b>Poet</b> 14:12 <b>point</b> 8:12 25:6 73:14 80:14,18 82:19 88:21 <b>points</b> 41:6 59:24 79:17 <b>Poland</b> 127:21 <b>Police</b> 125:21 <b>policy</b> 55:22 114:9 <b>pool</b> 15:18 <b>pop</b> 7:19 <b>population</b> 6:20 59:9 92:23 125:18 <b>porch</b> 7:6 90:2,13 <b>portfolio</b> 28:16 88:16 118:4 <b>portion</b> 17:6 25:3 <b>Portland</b> 69:5 <b>portrait</b> 88:11,12 116:21 <b>position</b> 18:17 50:8 50:10,16 57:6 139:4 <b>positions</b> 18:9 18:11,13,14 18:16,20 19:5,11,13	19:17 55:19 56:2 <b>positive</b> 48:14 124:14 138:18 <b>possibility</b> 111:14 <b>possible</b> 10:24 13:8 39:20 126:15 <b>possibly</b> 77:10 <b>post</b> 59:2 <b>potential</b> 16:21 96:23 <b>potentially</b> 43:13 <b>power</b> 16:21 <b>powerful</b> 89:21 122:9 <b>practice</b> 90:10 <b>pragmatic</b> 93:12 <b>pre-events</b> 125:6 <b>pre-K</b> 48:15 125:15 <b>predomina...</b> 69:23 <b>premier</b> 124:5 <b>prepared</b> 29:23 <b>PRESENT</b> 1:9 <b>presenting</b> 93:24 <b>President</b> 1:10 2:2 3:8 4:4,8,16,20 5:4,8 9:15 16:14 17:15 17:18,22 18:23 19:2 19:22 22:22 23:7,13,17 23:22,25 24:6 26:9 26:15,19 36:24 37:2 37:7 47:14	47:15,20 50:14 <b>pretty</b> 6:3 21:2 36:19 37:18 68:11 69:3 72:13 77:9 102:4 133:16 <b>previous</b> 95:16 <b>price</b> 99:5 109:2 <b>pride</b> 59:5 61:13 94:18 126:3 <b>primary</b> 8:8 <b>principal</b> 64:21 <b>principle</b> 40:21 <b>print</b> 116:20 <b>prison</b> 9:4 42:5,10 45:9,12 59:9 96:18 102:10,11 103:20 <b>prisoners</b> 102:13 <b>prisons</b> 8:23 8:24 14:7 41:20,22 42:2,14,23 43:6 44:23 <b>privacy</b> 60:15 60:19,24 <b>private</b> 28:5 49:5,21 51:12 53:9 53:20 67:15 70:5 99:15 112:19 <b>privilege</b> 104:11 127:17 <b>probably</b> 36:18,19 38:16 39:24 48:4 68:2 96:20 <b>probation</b> 92:15 <b>problem</b>	30:12 97:17 108:15 <b>problem-sol...</b> 89:18 <b>proceed</b> 86:7 123:17 <b>proceedings</b> 142:4 <b>process</b> 18:6 20:10 64:4 102:25 103:5 105:20 106:6 <b>produce</b> 93:18 126:18 127:25 <b>produced</b> 125:12 <b>product</b> 24:24 83:17 <b>productive</b> 10:8 <b>profession</b> 60:18 <b>professional</b> 12:19 <b>professionals</b> 80:11 <b>program</b> 2:10 3:15 6:24 8:8,22 9:2 11:21 12:24 14:12 17:7 23:2,20 25:8,9,23 26:5,21 27:3 28:6 30:8 37:25 40:2,15,17 42:14 45:4 45:22 46:12 47:2,11 49:7,11,20 59:4,5 69:12 70:4 70:22 71:16 71:18 86:12 89:12 90:2 91:4,7,25 92:5,13,16 93:11 96:11	97:8 98:14 102:22 103:2,19 104:20 112:15 126:17 <b>programm...</b> 74:18 <b>programmi...</b> 12:3 13:22 26:7 36:5 76:3 <b>programs</b> 6:22 14:3 14:15 30:10 42:23 43:15 43:21 44:9 49:3 51:22 63:23 77:3 78:23 91:13 95:11,22 98:15 <b>progress</b> 58:11 62:11 62:12,20 <b>progressing</b> 31:14 <b>progressively</b> 50:22 <b>project</b> 43:24 46:21 92:18 105:18,24 109:18,19 110:3 120:18 <b>projects</b> 8:5 13:16 87:9 87:12,14 113:14 131:11 <b>promise</b> 132:13 <b>promises</b> 10:7 <b>promote</b> 47:8 50:9 76:22 78:22 126:3 134:18 <b>promoting</b> 125:16 135:22 <b>promotion</b> 124:21 129:5 137:3	<b>promotional</b> 50:8 124:6 <b>property</b> 84:5 <b>proposed</b> 2:22 3:13 <b>protect</b> 61:3,4 <b>protecting</b> 60:19 <b>prototype</b> 93:24 <b>proud</b> 6:2 8:18 13:10 34:13 52:2 73:7 <b>proven</b> 48:13 <b>provide</b> 16:20 31:13 53:13 101:15 106:4 111:12 121:7 123:24 <b>provider</b> 33:14 <b>providers</b> 32:18,22,23 49:22 <b>provides</b> 12:14 90:14 <b>providing</b> 2:18 12:2 14:2 87:25 94:10 108:16 <b>PSSA</b> 31:17 <b>public</b> 2:3 3:10 13:23 13:24 30:12 31:25 42:12 45:18 61:9 62:4,23 63:12,20 65:9,10 72:7 73:15 85:22 87:6 87:11,14 91:7,11 92:18 93:3 93:22 97:3 98:16,16 104:20 110:7 111:23,24
--	---	--	---	---	--	---	---

113:22	54:14	<b>readiness</b>	112:19	107:2	<b>reflect</b> 64:13	13:4 25:21	<b>resolution</b>
126:14	105:13	29:4 31:2	113:23	<b>recall</b> 25:18	128:2	82:7 83:11	1:17 2:6,8
142:15	<b>quicker</b> 20:16	44:2	114:25	119:4	<b>reflected</b>	<b>renovating</b>	2:17,17
<b>publicly</b>	<b>quickly</b> 20:20	<b>reading</b> 5:18	116:15,18	<b>receive</b> 52:20	98:24	6:3	<b>resource</b>
99:11	97:18	7:6 8:10	117:12,23	<b>received</b> 92:6	117:11	<b>renovation</b>	21:11,15
<b>publishers</b>	<b>quietly</b>	11:21 27:24	117:23	118:22	<b>reflecting</b>	80:20	30:6 75:19
35:23	123:11	29:23 31:4	118:6	<b>recess</b> 141:5	89:2	<b>renovations</b>	<b>resources</b>
<b>Puerto</b> 54:21	<b>quilt</b> 51:25	31:8,21,22	124:24	<b>recidivism</b>	<b>reflective</b>	6:6 81:8,15	53:12 63:16
76:10,16	<b>QUINONE...</b>	38:15 40:19	132:8	44:17 93:8	56:21	83:3	63:21 70:5
<b>pulsing</b> 88:23	1:13	40:23 41:3	133:17	95:22 96:9	<b>refreshed</b>	<b>reopening</b>	77:11 90:14
<b>punctuate</b>	<b>quite</b> 9:20	46:9,20,23	134:3	96:14 99:23	10:9,19	81:13	90:18 95:21
80:13	21:11 26:10	48:3 81:5	136:14	<b>recipes</b> 24:20	15:5,25	135:10	111:3
<b>pursuant</b> 3:2	26:24 28:11	<b>ready</b> 19:16	<b>Reardon</b> 4:2	24:20 25:15	19:15	<b>Rep</b> 119:16	<b>respect</b> 2:23
<b>pursuit</b> 94:14	28:15	29:7 86:4	4:10 9:13	<b>recipients</b>	<b>refugees</b>	128:16	107:2
<b>push</b> 14:20	105:14	95:2 108:10	9:14 16:25	48:25	76:10,18	<b>repayment</b>	<b>response</b> 79:4
26:2 42:15	122:9	109:25	17:17,20	<b>recognize</b>	<b>regarding</b> 2:4	129:19	85:15
42:16 66:15		138:6,24	18:5,25	79:10	<b>regards</b> 27:14	<b>replicate</b>	140:13
70:6 75:24	<b>R</b>	140:3	19:7 20:12	119:14	<b>regional</b> 78:7	33:10 47:3	<b>responsibility</b>
76:3	<b>rainbow</b>	<b>real</b> 7:5,14,22	23:5,12,16	<b>recognized</b>	91:17	<b>report</b> 122:7	42:12 54:25
<b>put</b> 55:19	106:5	54:14 57:4	23:21,24	124:19	<b>regularly</b>	<b>reporter</b>	<b>responsible</b>
58:23 76:17	<b>raise</b> 67:15	105:12	24:4,8	<b>recognizes</b>	22:13 89:20	142:24	129:6
78:13 79:15	<b>raised</b> 117:6	<b>real-world</b>	27:18 34:12	26:12 37:4	<b>Reilly</b> 86:13	<b>represent</b>	139:14
87:7 104:4	<b>range</b> 7:4	91:9	35:9,12	47:17 54:9	108:13	127:17	<b>rest</b> 82:14
108:11	28:20 37:22	<b>realize</b>	36:12,18	66:23 68:18	110:25	<b>representat...</b>	<b>restoration</b>
109:2	93:25	104:18,24	38:5 42:6	100:17	111:22	128:2	68:7 112:15
122:15	<b>ranks</b> 55:14	<b>really</b> 6:2	46:14 49:23	<b>recognizing</b>	122:5	<b>Representa...</b>	112:18
130:6	<b>rare</b> 78:10	9:10 21:24	50:3,7	106:9 126:3	<b>reimbursed</b>	3:21 123:5	113:20
131:24	<b>rate</b> 11:7	21:25 22:4	53:18 55:6	<b>reconvene</b>	75:15	123:21	<b>restorations</b>
<b>puts</b> 95:23	50:20 80:23	30:16 33:3	55:16 56:3	141:7	<b>reimburse...</b>	124:5 127:5	87:13 89:11
<b>putting</b> 34:25	96:10,14	33:5 35:4	56:6,25	<b>record</b> 5:9	75:12	127:16,24	<b>Restorative</b>
96:3 97:2	99:23 134:2	36:2 39:5	59:17,23	33:17	<b>reintroduced</b>	131:19	91:24
98:9 107:16	<b>reach</b> 14:5	40:20 42:15	61:19,23	115:14	58:17	<b>Representa...</b>	<b>restoring</b>
133:17	40:25	43:9,14	63:9 65:19	117:5	<b>reinvented</b>	124:2,23	113:15
	<b>reaching</b> 8:12	47:10 48:12	66:12 67:9	119:16	115:19	<b>representat...</b>	<b>results</b> 129:7
<b>Q</b>	8:15	53:2 54:22	68:10 69:22	133:12,14	<b>reinvest</b>	127:18	<b>resume</b> 35:2
<b>quality</b> 83:16	<b>read</b> 2:7 3:12	57:7,15,19	71:4,8	<b>recreate</b>	112:11	135:15	44:4 104:4
98:20 99:24	8:8 11:16	60:4 62:13	73:21 75:4	114:10	<b>reinvestme...</b>	93:21	<b>resume-buil...</b>
<b>quality's</b>	11:25 27:3	63:14 65:6	75:13,16	<b>recreation</b>	58:9	<b>represented</b>	108:18
29:20	27:11,15,20	65:24 66:10	77:12 78:5	51:4 97:12	<b>relate</b> 125:24	<b>representing</b>	<b>return</b> 50:20
<b>question</b>	28:13 31:15	66:15 68:3	78:18,24	104:21	<b>relates</b> 93:16	87:19 127:6	108:20
22:23 33:17	32:20 33:19	70:9,11,16	81:16 83:4	<b>recruited</b>	<b>relationship</b>	<b>reproduction</b>	109:12
38:23 41:15	37:25 38:4	70:21 73:25	83:7,24	31:7	62:24 107:6	142:21	<b>returning</b>
46:5 73:5	38:7 41:16	75:23 80:14	84:24 85:5	<b>recruiting</b>	131:8	<b>requires</b> 12:4	41:16,18
96:16	44:11,14	82:23 83:15	<b>rebuild</b> 13:16	117:21	<b>relationships</b>	<b>research</b>	42:25 43:3
109:14	46:11,21	83:18,20,24	44:20 67:10	<b>recruitment</b>	8:3	39:14 46:25	43:18 44:2
117:7	47:7 48:6	84:22 85:7	67:13,14	46:22	<b>released</b> 43:5	<b>reserve</b> 113:7	102:3,23
<b>questions</b>	48:10,11,11	86:20 95:12	106:22	<b>redesigning</b>	<b>relevant</b> 35:3	<b>resident</b>	<b>Revenue</b>
16:16 68:22	48:12,15	97:4 105:13	109:15,23	120:23	<b>relies</b> 74:18	35:13	16:20 52:14
79:3,13	49:9 53:11	105:15,19	109:23	<b>reemerging</b>	<b>remember</b>	<b>residents</b>	<b>Revised</b> 2:19
85:13 95:3	63:25 68:23	106:7,15,22	110:17	7:10	24:8 70:8	35:8,11	<b>revitalize</b>
128:12	69:12,14,18	107:7 109:3	111:10	<b>reentry</b> 43:8	138:10	89:4 124:12	95:13
129:16	70:10,11	109:22	116:8 120:4	92:4 96:10	<b>remind</b> 6:13	<b>resilience</b>	<b>Reynolds</b>
140:12	122:8	111:12	<b>Rec</b> 106:17	<b>refine</b> 33:14	<b>renovated</b>	87:23	1:14 26:13
<b>quick</b> 16:16	139:24						

Committee of the Whole  
April 11, 2018

Page 14

115:12 130:24 <b>RFP</b> 58:23 <b>rich</b> 11:15 <b>Rico</b> 54:21 76:11,16 <b>Ridge</b> 88:15 93:5 <b>ridiculous</b> 50:18 <b>right</b> 5:20 17:23 19:14 19:23 21:19 23:9 24:11 25:3 29:6 29:22 32:8 35:18 39:9 40:3,4,12 45:9 55:5 56:16 61:5 64:17,19 65:2,10 67:11 74:22 75:12 77:25 78:24 81:16 81:25 82:11 84:24 93:4 97:19 100:13 102:13 105:23 109:23 111:3,10 113:12,21 114:8,10,14 118:12 119:17 121:9 123:4 134:5 135:20 136:4 138:8 138:8 139:16 141:7 <b>rights</b> 60:16 60:20 <b>righty</b> 5:25 <b>RISE</b> 43:7 <b>rising</b> 70:22 <b>risk</b> 117:19 <b>road</b> 5:20 102:24 <b>Roberto</b>	64:20 <b>robins</b> 111:16 <b>robust</b> 59:5 <b>Rocky</b> 126:9 <b>role</b> 54:17 69:20 91:23 95:16 131:18 <b>roll</b> 48:24 <b>rolling</b> 72:19 <b>room</b> 1:6 5:15 23:9,15 95:6,8 141:8 <b>Rosenbach</b> 78:9 <b>roster</b> 19:11 <b>roughly</b> 30:19 96:11 <b>round</b> 13:12 22:24 26:25 36:25 <b>route</b> 112:17 <b>rowing</b> 5:17 <b>RPR-Notary</b> 142:15 <b>run</b> 116:3 <b>runners</b> 103:25 <b>runs</b> 108:3 112:14  <b>S</b> <b>Sabatino</b> 84:25 <b>safe</b> 91:2 <b>safety</b> 61:9 92:21 105:2 <b>salute</b> 126:11 <b>salvation</b> 5:24 <b>sampling</b> 131:10 <b>San</b> 69:5 <b>Sanchez</b> 54:10,11 55:7,25 56:4,14 57:20 59:22 60:25 61:21 62:21 64:17 66:6,18 105:7,8,12 106:13	108:4,7 110:2,15 111:25 113:16 115:7 <b>Sanchez's</b> 80:7 <b>Sansom</b> 101:5 <b>satellite</b> 98:9 <b>Saturday</b> 99:7 133:15 134:2 <b>save</b> 96:12 <b>savings</b> 96:21 <b>saw</b> 58:19 101:8 103:16 114:13 120:25 <b>saying</b> 22:12 45:21 95:5 111:2 <b>says</b> 45:22 64:2 71:8 <b>SBA</b> 52:3 <b>scaling</b> 91:14 <b>schedule</b> 119:22 123:6,15 <b>scheduled</b> 119:16 <b>school</b> 7:25 27:7 28:23 29:4 31:2 60:8 62:6,7 63:2,4,19 63:23 64:20 71:18 72:7 116:14,22 120:23 <b>schoolchild...</b> 60:2 <b>schools</b> 5:15 29:24,24 41:5 46:11 62:24 64:25 65:21 75:8 87:24 104:21 <b>science</b> 24:21 91:15 <b>scientist</b> 88:9	<b>scope</b> 71:21 107:24 <b>scores</b> 5:18 31:17 <b>scout</b> 131:21 <b>search</b> 21:21 <b>searching</b> 21:18,19 <b>Seattle</b> 69:5 <b>second</b> 7:8 8:14 31:21 95:24 121:19 <b>Section</b> 16:17 <b>sector</b> 49:5,21 51:13 53:9 53:20 99:15 111:24 112:19 <b>see</b> 15:23 19:9 38:24 39:6,8 48:8 54:25 56:20 57:23 58:13 58:19 59:14 62:22 63:14 67:12 79:24 79:25 89:9 90:23 93:6 94:5 97:6 100:9 107:10,15 107:17 110:24 114:22 116:20 117:12 120:3 122:12 126:25 131:22 136:8 <b>seeing</b> 57:4 74:16 111:16 <b>seen</b> 61:25 110:11,21 126:8 <b>segment</b> 60:3 60:5 <b>segregated</b> 114:2 <b>selected</b>	99:10 <b>sell</b> 132:9 <b>send</b> 24:3 <b>senior</b> 10:2 114:19 125:18 <b>seniors</b> 15:20 49:12 <b>sense</b> 52:11 94:16 111:14 <b>separate</b> 63:15 <b>separated</b> 77:8 <b>September</b> 36:13 <b>series</b> 8:24 14:4 125:7 <b>seriously</b> 39:18 81:2 <b>serve</b> 91:5 123:20 127:8 131:14 132:25 133:10 <b>serves</b> 124:5 <b>service</b> 12:15 15:2,17 49:22 73:13 73:14 85:18 98:10 104:22 <b>services</b> 6:8 8:19 9:10 11:8,22 32:12 43:8 43:13,15 44:7 51:14 52:10 60:4 60:5 63:22 64:13 71:14 90:5 95:20 125:20 <b>serving</b> 11:13 32:23 97:7 <b>sessions</b> 22:15 <b>set</b> 33:18 38:3 40:21 <b>sets</b> 20:24 63:24	<b>setting</b> 114:5 <b>seven</b> 95:15 98:3 <b>severe</b> 29:10 <b>shadow</b> 46:15 <b>shape</b> 115:6 <b>share</b> 14:9 16:7 31:20 37:25 84:18 <b>shared</b> 98:13 <b>shares</b> 7:12 <b>she'll</b> 138:23 138:23 <b>Sheila</b> 123:20 139:15 <b>shelter</b> 50:25 <b>shift</b> 20:15,15 24:9 36:15 39:3,6 <b>shine</b> 124:13 <b>ships</b> 134:20 <b>Shocking</b> 17:21 <b>shoestring</b> 101:11 <b>shop</b> 33:20 <b>shops</b> 30:17 <b>show</b> 6:10 116:17 125:22 <b>showcased</b> 125:8 <b>showed</b> 118:3 <b>showing</b> 4:23 <b>shows</b> 39:15 <b>shut</b> 98:7 <b>shying</b> 105:23 <b>side</b> 23:10 53:20 81:4 116:13 <b>sight</b> 63:6 <b>sign</b> 76:4,6 132:14 <b>signature</b> 126:20 <b>signed</b> 54:23 <b>significance</b> 7:22 53:21 <b>significant</b> 55:21 129:12 134:3	<b>significantly</b> 5:19 47:11 <b>signing</b> 76:13 <b>simple</b> 72:18 <b>simply</b> 115:14 <b>single</b> 12:20 48:6 <b>Siobhan</b> 4:2 4:25 9:14 <b>sir</b> 3:24 4:5 <b>Siri</b> 20:3 <b>sit</b> 62:15 <b>site</b> 88:4 <b>sites</b> 21:22 22:7 87:9 <b>situation</b> 56:24 58:2 <b>six</b> 2:11 40:24 41:21 <b>six-year</b> 27:22 32:6 <b>size</b> 25:3 <b>skill</b> 20:24 <b>skills</b> 8:3,16 24:21,21 31:22 35:3 41:24 44:4 44:6 71:20 93:3 97:2,3 <b>sky</b> 121:10 <b>skyrocketed</b> 133:17 <b>sleep</b> 50:24 <b>slide</b> 29:17 <b>slips</b> 66:9 <b>small</b> 7:14 28:20 52:3 52:15 89:14 117:20 <b>smallish</b> 113:7 <b>smart</b> 107:12 <b>smarter</b> 20:17 <b>social</b> 103:22 103:23 133:4,7 <b>society</b> 41:24 45:6,12 109:6 <b>solicit</b> 51:12 53:9	<b>solutions</b> 15:8 66:17 <b>somebody</b> 49:20 138:16 <b>Somerset</b> 101:9,23 <b>somewhat</b> 110:5 <b>sons</b> 126:5 <b>soon</b> 61:18 119:18 <b>sort</b> 18:19 21:23 22:4 23:20 25:4 26:8 36:15 49:11 57:15 62:11,19 63:11,22,25 65:22 66:2 66:13 67:22 67:22 71:23 76:16 84:7 117:19 <b>South</b> 88:19 134:19 <b>Southeast</b> 88:20,20 <b>space</b> 33:2,9 62:15 64:2 65:4 90:17 93:3,22 98:13 107:9 <b>spaces</b> 6:22 7:12 13:5 97:3 110:7 <b>Spanish</b> 6:17 <b>speak</b> 27:2 32:11 56:7 86:15 93:7 102:9 108:2 132:8 <b>speaker</b> 132:3 <b>speaking</b> 69:24 82:22 96:7 135:11 <b>speaks</b> 56:10 56:13 <b>special</b> 4:24 120:11 124:18 <b>specialist</b>
--	---	---	---	--	--	---	--

Committee of the Whole  
April 11, 2018

21:11,15 75:19 <b>specialized</b> 19:5 <b>specific</b> 69:13 <b>specifically</b> 43:3,11 44:3 <b>speed</b> 75:3 <b>speeds</b> 74:12 <b>spelled</b> 23:3 <b>spend</b> 62:13 62:14 122:13 133:22 <b>spending</b> 3:14 133:23 134:7 <b>spent</b> 41:21 <b>spokespeople</b> 91:8 <b>sponsored</b> 37:16 <b>sports</b> 121:22 <b>spot</b> 108:12 109:22 <b>spotlight</b> 124:14 <b>spring</b> 111:17 113:20,22 122:10,11 <b>Square</b> 88:22 114:18 <b>St</b> 104:23 <b>stability</b> 89:25 <b>stadium</b> 119:6 <b>staff</b> 10:2 11:18 12:20 12:24 14:24 15:6 18:21 31:11 34:2 56:7,13 57:11,17 62:10 81:4 82:23 117:23 122:12 124:19 139:8 <b>stage</b> 92:10 <b>stages</b> 40:10	<b>Stallone</b> 126:8 <b>stand</b> 38:3 40:13 141:5 <b>standard</b> 58:5 <b>start</b> 51:7 86:5 95:5 110:12,13 <b>started</b> 7:22 40:15 58:16 104:2 120:13 <b>starting</b> 92:15 <b>starts</b> 51:6 <b>stat</b> 136:18 <b>state</b> 5:9 13:12 16:22 16:24 33:18 86:7 93:9 96:9,13 102:24 119:15 <b>state-of-the...</b> 6:7 13:6 <b>statement</b> 53:3 <b>States</b> 76:8 76:19 136:20 <b>stating</b> 34:7 <b>stats</b> 93:7 <b>Statue</b> 126:9 <b>status</b> 16:23 31:13 <b>stay</b> 22:11 68:9 <b>staying</b> 6:11 21:3 <b>STEAM</b> 91:19 <b>stenographic</b> 142:6 <b>stick-to-itiv...</b> 39:22 <b>stipends</b> 122:16 <b>stirring</b> 115:3 <b>stocked</b> 33:23 <b>stop</b> 78:22 118:9 <b>storefront</b>	90:13,16 98:5 105:24 <b>storefronts</b> 90:11 98:6 <b>stories</b> 14:8 44:9 89:2,4 106:19 <b>story</b> 7:7 <b>stoves</b> 101:21 <b>strategic</b> 10:9 10:21 15:5 15:25 80:5 99:14 124:23 <b>strategies</b> 39:9 40:3 73:23 75:24 87:7 89:24 135:24 <b>strategy</b> 20:8 <b>Strawberry</b> 88:21 <b>street</b> 33:20 66:9 88:7,7 97:10 101:22 105:18 126:11 135:8 <b>Streets</b> 52:14 <b>strengtheni...</b> 62:23 87:24 <b>strike</b> 121:22 <b>strong</b> 94:16 <b>students</b> 8:10 29:17,18 32:24 71:18 71:19 91:6 120:8 <b>stuff</b> 20:4 25:4 57:22 58:14 70:16 75:23 106:3 110:17 112:8,9,20 <b>stunning</b> 107:10 <b>stylists</b> 30:17 <b>subcontract</b> 109:21 <b>subjects</b> 69:19 91:19 <b>submitted</b>	2:24 55:23 <b>subsidize</b> 17:6 <b>substantial</b> 65:9 74:16 <b>suburbs</b> 133:22 <b>success</b> 10:22 38:21 <b>successful</b> 49:7 106:19 <b>suite</b> 43:15 <b>summer</b> 11:21 29:16 29:17 31:3 40:9 72:19 91:13 <b>Summit</b> 125:3 <b>sunset</b> 39:25 <b>super</b> 34:13 118:2 <b>superior</b> 83:11 <b>supervising</b> 19:13 <b>supervision</b> 142:23 <b>supervisor</b> 18:8,11 <b>supplement</b> 17:9 51:13 <b>support</b> 12:8 13:8,11 16:9 22:19 26:6 28:6 33:8 52:16 53:9 75:20 77:25 84:2 86:16 87:4 89:3,12,21 91:18 125:23 127:3 137:14 138:24,25 <b>supporter</b> 95:18 101:2 <b>supporters</b> 94:18 <b>supporting</b> 22:19 <b>supportive</b>	103:7 <b>supports</b> 30:20 <b>supposed</b> 39:24 40:2 130:13 <b>sure</b> 19:7 22:4 29:21 32:16 34:12 46:3 53:20 56:7 57:17 77:21 80:10 81:19 83:2 84:15,25 86:9 106:24 115:5 116:4 116:25 117:2,10 120:5 123:18 <b>surrounding</b> 35:14,17 <b>surveys</b> 98:22 <b>sustain</b> 100:2 <b>sustainability</b> 81:10,19 82:16 <b>sustainable</b> 100:6 <b>sustained</b> 8:7 11:3 90:7 <b>sweet</b> 109:21 <b>swipe</b> 62:10 <b>Sylvester</b> 126:8 <b>symbol</b> 113:23 <b>system</b> 6:18 8:21 9:4,24 38:13 51:4 54:16 56:19 59:12 62:23 63:12 65:10 65:11 67:5 72:14 73:8 <b>system-wide</b> 110:23 <b>systems</b> 28:22 42:11 56:19 72:18 81:20 81:25 82:18 82:18	<b>table</b> 4:7 15:4 27:17 28:5 31:19 71:12 79:18 86:2 89:18 123:8 <b>Tacony</b> 7:9 49:2 88:23 98:4 <b>tactile</b> 20:22 24:22 <b>tag</b> 99:5 109:2 <b>Taiwan</b> 127:21 <b>take</b> 7:18 25:25 27:7 27:19 28:7 34:9 37:17 39:19 55:17 68:13 90:10 94:18 102:16 107:18,23 109:4 111:5 113:18 <b>taken</b> 80:5 89:7 142:6 <b>takes</b> 60:11 70:10 111:6 <b>talent</b> 68:25 69:3 <b>talk</b> 20:3 24:8 34:19 38:19 55:9 71:10 96:25 106:18 118:25 130:20 138:11 <b>talked</b> 104:13 <b>talking</b> 58:16 100:21 112:4 <b>tasks</b> 105:23 <b>TAUBENB...</b> 1:14 <b>taught</b> 29:13 <b>tax</b> 22:25 <b>teach</b> 23:23 29:23 37:14 <b>teacher</b> 72:10 <b>teachers</b> 8:4 29:22 30:2	33:9 65:3 <b>teaching</b> 69:17 71:2 72:11 98:18 <b>team</b> 15:11 52:23 55:14 59:19 69:7 85:6 105:17 119:10 124:20 137:12 139:18,19 <b>technically</b> 86:4 <b>techniques</b> 15:15 <b>technology</b> 13:7 19:24 19:24 20:18 21:4,5,17 62:14 69:17 77:25 78:13 <b>technology-...</b> 20:10 <b>teenagers</b> 62:6 <b>teeny</b> 88:15 <b>tell</b> 5:23 20:14 73:24 89:20 <b>telling</b> 109:20 <b>temporary</b> 43:4 <b>ten</b> 21:21,22 36:12,15 39:17,24 <b>ten-year</b> 14:18 110:18,19 111:11 <b>tenacious</b> 89:15 104:7 113:8 <b>tends</b> 39:19 <b>tenure</b> 14:18 <b>term</b> 21:21 <b>terminology</b> 82:11 <b>terms</b> 19:23 36:16 44:7 96:13 110:3 134:10 <b>test</b> 50:10	<b>testify</b> 3:22 26:19 86:20 86:22 <b>testimony</b> 3:18 4:14 16:15 17:24 18:2 41:17 47:22 79:6 81:5 85:17 86:8 95:8 96:9 123:17 123:24 141:4 <b>Texas</b> 132:3 <b>thank</b> 3:9 4:5 4:17,23 9:12 16:6 16:15,15 26:11,14 27:4 28:9 28:10 36:23 36:24 37:3 37:6 38:22 45:25 47:12 47:14,16,19 47:21,24 54:6,11,14 54:16 55:3 66:18,20,21 66:25 67:3 68:12,13,14 68:15,16,20 72:21,22,23 72:24 78:25 79:7,8 85:8 85:9,10,11 85:17,19 86:14,15,21 94:20,23 95:24,25 100:14,18 102:8 103:10,12 103:17,18 105:5,8,13 105:17,19 105:22 106:7,9 112:22 113:5,19 115:7,9,10 117:8,14,18 119:7,9,11
---	---	--	--	--	---	--	--

**T**

Committee of the Whole  
April 11, 2018

Page 16

120:2,14,16	45:5,7 46:8	139:23	128:22	<b>trends</b> 15:12	<b>undergirding</b>	<b>upgrades</b>	<b>visited</b> 22:24
121:12,14	47:7,25	<b>Thrill</b> 125:22	136:9	21:4 22:11	64:8	13:13	41:20
121:15,24	48:12,16	<b>thrilled</b> 9:25	<b>tourists</b> 104:3	<b>tribute</b> 88:8	<b>underscore</b>	<b>upgrading</b>	110:12
122:24,24	53:13 61:3	13:3 120:17	<b>tours</b> 89:7	<b>trigger</b>	79:15 80:6	74:7	136:19
122:25	61:11,24	<b>thriving</b>	<b>towpath</b>	136:11	<b>underscored</b>	<b>use</b> 17:6	<b>visiting</b> 41:21
123:12,13	63:9 64:6	11:15 13:10	88:16	<b>true</b> 69:8,9	79:16	22:16,20	109:19
127:3	65:6 66:16	<b>tight</b> 57:16	<b>track</b> 31:5,16	89:25 100:6	<b>underscores</b>	33:2 62:3	127:10
128:11,13	68:23 73:15	<b>time</b> 6:4,5	38:2,23	142:7	91:22	62:20 66:7	<b>visitor</b> 125:24
130:23	75:5 82:22	19:18,19,21	62:19	<b>truly</b> 83:11	<b>underserved</b>	71:19 72:16	<b>visitors</b> 89:4
137:8,8,8	83:5 93:14	27:25 29:16	<b>tracking</b>	88:25	59:7	75:21 77:20	124:13
137:13,15	95:5 96:20	32:10 33:4	27:14 30:25	103:24	<b>understand</b>	77:23 92:11	131:9 133:6
137:16,18	97:3 99:4	33:8,12	<b>trades</b> 83:15	<b>Trump</b> 59:2	8:11 64:5	<b>user</b> 109:18	136:10,13
138:2 139:4	101:14	49:14,14,24	95:19	<b>Trustees</b> 4:12	71:20 77:22	110:3	136:23
139:6,9,11	102:3,6,20	51:24 52:8	<b>traditional</b>	34:15 35:15	77:24	<b>users</b> 7:4	137:6
140:17,18	102:20	53:4,16	110:16,20	55:23	<b>understand...</b>	109:20	<b>vital</b> 8:2
140:20,23	103:6 107:6	55:18 62:13	<b>traditionally</b>	<b>try</b> 77:9 81:6	57:5	<b>usually</b> 21:22	<b>voice</b> 91:11
140:25,25	109:8 111:2	62:14 63:17	11:24	113:11	<b>underutilized</b>	<b>utilization</b>	<b>voices</b> 87:4
141:9	111:25	63:20 99:20	<b>train</b> 12:24	119:17	30:6	75:20	<b>volunteers</b>
<b>thankful</b>	113:17	100:3	45:5	140:24	<b>undocumen...</b>	<b>utilize</b> 52:17	46:10,23
112:16	114:10	128:11	<b>training</b>	<b>trying</b> 19:12	59:7	75:2 78:22	47:6
<b>thanking</b>	118:4,8,21	130:4,9	12:19 33:25	21:4 22:6	<b>unemploym...</b>	131:18	<hr/> <b>W</b> <hr/>
108:24	120:4	141:7	41:25 43:12	39:3 70:8	77:20		<b>waiting</b> 8:13
<b>thanks</b> 36:25	121:18	<b>times</b> 7:7 48:8	44:4 78:14	81:11 82:3	<b>UNESCO</b>	<hr/> <b>V</b> <hr/>	114:23
87:4 123:2	122:20	79:16	108:17	117:15	137:4	<b>vacancies</b>	<b>wake</b> 48:9
<b>theirs</b> 114:25	132:11,20	<b>timing</b> 19:8	<b>trainings</b>	123:14	<b>unfortunat...</b>	17:25 18:4	<b>walk</b> 61:8
138:13	139:2	<b>tip-top</b> 115:6	31:7	<b>tunnel</b> 101:9	20:2	18:7	66:8
<b>thing</b> 22:12	<b>thinking</b>	<b>title</b> 21:10	<b>trajectory</b>	<b>turn</b> 89:17	<b>uniform</b>	<b>vacant</b> 98:5	<b>walked</b> 23:3
61:9 62:17	14:21 15:3	<b>titles</b> 2:8	87:8	90:11	125:20	<b>vacate</b> 55:19	26:4
75:17	15:14 36:4	<b>Tobey</b> 9:18	<b>transcript</b>	<b>turned</b> 109:9	<b>uniforms</b>	<b>value</b> 30:4	<b>wall</b> 106:8
132:13	67:16	<b>today</b> 3:10,18	142:8,21	<b>tutors</b> 31:7	120:23	58:19 79:17	116:15
<b>things</b> 19:25	117:24	9:25 38:3	<b>transform</b>	<b>two</b> 7:24	<b>unique</b> 12:15	113:4	<b>Walleh</b>
20:7 31:9	<b>third</b> 5:18	46:16 68:24	93:5	28:18 30:20	26:20 38:16	<b>various</b> 9:23	120:21
32:19 38:6	8:14 25:5	79:6 86:15	<b>transformed</b>	39:6 66:8	<b>unit</b> 13:25	<b>Vernon</b> 88:17	<b>walls</b> 11:2
38:10 39:6	27:25 31:4	86:22 92:2	93:2 97:13	79:13 98:6	<b>United</b> 76:8	<b>version</b> 15:25	14:13
42:4 48:4	31:17 32:8	93:22 97:6	107:8	98:7 116:18	76:19	<b>versus</b> 21:20	104:17
49:7 51:20	37:15 41:3	119:22	<b>transforming</b>	119:2 122:5	136:20	68:7 122:17	<b>want</b> 4:22
52:7 54:15	70:12	123:22	88:14	134:24	<b>Unity</b> 125:6	<b>vibrant</b>	16:6 29:5
56:25 76:24	121:19	<b>today's</b> 46:5	<b>transportat...</b>	<b>twofold</b> 25:10	<b>Universal</b>	125:18	33:10,11
76:25 96:8	<b>thou</b> 52:20	<b>toes</b> 60:22	60:10	<b>type</b> 39:2	116:14	<b>video</b> 44:11	34:19 37:19
97:21 99:8	<b>thought</b> 47:4	<b>Tonight</b> 52:5	<b>trash</b> 88:20	80:3	<b>unnoticed</b>	<b>viewing</b> 37:20	38:19 45:3
100:8	58:3 67:5	<b>tools</b> 20:24	101:21	<b>types</b> 21:19	55:3	<b>vigilant</b> 118:7	51:16 52:22
107:14	83:20	<b>top</b> 25:20,21	<b>trauma</b>	22:2	<b>unveiled</b>	<b>visibility</b>	53:18 54:6
111:10	109:17	<b>total</b> 28:17	105:20	<b>typical</b> 22:4	91:20	124:9	54:15 55:3
122:5 133:5	114:17	129:11	<b>traumatized</b>	<b>typically</b>	<b>unveiling</b>	<b>vision</b> 10:24	55:9 56:15
133:25	<b>thoughts</b>	133:13	90:25	127:11	126:13	40:18 58:7	56:15,21
134:15	128:8	136:21	<b>travelers</b>	<hr/> <b>U</b> <hr/>	<b>upcoming</b>	<b>visionary</b>	57:24 58:4
135:23	<b>thousand</b>	<b>touch</b> 68:9	136:20	<b>ubiquitous</b>	16:24 128:9	94:18	58:10 61:2
<b>think</b> 5:13,24	96:19	77:7 104:12	<b>treat</b> 77:10	60:6	<b>update</b> 27:10	<b>visit</b> 96:23	61:17 63:6
11:24 20:25	122:18	114:20	<b>Tree-Lighti...</b>	<b>ugly</b> 101:5	34:10	126:8	66:12 71:4
35:5 37:15	<b>three</b> 10:14	<b>touch-up</b>	126:23	<b>umbrella</b>	<b>upgrade</b>	128:23	71:9 77:7
38:2,23,25	39:7 52:7	112:5	<b>trees</b> 84:6,7	81:11	112:12	132:22,23	79:14 99:12
39:8,20	69:2,12	<b>tough</b> 57:10	<b>tremendous</b>	<b>undergirded</b>	<b>upgraded</b>	133:8	99:16
40:3 42:22	78:6 79:16	<b>tourism</b>	103:17	8:5	82:19	134:17	100:25
						135:24	

Committee of the Whole  
April 11, 2018

102:25	8:22,25	109:15,19	<b>witness</b> 4:6	99:6 102:4	<b>world-class</b>	42:14 43:21	74:12 86:22
103:10,19	13:3 18:8	109:24	27:16,16	103:10,22	14:15 121:7	48:14,15,19	97:8 103:4
105:2,13	18:15,18	110:9 111:7	71:11,11	103:23	<b>worth</b> 45:13	53:5 57:3	<b>100-year-old</b>
106:9	19:15 22:6	112:4	85:25 90:20	104:16,17	<b>Wow</b> 102:15	80:4 95:15	13:18
107:20	22:19 27:6	116:21	92:24 123:7	104:20	<b>wrapping</b>	98:3,7	<b>106</b> 28:19
112:13,21	34:14 35:4	117:16,22	<b>witnessed</b>	105:16	92:18	106:15	<b>10th</b> 135:4
112:22	37:20 38:13	135:10	40:5 101:3	106:17,23	<b>write</b> 12:2	107:5	<b>11</b> 1:7
113:18	40:4 42:25	<b>web-based</b>	<b>Witnesses</b> 4:6	107:11	<b>writer</b> 14:14	109:24	<b>12</b> 18:7 19:12
114:24	46:17 52:6	22:5	85:25 123:7	108:25	<b>Writers</b>	112:4,10	117:6
115:3,14	53:22 59:3	<b>website</b> 31:10	<b>women</b> 92:25	110:16,20	125:14	114:21	<b>130</b> 56:8
117:8,18	60:14 61:18	<b>Wednesday</b>	96:25	111:8,23	<b>written</b> 46:6	117:6 128:7	<b>15</b> 39:19 93:7
119:15	61:19,20	1:7	117:21	114:4		132:7	93:8 96:11
120:3 121:7	62:19 64:14	<b>week</b> 64:23	124:25	115:16	<b>X</b>	134:24	112:10
121:11,18	64:15 65:8	64:25 96:24	<b>Women's</b>	117:9 118:8	<b>X</b> 45:7 99:10	<b>yesterday</b>	<b>15,000</b> 89:7
131:22	66:13 69:2	104:13	125:2	119:10,10		59:20	<b>15th</b> 116:13
133:24,24	69:10 70:13	<b>weekends</b>	<b>women-own...</b>	126:18	<b>Y</b>	<b>yields</b> 119:5	<b>16th</b> 136:19
140:15	70:25 72:14	133:23	80:24	128:6,21	<b>yeah</b> 7:2	<b>YOUMedia</b>	141:6
<b>wanted</b> 32:21	75:6 82:13	<b>weeks</b> 22:25	<b>wonder</b> 37:24	133:2 137:9	17:17,23	62:5	<b>180162</b> 1:16
47:3 50:6	88:12 92:17	<b>welcome</b> 9:4	87:2	<b>worked</b> 55:17	47:10 110:8	<b>young</b> 23:14	2:1,5,9 3:1
106:16,18	92:18,19	13:3 86:6	<b>wonderful</b>	82:5 85:5,6	135:21	23:23 31:14	4:1 5:1 6:1
120:2	96:2 97:7	89:19	90:12 139:2	85:7 105:17	140:9	62:18 79:22	7:1 8:1 9:1
<b>wants</b> 63:24	97:13 99:9	111:19,20	<b>wonderfully</b>	126:9 130:9	<b>year</b> 2:16,20	79:23 91:5	10:1 11:1
112:19,20	100:8	113:9 131:5	85:7	<b>workers</b>	2:23 5:20	92:14	12:1 13:1
<b>war</b> 68:25	102:12	<b>welcoming</b>	<b>wondering</b>	34:25	5:25 10:8	104:24	14:1 15:1
<b>warm</b> 95:6	103:4 104:6	108:19	69:13 72:13	<b>workforce</b>	11:9,9 12:7	115:23	16:1 17:1
<b>warms</b> 95:8	108:11	127:8	<b>work</b> 7:23 9:6	87:21	13:23 14:23	117:25	18:1 19:1
<b>wasn't</b> 36:22	109:8,11,25	<b>wellness</b>	9:6 10:15	127:24	16:12,24	120:22	20:1 21:1
58:3 107:23	111:3,16	87:22	11:14,20	<b>working</b>	32:6,8 43:4	121:8	22:1 23:1
<b>watch</b> 62:11	112:15	<b>went</b> 23:9	14:23 15:13	16:11 29:2	74:6 86:25	<b>younger</b>	24:1 25:1
<b>watched</b>	113:8,14,14	44:23 64:19	18:15 20:16	29:15 33:5	87:3 88:2	48:23	26:1 27:1
103:15	117:15	101:23	22:5,10	33:13 43:24	89:6 91:6	139:25	28:1 29:1
<b>water</b> 81:21	119:17,18	<b>weren't</b> 84:7	28:19 29:25	57:15,16	91:16 97:8	<b>youth</b> 71:14	30:1 31:1
81:24 82:2	119:21	<b>West</b> 84:17	30:13,15,21	63:3 81:17	103:6	125:11	32:1 33:1
<b>way</b> 6:11,11	120:19	88:11	30:24 33:15	81:24 82:14	113:13		34:1 35:1
20:15 30:8	122:20	<b>wide</b> 140:7	34:17 39:3	82:15 83:2	115:15	<b>Z</b>	36:1 37:1
35:15 44:23	123:4,5,14	<b>wide-ranging</b>	40:10 41:18	92:20 93:4	119:6 120:4	<b>zero</b> 29:5	38:1 39:1
59:3 60:3	133:19	8:6	42:10 50:23	97:20	124:2		40:1 41:1
61:3 64:6	134:14,17	<b>widely</b> 14:10	50:25 51:15	100:20	127:15,25	<b>0</b>	42:1 43:1
69:19 74:15	135:17,21	<b>Widener</b>	52:12 53:19	103:16	128:10		44:1 45:1
77:21 84:20	138:3,5	22:24	54:22 55:5	104:2	132:3,18	<b>1</b>	46:1 47:1
111:16	<b>we've</b> 7:25	<b>wider</b> 115:23	57:2 58:11	106:25	133:13	<b>1</b> 18:10 74:6	48:1 49:1
<b>ways</b> 9:9	9:9 10:17	<b>WILLIAM</b>	59:4 60:18	107:14	134:24	103:2	50:1 51:1
14:19 15:16	19:3 24:17	1:11	61:22 62:2	110:13,19	135:22,25	119:16	52:1 53:1
43:2 109:22	33:5,12	<b>willingness</b>	65:23,23	133:9	138:11	<b>1,000</b> 121:23	54:1 55:1
<b>we'll</b> 4:15	35:4 36:18	51:23	67:4 69:25	134:17	<b>year-round</b>	<b>1:00</b> 119:19	56:1 57:1
14:8,10	42:13 43:24	<b>Wilson</b> 88:11	70:2,9,13	136:16	125:7	141:11	58:1 59:1
15:10 68:13	57:3 70:6	<b>win-win</b>	70:16 76:8	<b>works</b> 114:25	<b>years</b> 2:11,21	<b>10</b> 39:19	60:1 61:1
70:19 72:19	81:23 87:13	114:14	77:14 80:22	<b>workshops</b>	10:17 15:22	117:6	62:1 63:1
74:14 80:3	95:17 99:8	132:15	83:12 87:17	116:21	20:13 25:19	<b>10,000</b>	64:1 65:1
85:3 86:5	99:10	<b>winning</b> 40:6	88:18,23	<b>world</b> 61:2	27:13 36:13	101:12	66:1 67:1
138:3	103:22	<b>wisely</b> 92:11	91:18 92:7	89:8 110:3	36:15,21	102:5	68:1 69:1
<b>we're</b> 5:20	104:10	<b>wish</b> 76:21	93:6 95:12	136:24	39:7,17,20	<b>10:00</b> 141:6	70:1 71:1
8:11,13,18	105:17,25	116:16	95:23 97:3	137:4	39:24 40:14	<b>10:55</b> 1:7	72:1 73:1
					40:24 41:13	<b>100</b> 45:5,14	

Committee of the Whole  
April 11, 2018

Page 18

74:1 75:1	<b>2016</b> 58:15	122:14	107:1 108:1	<b>641,000</b>		
76:1 77:1	136:18	<b>4/11/18</b> 2:1	109:1 110:1	16:19		
78:1 79:1	<b>2017</b> 90:9	3:1 4:1 5:1	111:1 112:1	<b>65</b> 87:14		
80:1 81:1	92:6 129:10	6:1 7:1 8:1	113:1 114:1	<b>66,000</b>		
82:1 83:1	133:13	9:1 10:1	115:1 116:1	102:13		
84:1 85:1	<b>2018</b> 1:7 2:23	11:1 12:1	117:1 118:1	122:17,19		
86:1 87:1	94:13	13:1 14:1	119:1 120:1	<b>6th</b> 6:16		
88:1 89:1	127:15	15:1 16:1	121:1 122:1			
90:1 91:1	131:6	17:1 18:1	123:1 124:1	<u>7</u>		
92:1 93:1	134:14,16	19:1 20:1	125:1 126:1	<b>750</b> 33:22		
94:1 95:1	141:6	21:1 22:1	127:1 128:1			
96:1 97:1	<b>2018-2019</b>	23:1 24:1	129:1 130:1	<u>8</u>		
98:1 99:1	134:10	25:1 26:1	131:1 132:1	<b>8</b> 17:2		
100:1 101:1	<b>2019</b> 2:13,16	27:1 28:1	133:1 134:1	<b>80</b> 40:22		
102:1 103:1	2:21 3:14	29:1 30:1	135:1 136:1	<b>85</b> 93:10		
104:1 105:1	3:16 9:1-21	31:1 32:1	137:1 138:1	<b>8th</b> 72:4		
106:1 107:1	124:2	33:1 34:1	139:1 140:1			
108:1 109:1	<b>2019-2024</b>	35:1 36:1	141:1	<u>9</u>		
110:1 111:1	2:11	37:1 38:1	<b>400</b> 1:6 141:8	<b>90</b> 133:15		
112:1 113:1	<b>2020</b> 132:20	39:1 40:1	<b>41.9</b> 41:2	<b>9th</b> 72:4		
114:1 115:1	<b>2023</b> 2:22	41:1 42:1	<b>42</b> 41:2			
116:1 117:1	<b>2024</b> 3:17	43:1 44:1	<b>48</b> 78:6			
118:1 119:1	<b>21st</b> 49:2	45:1 46:1	<b>49</b> 78:6			
120:1 121:1	80:19	47:1 48:1	<b>4th</b> 8:8 11:16			
122:1 123:1	<b>25,000</b> 87:10	49:1 50:1	27:20 28:13			
124:1 125:1	<b>250</b> 45:6	51:1 52:1	32:20 38:7			
126:1 127:1	<b>28th</b> 41:21	53:1 54:1	40:20 46:21			
128:1 129:1	<b>29</b> 17:25	55:1 56:1	63:25 70:10			
130:1 131:1	<b>29th</b> 88:14	57:1 58:1	126:21			
132:1 133:1	93:5	59:1 60:1	139:15			
134:1 135:1		61:1 62:1				
136:1 137:1	<u>3</u>	63:1 64:1	<u>5</u>			
138:1 139:1	<b>3</b> 3:6	65:1 66:1	<b>5</b> 41:6 96:8			
140:1 141:1	<b>30</b> 16:18	67:1 68:1	<b>5,000</b> 122:14			
<b>180163</b> 1:16	20:13 87:12	69:1 70:1	132:11			
2:5,12	114:20	71:1 72:1	<b>5,600</b> 102:12			
<b>180164</b> 1:16	118:4	73:1 74:1	<b>50</b> 103:4			
2:5,14	<b>300</b> 12:24	75:1 76:1	<b>500</b> 45:23			
<b>180185</b> 1:17	45:22	77:1 78:1	<b>52</b> 87:11			
2:6,17	<b>31st</b> 135:4	79:1 80:1	<b>52nd</b> 33:20			
<b>18th</b> 101:4	<b>320</b> 102:18	81:1 82:1	<b>55,000</b> 96:17			
<b>19</b> 10:7	<b>35</b> 93:9	83:1 84:1	<b>57,000</b>			
<b>1992</b> 3:6	<b>370</b> 102:12	85:1 86:1	102:19			
		87:1 88:1	<b>581</b> 129:11			
<u>2</u>	<u>4</u>	89:1 90:1				
<b>2</b> 74:14 103:3	<b>4</b> 16:18 27:3	91:1 92:1	<u>6</u>			
119:21	27:11,15	93:1 94:1	<b>60</b> 34:14			
<b>2,000</b> 91:5	31:15 33:19	95:1 96:1	78:18			
<b>20</b> 74:15	37:25 38:4	97:1 98:1	<b>60,000</b> 45:10			
93:24	41:16 48:15	99:1 100:1	103:6			
<b>200</b> 45:5,22	53:11 69:12	101:1 102:1	<b>63rd</b> 67:7			
86:22	69:14,18	103:1 104:1	<b>64</b> 80:24			
<b>2000</b> 119:6	71:3,6	105:1 106:1	<b>640,000</b>			
<b>2002</b> 103:24	<b>4,000</b> 94:3		16:19			