

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, April 30, 2019
10:36 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN CINDY BASS
COUNCILMAN ALLAN DOMB
COUNCILMAN WILLIAM K. GREENLEE
COUNCILWOMAN HELEN GYM
COUNCILMAN DAVID OH
COUNCILWOMAN CHERELLE L. PARKER
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN AL TAUBENBERGER

BILLS 190152, 190153, and 190154
RESOLUTION 190164

- - -

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN GREENLEE: Good
3 morning, everyone. Sorry for the delay.

4 This is the public hearing of
5 the Committee of the Whole regarding Bill
6 Nos. 190152, 190153, 190154, and
7 Resolution No. 190164.

8 Mr. Stitt, please read the
9 titles of the bills and resolution.

10 THE CLERK: Bill No. 190152, an
11 ordinance to adopt a Capital Program for
12 the six Fiscal Years 2020 through 2025
13 inclusive.

14 Bill No. 190153, an ordinance
15 to adopt a Fiscal 2020 Capital Budget.

16 Bill No. 190154, an ordinance
17 adopting the Operating Budget for Fiscal
18 Year 2020.

19 Resolution No. 190164,
20 resolution providing for the approval by
21 the Council of the City of Philadelphia
22 of a Revised Five Year Financial Plan for
23 the City of Philadelphia covering Fiscal
24 Years 2020 through 2024, and
25 incorporating proposed changes with

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 respect to Fiscal Year 2019, which is to
3 be submitted by the Mayor to the
4 Pennsylvania Intergovernmental
5 Cooperation Authority (the "Authority")
6 pursuant to the Intergovernmental
7 Cooperation Agreement, authorized by an
8 ordinance of this Council approved by the
9 Mayor on January 3, 1992 (Bill No.
10 1563-A), by and between the City and the
11 Authority.

12 COUNCILMAN GREENLEE: Today we
13 continue the public hearing of the
14 Committee of the Whole to consider the
15 bills read by the Clerk that constitute
16 proposed operating and capital spending
17 measures for Fiscal Year 2020, a Capital
18 Program, and a forward-looking Capital
19 Plan for Fiscal Year 2020 through Fiscal
20 Year 2025.

21 Today we will hear testimony
22 from these City departments: SEPTA,
23 Community College, Controller's Office,
24 and department callback scheduled the
25 Free Library.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Mr. Stitt, our first witness to
3 testify is?

4 MR. STITT: SEPTA General
5 Manager, Jeffrey Knueppel.

6 (Witnesses approached witness
7 table.)

8 COUNCILMAN GREENLEE: Good
9 morning, Mr. Knueppel. We have your
10 written testimony. I know you know the
11 score here. If you could give us a
12 summary, and we have questions. Thank
13 you.

14 MR. KNUEPPEL: Good morning,
15 Councilman Greenlee, members of City
16 Council, and other guests. I am Jeff
17 Knueppel and I am honored to come before
18 you today as the General Manager for the
19 Southeastern Pennsylvania Transportation
20 Authority. I am joined by SEPTA
21 Philadelphia Board member Michael Carroll
22 to my right, Deputy Managing Director,
23 Office of Transportation, Infrastructure,
24 and Sustainability.

25 SEPTA is pleased to submit

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 testimony supporting the Authority's
3 \$87.6 million Fiscal Year 2020 Operating
4 Budget request, and I am grateful for the
5 opportunity to provide the members of
6 Council with an overview of SEPTA
7 initiatives and milestones achieved
8 during the past year.

9 I believe you have copies of my
10 complete testimony, and if you agree, I
11 would like to summarize its content and
12 get right to any questions you may have.

13 COUNCILMAN GREENLEE: Yes, sir.

14 MR. KNUEPPEL: Members of my
15 staff are also with me today to help
16 provide any additional information
17 requested.

18 SEPTA's Operating Budget is
19 funded through subsidies from local,
20 state, and federal governments, the fare
21 box, and other revenues. The City's
22 \$87.6 million contribution represents 6
23 percent of the Authority's total
24 operating budget and enables SEPTA to
25 meets its state legislatively mandated

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 requirement to secure local matching
3 funds to leverage state operating subsidy
4 dollars of approximately \$739 million.

5 SEPTA's Fiscal Year 2020
6 Operating Budget maintains current
7 service levels, with no increase in fares
8 for customers.

9 For SEPTA's Capital Budget, the
10 City's \$4.58 million contribution will
11 support a total Capital Program this year
12 of approximately \$675 million, advancing
13 projects, including modernization of 30th
14 Street Station on the Market-Frankford
15 line; ongoing rehabilitation of the 15th
16 Street and City Hall Stations complex;
17 accessibility improvements to
18 Susquehanna-Dauphin and Tasker-Morris
19 Stations on the Broad Street line;
20 expansion of the Wissahickon
21 Transportation Center; and continued
22 improvements to the Center City concourse
23 network.

24 Council's continued support to
25 allocate operating and capital funds in

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the City's budget is sincerely
3 appreciated.

4 SEPTA also works to preserve
5 state and federal funding that is
6 critical to our operations and state of
7 good repair efforts. It is, however, an
8 uncertain time for public transportation
9 funding at the state level, as an ongoing
10 lawsuit by the trucking industry
11 continues to threaten state transit
12 capital funding.

13 Despite these challenges, SEPTA
14 is working every day to support the
15 mobility and livelihood of the people who
16 live, work, and visit Philadelphia and
17 the Southeast region.

18 From social responsibility and
19 environmental sustainability to quality
20 of life and economic opportunity, SEPTA
21 is proud to be the backbone of this city
22 and the region.

23 Transit remains the most
24 affordable, safest, and greenest way to
25 get around. A study this year by

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 Econsult Solutions found that transit
3 ridership saves the average Philadelphia
4 household nearly \$1,000 per year.
5 Traveling by public transportation is ten
6 times safer than driving, and transit has
7 always been a more environmentally
8 friendly alternative.

9 SEPTA has completed the first
10 of four solar panel installation projects
11 on what will be the second largest solar
12 installation in Philadelphia history, and
13 we are now reviewing proposals to convert
14 20 percent of our electricity demand to
15 renewable sources.

16 Strong partnerships with the
17 City, including as a member of the Zero
18 Waste and Litter Cabinet, are also making
19 for a cleaner, greener Philadelphia.

20 SEPTA is building the future
21 with a strong and diverse workforce of
22 9,500 employees who reflect our ridership
23 and the communities we serve. Fifty-one
24 percent of SEPTA employees live in
25 Philadelphia. Sixty-three percent of our

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 workforce are minorities, and 23 percent
3 are women.

4 SEPTA is also committed to
5 improving equity and diversity in our
6 management ranks. Five years ago, women
7 and minorities made up 52 percent of
8 SEPTA's management employees. Today 59
9 percent of salaried and management
10 employees are minorities or women.

11 Over the same period of time,
12 the percentage of SEPTA's workforce that
13 reports to a minority or a woman has
14 grown significantly. Currently, 45
15 percent of our employees report to a
16 minority or woman supervisor, up from 26
17 percent in 2014.

18 Promoting growth and
19 opportunities for local business owners
20 is also a priority, and I am pleased to
21 report continued progress in
22 strengthening our federal disadvantaged
23 business enterprise, DBE, program. Our
24 directory of DBE-certified firms grew to
25 834, of which 24 percent are Philadelphia

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 based. This year we streamlined the DBE
3 certification process to ensure timely
4 approval, and there is currently no
5 backlog. Over the past three years,
6 SEPTA has exceeded 16 percent DBE
7 participation on newly awarded contracts.

8 Everyone at SEPTA takes immense
9 pride in delivering reliable, accessible,
10 sustainable, and customer-focused public
11 transit service every day. Like transit
12 agencies across the nation, we have
13 experienced a decrease in bus ridership
14 over the last few years. We are working
15 closely with the City and other
16 stakeholders to reverse this trend. As
17 we begin the Comprehensive Bus Network
18 optimization initiative, interim measures
19 are yielding positive results. In
20 addition to the recent release of bus
21 frequency maps and the launch of the new
22 Route 49, we are also pleased with the
23 successful partnership with the City of
24 Philadelphia surrounding the Market and
25 Chestnut bus lane enforcement program.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Safety and security are the
3 foundations of everything we do. SEPTA
4 invests in public safety education,
5 partnering with Operation Lifesaver and
6 Vision Zero Philadelphia, among others.
7 And I would be remiss not to mention that
8 tomorrow is SEPTA's 7th annual Make the
9 Safe Choice Public Safety Day.

10 SEPTA also continues to
11 research and incorporate technology to
12 help reduce accidents on the SEPTA
13 system. Approximately 75 percent of
14 SEPTA buses have audible turn alerts, and
15 the entire fleet will be equipped by 2020
16 or earlier.

17 The last year has seen
18 continued progress in the implementation
19 of SEPTA Key. There are now one million
20 Key cards in circulation, and more than
21 268 million rides have been taken using
22 Key cards. Last month, we launched a
23 refreshed responsive SEPTA Key website,
24 and we continue to seek public input for
25 recommendations and improvements.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 SEPTA is working hard to build
3 a future and to partner with the City in
4 many initiatives, including vital efforts
5 to address homelessness, reduce litter,
6 and rethink traffic patterns and improve
7 pedestrian safety.

8 Thank you again for the
9 opportunity to speak to you about SEPTA's
10 accomplishments over the past year. City
11 Council's continued support of public
12 transit through the City matching funds
13 for the Authority's operating and capital
14 budgets is greatly appreciated.

15 We will be happy to answer any
16 questions.

17 COUNCILMAN GREENLEE: Thank
18 you, sir.

19 A couple of questions. I know
20 both Council President and I, we're big
21 supporters of Route 49 that came through.
22 And, by the way, I take it myself with
23 this great invention that was made with
24 the --

25 MR. KNUEPPEL: 49 is up to

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 1,900 riders already -- 1,900 trips.

3 COUNCILMAN GREENLEE: I was
4 going to say, it's been a success so far?

5 MR. KNUEPPEL: Yes. Moving
6 fast. We were hoping for 3,000 by the
7 end of the year, so we're doing very well
8 towards that goal.

9 COUNCILMAN GREENLEE: That's
10 great. That's great. And I know some of
11 the concerns particularly in the northern
12 part of the district or certainly by me
13 that were concerned about maybe
14 congestion or something, it hasn't seemed
15 to have happened so far.

16 MR. KNUEPPEL: Very good.

17 COUNCILMAN GREENLEE: So that's
18 great.

19 Speaking of congestion, in your
20 written testimony, you state the
21 congestion has the largest impact on the
22 quality and reliability of the bus
23 network. I think you touched on that a
24 little bit. What does SEPTA believe
25 should be done to improve the speed and

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 reliability of the bus fleet?

3 MR. KNUEPPEL: Okay. This is a
4 good question. So with a bus network,
5 there's much that we can control - our
6 drivers, the condition of the buses,
7 putting new -- we put in WiFi on our new
8 buses. We're doing a lot of things to
9 make them attractive, screens on the
10 buses for advertising information, all
11 kinds of things that we can do to make
12 the service as attractive from the things
13 we control.

14 But what is concerning is the
15 slowing down of our network that has
16 occurred over a period of time, and it is
17 due to congestion. There's a lot of
18 people competing for Philadelphia's
19 relatively narrow street network that
20 actually dates back to the 1700's. The
21 map is the same. So there's a lot of
22 challenges. You have bikes out there.
23 You have deliveries now that have
24 increased, like Amazon deliveries. You
25 have more pedestrians. You have Uber.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 You have Lyft. There's a lot of
3 competition for those streets.

4 So as we move forward, what
5 we're looking at is a complete review of
6 our bus network, and that's something
7 that we are partnering with the City on.
8 So we're going to be looking at all of
9 our schedules. It's been really decades
10 since SEPTA looked at our schedule, and
11 there's a lot of things that have changed
12 in the City as well. Just look at the
13 number of restaurants that are out --
14 that have outdoor spaces and the
15 weekends, and a lot of things have
16 changed. So we're looking at our bus
17 network and doing what other cities have
18 done, which is really a redesign of their
19 schedules, or for us, we feel that it's
20 more of an optimization.

21 But the other part we're doing
22 is partnering with the City and we're
23 actually working on an MOU, so if we're
24 going to take all this effort and money,
25 we want to make sure that the City will

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 partner with us to do -- and I can let
3 Mike talk about that in a minute, but let
4 us -- that they will work on the things
5 that can help make this system faster.
6 As far as -- and more attractive.

7 As far as what we are going to
8 do, we're going to -- first, we're
9 starting out with a lot of outreach.
10 We're not making decisions without
11 talking to people. And so that will be
12 very much a part of the process.

13 But, Mike, maybe you could talk
14 about some of the things that the City is
15 putting in the MOU.

16 COUNCILMAN GREENLEE: Let me
17 just add, is enforcement also an issue?

18 MR. CARROLL: Yes.

19 COUNCILMAN GREENLEE: You
20 probably want to talk about that.

21 MR. CARROLL: Mike Carroll,
22 Deputy Managing Director for Office of
23 Transportation, Infrastructure, and
24 Sustainability.

25 Like the General Manager has

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 said, there's certainly a lot of things
3 that SEPTA will be doing and there's
4 certainly a lot of things that the City
5 will be doing.

6 The congestion issues that
7 affect everybody else affect the bus, but
8 maybe even more so, because a lot of the
9 shortcuts that folks who are driving
10 around doing deliveries will take to get
11 access to the curb have a
12 disproportionate impact on SEPTA.

13 So you talk about enforcement.
14 Our experience was pretty good with the
15 work we did on Chestnut and Market, and
16 we want to ramp that up. We're going to
17 try and incorporate not just more boots
18 on the ground, so to speak, but we want
19 to look at opportunities to do automated
20 enforcement as well. And so we're
21 looking at kind of the legal requirements
22 to do automated enforcement.

23 So far, the picture looks
24 pretty good. We've got a sense that we
25 don't necessarily need to get any special

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 authorization, and we're hopeful that we
3 can work with SEPTA based on the fact
4 that they have some cameras on their
5 buses and we've got cameras that are
6 located pretty strategically around
7 Center City, and we can try to make sure
8 that people aren't blocking the bus lanes
9 where we have bus lanes and, to the
10 extent that we have the ability, that
11 they're not stopping in the bus zones,
12 where the bus stops are, and we want to
13 layer on top of that a little bit of
14 extra focus on the infrastructure itself.
15 We have some projects that are going to
16 take a little bit of time to deliver, but
17 we're going to do the work in lockstep
18 with the optimization that the General
19 Manager has been speaking about to
20 identify those corridors where we really
21 want to give as much as possible the
22 priority treatments to the buses so that
23 they can get through the fastest. So
24 that's the basics.

25 COUNCILMAN GREENLEE: Sure.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 And when you say about enforcement, I
3 think the Council President wanted me to
4 point out that maybe those public safety
5 officers --

6 MR. CARROLL: That's right.

7 COUNCILMAN GREENLEE: -- if
8 they're approved in the primary vote,
9 that they could also assist in that
10 measure.

11 Just one more thing and then
12 I'll turn to the other members. Mr.
13 Knueppel, you mentioned the SEPTA Key
14 card, and I know on your website right
15 now it says SEPTA Key card cannot be used
16 for multiple riders at this time. And I
17 understand in other cities you can do
18 that. Is that in the works as maybe
19 changing that policy?

20 MR. KNUEPPEL: There are not
21 very many transit networks that have that
22 feature yet. I think Chicago does, but
23 it's something that we're looking at as
24 we change our fare policy going into not
25 this year, no fare increase, but in the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 future, and we'll be looking at a lot of
3 things. We'll be looking at transfers.
4 We'll be looking at the whole rate
5 structure.

6 There's been a lot of change in
7 recent years. People are making very
8 different decisions almost on a
9 case-by-case trip basis. They're looking
10 at how they plan their travel.

11 So we have an awful lot of
12 things to look at, and that certainly is
13 one of the things that we have to look
14 at.

15 COUNCILMAN GREENLEE: Things
16 keep changing and evolving, right. But
17 overall I think you're doing a good job.
18 I'm a SEPTA rider since I think there was
19 SEPTA, so...

20 MR. KNUEPPEL: Thank you.

21 COUNCILMAN GREENLEE: I think
22 you react very well to the changes that
23 are going on out there. And I love that
24 Route 49. I'll just add that one more
25 time.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Councilman Domb, please.

3 COUNCILMAN DOMB: Thank you,
4 Mr. Chairman.

5 Good morning.

6 MR. KNUEPPEL: Good morning.

7 COUNCILMAN DOMB: I saw in your
8 testimony that at the state level, you
9 mentioned on Page 1 that transportation
10 funding is facing serious consequences as
11 a result of the lawsuit filed in federal
12 court by the trucking industry, and it
13 says here that four quarterly fiscal year
14 payments to PennDOT for transit capital
15 funding weren't made.

16 Can you explain how much money
17 we're talking about, and how do you plan
18 on dealing with that issue?

19 MR. KNUEPPEL: So for this
20 current year's capital program, we were
21 supposed to receive, I think, about 305
22 million. Unfortunately, the Turnpike was
23 not sending the money to the state
24 because of the lawsuit, and the state
25 then couldn't in turn send it to the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 transportation agencies. So for us, what
3 PennDOT was able to do was come up with
4 kind of a one-year help, and I think they
5 were able to push it up to \$288 million.
6 So for this fiscal year, which runs
7 through July, we've been mostly okay.
8 It's really next year.

9 PennDOT really doesn't have a
10 whole lot more rabbits they can pull out
11 of the hat, and so right now, the fear is
12 that we would drop from what is typically
13 planned at 350 million to 107 million.
14 So that's a big drop.

15 On the good news, the lawsuit
16 against the Turnpike and PennDOT, the
17 truckers association was not successful.
18 They have filed an appeal, but I think
19 that we're hopeful that things will
20 continue to go well. And really what we
21 heard the other day -- and I know it was
22 in the papers -- was that the Turnpike is
23 looking at bonding right now. So they
24 may make that decision even before the
25 appeal is filed. We're not sure yet, but

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 we're hopeful, and having a win in court
3 is a big help.

4 So we're hopeful right now, but
5 fingers crossed.

6 COUNCILMAN DOMB: And what
7 would be our contingency plan if we
8 weren't successful?

9 MR. KNUEPPEL: We've already
10 started to pause certain projects and
11 slow things down. For next year for our
12 capital program, we literally can't stop
13 things that we already have in the
14 pipeline, and so we would run a negative
15 balance for next year. So we would have
16 to do a lot of extraordinary measures,
17 including, I guess, borrowing money, to
18 be able to deal with the fact that we
19 would have a negative capital budget for
20 the year.

21 COUNCILMAN DOMB: I have
22 another question for you. Do you have
23 any idea of what your on average bus
24 capacity is for ridership? Like how many
25 seats are typically on a bus?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MR. KNUEPPEL: Oh, gosh. 39.

3 COUNCILMAN DOMB: And what
4 would you say, are they typically 50
5 percent occupied, 30 percent occupied, 80
6 percent?

7 MR. KNUEPPEL: It really
8 depends where the route -- where it
9 starts, where it finishes. I mean, it
10 changes all throughout the trip. But
11 some of them are very, very heavy routes
12 that may be filled almost instantly if
13 they're picking up customers from, let's
14 say, a transportation center.

15 COUNCILMAN DOMB: And do you
16 have different sized buses or one size?

17 MR. KNUEPPEL: Yes. We have
18 articulated buses that are longer and
19 carry more. And the 39 seats is not as
20 much as we can actually get into the bus.
21 What's the full number? About 60.

22 COUNCILMAN DOMB: Okay. And
23 then I'm just going to go to one other
24 question -- actually, two more. Navy
25 Yard expansion, is that on the table, and

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 also is there any talk of expanding the
3 Frankford Transportation Center? Is
4 there any talk of expanding the Frankford
5 El further up into the Northeast?

6 MR. KNUEPPEL: Okay. First of
7 all, there was a study that PennDOT and
8 SEPTA worked on for the Navy Yard. When
9 they looked at it, it's still, based on
10 the way the plan is for the Navy Yard
11 over the next the decade or two with
12 growth, it was not really in a situation
13 to qualify for new starts money. So what
14 SEPTA and PIDC and the partners down at
15 the Navy Yard are looking at is how to do
16 some interim improvements in bus service
17 and other things to make it stronger. It
18 doesn't mean that we won't have an
19 extension some day to the Navy Yard.
20 It's just not quite there yet.

21 In terms of FTC and going
22 north, in the past people have looked
23 more at coming off of the Broad Street
24 Line and going north, I think out of
25 Hunting Park area and branching and going

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 up along the Boulevard, and I think at
3 one point there was even, at the Sears
4 complex, there was a station underneath
5 their parking garage.

6 So that continues to be
7 something that people talk about, but
8 they're not looking at it in earnest yet.

9 MR. CARROLL: I would just
10 mention that along the lines of what the
11 General Manager was just saying, we're
12 about 18 months into what we call the
13 Direct Bus service, which runs on the
14 Roosevelt Boulevard from FTC out to the
15 Neshaminy Mall. It's been a pretty big
16 success. Ridership levels are up
17 significantly over the previous lines,
18 and we do intend to extend that down to
19 Broad Street at Hunting Park.

20 So the option to improve bus
21 service provides sort of a
22 high-quality -- higher quality bus
23 service allows us to figure out whether
24 capital-intensive extensions make more
25 sense or not without really taking on

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 that risk.

3 COUNCILMAN DOMB: One last
4 question. I think I asked this last year
5 and the year before. It might be to you,
6 Mike, more so.

7 Are we going to do a traffic
8 study from river to river? Is that on
9 the books to be done, a traffic study?
10 Because what's happening is, it's not
11 just buses. It's not just Uber and Lyft.
12 It's all these deliveries that are going
13 on, because our economy has dramatically
14 changed how people buy things.

15 MR. CARROLL: So what we're
16 looking at, to put in plain English, is a
17 number of traffic studies, and there's
18 work that's going on now that's looking
19 at the delivery issues, mostly focused on
20 truck deliveries. We're also going to be
21 looking at the kind of information
22 infrastructure to see how we can improve
23 the management that we exercise from the
24 Traffic Operations Center. That's going
25 to get pared at some point in time. The

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 work that goes into the Bus Network
3 Optimization then can get folded into
4 this as we look how to prioritize
5 treatment.

6 So there's not going to be one
7 big study that wraps it all together, but
8 the different efforts are going to go
9 forward in lockstep, and we'll be sharing
10 information between these efforts.

11 COUNCILMAN DOMB: So let me
12 just make sure I'm clear. Are we doing a
13 traffic study?

14 MR. CARROLL: I would say we're
15 probably doing three or four traffic
16 studies, each with a different theme.

17 COUNCILMAN DOMB: And when do
18 you think the results of those studies
19 will occur?

20 MR. CARROLL: Well, ultimately
21 I think the most impactful work will be
22 the bus network redesign and the work
23 that comes out of that, and I'll let the
24 General Manager talk about the timeframe
25 for that.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MR. KNUEPPEL: So that will
3 start up right away. We initially
4 thought we were going to use a lot more
5 outside consulting, but we've looked at
6 it. We had an initial study done by a
7 consultant who felt that about 70 percent
8 of our service was in the right place.
9 So we're really undergoing what we're now
10 calling, instead of a redesign, an
11 optimization. It will be driven a lot by
12 internal people, but we will have some
13 consultants helping us.

14 There's a lot of outreach that
15 goes into the program as well, and we'll
16 be working with the City on that. And
17 then we'll be -- it will take anywhere
18 from two to three years to actually make
19 all the changes to the bus network.

20 MR. CARROLL: The first
21 major -- "major" might not be the right
22 word. The first cut at the data
23 optimization work that can feed into the
24 bus optimization work should be done in
25 about a year. So that's a good timeframe

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 to start looking for some documentation.

3 COUNCILMAN DOMB: Okay. I know
4 my time is up. Thank you very much.

5 Thank you, Mr. Chairman.

6 COUNCILMAN GREENLEE: Thank
7 you, Councilman.

8 Councilwoman Reynolds Brown,
9 please.

10 COUNCILWOMAN BROWN: Good
11 morning. Good morning, leadership.

12 MR. KNUEPPEL: Good morning.

13 COUNCILWOMAN BROWN: It's never
14 too late to say thank you, and I don't
15 know that we did last year when you and
16 the Chairman of the Board and the
17 leadership of SEPTA made a decision to
18 help Eagle cheerleaders, fans, and
19 enthusiasts ride free on SEPTA. That was
20 a big deal, and it should not go
21 overlooked.

22 MR. KNUEPPEL: Thank you.
23 Thank you. I wouldn't have wanted to
24 collect fares that day anyway. But we
25 got sponsorships for that, and that was

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 really a big key to us being able to move
3 very large numbers of people, so that was
4 great. And the City's approach of having
5 the parade route extended over a much
6 bigger distance really did help us as
7 well. We made that recommendation, and
8 it was fantastic that they followed
9 through. So having a much longer parade
10 route really, really helped us.

11 COUNCILWOMAN BROWN: It was a
12 huge, huge partnership, and too often we
13 hear the bad stories where companies,
14 corporate Philadelphia, and government,
15 does not work together. So it needs to
16 be recognized.

17 Thank you for your discussion
18 where the Authority is with regards to
19 women in the executive suite and the
20 progress I believe I've witnessed with
21 regards to MBE/WBE participation.

22 Talk to me more about the Women
23 in Trades initiative. Is that a staple
24 institutional practice now within the
25 organization? Because my office was

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 intimately involved with one of your
3 former HR professionals to help bring
4 that to bear.

5 MR. KNUEPPEL: It's actually --
6 if you know my 31-year career at SEPTA, I
7 was -- I worked in engineering and
8 maintenance and construction, and so I
9 was around a lot of very capable women,
10 not a lot but the ones that we had were
11 absolutely fantastic. And so when I
12 became General Manager, it became very
13 clear to me when I looked at how few
14 women there were in the trades and how
15 hard it can be when you're one of just a
16 few.

17 COUNCILWOMAN BROWN: An
18 anomaly.

19 MR. KNUEPPEL: So I immediately
20 formed a group that we have where they
21 get together, I think, quarterly, and we
22 have a facilitator for that group, and it
23 really helps the women that are here
24 already connect with each other and feel
25 supported. And then we're also using

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 that group to do outreach. Like I think
3 we have an event in June where we will
4 have a job fair and we'll have our Women
5 in the Trades there at it and continue to
6 push for more and more women into
7 the trade.

8 COUNCILWOMAN BROWN: Creating a
9 pipeline. That's actually a segue to my
10 next question, which is two things. One,
11 you're answering the question whereby
12 there is an intentional effort to ensure
13 that you have a pipeline of women who can
14 rise through the industry and grow to the
15 C-suite. Where are we and how well are
16 we doing with regards to young people
17 coming out of college and/or any
18 relationships with our Philadelphia
19 public schools to capture the imagination
20 of young people about transportation as a
21 career?

22 MR. KNUEPPEL: Well, we have an
23 awful lot of outreach with City high
24 schools and colleges. We have people
25 that are on curriculum committees. We go

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 to job fairs. There's an awful lot of
3 support. And, in fact, in our HR
4 department, what we did in recent years
5 was -- we've been doing a lot of hiring.
6 We have 3,000 employees at SEPTA with
7 less than five years' experience. So
8 that's -- and we only have 9,500 total
9 employees. So in recent years, very,
10 very high level of hiring because of
11 retirements.

12 So we took our HR department
13 and put one person kind of in charge of
14 further developing relationships and that
15 pipeline, while the other person is
16 continuing to just grind out hiring
17 people. So it's a strategy that so far
18 we've been able to meet our requirements
19 for employees, but it's challenging when
20 you have that much replacement.
21 Basically almost a third of the company
22 has been replaced in five years.

23 COUNCILWOMAN BROWN: That's
24 huge. And so where in that strategy is
25 there the goal to make sure that the new

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 workforce is also diverse?

3 MR. KNUEPPEL: Actually, our
4 hiring levels in recent years have higher
5 percentages of diversity than we actually
6 have right now overall.

7 COUNCILWOMAN BROWN: Okay.

8 MR. KNUEPPEL: And it's
9 creating pretty dramatic trends. I mean,
10 in one of the points here I talked about
11 how just since 2014 we've grown in --
12 number of employees reporting to a
13 minority or woman has grown
14 significantly. Just since '14, that
15 number grew 26 percent.

16 So a lot of people were at
17 SEPTA a very, very long time, but now
18 they're hitting retirement and things are
19 changing and actually now they're
20 changing pretty fast.

21 COUNCILWOMAN BROWN: Okay.

22 Lastly, at the request of Councilman
23 Johnson, your team did a presentation to
24 members about the expansion to King of
25 Prussia. Can you give us an update on

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 where that humongous opportunity is?

3 MR. KNUEPPEL: Well, that's a
4 project that I really think is regional,
5 because there's so many people that work,
6 and it's the third largest employment
7 center in our region after Center City
8 and University city.

9 COUNCILWOMAN BROWN: Is it
10 really?

11 MR. KNUEPPEL: So a lot of
12 people -- I think there's 65,000 jobs
13 there. A lot of people from the City go
14 to jobs there. They go often on a very
15 long trip on the Schuylkill Expressway.
16 So it's really -- we're really very
17 hopeful that this project can move
18 forward.

19 We have funding to take it to
20 the 15 percent design level. We're also,
21 as part of that, doing an analysis of how
22 to fund the overall project, which is
23 over a billion dollars. But this type of
24 project is really, I think, great for our
25 whole region, not just the Montgomery

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 County or the City. I think it just
3 provides great access to a region that's
4 got a lot of jobs and is growing.

5 COUNCILWOMAN BROWN: So,
6 therefore, it will require partnerships
7 and alliances with regional members of
8 the Pennsylvania Legislature, I would
9 imagine, to make that real. Is that fair
10 to say?

11 MR. KNUEPPEL: It most likely
12 will qualify for federal funds. And so
13 we have a lot of different options, and
14 that's what will be looked at coming up.

15 COUNCILWOMAN BROWN: Well,
16 thank you for your testimony. Thank you
17 both.

18 Thank you, Mr. Chairman.

19 COUNCILMAN GREENLEE: Thank
20 you, Councilwoman.

21 Councilwoman Bass.

22 COUNCILWOMAN BASS: Thank you,
23 Mr. Chairman.

24 Good afternoon. Good morning.
25 It's been a long morning.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 So I just had a couple of
3 questions, and I wanted to start if we
4 could have -- let's start with, Captain
5 Nestel, if you could come forward to talk
6 about safety, because I do have some very
7 specific questions on the police presence
8 on SEPTA and particularly in the subway
9 system and on the El system. If you
10 could talk about that for a bit.

11 (Witness approached witness
12 table.)

13 COUNCILWOMAN BASS: One of the
14 things that has been brought to my
15 attention is that there is almost no
16 police presence -- and please correct me
17 if I'm wrong -- that there is almost no
18 police presence on the subway system, on
19 the Market-Frankford El system, and that
20 I've been made aware of people being on
21 the subway and on the El with Tasers.
22 And one situation I was told about where
23 someone got off the train and they had
24 their pitbulls with them. Hard to
25 believe, but there they were. And

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 another situation where a young person, a
3 kid leaving school was attacked by a
4 group of kids, and in his attempt to get
5 away, he actually jumped in the subway
6 system. He actually jumped onto the
7 tracks and ran across to the other side
8 to get away from the group that was
9 chasing him, and he was housed by or
10 protected by one of the cashiers who sort
11 of pulled him into the booth so that when
12 they ran on the other side, they couldn't
13 get a hold of him until police were able
14 to come.

15 So I have some really serious
16 concerns about SEPTA and the level of
17 safety that our riders expect.

18 When you go to New York, you
19 thoroughly expect -- like everybody rides
20 the subway. When I go to New York, I get
21 on the subway. There's no fear. There's
22 no concern. But I think it's different
23 in Philadelphia, and there's nothing I
24 would like more than for us to have the
25 same sort of comfort that you could get

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 on a SEPTA train, no matter what it is,
3 whether it's regional rail, the
4 Market-Frankford, the Broad Street Line,
5 and that you will be safe.

6 So can you talk about that just
7 a little bit?

8 CHIEF NESTEL: Sure,
9 Councilwoman. Good morning. Chief
10 Thomas Nestel. I'm the Chief of the
11 SEPTA Transit Police.

12 Councilwoman, we have
13 approximately 270 members of the
14 department, and the overwhelming majority
15 of those members are assigned to the
16 Broad Street and Market-Frankford Line
17 part of our system.

18 COUNCILWOMAN BASS: What number
19 is that would you say roughly? 50
20 percent? 70 percent? 90 percent?

21 CHIEF NESTEL: So I would say
22 90 percent.

23 COUNCILWOMAN BASS: Of those
24 270 officers?

25 CHIEF NESTEL: Correct.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 We deploy based on data-driven
3 decision-making. We focus on where we
4 have complaints of activity. We focus on
5 information from our employees. We have
6 a great network with the SEPTA employees
7 to let us know about problems that are
8 brewing, problem locations. We have our
9 transit watch app that riders can
10 communicate directly with our Transit
11 Police dispatchers and let them know
12 about locations that they see activity
13 occurring in.

14 During the school dismissal
15 time, that is our most laborious time of
16 the day, and it is also the time when we
17 have the most number of officers working
18 with overlapped shifts and deployed
19 throughout the Broad Street subway and
20 the Market-Frankford Line, totally
21 throughout Market-Frankford and Broad
22 Street subway during school dismissal
23 time.

24 You talk about comparisons of
25 New York and Philadelphia. New York has

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 33,000 police officers. You know, I have
3 less than 300. We have to focus on where
4 the need exists and make sure that
5 officers are present and visible to try
6 to make people feel safe.

7 The reality is, if we look at
8 reported crime, violent crime in the
9 subway system and the Market-Frankford
10 Line is very low, very low. And I think
11 a lot of it is a belief that crime is
12 high. Reported crime is very low.

13 COUNCILWOMAN BASS: What's
14 considered a violent crime?

15 CHIEF NESTEL: Murder, rape,
16 robbery, aggravated assault.

17 COUNCILWOMAN BASS: So if my
18 bag is snatched on the El, somebody grabs
19 my bag and runs off with it?

20 CHIEF NESTEL: That would be a
21 robbery.

22 COUNCILWOMAN BASS: That is
23 considered a violent crime?

24 CHIEF NESTEL: Correct.

25 COUNCILWOMAN BASS: So can you

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 give us the statistics on what those
3 numbers look like on SEPTA in the last
4 year or so?

5 CHIEF NESTEL: Yup.
6 Councilwoman, in 2018, there was one
7 homicide that was in Jefferson Station.
8 You may remember that. That was
9 overnight while the station was closed, a
10 fight between two homeless persons and an
11 arrest was made.

12 We have a report of three
13 rapes. One of those rapes occurred on
14 the Market-Frankford Line, and a transit
15 police officer actually apprehended the
16 person. It was nighttime, overnight, and
17 as the train was pulling in, an officer
18 was on that train and apprehended the
19 person.

20 The other two are still --
21 well, there was also the rape on July 3rd
22 at 10:00 p.m. at City Hall station. You
23 may remember that. There was publicity
24 over it with a rookie police officer who
25 actually took that report on July 3rd,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 and on July 4th every police officer on
3 the transit system had a picture of the
4 offender and we were looking for that
5 offender. The same rookie police officer
6 saw that man at 69th Street, apprehended
7 him, and that man was armed with a gun.

8 And the third case is still an
9 open case, and there are some questions
10 about the validity of the case, and
11 that's being investigated by Philadelphia
12 Special Victims Unit.

13 Robberies, we have 26
14 robberies -- no. I'm sorry. We have 45
15 robberies in 2018, and of those 45, 31
16 occurred on the subway or the El. And
17 aggravated assaults, there were a total
18 of ten. None of those aggravated
19 assaults were serious injury incidents.
20 They were incidents in which an object
21 was used. If you get struck with an
22 object, regardless of the extent of the
23 injury, that's an aggravated assault. If
24 you get pushed into a track and sustain
25 no injury, that would be an aggravated

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 assault. If a person is knocked out,
3 that would be an aggravated assault. So
4 we had ten aggravated assaults.

5 COUNCILWOMAN BASS: Okay. I
6 know my time is up, so I'll come back
7 around for my next lines of questions,
8 but I would just suggest that -- these
9 are the numbers for 2018. In terms of
10 the number of robberies, 45 robberies and
11 31 of those being on the subway or on the
12 El and only ten aggravated assaults, I
13 would suggest that those numbers are
14 probably not accurate. And not on your
15 part, but just on people not reporting
16 some of the things that are happening.
17 Because like we hear about it. We hear
18 about it all the time. And I could tell
19 you probably at Broad and Olney, which is
20 in my district, I probably have had 31
21 assaults and robberies at 31 -- probably
22 since January of this year. It's out of
23 control. We need help at Broad and
24 Olney. And it's not the only location
25 that I could point to. There's Broad and

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Erie, which needs a lot of help.

3 I understand that you're
4 handcuffed, no pun intended, in terms of
5 the number of staff that you have, but I
6 just think that rider safety and
7 confidence in the system just really
8 can't be underestimated. But I'll come
9 back around, but I don't know if you want
10 to --

11 CHIEF NESTEL: Councilwoman,
12 the reporting issue definitely -- I mean,
13 I'm sure there are victims out there that
14 have not reported to the Police. We
15 desperately want them to, because we have
16 a really good chance of solving that
17 crime because of our 26,000 cameras, and
18 we investigate incidents that occur on
19 the system. The Transit Police
20 detectives do a really good job. They're
21 tenacious. But those are for the
22 incidents that we know about. We really
23 urge people to call and report incidents
24 that occur on the system.

25 COUNCILWOMAN BASS: Well, I've

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 seen your camera system and it's very
3 impressive, and so I have no doubt that
4 you can pick up anybody who drops a piece
5 of gum out on the platform. So it's very
6 comprehensive. So I would like to see us
7 be able to do more to make the system
8 safer. So thank you.

9 I'll come back around.

10 COUNCILMAN GREENLEE: Okay.

11 Thank you, Councilwoman.

12 Chief Nestel, while you're
13 there, just a comment. I just want to
14 thank you for your responsiveness all the
15 time on some of the issues in the
16 Suburban Station around the Hub of Hope.
17 I know that's a challenge. I think it's
18 been a success, the Hub of Hope, but
19 obviously there's been some other issues
20 that come out of it, and I know you try
21 to work with the businesses down there
22 that sometimes get frustrated. So I
23 appreciate --

24 CHIEF NESTEL: Thank you,
25 Councilman. I'm a big fan of the Hub of

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 Hope. I think they do great work and
3 they've been a tremendous resource for
4 us.

5 COUNCILMAN GREENLEE: Right.
6 Thank you.

7 Councilwoman Gym.

8 COUNCILWOMAN GYM: Thank you
9 very much, Mr. Chair.

10 And good morning, Mr. Knueppel.
11 Thanks for being here. I also want to
12 reiterate my appreciation for SEPTA's
13 partnership with the Hub of Hope, also
14 your partnership with the Vision Zero
15 commitment to sustainability. In
16 particular, I'd like to talk to you a
17 little bit more about that as well. And
18 I've definitely been appreciative of the
19 work that you've done with Mike Carroll
20 and others on the Connect Transit
21 Executive Committee. I think that's been
22 an important effort to move transit and
23 infrastructure and the mobility of our
24 city, and a lot of that starts with an
25 openness to dialogue.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 So one of the areas that I know
3 that I've tried to talk through a little
4 bit has been about how the largest share
5 of SEPTA's ridership comes mostly from
6 low-income residents in our city, and
7 I've long thought of transit as a public
8 good in which low-income Philadelphians
9 should be able to access transit or not
10 have to spend more proportionally than
11 our wealthiest folks to be able to ride
12 it. And we certainly know that cities
13 around the country are piloting a number
14 of programs to make those transit
15 affordability to become a priority,
16 everything from fare capping and reduced
17 transit for youth and those kind of
18 things.

19 But I did want to zero in a
20 little bit on transfers, transfer fees,
21 because I know that's been an ongoing
22 point of discussion both with the City as
23 well as with SEPTA. So could you give me
24 an update on where we think transfer fees
25 are and whether SEPTA plans to continue

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 them in its current format or are we
3 working to alleviate some of the burdens
4 that we're going to have for people being
5 able to access the same location from any
6 part of the City.

7 MR. KNUEPPEL: We understand
8 that transfers are an issue, and that's
9 something we're looking at. There's a
10 lot of fare policy issues that we're
11 grappling with right now. We talked
12 about that earlier. And the one thing
13 is, though, that we have to figure out
14 how to make it neutral in terms of cost.
15 But this is something that we will be
16 looking at as we are adjusting our fare
17 policy, and it's probably in the next
18 year that we'll really be looking at that
19 issue, as we have to get ready for our
20 next fare increase.

21 So all of that is being
22 reviewed now. We do understand it, but
23 it does create a situation for us in that
24 we want it to be neutral in terms of cost
25 to SEPTA, because if we lose income, we

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 have to reduce service, and we don't want
3 to do that.

4 COUNCILWOMAN GYM: Right. And
5 how much money do you bring in through
6 transfer fees?

7 MR. KNUEPPEL: 12 million.

8 COUNCILWOMAN GYM: Okay. Could
9 you clarify that? If you could just
10 repeat it for the record.

11 MR. KNUEPPEL: \$12 million, 12
12 million transfers.

13 COUNCILWOMAN GYM: 12 million
14 transfers, okay.

15 Mike, I know you came up. I
16 didn't know if you could share a little
17 bit about what the City position is in
18 terms of transfer fees and whether people
19 who are coming -- who get the straight
20 line in from University City can do the
21 transfer at 30th Street, should only have
22 to pay one fare, whereas someone from the
23 Northeast or Wynnewood, Overbrook trying
24 to get into a job in Center City might
25 have to pay significantly more for the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 same access to the same location.

3 MR. CARROLL: So we've been
4 very clear in our discussions with SEPTA
5 around the work that needs to be done for
6 the bus network optimization. That work
7 will pay off the most if there's no
8 transfer fee, because that way, the
9 network gets to work as a network and so
10 users get, like you were suggesting,
11 access to the whole City once they're in
12 the system, and it makes it easier for
13 the routes to be organized in a way that
14 supports more mobility, more access to
15 more of the City.

16 But I am fully aware of the
17 constraints that SEPTA is talking about.
18 So as we do all of this work, we need to
19 make sure that we've got the best data
20 available, and what we're hearing and
21 we're excited about is that the Key
22 system that's been introduced is actually
23 giving us a lot of granular data about
24 the ways that people use more of the
25 system to get around. So I'm convinced

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 that we will find an ability to reduce
3 and potentially eliminate the transfer
4 fee, but it's going to take work from the
5 City and from SEPTA to really think
6 through what the network looks like and
7 also, as the General Manager said, what
8 the true revenue implications are in a
9 comprehensive way.

10 COUNCILWOMAN GYM: And do you
11 have a timeline on that? Because I know
12 we've been talking about it for a while.

13 MR. KNUEPPEL: It's going on
14 over the next year, year and a half
15 really. That's when we'll -- for our
16 next fare increase, which is not this
17 year but the following year.

18 COUNCILWOMAN GYM: So you would
19 time any kind of decision about transfer
20 fees in relation to an assumed fare
21 increase?

22 MR. KNUEPPEL: Yes.

23 COUNCILWOMAN GYM: As opposed
24 to something else? I mean, like is it
25 solely -- I mean, one of the reasons why

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 I bring it up is because SEPTA has
3 brought up the concern about declining
4 ridership, which is down for the fourth
5 straight year, even though our population
6 is actually increasing. And as our
7 population grows and with the 80 percent
8 of the ridership coming in from
9 Philadelphia and with much of it being
10 low income, and as you're competing with
11 RideShare and other things, which will
12 get people faster, more direct and
13 potentially like in some locations
14 potentially cheaper than what SEPTA can
15 offer, I mean, it seems like this isn't
16 just about like if we can eliminate
17 transfer fees, but raise fares overall.
18 It is like about stopping the significant
19 decline in ridership and making sure that
20 we're reversing a trend that seems to be
21 like not only persistent but potentially
22 could grow in terms of a gap.

23 So affordability seems to be a
24 core aspect. It's certainly what I hear.
25 I'm interested in like whether -- I know

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 SEPTA used to allow children to ride for
3 free on weekends, and I'm interested in
4 whether, one, are you planning any
5 ability to offer that again? I'm a big
6 believer that youth should ride for free
7 on SEPTA, not only because it makes sense
8 for families, but because you build
9 lifelong riders when they're very young.
10 My son, now to my dismay a bit because
11 he's like 19, does not have a driver's
12 license because he's grown up on SEPTA
13 all his life, but does not feel compelled
14 because he believes he can get around in
15 the City.

16 But I think it's like one of
17 these things where I'm curious about
18 whether you're looking at other types of
19 things to relieve the financial cost on
20 the residents who need SEPTA the most,
21 use it the most, and are likely to teach
22 their children and families to keep
23 becoming lifelong riders.

24 MR. CARROLL: Mike Carroll,
25 Deputy Managing Director.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN GREENLEE: No. You
3 didn't have to -- okay.

4 MR. CARROLL: I just jumped in
5 a little bit and try and echo but also
6 reframe a little bit the comments you've
7 made. What the City, the Administration
8 is trying to do is to work with SEPTA to
9 take kind of a systems approach to the
10 way that we're looking at transit in
11 Philadelphia, and I think we've had a lot
12 of success. We've had individual
13 projects that we've pulled off kind of
14 taking this frame, but also the fact that
15 SEPTA is working to do this type of
16 optimization is really a result of
17 several years of engagement that we've
18 had with them. And I think there's
19 certainly more work to do, but what we're
20 hopeful is that coming into this next
21 year on the City side, we're going to do
22 some very specific transit planning, and
23 we're calling it the City of Philadelphia
24 Transit Plan, which packages together
25 kind of, as best we can, reasonable asks

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 for SEPTA to provide the best service
3 possible for all Philadelphians.

4 So all of the things that
5 you're talking about I think get put into
6 that basket. And then in working with
7 SEPTA, the next question is, how do we
8 make that happen, how do we implement
9 that. And it's often easy to say, well,
10 if you push this button, then this is the
11 result, and if you push that button,
12 there's a different result, but people
13 don't always think about if you push both
14 buttons, what is the comprehensive
15 outcome of those things, and that takes a
16 fair amount of analysis, and we just
17 haven't done that. I mean, the City
18 hasn't done it for the City's interest
19 and SEPTA hasn't really done it in terms
20 of what the impact on service is, the
21 impact --

22 COUNCILWOMAN GYM: So you're
23 saying that you've never done a study
24 about the relationship of affordability
25 to ridership and the impact on ridership

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 decline or anything like that?

3 MR. CARROLL: Not

4 comprehensively. So we've started doing

5 that, and so the work that was done in

6 the Choices report gives us a lot of

7 really important clues about how those

8 changes would impact both ridership and

9 to some extent you can interpret

10 affordability and you can interpret the

11 revenue impacts, but that work needs to

12 take place, and we feel like if we do all

13 of it at once, we'll see how things

14 dovetail. We'll see how you get win-win

15 situations, and that I think gets us to

16 the point where we're saying, okay, well,

17 we can make changes in the revenue

18 structure or the fare collection

19 structure and maybe they don't have a

20 one-to-one impact in revenue because

21 you're seeing the ridership go up over

22 time.

23 But that's the kind of dialogue

24 that on the City side we've taken on for

25 ourselves to package together a lot of

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 that, how it works in Philadelphia, the
3 City and County of Philadelphia, and then
4 bring that to SEPTA as they're working on
5 their optimization work so they can
6 incorporate that into their plan for what
7 the service looks like.

8 COUNCILWOMAN GYM: And I'll
9 come back around to the next round, but I
10 just want to know that there are certain
11 things that I don't think we have to
12 spend a ton of time unpacking. We're the
13 poorest large city in the country. We
14 have 40 percent of our kids live in
15 abject poverty. Many of them are born
16 into it. They're paying fares to ride
17 SEPTA to get around. Like they're being
18 asked for their families to do it.
19 Eighty percent of our ridership is within
20 our city, and ridership is declining.

21 So like there are certain
22 things that we should be working on. I'm
23 happy to talk about a systems-based
24 approach. I think that those things are
25 important. I think it's things that

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 we've been around the table with. But we
3 have to talk about a needs-based approach
4 that's based on a broader citywide
5 understanding of need and SEPTA as a
6 public good as much as it is like -- it's
7 not its own system in terms of like
8 having its own world. It is deeply
9 related to not only the City's growth and
10 mobility and our future, but it's also
11 related to our regional.

12 So like I don't want it to be a
13 conversation in which like conversations
14 about low-income residents or like fare
15 capping and income-based fares is some
16 kind of isolated discussion separate from
17 the other systems.

18 MR. CARROLL: That's right.

19 COUNCILWOMAN GYM: I do think
20 it's like part and parcel, and we should
21 continue to explore that. I don't want
22 us to be afraid of the conversation or
23 that somehow a depletion on one end
24 automatically means SEPTA tanks like
25 financially. That's not always the case.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 So investments can be seen not as
3 charitable but as actually an investment
4 in ridership, an expansion. So I hope
5 that's part of what we can talk about on
6 the --

7 COUNCILMAN GREENLEE:

8 Councilwoman, if we could --

9 COUNCILWOMAN GYM: Thank you.

10 COUNCILMAN GREENLEE: Thank
11 you.

12 (Applause.)

13 COUNCILMAN GREENLEE:

14 Councilwoman Parker.

15 COUNCILWOMAN PARKER: Thank
16 you, Mr. Chairman.

17 And let me just start by saying
18 good morning to each of you. Let me
19 start where I have with most departments
20 in saying a special thank you to the
21 team. I don't care if we're talking
22 about the revitalization of the
23 Lawncrest/Lawndale site, which your team
24 came up and participated in several
25 community meetings so that residents

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 could talk about the entrance, the
3 lighting, the aesthetic appeal. Your
4 team was very patient, and we're very
5 pleased about that.

6 In addition to that, help
7 refresh my memory, what was the name of
8 the event that I attended at SEPTA? It
9 was probably about six to eight months
10 ago maybe. It was some sort of
11 recruitment, diversity and inclusion
12 recruitment.

13 MR. KNUEPPEL: It was the Women
14 in the Trades event that we had for
15 recruiting.

16 COUNCILWOMAN PARKER: So let me
17 just state on the record, because had you
18 not organized an activity like that to
19 promote the need proactively to increase
20 the number of women who have access to
21 the opportunity to participate in trades
22 relative to SEPTA, we would probably be
23 talking about it today. But you did it
24 and you were proactive, and I want to say
25 thank you.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 With that in mind, I want you
3 to talk to me about this post Act 89
4 activity. And I did not realize how much
5 it actually assisted and adds value in
6 our region, and obviously I feel a tad
7 bit married to Act 89 because we fought
8 very hard in Harrisburg for that, and you
9 have it here in your brochure. Could you
10 just give an overview about what that
11 was?

12 MR. KNUEPPEL: Well, since Act
13 89, our overall economic impact across
14 the state even is over \$3 billion, with
15 23,000 jobs and \$1.7 billion in earnings.
16 So direct, indirect, and induced spending
17 have all been a result. I think we've
18 had over \$300 million in contracts to
19 Philadelphia companies.

20 COUNCILWOMAN PARKER: Over 300
21 million?

22 MR. KNUEPPEL: Yeah.

23 COUNCILWOMAN PARKER: Is that a
24 record number for SEPTA?

25 MR. KNUEPPEL: Sure. Since Act

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 89 passage, yes. And really we've been
3 able to -- we talk about ridership
4 declines, but the rail modes have been
5 very, very strong in their ridership, and
6 we've been able to invest in the rail
7 modes to keep them going. And people
8 talk about we lost Amazon. Well, we
9 still grew an Amazon in the number of
10 jobs since 2010. We've also grown in
11 population. We can show direct
12 relationships too to where most of the
13 commercial and residential construction
14 permits are. They're along SEPTA, and
15 that's where a lot of activity is
16 happening.

17 So whether it's total economic
18 impact, companies even in the
19 Philadelphia region driving economic
20 development, there's all kinds of good
21 things that have been happening out of
22 Act 89.

23 COUNCILWOMAN PARKER: So when
24 you just described where permits are
25 being pulled and its close proximity to

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 where our rail lines and/or Broad Street
3 Line is, you're describing what many in
4 the industry call like transit-oriented
5 development.

6 MR. KNUEPPEL: Absolutely.

7 COUNCILWOMAN PARKER: So with
8 that in mind, and Councilwoman Cindy Bass
9 and I, we share the Broad and Olney
10 commercial corridor. She has one side of
11 the street; I have the other side. We
12 are working on a major, major advancement
13 relative to improving, from lighting,
14 security cameras, signage, for what Broad
15 and Olney looks like, because while we
16 know we have a lot of challenges there,
17 it is actually the hub from the burbs
18 that people who are taking the Broad
19 Street Line want to either get on at Fern
20 Rock and/or at Broad and Olney.

21 I want you, if you will -- I
22 know what we did in Lawndale -- to
23 describe some of the investments that
24 SEPTA has made and will continue to make
25 along the Broad Street Line in

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 particular.

3 MR. KNUEPPEL: Okay. Well, I
4 can talk about both Broad and Olney and
5 Fern Rock. For Broad and Olney, we have
6 a pretty good setup there. That was
7 probably rebuilt in the early '90s. And
8 what we've done is, every single year, it
9 was -- I started it. We have a
10 maintenance blitz of Olney. So we come
11 in and make sure that it's always in good
12 condition. So every single year for over
13 20 years, we bring in a whole list of our
14 workforce and make sure that painting,
15 everything, cleaning, everything is
16 really in good shape.

17 So we're certainly willing to
18 partner more at Olney. We'll be ready
19 again now for the Broad Street Run coming
20 up this weekend, but we always try to
21 keep Broad and Olney in a very good state
22 of good repair and certainly can partner
23 more.

24 At Fern Rock at the end of the
25 line, there's been a study by DVRPC about

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 building kind of a bigger transportation
3 center there. That's something that's
4 still in the outer years of our capital
5 program, but is something that we are
6 working on.

7 COUNCILWOMAN PARKER: Well, let
8 me just note for the record, particularly
9 to the residents who live in that region,
10 I again want to thank you and your team
11 for the record. We started in 2016 on
12 working on an economic development plan
13 to enhance all neighborhood commercial
14 corridors in the Ninth Councilmanic
15 District, because we wanted to make sure
16 the plan was driven from the ground up;
17 that is, residents who live in those
18 areas were able to tell us what they
19 wanted to see in their areas.

20 I am happy to note that SEPTA
21 has played an integral role during our
22 stakeholder meetings and meetings with
23 the community. And so we very much look
24 forward to working with you and fast
25 tracking, fast tracking as much as we

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 possibly can all of the aesthetic
3 improvements that we are hoping to see,
4 even on top of the investments that
5 you've already made.

6 And I'll come back during the
7 second round.

8 Thank you, Mr. Chairman.

9 COUNCILMAN GREENLEE: Thank
10 you, Councilwoman.

11 Councilman Domb, please.

12 COUNCILMAN DOMB: Thank you,
13 Mr. Chairman.

14 I have a few more questions I
15 wanted to ask. Do you have an idea the
16 time it takes to go from 69th Street on
17 the Market-Frankford El to City Hall?

18 MR. KNUEPPEL: Under 20
19 minutes, I believe. 15.

20 COUNCILMAN DOMB: 15. How
21 about the Frankford Transportation Center
22 to City Hall?

23 MR. KNUEPPEL: 24.

24 COUNCILMAN DOMB: How about
25 Fern Rock to City Hall?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MS. KNUEPPEL: Well, that's
3 amazing. If you're on an express, 12, 13
4 minutes. That's an -- I love that trip
5 on the express train.

6 COUNCILMAN DOMB: I guess my
7 point is that it never hurts to market
8 that, because those are amazing
9 statistics. I remember hearing I think
10 from -- I just saw Harold Epps walk in
11 the room, our Director of Commerce. I
12 think he told me. I could be wrong about
13 this. When we were looking at Amazon,
14 when they went to Seattle, we have like
15 three times the mass transit than Seattle
16 has, and that's a huge asset for us.

17 So when we're seeing all this
18 congestion in the City, I just want to
19 make sure we're getting that word out how
20 efficient you're operating the system and
21 how quickly you can get to places using
22 those lines and buses and others. But
23 those are amazing. I mean, from 69th
24 Street into City Hall and what did you
25 say, 12 minutes from Fern Rock to City

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Hall on the express?

3 MR. KNUEPPEL: Yeah. That's
4 amazing.

5 COUNCILMAN DOMB: That is
6 amazing, and I don't think many cities
7 can do that.

8 I have another question I
9 wanted to ask just in general. Do SEPTA
10 buses, do they have cameras in the buses?

11 MR. KNUEPPEL: Yes.

12 COUNCILMAN DOMB: You do. And
13 do they have cameras outside the buses?

14 MR. KNUEPPEL: We have a camera
15 that looks ahead. I don't know if we
16 have -- on the passenger side, we do have
17 a camera on the outside.

18 COUNCILMAN DOMB: Okay. And
19 then the Police, I guess, have access to
20 that in case of any kind of issues that
21 they need?

22 MR. KNUEPPEL: Mm-hmm. Our
23 Police Department absolutely knows how to
24 use cameras. It's pretty amazing.

25 COUNCILMAN DOMB: Okay. And

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 then I want to go back to -- I want to
3 make sure I understand from Mike Carroll
4 the traffic study. If you haven't
5 figured it out yet, it's something I like
6 to talk about. I'd like to see it
7 accomplished really, not talk about.

8 I'm hearing of the traffic
9 study what you're talking about, but is
10 there a comprehensive traffic study --
11 and hear me out what I'm looking for --
12 that takes into account all these issues
13 going on? By the way, exponentially the
14 purchasing of items by residents of our
15 city online is going to continue to
16 increase. Twenty-five percent currently
17 are online. Ten percent of groceries are
18 online. Retail demand is down because
19 the online purchases. That means more
20 trucks, more deliveries, more everything,
21 and it's going to only get exponentially
22 worse the next year or two.

23 You have that going on. You
24 have bike lanes and making sure they're
25 protected. You have buses that we want

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 to see operate more efficiently. We have
3 metered parking that we need to look at
4 that maybe shouldn't be there in some
5 locations. We have traffic lights,
6 signage, the condition of the streets.
7 One of my questions is, is there
8 coordination of the traffic patterns when
9 we have to fix a pothole or close a
10 street that we post -- because I can tell
11 you how many phone calls we get that a
12 street is closed, we took the left, and
13 that street was closed, and we couldn't
14 get there. The public thinks we're not
15 coordinating very well.

16 So my question is, are we going
17 to have a comprehensive study, and not
18 that takes two years, that in the next
19 three or four months that can get this
20 solved?

21 MR. CARROLL: There's no
22 comprehensive study you can do for a city
23 this large with that complexity of issues
24 in three or four months. We talked about
25 this about a year ago. Similar studies

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 in other cities tend to be in the tens of
3 millions of dollars and take four, five
4 years to do. We made a conscious
5 decision not to try and do that, and
6 instead we were going to try and deal
7 with the problems that were in front of
8 us as much as possible, using shorter
9 study processes to get information when
10 we need it.

11 The kind of coordination issues
12 that you're talking about, that's a
13 day-to-day thing where we're always
14 trying to look to improve the information
15 of systems we have. We're meeting with
16 what we call the right-of-way users, most
17 of the utilities on a monthly basis,
18 identifying and troubleshooting issues,
19 and just pushing the envelope ahead every
20 chance we can, every time we identify a
21 problem, figure out what went wrong,
22 figure out how we prevent that from going
23 wrong the next time, and we've had good
24 progress. And it may not always feel
25 that way when you come out of a winter

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 and you've got all the potholes and all
3 the construction ramps up at the same
4 time.

5 I'm always looking for
6 opportunities to increase our capacity to
7 get out in the street and enforce the
8 rules. We're looking at ways to make the
9 rules more sensible, more transparent for
10 people. I think we're going to make some
11 good progress this year in terms of
12 regulations that we put out on the
13 street.

14 So it's an ongoing thing, and
15 sometimes when you do things in an
16 ongoing way, the improvements can
17 sometimes seem imperceptible to people,
18 but we're doing some studies, like I
19 talked about. We're going to make sure
20 that those studies are coordinated, that
21 the findings of those studies are
22 implemented as immediately as possible,
23 and then they feed into the next effort
24 that we have teed up. So like I say,
25 we're going to do a fair amount of work,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 and we'll certainly extend an invitation
3 to you and your staff to get involved in
4 this data information work we're doing,
5 because I think that that's a real crux
6 of the issue.

7 We don't always have a good
8 grasp of what's going on. We rely on
9 anecdotes a little bit too much. The
10 data that we do have is integrated and
11 infused for decision-making. So getting
12 a handle on that I think tells us more
13 what we can do in a two, three,
14 four-month period to make bigger
15 improvements that are more perceptible to
16 people.

17 COUNCILMAN DOMB: Okay. All
18 right. Thank you very much.

19 Thank you, Mr. Chairman.

20 COUNCILMAN GREENLEE: Thank
21 you, Councilman.

22 Councilwoman Bass.

23 COUNCILWOMAN BASS: Thank you.

24 I wanted to go back to my
25 conversation about safety and crime,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 because I had a few more questions on
3 that.

4 (Witness approached witness
5 table.)

6 COUNCILWOMAN BASS: And my
7 question was around bus operators,
8 because they are sort of like on the
9 front lines. They are not protected
10 behind any sort of glass partition or
11 whatever. And there is, I think, a
12 thought or a feeling that there have been
13 a number of attacks or that overall
14 attacks against bus operators are on the
15 rise. And so can you speak to that and
16 what the statistics may say about that?

17 MR. KNUEPPEL: We are seeing an
18 increase in incidents, what we call
19 anything where the operator is made
20 uncomfortable or -- we call it all an
21 assault. So we kind of go in that most
22 severe direction in how we categorize it.
23 It doesn't take much to be called what we
24 call a bus operator assault. And we have
25 seen numbers rising, but they are

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 typically not the physical type assaults.
3 It's spitting. It's water being thrown
4 or things like that.

5 It's very, very upsetting that
6 our operators go through this. In recent
7 years, I decided to put shields on the
8 buses. So far this calendar year, we
9 haven't had any incidents on a bus where
10 the shield was in place, and we --

11 COUNCILWOMAN BASS: How many
12 buses have the shield in place?

13 MR. KNUEPPEL: We have about
14 500 of our 1,400, but we're working to
15 have about 80 percent of our buses
16 covered with a shield by the end of the
17 calendar year. So we're pushing hard to
18 have the shields.

19 But that's not the only thing.
20 The cameras are very helpful with us.
21 The Police respond not just -- I mean,
22 our own SEPTA Police, not Philly Police,
23 but our own SEPTA Police are out there
24 and they follow the situation all the way
25 through. Especially if there is any

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 court proceedings, our police follow all
3 the way through.

4 We've really done a lot of
5 things also to train our operators on how
6 to de-escalate tough situations. But it
7 is very upsetting to me that we continue
8 to have an increase in these incidents of
9 really -- it's just -- it's unfortunate
10 that our drivers have to go through
11 things like water and being spit on.

12 COUNCILWOMAN BASS: I would
13 agree.

14 Can you tell us what the change
15 has been, from what to what, when you say
16 there's an increase? From 500 incidents
17 to 1,000 incidents? 200 incidents?

18 MR. KNUEPPEL: It's about --
19 I'm talking right now this year, we're
20 double the rate of last year, but --

21 COUNCILWOMAN BASS: That's
22 significant.

23 MR. KNUEPPEL: Yeah. You're
24 talking typically about 100 incidents a
25 year, but if this goes the way this year

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 seems to be going, we could end up
3 higher. However, at the same time, as
4 we're installing all these shields, that
5 may help the rest of the back side of the
6 calendar year. So it's hard to say yet.

7 COUNCILWOMAN BASS: So right
8 now where are you? So you had 100 last
9 year. Are you at 200 this year?

10 MR. KNUEPPEL: I don't think
11 we'll hit that because of the shields
12 that we're installing at a very rapid
13 rate, but right now for the first
14 quarter, we are seeing, I think, on the
15 order of twice as many incidents, albeit
16 they're mostly spitting and throwing of
17 liquids.

18 CHIEF NESTEL: Yeah.
19 Councilwoman, while we call them
20 assaults, they are not assaults according
21 to the Crimes Code. Internally we call
22 them incidents of disrespect. The amount
23 of negative contact directed towards our
24 operators is awful, but not rising to the
25 level where they're attacked. Spit upon,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 cups thrown at them, objects thrown at
3 them. It's distressing.

4 COUNCILWOMAN BASS: Well, I
5 would agree. And as someone, as I
6 believe you know, Captain, that I have a
7 relative, a close relative, who was a bus
8 operator for many, many years here in the
9 City of Philadelphia and who was
10 attacked, he was robbed, he was
11 threatened. He, you know, went through
12 the whole gamut of things that you could
13 imagine that a person would go through,
14 except that they shouldn't have to go
15 through that. They're in the workplace
16 and they should not have to be subject to
17 these sorts of things.

18 So I think if there is a way to
19 speed up the timeline in terms of
20 providing that protective barrier,
21 although I don't even know how much
22 protection it really will provide,
23 because now you feel like you're sort of
24 encapsulated or locked into this tiny
25 space.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MR. KNUEPPEL: We made it
3 optional, because it is a split
4 percentage, almost 50/50 of our operators
5 like having the shield, some don't. But
6 by making it optional, they're actually
7 making the choice based on the time of
8 day. All kinds of issues can enter into
9 whether they're deciding to pull the
10 shield across or not. Like I said, so
11 far, though, this year we have not had an
12 incident where we had a shield on a bus.

13 So I know it's not going to fix
14 everything, but it is helping. This is
15 an issue that we all pay an immense
16 amount of time to. We pulled the number
17 way down, so if anything, we're getting
18 back up to what numbers we had before.
19 But that's not acceptable, so we went and
20 really have pushed the shield along in
21 construction.

22 COUNCILWOMAN BASS: Well, I
23 would just say like the worker safety is
24 just paramount. I mean, if folks feel
25 that they can get on a bus and attack a

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 bus driver, that's going to affect your
3 productivity, your ability to perform a
4 service that we greatly need you to
5 perform here in the City. So worker
6 safety is critical. And although I get
7 it with the partition, but at the same
8 time, what about everybody else on the
9 other side of the partition who still has
10 to deal with someone who may be really
11 angry, nasty, violent, threatening?
12 There's no level of protection for them,
13 so just --

14 MR. KNUEPPEL: We even in
15 recent years have posted rewards for if
16 there are any serious crimes committed on
17 the bus, that we will provide a cash
18 reward if people help us catch the
19 individual or individuals. So we're
20 constantly working on this. This is one
21 of our big priorities.

22 COUNCILWOMAN BASS: Okay. I
23 will come back around, because that bell
24 rings awfully quick.

25 Thank you.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN GREENLEE:

3 Councilwoman Gym.

4 COUNCILWOMAN GYM: Thank you
5 very much.

6 So I had a couple of, I think,
7 mainly questions that we get a lot from
8 constituents. One of them is about -- so
9 we have retailers now selling SEPTA Keys,
10 and I know that the contract does not --
11 I think we've talked about this before,
12 that the contract does not allow
13 retailers to profit from the selling of
14 SEPTA Keys, but we still hear reports
15 that retailers are charging reload fees.
16 Are you proactively surveying whether
17 retailers are actively doing practices
18 like this? Have you stopped some from
19 doing --

20 MR. KNUEPPEL: We absolutely
21 have. We've gone out and we continue to
22 go out even now and checking to see if
23 there are those kind of fees. And then
24 if we do not have a good feeling about
25 the vendor, we're getting rid of them out

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 of the network.

3 COUNCILWOMAN GYM: And then if
4 there is a complaint about a reload fee,
5 what would a consumer like be able to do
6 when they're talking to the retailer
7 that's selling them? They can just say,
8 you can't charge us that?

9 MR. KNUEPPEL: I mean, how they
10 could report it, I mean, we have any --
11 all of our normal customer service
12 reporting hotlines will come to us with
13 that kind of information, and we will --
14 especially if we get a report, we will
15 investigate immediately.

16 COUNCILWOMAN GYM: Great.
17 Okay. Thank you.

18 We talked a little bit about
19 how SEPTA used to offer discounted fares
20 or free rides for children on weekends.
21 And for caregivers in our city -- is that
22 accurate? For caregivers in our city,
23 that would relieve a huge burden, and I'm
24 wondering --

25 MR. KNUEPPEL: I'm not aware

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 that we did that.

3 Are you guys?

4 No. We're not aware of ever
5 doing that.

6 COUNCILWOMAN GYM: So you
7 haven't offered --

8 MR. KNUEPPEL: Not that we can
9 recall. I'm at 31. He has almost 40
10 years. We don't recall that.

11 COUNCILWOMAN GYM: Okay. So we
12 can maybe follow up with you on that at a
13 different point in time.

14 You know, our immigrant and ELL
15 new Philadelphians are heavily reliant on
16 SEPTA, and I know the website is in
17 English only. Is there any effort to
18 like -- are we trying to look at language
19 access on that website or what's the
20 possibility of doing language access on
21 the website?

22 MR. KNUEPPEL: Our website is
23 14 languages, and one of the things that
24 we've done in recent years especially is,
25 we now have a person in charge of working

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 with the Hispanic community. That's a
3 position at SEPTA that's going very, very
4 well.

5 So we get it that we need to
6 start and we are expanding the amount of
7 languages and ways you get information.
8 In fact, I think even on the El and the
9 Broad Street subway now that many of our
10 messages are in Spanish as well as
11 English.

12 COUNCILWOMAN GYM: Okay.
13 That's helpful to know. So the website
14 is translatable --

15 MR. KNUEPPEL: Yes.

16 COUNCILWOMAN GYM: -- in 14
17 different languages? Thank you very
18 much.

19 And one other question that I
20 had was about emergency detours and for
21 individuals, particularly ones who
22 struggle with mobility issues. Having
23 concerns about when a bus is detoured,
24 that they're not always aware of that
25 when they get on the bus. So like at the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 point that the bus starts to detour, then
3 they're being made aware that the bus is
4 being detoured. But we've had situations
5 where someone may like, for example, be
6 in South Philadelphia. The bus normally
7 goes down to 17th Street. They live at
8 19th or 20th and then they're being
9 detoured down to Broad, and it's a
10 wheelchair. It's something on those
11 lines, and now instead of a small block
12 walk, it's a significant one.

13 So what can be done to better
14 address this issue and provide some
15 advanced notice about detours?

16 MR. KNUEPPEL: There is an
17 increasing number of detours in the last
18 few years. We've been working on the
19 City with this, because it does affect
20 our customers, especially the ones, like
21 you say, that are almost kind of
22 instantaneous.

23 What typically I think would be
24 the best approach is obviously to report
25 that to the driver. The driver will

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 report that back to our control center,
3 and in many cases, I think we would try
4 to get the person to as close as they
5 could before, either through our CCT
6 service or through one of our managers.
7 I think some of our -- we have vans that
8 we can pick people up as well with our
9 managers. So I think we're able to often
10 help, but the best thing that they can do
11 is make it aware to the driver.

12 The other thing that we've been
13 doing is literally some of the
14 different -- like Liberty Resources,
15 ADAPT and all, we're feeding information
16 on detours to them immediately.

17 COUNCILWOMAN GYM: There isn't
18 a sign, though, that can be put right on
19 the bus when someone gets onto a bus
20 where the payment slot is and just say,
21 hey, this bus is being detoured? So that
22 it doesn't have to be the responsibility
23 of the rider to proactively find that
24 out, but if the bus is being detoured, we
25 already know that it's going to be

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 detoured. Could there not be just a sign
3 that the bus is being detoured? If you
4 have a problem, ask a question.

5 MR. KNUEPPEL: That sounds like
6 something we can work on.

7 COUNCILWOMAN GYM: It just
8 seems like for residents that struggle
9 with mobility and with children in
10 particular.

11 MR. KNUEPPEL: They don't
12 realize --

13 COUNCILWOMAN GYM: Especially
14 high schoolers.

15 MR. KNUEPPEL: We put a lot of
16 stuff out on social media and alerts and
17 all that, but I get it, that somebody
18 still might not be paying attention, goes
19 to the bus stop, and then they don't
20 realize --

21 COUNCILWOMAN GYM: I think it's
22 mostly the buses that would really help.

23 MR. KNUEPPEL: Yeah. We can
24 work on something about that.

25 COUNCILWOMAN GYM: Thank you

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 very much. I appreciate that.

3 Do you have an opinion on
4 whether the City should be looking at --
5 at one point Chestnut Street was closed
6 to traffic and it was a bus-only street.
7 Does SEPTA have an opinion on whether the
8 City should explore that as a possibility
9 and how it would improve service?

10 MR. KNUEPPEL: The answer is
11 that whatever works kind of globally for
12 the network, we're in favor of. How we
13 get there for faster service for us,
14 there's all kinds of ways, from you can
15 have devices that hold the lights for us,
16 you can have -- there's all kinds of
17 ways, better coordination of traffic
18 lights, which is what Mike has been
19 talking about with improved
20 infrastructure. However we get there, we
21 do need to make our bus network faster.

22 People are looking for -- they
23 want the service to keep them moving,
24 whether -- and also with how long they
25 wait for a stop for the bus. So one of

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the things that we've done now is
3 market -- we have our 15-15-5 map that we
4 came out to show the high frequency
5 routes to our customers and kind of
6 market those routes that come by more
7 frequently.

8 But maybe, Mike, you want to
9 talk a little bit more about things like
10 Chestnut Street and where the City is
11 thinking.

12 MR. CARROLL: So we're
13 definitely interested in exploring the
14 possibilities for both bus-only lanes or
15 bus-only corridors and what we call
16 business access and transit lanes, or BAT
17 lanes, which allows for people to use
18 them for right turns in and out of
19 driveways and so forth. And so right now
20 actively for BAT lanes, we're looking at
21 the Roosevelt Boulevard, working with
22 PennDOT and the team that's working on
23 the Boulevard Multimodal Program. And,
24 yeah, we've been hearing a lot of the
25 conversation about Chestnut.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 So we haven't started doing any
3 work to explore that, but at least
4 conceptually we're trying to think about
5 how that would work with the rest of the
6 work that SEPTA is looking at doing. So,
7 again, this is a kind of a topic that
8 within the City's transit plan we're
9 probably going to be able to take on and
10 get some dialogue around. So it will be
11 interesting to see how folks along the
12 corridor who have businesses and the
13 residents feel about that. That will be
14 a big factor.

15 COUNCILWOMAN GYM: And then
16 just a point of clarification. When was
17 the last time that Chestnut Street was a
18 bus-only lane? I remember when it was.
19 I don't remember the date, but I remember
20 when it was.

21 MR. CARROLL: I'm going to say
22 it was --

23 MR. KNUEPPEL: Early '90s.

24 MR. CARROLL: Yeah. That'll
25 work.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN GYM: I'm sorry?

3 MR. KNUEPPEL: Early '90s.

4 COUNCILWOMAN GYM: Early '90s?

5 Okay. Thank you very much.

6 COUNCILMAN GREENLEE: Thank
7 you, Councilwoman.

8 Councilwoman Parker.

9 COUNCILWOMAN PARKER: Thank
10 you, Mr. Chairman.

11 I want to go back to an issue
12 we touched on earlier, and that's the
13 issue of diversity and inclusion. So,
14 first, if you've already answered this
15 question, I apologize for not hearing the
16 answer. How many employees does SEPTA
17 have?

18 MR. KNUEPPEL: 9,500.

19 COUNCILWOMAN PARKER: And this
20 is across the board, from the executive
21 team along with drivers, police, and the
22 whole bit, 9,500?

23 MR. KNUEPPEL: The whole thing.

24 COUNCILWOMAN PARKER: Okay. On
25 the executive side, again, you heard me

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 laud you all for making sure that you
3 went above and beyond the call of duty to
4 provide access to information about how
5 women, often underrepresented in the
6 trades, can get access to an opportunity
7 to get those good-paying jobs. Tell me
8 about the diversity of the executive
9 team. How many members of your executive
10 team are there?

11 MR. KNUEPPEL: Well, I can tell
12 you that five years ago women and
13 minorities made up 52 percent of SEPTA's
14 management employees. Today that number
15 is 59 percent. And also in really
16 dramatic fashion, we've been seeing
17 changes. Since 2014, we only had 26
18 percent of our employees reporting to a
19 minority or a woman, but now that number
20 is up to 45 percent in just a couple
21 years. So there's --

22 COUNCILWOMAN PARKER: So just
23 help me to understand. So approximately
24 45 percent?

25 MR. KNUEPPEL: Report to a

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 minority or a woman supervisor.

3 COUNCILWOMAN PARKER: Okay.

4 MR. KNUEPPEL: And that is up
5 from 26 percent in 2014. So SEPTA is
6 undergoing a very, very rapid change. We
7 have 3,000 employees with less than five
8 of service. So we've had an awful lot of
9 retirements, and what's coming behind is
10 a very diverse workforce. The numbers
11 are higher than our averages right now
12 for hiring over the last couple years.
13 And in terms of opportunities in
14 management, that is really changing as
15 well very fast. It's a company where we
16 still had a pension, and so employees
17 stay a very long time.

18 COUNCILWOMAN PARKER: And keep
19 that pension. Workers deserve and need
20 that pension.

21 (Applause.)

22 MR. KNUEPPEL: So the employees
23 stay a long time, but now that's
24 changing. Just like many companies, we
25 have a lot of retirements going on, and

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 we're seeing a really strong trend for
3 diversity as we go forward.

4 COUNCILWOMAN PARKER: So tell
5 me -- so, for example, because people do
6 stay at SEPTA, because if you get there,
7 it's a good job that provides more than a
8 living wage for its workers, and I think
9 I really want to know the answer to this
10 question, because I want to see if there
11 are any strategies and techniques that
12 you all have been employing that we can
13 pay attention to here -- I'm talking
14 about the City of Philadelphia -- versus
15 opportunities for people to move up the
16 ranks. So one of the things I've always
17 said about you is that I appreciate that
18 you worked your way through the ranks.
19 So it's not many jobs that people do at
20 SEPTA that you don't know how it impacts
21 them because you worked your way through
22 the ranks.

23 What is that like for SEPTA
24 employees in trying to help to raise them
25 up so that they can actually make it to

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 the management level?

3 MR. KNUEPPEL: Well, as General
4 Manager, I have really pushed very hard
5 on not just hiring but retention. If you
6 get into a problem of retention, and many
7 companies are today, it can be very hard
8 to keep enough employees around,
9 especially bus drivers, everything, to
10 keep all that going, especially when you
11 invest in employees. Like an engineer on
12 the railroad could be nine months to a
13 year. You don't want them leaving after
14 two years.

15 So I have been leading
16 something kind of modeling the way so
17 that my entire organization understands
18 how important retention is. I have my
19 own employee engagement program that I
20 do. I go out and I shadow our employees.
21 I do usually one or two shadowing events
22 a quarter. I love doing that. I've even
23 spent up to -- my longest shadow was 11
24 hours with a Route 52 bus driver until
25 after midnight, who I still talk to.

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 He's a great guy. But all these kind of
3 things. I have breakfast with our
4 employees, both management and hourly.
5 My GM team, our staff meetings go out to
6 locations. So, you know, keeping
7 communication going is very, very
8 important.

9 Another thing that we've
10 instituted recently is having kind of job
11 fairs for our own people where we --

12 COUNCILWOMAN PARKER: So
13 within, for those who actually work there
14 already.

15 MR. KNUEPPEL: Yeah. We go to
16 a bus location and talk to them about
17 moving into management, because for some
18 of them it's kind of the type of thing
19 that they have apprehensions, they have
20 questions. And so we go out, we help
21 them prepare. We tell them what kind of
22 questions to expect, what kind of areas
23 if they could improve certain skills. If
24 we see areas that they might not have
25 enough skills in, we work with them on

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 that. So there's just a whole lot of
3 things going on.

4 I'm also meeting, and have been
5 over this last year, with all 2,000 of my
6 managers in groups of about 100. So I've
7 had 20. We're about -- I think we're up
8 to meeting next week is 14 out of we'll
9 have about 20, 25 of those meetings,
10 where I'm really talking about two
11 things -- I'm talking about the
12 competition with my managers. One, we're
13 in competition for customers, and that's
14 a big deal now today with people and with
15 all the options they have, and the other
16 is that we're in a competition for
17 employees, and that with unemployment so
18 low and all, that we have to make sure
19 that we're really engaging and having
20 workforce that feels satisfied and
21 supported in their jobs. So these are
22 things that are important.

23 COUNCILWOMAN PARKER: Well, I
24 want you to know that 45 percent number
25 reporting to minority and/or women

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 supervisors is impressive, and I'm always
3 going to be keeping my eye on
4 opportunities for advancement within the
5 team for people of color as it relates to
6 making it to the very top executive
7 level.

8 And I've heard the beep,
9 Mr. Chairman, but my final question is in
10 regards to a Pew report that came out in
11 October of 2018 and it talked about the
12 number of Philadelphians who are reverse
13 commuting from Philadelphia to the
14 suburbs. That number was 39 percent.
15 Last year, Chairman Greenlee, myself, and
16 several others, we worked very closely
17 with PUP to get a line item in the budget
18 that could help fund some vans where they
19 helped to take people to jobs in the
20 burbs where SEPTA currently doesn't have
21 like a route.

22 So I guess my question to you
23 is, have we explored that, like what
24 ridership is like and sort of where jobs
25 are located, and does that King of

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Prussia -- what is it called? The rail
3 line?

4 MR. KNUEPPEL: Extension, yeah.
5 Rail line extension.

6 COUNCILWOMAN PARKER: The King
7 of Prussia extension, like how does that
8 correlate with that reverse commute
9 trend?

10 And ultimately, Councilman
11 Domb, you're right, we want those jobs
12 here in Philadelphia. We don't want
13 Philadelphians having to leave to go to
14 the suburbs to work, but I will argue, I
15 want them to go anywhere they have to
16 right now where there is a job so that
17 they can afford to pay the mortgages and
18 rents here in our city.

19 So can you talk to us about
20 that?

21 MR. KNUEPPEL: Yeah. The
22 Norristown Extension Project is
23 definitely one about access to jobs.
24 We've looked at what it's like for the
25 people that go to those jobs in that

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 area, and there's 65,000 jobs there.
3 It's the third largest employment center
4 in our region after Center City and
5 University City, and it's very
6 unreliable. The trip that you can take
7 is all over the place, because often
8 you're traveling on the Schuylkill
9 Expressway. So to be able to substitute
10 a ride on the Market-Frankford Line and
11 then take the Norristown High Speed Line
12 out to King of Prussia is a great ability
13 to make jobs more accessible to people,
14 and even from a farther distance, because
15 once it becomes a reliable commute, you
16 can -- we've looked at it, and the
17 commute time would be kind of the same
18 all the way from what it is today all the
19 way -- you could now go from FTC all the
20 way out to the King of Prussia in a time
21 period of like what it takes now from
22 going from 12th and Market. So by having
23 a reliable, faster service, you'll be
24 able to come all the way from the east
25 end of the City to go up there in a

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 similar amount of time to what it is
3 today.

4 COUNCILWOMAN PARKER: Well, I
5 just want to make sure that we do as a
6 team, you all keep that reverse commute
7 issue in mind as you think about
8 different transit routes, the where's and
9 the how's, because until we are able to,
10 Councilman Domb, create enough jobs here
11 in our City of Philadelphia, our people
12 are still reverse commuting, and we need
13 to make sure that they have a way to get
14 there.

15 Thank you, Mr. Chairman.

16 COUNCILMAN GREENLEE: Thank
17 you, Councilwoman. Just for your
18 information, the money that was put in
19 the budget last year finally got to PUP I
20 think just a few weeks ago. That wasn't
21 SEPTA's fault. That wasn't SEPTA's
22 fault.

23 MR. KNUEPPEL: And it passes
24 through SEPTA.

25 COUNCILMAN GREENLEE: But it

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 did get eventually through. But the
3 money that was in for this year has been
4 taken out by the Administration. So it's
5 one of the dances we're going to have to
6 go through to get back in again, but
7 we're going to get it back in.

8 Councilwoman Bass.

9 COUNCILWOMAN BASS: Thank you
10 again.

11 Just a quick question going
12 back to crime and safety one more time.
13 So knowing what we know, that assaults
14 against workers are -- and that we have
15 the partition in place, which is a
16 protective barrier, and that's a good
17 thing, and overall there feels to be not
18 the significant level of police presence
19 that I think that we would all like for
20 it to be. And, Chief Nestel, I know you
21 mentioned that there were 270 transit
22 police officers compared to New York
23 City, which has something like 33,000, I
24 think you said.

25 CHIEF NESTEL: Yes, ma'am.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN BASS: Are those
3 New York City police officers or are
4 they --

5 CHIEF NESTEL: New York City
6 Police Department covers the subway
7 system.

8 COUNCILWOMAN BASS: So they
9 cover the transit system.

10 CHIEF NESTEL: Correct.

11 COUNCILWOMAN BASS: So it's
12 kind of hard to compare. It's not
13 really --

14 MR. KNUEPPEL: It's apples and
15 oranges.

16 COUNCILWOMAN BASS: Yeah. It's
17 not really apples to apples. I
18 understand. But my question is, have we
19 thought about what would it take, what
20 does it require to have the level of
21 police presence on our transit system,
22 period? What would it require to make
23 that happen in terms of the numbers of
24 officers and the amount that is required?
25 Because I think that before we can

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 seriously look at a problem in terms of
3 solving it, we have to have some sense of
4 an idea of what the scope of the problem
5 is.

6 CHIEF NESTEL: Councilwoman, I
7 think it's less about more police
8 officers and more about marketing the
9 product that we provide. If you look at
10 the numbers, the reported numbers, crime
11 is not high in the SEPTA system. So
12 while everyone who rides the system would
13 love to see a police officer on every
14 train, that's just not economically
15 feasible. And it's even beyond
16 economics. It's difficult to get police
17 officers. I mean, I'm budgeted for a
18 number that I can't reach.

19 COUNCILWOMAN BASS: What number
20 is that?

21 CHIEF NESTEL: 283.

22 COUNCILWOMAN BASS: So we're
23 short officers?

24 CHIEF NESTEL: I'm below my
25 budgeted number. And it's very difficult

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 to fill positions for police officers. I
3 think what we have to do is a better
4 marketing of how safe the system really
5 is.

6 When we talk about operator
7 assaults, I sort of cringe, because
8 they're not assaults. We have not had an
9 operator hospitalized I know in 2018.
10 Not one operator was hospitalized. When
11 we talk about --

12 COUNCILWOMAN BASS: But
13 attacked without requiring
14 hospitalization? I mean, they're two
15 different things. I just want to be
16 clear what we're saying here.

17 CHIEF NESTEL: You know, look,
18 no offensive action towards an employee
19 of transit is acceptable, but what
20 concerns me is making a police response
21 to an issue that is not a police issue.
22 We're looking at alternative methods to
23 address some of the problems that affect
24 safety; for instance, mental health.
25 There is no denying that we have a mental

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 health crisis in Philadelphia. That's
3 what makes people feel unsafe. It
4 doesn't necessarily -- it may not
5 correlate to real physical conflict or
6 injuries, but it makes people feel
7 unsafe.

8 SEPTA has hired a mental health
9 specialist, and we're looking at
10 enhancing the program, to have mental
11 health workers actually dealing with
12 folks instead of police officers, and by
13 doing that, we start to make people feel
14 safer. We have our mental health
15 outreach team wearing SEPTA vests saying
16 SEPTA Outreach.

17 I think that what I have to do
18 more of is marketing the success that
19 we're having to counter that perception.

20 COUNCILWOMAN BASS: Well, let
21 me just say I agree. I think that having
22 conversation about what can be done, what
23 tools are already in the toolbox that
24 folks can use, I think that that's
25 important, but I also think that the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 perception becomes a reality. And so if
3 people perceive a transit system as being
4 unsafe, if they don't feel comfortable,
5 then they're never even going to get on
6 there. So how do we deal with the
7 perception, I guess? And I think that a
8 more robust presence could be something
9 that could be helpful.

10 CHIEF NESTEL: Okay.

11 COUNCILWOMAN BASS: And one
12 last question. We know that we have a
13 significant drug or addiction problem
14 here in the City of Philadelphia. Can
15 you talk about the number of overdoses on
16 SEPTA buses, trains, facilities? Because
17 we know that there is a number that's
18 associated with that. People don't
19 necessarily think of an overdose
20 happening on a SEPTA bus or on a train or
21 whatever, but it is happening, and I
22 think it's happening at alarming numbers.
23 So can you talk about this?

24 CHIEF NESTEL: Sure. The SEPTA
25 system is disrupted by a drug overdose

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 every day. Every day. The Transit
3 Police alone have administered 390 doses
4 of Narcan. It is --

5 COUNCILWOMAN BASS: Over what
6 period of time?

7 CHIEF NESTEL: I'm sorry?

8 COUNCILWOMAN BASS: Over what
9 period of time?

10 CHIEF NESTEL: In 2018.

11 It is a problem that doesn't
12 just affect the City. It affects
13 businesses in the City and the Transit
14 Authority for sure.

15 We have a grant program where
16 we're training officers to do more warm
17 handoffs to rehab. We're engaging an
18 organization to assist us in reaching
19 folks before they have an overdose, who
20 are showing the signs of drug addiction,
21 to get them into rehab. Again, another
22 alternative to a police officer in
23 uniform and using social services through
24 SEPTA and as a part of the Transit Police
25 Department to try to effect positive

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 results.

3 COUNCILWOMAN BASS: Okay. And
4 I want to again thank you for the work
5 that you all do. I know it's not easy,
6 and it's quite challenging. In
7 particular, I want to thank you for
8 recognizing that we do have a mental
9 health crisis. We have a lot of mental
10 health issues here in the City of
11 Philadelphia, and particularly when SEPTA
12 went on strike -- or SEPTA Police were on
13 strike for a few days not that long ago
14 and I believe at Suburban Station, there
15 was a lot of concern, a lot of issues
16 that were happening, and a lot of them
17 really did require a mental health
18 professional approach to it rather than a
19 police approach, and that's when I think
20 a lot of people really became aware of
21 how widespread it is.

22 So I just wanted to thank you
23 for that as well. And I would still like
24 to encourage SEPTA to try to come up with
25 that number in terms of what would make

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the City of Philadelphia, what would make
3 transit riders feel safer getting on any
4 of our transit lines, and I think maybe
5 having a survey of your ridership is a
6 first step, how do they feel about it, do
7 they feel safe and comfortable when
8 they're on the transit line, because
9 they're the ones who could speak to it
10 the best.

11 So thank you so much.

12 CHIEF NESTEL: Thank you.

13 COUNCILMAN GREENLEE: Thank
14 you, Councilwoman.

15 Councilwoman Gym.

16 COUNCILWOMAN GYM: Thank you.

17 I just wanted to clarify a
18 couple of things. So is your website
19 when you say it has 14 different
20 languages, is that using Google
21 Translate?

22 (Witness approached witness
23 table.)

24 COUNCILMAN GREENLEE: Please
25 identify yourself.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MR. BURNFIELD: Richard
3 Burnfield, Treasurer.

4 The SEPTA website uses Google
5 Translate that has over 100 different
6 languages that are translated.

7 COUNCILWOMAN GYM: Okay. And
8 just for note, we had a big discussion
9 with our School District, which moved
10 from a fully translatable website that
11 they did in-house versus Google
12 Translate, which misinterpreted a uniform
13 policy as putting underwear on over your
14 clothes. So there's a lot of problems
15 within Google Translate that is simply
16 non-functioning for many, many different
17 languages. Particularly we found it in
18 Asian languages and Arabic has a lot of
19 problems in terms of accuracy around
20 translation.

21 And also to be clear, is the
22 SEPTA Key website also language
23 accessible?

24 MR. BURNFIELD: It has 14
25 different languages.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN GYM: SEPTA Key --

3 MR. BURNFIELD: The SEPTA

4 Key --

5 COUNCILWOMAN GYM: -- also uses

6 Google Translate, though?

7 MR. BURNFIELD: It doesn't use

8 Google Translate, but it has 14 different

9 languages.

10 COUNCILWOMAN GYM: Okay. All

11 right. We will take a look at that.

12 And then could I just ask for

13 clarification around fares. So is the

14 price for a child for transit fares

15 within the City -- so this is bus,

16 trolley, subway -- you charge children --

17 if you're a caretaker with children four

18 and under, only two, then they travel for

19 free; is that right? But as soon as

20 they're over the age of four, they're

21 paying full fare?

22 MR. BURNFIELD: That's correct.

23 COUNCILWOMAN GYM: And then on

24 your regional rail, the same applies for

25 two children under the age of four are

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 free, is that correct, up to two
3 children, but if they are five to 11,
4 they get a discount?

5 MR. BURNFIELD: I'd have to
6 check. I don't --

7 COUNCILWOMAN GYM: I think I'm
8 looking at your website. So it's a 50
9 percent discount on a ticket purchase
10 ahead of time or it's a weekday fare for
11 children ages five to 11. Is that
12 accurate? Does that sound right to you?

13 MR. BURNFIELD: I would assume
14 so.

15 COUNCILWOMAN GYM: Is there a
16 reason why you offer discounted fares for
17 children ages five to 11 for regional
18 rail, but don't offer it for young people
19 who ride buses, subways, or trolleys and
20 I guess it would be Norristown High Speed
21 Line?

22 MR. BURNFIELD: The fares are
23 much higher on regional rail, but we'd
24 have to look at that as part of a future
25 fare policy issue.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN GYM: Would that
3 be something that we could discuss a
4 little sooner than future-future? I
5 mean, it seems like it would be
6 comparable. Like if you offer discounted
7 fares for children, recognizing no matter
8 what the amount is, you would want it to
9 be consistent inside the City as you
10 would for anyone who travels on regional
11 rail, for example?

12 MR. BURNFIELD: As part of next
13 year's fare increase, we're going to be
14 looking at our fares in a very
15 comprehensive manner, and I think that
16 would be a good time to look at that. We
17 certainly can start the discussions and
18 conversations now.

19 COUNCILWOMAN GYM: Yeah. I
20 mean, I think from a fairness aspect,
21 it's not related to a fare increase.
22 It's that we would like to recognize that
23 if children are treated on regional rail
24 in a particular way, why would they be
25 treated differently inside on City bus

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 lines.

3 MR. BURNFIELD: Certainly
4 willing to have that conversation.

5 COUNCILWOMAN GYM: To be
6 continued. Great.

7 Thank you very much.

8 COUNCILMAN GREENLEE: Thank
9 you, Councilwoman.

10 Councilwoman Bass.

11 COUNCILWOMAN BASS: Thank you.

12 So a couple of other questions
13 I have. And if you could talk a little
14 bit about -- and I know you talked about
15 it before -- the new system. And so in a
16 minute, the system is no longer going to
17 be accepting cash at a number of
18 stations, I believe. Please correct if
19 I'm wrong.

20 MR. BURNFIELD: All of our
21 stations accept cash. We have kiosks at
22 all of our stations, Market-Frankford,
23 Broad Street.

24 COUNCILWOMAN BASS: Right, but
25 is the plan soon to be that there will no

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 longer be a person there to accept cash,
3 but that everything would have to go
4 through the kiosk?

5 MR. BURNFIELD: Yes. The
6 cashiers -- a person will continue to be
7 there. They will no longer function as a
8 cashier. They will be a customer service
9 attendant.

10 COUNCILWOMAN BASS: So they
11 won't be able to accept cash?

12 MR. BURNFIELD: They will be
13 able to work with our customers so they
14 can use cash at a kiosk.

15 COUNCILWOMAN BASS: Okay.
16 There's been a number of issues with the
17 kiosks already, as you know, and they're
18 often down. What's the percentage of
19 time throughout the day that the system
20 is off? Do you have that information?

21 MR. BURNFIELD: We've been
22 doing a number of software drops
23 virtually every month to improve their
24 performance. Over the last month, they
25 have been performing with 99 percent

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 reliability.

3 COUNCILWOMAN BASS: The kiosks
4 have been performing?

5 MR. BURNFIELD: Yes.

6 COUNCILWOMAN BASS: Okay. All
7 right. I've, again, been receiving
8 information that says something very
9 different, that the kiosks are often down
10 and that they're still getting the kinks
11 out of the system, and it would be great
12 if we had some sort of a sense in terms
13 of a projected timeframe for getting the
14 kinks out of the system for the kiosks.
15 But you're saying that there's really
16 nothing to fix.

17 MR. BURNFIELD: Well, we have
18 been working over time. Certainly there
19 have been issues as we have rolled out
20 SEPTA Key over the last three years, but
21 we've been working to improve the
22 performance, both of the kiosks and also
23 the validators on the buses.

24 COUNCILWOMAN BASS: Okay. Can
25 we talk about Nicetown and the power

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 generator that's going into Nicetown,
3 which we've been on record saying that we
4 have great concern about this generator
5 going in this location. Originally when
6 we met with SEPTA, we were told that it
7 was going in this location because it was
8 going to help suburban ridership, and
9 obviously that's quite a concern, quite
10 offensive that we would put a power
11 generator in a neighborhood that is
12 dealing with environmental issues and
13 struggling and has the highest asthma
14 rate in the City of Philadelphia. And
15 overall the property itself, SEPTA has
16 not done a great job of maintaining that
17 parcel of real estate that you own.

18 And so I'm wondering if you can
19 speak to that, because that's something
20 that we've been arguing and fussing and
21 fighting and talking to SEPTA about for
22 at least two or three years now and maybe
23 even longer than that, and we really just
24 haven't gotten any change in terms of
25 what's been happening with SEPTA at least

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 to show the community that there is
3 enough care that you would maintain the
4 physical structure of your property.

5 MR. KNUEPPEL: First of all,
6 CHPs are located throughout the City.

7 COUNCILWOMAN BASS: I'm aware.

8 MR. KNUEPPEL: It's actually
9 something that government has recommended
10 as a good environmental practice.

11 Regionally it will reduce 41 percent of
12 the emissions that we experience over
13 using the electric grid. And I can
14 recall talking to you before that at the
15 fence line or at our property line, that
16 virtually the emissions are
17 non-detectable. So we've worked very,
18 very hard to make sure it's the best
19 project that we can make. That location
20 will also power the Chestnut Hill East,
21 the Fox Chase line, lines that operate in
22 the City of Philadelphia. It's really
23 part of our overall efforts to really be
24 in line with the 80 percent reduction of
25 emissions by 2050, and we're on track to

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 do that.

3 We have the second largest
4 solar contract in the City's history.
5 We're on our second location of putting
6 the solar panels on the roof. We have an
7 RFP out, request for proposals, for up to
8 20 percent of our energy to come from
9 renewable sources. We have one of the
10 greenest bus fleets in the nation and now
11 are even running all-electric buses with
12 no emissions at the bus. We also have
13 the largest program of storing energy on
14 the braking energy of our subway elevated
15 trains in the country. And so we store
16 the braking energy and hold it and then
17 put it back out when we can use it.

18 So our program is -- this is
19 really part of a program of doing things
20 to make sure that we hit the 80 percent
21 by '50. It's part of our whole strategy
22 of having a very diverse energy portfolio
23 and how we keep our system moving.

24 As far as the property, I would
25 certainly be willing to meet and go over

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the concerns that the neighbors might
3 have about our property. I don't want
4 that to be an issue that upsets them.

5 COUNCILWOMAN BASS: Okay.

6 MR. KNUEPPEL: So I can follow
7 up with you on that.

8 COUNCILWOMAN BASS: What are
9 you doing tomorrow? No. We'll set it
10 up. We will set it up. We will follow
11 up.

12 MR. KNUEPPEL: I would very
13 much like to do that.

14 COUNCILWOMAN BASS: Yes. Okay.
15 Very good. Because we would like to, at
16 the very least, have some improvement in
17 terms of the footprint and the physical
18 appearance that SEPTA is having. But I
19 have to say I understand that it's going
20 to power the Chestnut Hill Line, east and
21 west, I assume, and also it's going to
22 power the Fox Chase Line, but it's not in
23 Chestnut Hill. It's not in Fox Chase.
24 It's in Nicetown. And the prevalence of
25 these sort of power generators which keep

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 coming and keep coming and really
3 don't -- the impact on the community will
4 not be felt, I don't believe, today or
5 tomorrow. It's for the kids who live in
6 Nicetown who will be impacted years down
7 the road when you and I are well off the
8 scene and they're adults now, and they
9 will be -- there will be an effect. I
10 have no doubt whatsoever in my mind that
11 there will be an effect. And I know that
12 you say that the numbers are
13 undetected. I do not subscribe to
14 that.

15 MR. KNUEPPEL: It's also part
16 of SEPTA's overall strategy, though, to
17 reduce emissions in that neighborhood. I
18 talked about all-electric buses. We are
19 buying ten all-electric buses to test
20 them out at Midvale and be able to see
21 how we like them. And so we are working
22 to reduce emissions in that area as well
23 as part of our overall program. Even
24 using the CHP allows us to turn the
25 boilers off at Midvale. I mean, this is

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 something that we could talk about more,
3 and we have talked a lot about.

4 COUNCILWOMAN BASS: Well, I
5 certainly welcome the opportunity to have
6 continued conversations and with the
7 community, if we could have some sort of
8 a conversation to figure out what can be
9 done at this point. It's my
10 understanding that the project is almost
11 complete, not quite but almost complete,
12 and I still think that there might be
13 opportunities for us to be able to do
14 something that's going to be much more
15 beneficial to the community, particularly
16 when we have input from the community.

17 MR. KNUEPPEL: Okay.

18 COUNCILWOMAN BASS: Okay? And,
19 yeah, let's put it somewhere else.

20 And one other question for you.
21 Did the bell ring?

22 COUNCILMAN GREENLEE: You're
23 it, so go ahead.

24 COUNCILWOMAN BASS: Okay. Just
25 one other question then, and that's about

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 street furniture. And I know that's
3 not -- Mike, I don't know if that's you,
4 but one of the things I noticed -- and to
5 me this goes to a larger theme in terms
6 of respecting and supporting our
7 ridership. And so it's the amenities,
8 which are really not amenities. It
9 should really, quite honestly, be basics,
10 things like a police presence and feeling
11 safe, but also about the ability to have
12 a seat while I'm waiting for the bus or
13 at least have some sort of an overhead
14 covering, so when it's snowing or when
15 it's raining, that I am protected. And I
16 know we've had these conversations over
17 and over again, but some of our busiest
18 transit routes and stops in the City of
19 Philadelphia that are in the
20 neighborhoods do not have any sort of
21 street furniture or covering or
22 protection from the elements, and I just
23 don't understand why that's not happening
24 and why it's not happening. We got them
25 at every stop in Center City. We got

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 every place in Center City, but if you're
3 over at Germantown and Cheltenham, if you're
4 at Broad and Erie, if you're at even some
5 parts of Broad and Olney in that area, I
6 can just go on and on. If you're on
7 North 22nd Street. All of the high rider
8 areas in my district where you have a
9 large amount of people who are taking the
10 bus, there is no covering protection
11 whatsoever. And even one that constantly
12 just annoys me, which is not you, but
13 it's outside of the City, but I don't
14 know how you work with folks on the other
15 side of Cheltenham Avenue and in the
16 counties, but at the -- I guess it would
17 be considered Cedarbrook. It used to be
18 Cedarbrook Mall back in the day, but
19 Cedarbrook Shopping Center. There is a
20 place where people wait for the bus and
21 what they've done is, they've taken
22 shopping carts, roll their shopping carts
23 there, tip it over, and sit on it while
24 they're waiting for the bus. And there's
25 no dignity in having to do such a thing.

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 Like we should provide -- and I think
3 that SEPTA has a role in this too even
4 though SEPTA does not directly provide
5 the service, but that is something that I
6 think SEPTA has a responsibility to
7 provide some very basic accommodations
8 for people who are using your buses for
9 transportation, just a simple structure
10 that provides covering from the elements
11 as well as an opportunity to sit down
12 when you've done your shopping. This
13 should just be a basic. And whether it's
14 in the City or outside of the City, I
15 would like to see the City of
16 Philadelphia when it's in the City to
17 have a stepped up and increased role, but
18 when it's outside of the City, that SEPTA
19 should step in and make it happen.

20 MR. CARROLL: Thank you for
21 your comments. We definitely do support
22 the idea that folks would have shelter
23 when they're waiting for the buses.
24 We're working to get throughout the
25 neighborhoods as much as possible

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 shelters. There's a program we worked
3 with, an advertiser, who actually
4 constructs and designs and constructs and
5 installs the shelters. And so there's
6 600 new shelters that we're working over
7 a period of seven years. We're about two
8 years into that program, two and a half
9 years into that program getting those
10 out.

11 There should be shelters coming
12 to the high ridership areas in your
13 district. So I'll go back and look. I
14 know Chelton and Greene was one location
15 where we worked very hard to coordinate
16 with the park improvements to make sure
17 that there was shelter for folks waiting
18 for the bus, but we can sit down and look
19 at the program we've got coming forward.

20 There has been some issues that
21 have come up. We think we've worked
22 through that with respect to making sure
23 that we have access to power for these.
24 We're looking at doing a pilot for solar
25 power in locations that don't have good

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 opportunities to draw power directly from
3 the street.

4 COUNCILWOMAN BASS: Why do you
5 need power to shelters?

6 MR. CARROLL: For the lights.

7 COUNCILWOMAN BASS: So light
8 would be inside of the shelter?

9 MR. CARROLL: So at nighttime
10 people aren't sitting in the dark.

11 COUNCILWOMAN BASS: All right.

12 MR. CARROLL: So we can sit
13 down and give you a little bit more
14 detail. The program is rolling along,
15 but we want to pick up the pace a little
16 bit so that you do have more folks
17 getting better coverage.

18 COUNCILWOMAN BASS: If you
19 could give us the plan, like what's the
20 plan, like how are we going to get this
21 done, because I've been talking about
22 this for over eight years now and I've
23 seen minimal progress, and it's something
24 that comes up every single year. So I'd
25 really like to see what the plan is and

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 how we're going to get this done and what
3 the timeframe is, because this is
4 something that should be a priority if we
5 respect our riders.

6 MR. CARROLL: Understood.

7 COUNCILWOMAN BASS: Thank you.

8 COUNCILMAN GREENLEE:

9 Councilwoman Parker.

10 COUNCILWOMAN PARKER: Thank
11 you, Mr. Chairman.

12 And I was finished my line of
13 questioning, and I want to thank
14 Councilwoman Bass for mentioning the
15 shelter issue that's at Cedarbrook Mall,
16 which is contiguous to the Ninth
17 Councilmanic District and divided by
18 Cheltenham Avenue that I've had multiple
19 conversations with SEPTA, along with
20 Cedarbrook Mall.

21 I just want SEPTA to state for
22 the record -- or let me just backtrack a
23 bit and say thank you, because we worked
24 using an intergovernmental cooperative
25 planning arrangement with Mount Airy USA

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 during Anuj Gupta's tenure that placed
3 shelters and signage throughout Northwest
4 Philadelphia that came from funding that
5 we were able to secure in Harrisburg,
6 along with a match of funding that we
7 were able to secure in Philadelphia. So
8 I'm not sure if management could ask one
9 of the staff members who are familiar
10 with what we did relative to that signage
11 and/or the shelters that were put up. Is
12 there anyone there that could give us a
13 brief overview of that?

14 MR. KNUEPPEL: We'll have to
15 get back to you on that. I know it was
16 right after the passage of Act 89, right?

17 COUNCILWOMAN PARKER: Indeed.
18 Because the dollars we secured were from
19 the Multimodal Fund.

20 And I do want to state for the
21 record that we have for the benefit of
22 residents who live in the Ninth
23 Councilmanic District, in the 50th Ward,
24 in the 10th Ward, which use Cedarbrook
25 Mall, we have talked and communicated

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 with the mall management on numerous
3 occasions about them actually being
4 responsible for playing a role as the
5 private sector in this process.

6 So this is what I would ask
7 SEPTA to do, particularly when we're
8 talking about economic commercial
9 corridors that are owned by the private
10 sector, that there are so many things
11 that we should be investing our dollars
12 in, that we find a way to make this a
13 public-private partnership where the
14 owner of the mall also has an economic
15 responsibility to make a contribution
16 there. Extremely important for us. And
17 I just wanted to get that on the record,
18 because to be quite frank, to residents
19 in the Ninth Councilmanic District, I
20 would much rather SEPTA be making
21 investments in Broad and Olney for more
22 cameras and Broad and Olney for planters,
23 at Broad and Olney for banners to change
24 the physical aesthetic appeal than having
25 to solely front the cost for something

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 that the private sector should also be
3 making a contribution to where it is
4 possible. That is different from
5 shelters along Philadelphia streets, but
6 as it relates to that mall in particular
7 that is being financed by residents
8 primarily from Philadelphia, we do think
9 that the private sector should make a
10 contribution there, and I want to state
11 that just for the record.

12 Thank you.

13 (Applause.)

14 COUNCILMAN GREENLEE:

15 Councilwoman Bass.

16 COUNCILWOMAN BASS: Yes. I
17 have one last question, and it's on the
18 Key cards. And so can you talk about
19 really quickly the amount that is
20 required on the Key card that is a
21 minimum of \$5?

22 MR. KNUEPPEL: Yeah. It
23 started at 10. We've dropped it to 5,
24 and we're studying whether we can drop it
25 even lower.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN BASS: So now let
3 me ask a question. If I have \$2.50 and
4 I'm just trying to get from Point A to
5 Point B and I only want to add that to my
6 Key card, am I able to do that?

7 MR. KNUEPPEL: No.

8 COUNCILWOMAN BASS: So then
9 what?

10 (Witness approached witness
11 table.)

12 MR. BURNFIELD: Currently the
13 minimum load and reload is \$5, but we are
14 looking at options to reduce that,
15 because we've heard from a number of our
16 customers that if they wanted to add less
17 than \$5, that's not currently possible.
18 So we're looking to see if we can pilot
19 some locations where we can reduce that
20 in response to a number of requests that
21 we've had from our customers. It's a
22 concern for us.

23 COUNCILWOMAN BASS: Okay. So
24 when will a decision be made in terms of
25 whether you'll accept --

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MR. BURNFIELD: We're currently
3 looking at it right now. We're hoping to
4 actually pilot something this week at a
5 couple of locations to be able to reduce
6 that below the \$5 threshold.

7 COUNCILWOMAN BASS: Okay. So
8 my concern with a pilot program is that
9 if you just do it in certain locations,
10 what will happen is if you do it at Broad
11 and Erie, then at Broad and Allegheny I'm
12 expecting I'll be able to do the same
13 thing too.

14 MR. BURNFIELD: If it's a
15 successful pilot, which we hope that it
16 is --

17 COUNCILWOMAN BASS: How long
18 will the pilot period be?

19 MR. BURNFIELD: It would be a
20 very short time.

21 COUNCILWOMAN BASS: What's
22 "very short"?

23 MR. BURNFIELD: We want to make
24 sure that the kiosks, that the bill
25 validators, and the equipment are

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 functioning so that we don't have issues
3 with the equipment problems. Should that
4 be successful, we're talking weeks, not
5 months.

6 COUNCILWOMAN BASS: Okay.
7 Okay. So within the next few weeks this
8 could be -- this situation could be
9 resolved?

10 MR. BURNFIELD: Yes. We're
11 working on it very quickly, on that
12 particular issue.

13 COUNCILWOMAN BASS: And one
14 last question also on the Key card. So
15 when people purchase a TransPass or what
16 used to be a TransPass, there was the
17 assumption when the Key card came online
18 that this would function the same way,
19 and it does not. And so I'm just curious
20 as to any reason why -- is there any
21 reason why SEPTA did not alert the riding
22 public that there would be a limit on the
23 number of trips you could actually take?

24 So a SEPTA TransPass previously
25 was unlimited for the duration of the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 pass, whether it was for the week or the
3 month or whatever. If you want to take a
4 thousand trips, you can take a thousand
5 trips. But now with the Key card, you
6 can take a certain number of trips, which
7 people did not realize, but you're paying
8 the same price.

9 MR. BURNFIELD: At the fare
10 increase hearings two years ago, we
11 talked about implementing ride limits for
12 both the weekly and monthly pass. Based
13 on the comments that were received at
14 those hearings, we increased the rides
15 for both weekly and monthly to protect
16 more than 99 percent of our customers who
17 are using the Key card. We looked at
18 data that was available in terms of the
19 number of trips that were made, and in
20 response to the comments that were made
21 at the hearing, we increased the ride
22 limits fairly significantly.

23 COUNCILWOMAN BASS: Okay. That
24 doesn't really -- I don't really
25 understand exactly what SEPTA thought in

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 terms of implementing that policy and how
3 it will be helpful to the riding public.
4 Are you saying that the ridership asked
5 for limitations on the number of trips
6 they could take?

7 MR. BURNFIELD: One of the
8 things that we were looking at and that
9 we heard was that there was pass sharing,
10 and that to have unlimited rides with the
11 pass sharing, that we tried to protect
12 against that.

13 COUNCILWOMAN BASS: Okay. I
14 see. Okay. All right. Well, thank you.

15 COUNCIL PRESIDENT CLARKE:
16 Thank you, Councilwoman.

17 I have about -- I think I had
18 like 17 questions I want to ask you.

19 I'm just kidding. Thank you.
20 Thank you very much for your testimony.
21 We appreciate it.

22 MR. KNUEPPEL: Of course.

23 COUNCIL PRESIDENT CLARKE: You
24 don't want to leave?

25 MR. KNUEPPEL: We're done?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCIL PRESIDENT CLARKE: You
3 can go. Thank you.

4 (Pause.)

5 COUNCIL PRESIDENT CLARKE: Good
6 afternoon. We're going to start with
7 Community College of Philadelphia.

8 Please proceed.

9 MR. WHITE: Okay.

10 COUNCIL PRESIDENT CLARKE:
11 Folks, could I ask you to please keep
12 your conversation down a little, please,
13 or go outside. Thank you.

14 MR. WHITE: Good morning,
15 Council President Clarke and
16 Councilmembers. Thank you for the
17 opportunity to speak with you regarding
18 the future of Community College of
19 Philadelphia. My name is Jeremiah White,
20 Jr. and I am Chairman of the Community
21 College of Philadelphia Board of Trustees
22 and Chief Executive Officer of White and
23 Associates. Joining me today are two
24 Board members, Sheila Ireland and Harold
25 Epps.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 On behalf of the Board of
3 Trustees, I want to thank you for your
4 support of Community College during this
5 last year, and special thanks to
6 Councilman Oh, who held a crucial hearing
7 on the College's funding formula, and to
8 Councilwoman Cherelle Parker, a
9 relentless champion of Power Up Your
10 Business, our initiative which
11 strengthens entrepreneurship in the
12 City's vital commercial corridors.

13 My colleagues and I are not
14 simply guiding and supporting the City's
15 college. Rather, we are working to make
16 higher education the great state
17 equalizer by widening the range of career
18 opportunities available to residents
19 across the City.

20 While Greater Philadelphia is
21 home to more than 100 colleges and
22 universities, CCP is unique - unique
23 first because it is the only public
24 educational institution in the City of
25 Philadelphia, higher ed; and, second,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 because it offers career credentials as
3 well as stackable credentials that can
4 turn the unemployed into sought-after job
5 prospects.

6 We are a key player in the
7 development and implementation of the
8 City's new workforce strategy, working
9 alongside our many public and private
10 partners. Our training programs help the
11 unemployed and underemployed create
12 career pathways and can take them from a
13 job to pathways.

14 Since his arrival almost five
15 years ago, Dr. Generals has emphasized
16 the value of shared learning among
17 faculty, staff, and students. He has
18 worked to increase student persistence
19 and credential completion rates. With
20 additional funds from the City, the
21 College can do so much more to create
22 accelerated learning and career paths and
23 induce achievement.

24 In addition, I'd just like to
25 say we have a tremendous faculty, and

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 without the faculty and the staff of the
3 College, we could not do what we do,
4 especially as it relates to positioning
5 ourselves to be the City's college of
6 Philadelphia.

7 Thank you very much.

8 DR. GENERALS: Good afternoon,
9 President Clarke. My name is Guy
10 Generals. I'm the President of Community
11 College of Philadelphia. I want to thank
12 you for this opportunity for us to
13 advocate for our budget request.

14 I'd like to begin by
15 acknowledging our faculty and staff who
16 have come out here to support this
17 effort, and I'd like to also acknowledge
18 we have a number of students who I
19 believe through their testimony can best
20 demonstrate the importance of the
21 education and the training that we
22 provide.

23 We are asking for \$35.4
24 million -- our budget request is a \$35.4
25 million request, which is \$3 million over

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 last year's request. Those dollars
3 specifically will be targeted towards --
4 1.25 will be targeted towards our
5 workforce initiative to continue to
6 expand and to align with the City's
7 Talent Pipeline initiative. \$850,000
8 will go towards dual enrollment and
9 \$900,000 towards our debt service.

10 We also want to continue to
11 expand our faculty support and our
12 advisors support. Over the last three
13 years, we've hired 11 full-time faculty.
14 We continue to replace -- we've hired 11
15 full-time faculty advisors. We continue
16 to replace faculty as they retire.

17 We've invested \$7.2 million in
18 new science labs. We have supported 928
19 students through our PROMISE Scholarship.
20 Those are students who receive full
21 funding for tuition and fees upon
22 graduating from high school. Those
23 dollars were supported -- that program is
24 supported primarily by private dollars.

25 As you know, Philadelphia has

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 introduced the first middle college
3 program in the Commonwealth. The initial
4 students that started that program will
5 be rising juniors as we speak. In
6 another year and a half, they will
7 complete high school as well as an
8 Associate's degree.

9 Our workforce and our full-time
10 faculty has improved both teaching and
11 non-teaching from 25.3 to 31.7 percent.
12 We have a number of civic engagement
13 activities at the College, and I have a
14 student here that will speak to one of
15 them specifically designed to help
16 students with food insecurity and some of
17 the more social economic issues that
18 they're dealing with.

19 And we are also embarking upon
20 a \$16 million project to renovate our
21 library and advance it towards what we
22 refer to as a Library Commons.

23 I can answer questions, but if
24 you allow, I'd like for our students to
25 speak. I think they're an example in two

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 cases of our Dual Enrollment program and,
3 as I mentioned, one of our students is
4 here to speak about the hunger
5 insecurities or the food insecurities
6 that our students experience and what our
7 students are doing as leaders in trying
8 to address that problem.

9 COUNCIL PRESIDENT CLARKE: The
10 only reason I'm hesitating because --

11 DR. GENERALS: We have four
12 students.

13 COUNCIL PRESIDENT CLARKE: -- I
14 don't want to be in a position where
15 folks who are here who may not agree with
16 your perspective or the students'
17 perspective will not be able to testify.
18 Traditionally it is the department or the
19 particular organization that comes in for
20 its budget. But I'm going to allow it.
21 I'm just saying I want to be fair here.

22 DR. GENERALS: I don't think
23 there will be anyone in this room would
24 find any problems with --

25 COUNCIL PRESIDENT CLARKE: All

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 right. Come on.

3 DR. GENERALS: -- some of the
4 students.

5 If I may, Wanda Klinefelter is
6 an alumna who in a few weeks will
7 graduate from the University of
8 Pennsylvania. Her story is quite
9 remarkable, and I think it's
10 representative of the many students --

11 COUNCIL PRESIDENT CLARKE: We
12 have two, three?

13 DR. GENERALS: So Wanda. We
14 have a brother and sister team, so it's
15 kind of tough to ask one without the
16 other. And then we have Asia, who is a
17 graduating senior -- I mean, a graduating
18 student this year.

19 COUNCIL PRESIDENT CLARKE: What
20 do we have, three?

21 DR. GENERALS: Four.

22 COUNCIL PRESIDENT CLARKE: Why
23 don't you just bring them all up to the
24 table.

25 DR. GENERALS: You want them up

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 to the table?

3 COUNCIL PRESIDENT CLARKE: Yes,
4 please.

5 (Witnesses approached witness
6 table.)

7 MS. KLINEFELTER: Hello.

8 COUNCIL PRESIDENT CLARKE: How
9 are you?

10 MS. KLINEFELTER: My name is
11 Wanda Klinefelter. I am a 2015 Community
12 College of Philadelphia alumni.

13 Today I want to tell you about
14 my experiences as a non-traditional
15 student in a scholarly world and how CCP
16 has helped shaped that vision. So if you
17 take away one thing from this speech,
18 remember this: Given that I am a Latina
19 American raised in Philadelphia, I am
20 astonished by the following statistics:

21 According to a recent report,
22 the U.S. Census Bureau estimates that
23 64.7 percent of the Latino community take
24 up residence in Philadelphia. Based on
25 this number alone, 33.3 percent of Latina

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 women lack a high school education, while
3 only 14.5 percent have succeeded in
4 graduating from college. This is
5 important, because I stand here as an
6 example to this group not only as a
7 previous high school dropout but now a
8 succeeding college graduate.

9 I must say that this gap
10 between high school dropouts and college
11 graduates does not stem from lack of
12 ambition or dreams, but often derives
13 from poverty and social disadvantages.
14 Even though great efforts have been made
15 to close these gaps, educational
16 disparities still exist for all minority
17 groups.

18 North Philly, as many consider
19 the bad lands of Philadelphia, had its
20 disadvantages growing up. With these
21 disadvantages came costly decisions,
22 which forced most to hustle at whatever
23 cost or, like me, working dead-end jobs.
24 This kind of survival is hard. And
25 despite major life challenges such as

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 losing friends to the streets, drugs,
3 alcohol, and watching my ancestors
4 struggle because of the lack of education
5 and broken dreams that couldn't change
6 this vicious cycle was just as hard. And
7 this is just one of the many realizations
8 that I had to experience, and because of
9 these factors, I felt that I needed to
10 step up my game and be one of the faces
11 for my daughter and for our future
12 generation.

13 Without my relationship with
14 the Community College of Philadelphia, my
15 path to possibilities and future pursuits
16 would not -- would have fallen to the
17 wayside. What works is that CCP looks
18 beyond these barriers and fosters an
19 environment where all groups can start or
20 continue their educational path. CCP has
21 not only accepted my non-traditional
22 background, but they also helped me
23 polish my skills and challenged me to
24 immerse my truth into a worldwide
25 perspective.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 With this, I walked away with a
3 new-found confidence which I used to
4 apply to one of the top Ivy League
5 schools in this country and the tenth
6 hardest school for academia.

7 CCP is a village of support.
8 Not only do they help develop your skills
9 by having a diverse faculty that tailors
10 to meet the cultural differences in
11 Philly, but also make educational
12 pursuits affordable.

13 Now, to conclude, my
14 extraordinary journey is far from over.
15 As I walk away from this platform -- it
16 was supposed to be a platform -- and
17 become a graduate from the University of
18 Pennsylvania with honors next month, I
19 challenge this group to change the
20 statistics not only for the Latino
21 community but for all Philadelphia
22 students who deserve an equal chance to
23 learn and prosper in their educational
24 pursuits, whether they be traditional or
25 non-traditional.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 And, again, gracias. Thank you
3 for listening to one of the voices of our
4 beloved city. And thank you,
5 Dr. Generals and the Community College of
6 Philadelphia for always involving me in
7 the College's mission.

8 Thank you.

9 (Applause.)

10 MR. BENNETT: Thank you,
11 President Clarke and members of City
12 Council for allowing me to speak today
13 and consider my testimony on the very
14 important issue of considering the
15 Mayor's recommendation that the City
16 provide additional support for the Dual
17 Enrollment program, which I was a part
18 of. I am Juwan Z. Bennett. I'm a native
19 of South Philadelphia and a proud product
20 of Philadelphia School District. I just
21 want to tell you a little bit about my
22 journey.

23 When I was 15 years old, I
24 began college to study criminal justice
25 while still in high school. By the time

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 I completed high school, I had earned an
3 Associate's degree in criminal justice
4 while being on the Dean's List multiple
5 semesters, the Philadelphia Eagles' Top
6 Scholar, and being inducted into the Phi
7 Beta Kappa Honor Society.

8 When I turned 20 years old, I
9 completed my Bachelor's degree in
10 criminal justice where I graduated magnum
11 cum laude from Temple University, was on
12 the Dean's List multiple semesters as
13 well, a College Liberty Arts Dean
14 Scholar, and one of two highest
15 prestigious awards an undergraduate could
16 receive at Temple University, which is
17 the Temple University Criminal Justice
18 Faculty Award and the Diamond Award.
19 They only give out ten to a student body
20 of 30,000, all while graduating in the
21 top 16 percent of my class.

22 To add to these academic
23 accolades, before I graduated with my
24 degree in criminal justice, I applied to
25 and was accepted to all of the top ranked

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 Ph.D. programs in criminal justice in the
3 nation, including Northwestern
4 University, Rutgers Newark, University of
5 Delaware, and Temple University to name a
6 few, and was placed on the Ford
7 Foundation's Pre-Doctoral Fellowship
8 Honorable Mention List, all at the age of
9 20 years old.

10 Currently I'm a fifth-year
11 Ph.D. student and Professor of
12 Instruction in the Criminal Justice
13 Department at Temple University where I
14 have published in top peer-reviewed
15 journals in my field. I'm engaged in
16 high-level research which I presented
17 around the world and oversee one of the
18 premier mentoring programs, the Urban
19 Leadership Academy in the College of
20 Education, and I'm only 25 years old.

21 (Applause.)

22 MR. BENNETT: I will complete
23 my Ph.D. in criminal justice this year,
24 making me one of the youngest and only
25 the second black male to complete the

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 degree in Temple University's history.

3 I say this not just to brag
4 about myself, but to echo the sentiments
5 of the old proverb that states that we
6 should give credit to whom credit is due.

7 I would like to give credit to do such
8 thing this morning and to proudly submit
9 that all of my accomplishments,
10 successes, awards, and accolades should
11 be credited to one thing and one thing
12 only, which is the Dual Enrollment
13 program at the Community College of
14 Philadelphia, which changed the
15 trajectory of my life tremendously.

16 Dual enrollment not only
17 changed my life and prepared me for life,
18 but it also saved my life. While growing
19 up in 26th and Tasker, I had to face much
20 adversity to get where I'm here,
21 violence, poverty, gun violence, and
22 parents who were not college educated. I
23 remember when I finished my Associate
24 degree, actually my high school teammate
25 was murdered in a drive-by shooting the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 same day he accepted his college
3 acceptance letter. But the Dual
4 Enrollment program gave me the
5 opportunity to utilize education as a way
6 out of my circumstances outside of sports
7 or music. And by participating
8 specifically in the Dual Enrollment
9 program while in high school, when I got
10 to Temple University, I automatically
11 qualified for the McNair Scholars
12 Program, which helps underrepresented
13 students gain access to Ph.D. programs.

14 If I did not -- was a part of
15 dual enrollment, I would not be eligible
16 for two years. And the reason why that
17 is important, because after I was
18 accepted to the program, I was the last
19 cohort, the funding no longer existed for
20 future students.

21 To conclude, I would urge City
22 Council to follow the Mayor's
23 recommendation currently. It's no
24 surprise that we are facing a serious
25 violence problem here in the City of

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 Philadelphia, and criminologists often
3 state that the best prevention to this is
4 education. So by investing money in dual
5 enrollment, it's just not funding the
6 students, but also the community as a
7 whole. The Dual Enrollment program not
8 only changed my life, but inspired me to
9 help others along the way to lift as I
10 climbed. It allowed me to model for
11 other students that education is a
12 powerful tool to make it out of some of
13 life's trying circumstances. And this is
14 my little sister right here, and she
15 followed in my footsteps.

16 To me, providing more support
17 to the Dual Enrollment program signals a
18 message to all Philadelphia students that
19 it doesn't matter what your social
20 economic status is, if your parents
21 graduated from high school, or even if
22 you're a first-generation college
23 student, that if you're presented with
24 the opportunity, you don't have to be a
25 product of the things that you're

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 surrounded by, but you can take that
3 opportunity to dream wide and as far as
4 you can imagine to accomplish anything in
5 life.

6 Thank you.

7 (Applause.)

8 COUNCIL PRESIDENT CLARKE:

9 Thank you. Thank you for your testimony.

10 MS. BENNETT: Good afternoon.

11 It's an honor to testify this morning on
12 behalf of Community College of
13 Philadelphia in regards to the Dual
14 Enrollment/Advance at College program.

15 Community College of
16 Philadelphia is the pathway to
17 possibilities.

18 COUNCIL PRESIDENT CLARKE: Just
19 state your name for the record.

20 MS. BENNETT: Oh, my name is
21 Shania Bennett.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you.

24 MS. BENNETT: My name is Shania
25 Bennett.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 As a 15-year-old high school
3 freshman and first-year college student
4 at the Community College of Philadelphia,
5 I remember the words of inspiration
6 imparted to me by a faculty administrator
7 at the College - to not only follow the
8 path to possibilities, but to blaze the
9 trail. That moment profoundly changed
10 the whole course of my young life, not
11 only as a dual enrollment student but as
12 the first female in my family to ever sit
13 in a college classroom.

14 To blaze the trail for four
15 consecutive semesters as a criminal
16 justice major, I was a Dean's List
17 academic honor student. I was also
18 elected by the student body to serve as
19 the College's youngest student
20 representative for two full terms.

21 Dual enrollment afforded me the
22 opportunity to take three classes per
23 semester, a total of nine credits, with
24 course material provided at no expense of
25 my own. Taking the first steps on the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 path of possibility for me gradually
3 cultivated blazing the trail into a
4 habit. During my senior year of high
5 school and sophomore year of the college
6 at CCP, I was accepted into 27 colleges
7 and universities to further my education
8 and pursue a Bachelor's degree. Ten of
9 those colleges being ten of the
10 partnership schools in regards to the
11 admissions process that CCP is partnered
12 with.

13 Upon completion of the dual
14 enrollment program, this past June I
15 graduated high school from the School
16 District of Philadelphia as a college
17 sophomore at only 18 years old.

18 Having the opportunity to
19 attend Community College of Philadelphia
20 as an inner city high school student has
21 not only equipped me to achieve and
22 succeed in the world of academia, but how
23 to achieve and embody what it means to
24 blaze the trail in every aspect of my
25 life.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Inspired to blaze the trail and
3 to be the change I wanted to see in the
4 world, I decided that I would start in my
5 community in South Philadelphia. In
6 efforts to seek an effective means of
7 violence prevention and intervention, in
8 2016, with the help of Community College
9 of Philadelphia and community peers, I
10 founded Reach for Peace, which is a
11 non-violence peace initiative that
12 immediately strives to reduce and prevent
13 gun violence among youth and young
14 adults. Now at 19 years old, I am a
15 junior at Pennsylvania State University
16 studying criminology, expected to
17 graduate May 2020 and also the youngest
18 elected committee woman in the history of
19 the City of Philadelphia.

20 So today, a product of
21 Community College of Philadelphia dual
22 enrollment, I stand in full support of
23 the recommendation of Mayor Kenney to
24 continue to fund dual enrollment to
25 essentially give Philadelphia's best

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 students the opportunity to walk in the
3 path of possibilities and ultimately
4 blaze the trail.

5 Thank you.

6 (Applause.)

7 COUNCIL PRESIDENT CLARKE:

8 Thank you.

9 MS. MATT: Good afternoon. My
10 name is Asia Matt, and I apologize I
11 didn't formally prepare anything, but I
12 do want to just say that Community
13 College has been the single best
14 opportunity for me. I'm an import to the
15 City. I'm from Baltimore, and I ended up
16 here -- I'm a single mom of three. I
17 ended up here as a flight risk because
18 domestic violence. And once I got to the
19 City, I just immediately enrolled, and
20 it's really provided me with all the
21 resources that I need, starting with food
22 insecurity, and I was able to take the
23 leadership opportunity and helping the
24 college, I always say, like cultivate
25 that idea, because this is our first year

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 having the greenhouse, and I hope that
3 next year we can do the raised beds, but
4 we were able to do two giveaways this
5 academic school year. We provided
6 organic fruits and vegetables to families
7 in need and we've also -- the student
8 government association that I was a part
9 of was giving away free goodies and
10 fruits to students every Friday. That
11 also helped with food insecurities at the
12 college.

13 And it's been also refreshing
14 to see that there's other people just
15 like me. Like I've been homeless three
16 times and a single mom struggling trying
17 to get her education. I was able to
18 reach out and help those just like me and
19 also develop as a leader that I didn't
20 think I could do, and it's really because
21 the Community College of Philadelphia has
22 those people and place that want to help
23 you and want to groom you and believe in
24 you, and I never had that before.

25 So I just want to say thank

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 you, Community College, and thank you,
3 Dr. Generals, for allowing me to come. I
4 think that what they're doing as far as
5 food insecurities and the greenhouse and
6 wanting to start a community garden has
7 been one of the best opportunities for
8 not just myself but now everyone to learn
9 about self-sufficiency and urban farming
10 just in general.

11 That's all.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you.

14 (Applause.)

15 DR. GENERALS: So I just want
16 to say that these are phenomenal examples
17 of the work and the outcome of Community
18 College of Philadelphia, but I want to
19 remind you that for every student that
20 you have here, there's probably ten that
21 don't make it. They either give up. The
22 issues that you heard coming from some of
23 these students was overwhelming, and I
24 think the only way that we can have the
25 kind of impact that will produce large

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 across the City of Philadelphia is
3 through the continued funding.

4 And also we've had this
5 conversation about the statutory
6 obligation that the local sponsor has,
7 which is a third of the College's budget,
8 and I know there's some conversations
9 about that. I'd like to encourage City
10 Council to continue to have that
11 conversation, because the dollars that go
12 to Community College, the impact is
13 exponential.

14 So we're here today to ask for
15 \$35.4 million ask. I believe you have
16 copies of our total budget request, and
17 I've mentioned some of the specific
18 strategies that we hope to be able to
19 employ this year, and I'm ready to answer
20 any questions that you might have.

21 COUNCIL PRESIDENT CLARKE:

22 Thank you.

23 I have a couple of questions.
24 I want clarity. The Mayor has proposed
25 an additional 1.35. Did you ask for an

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 additional 3 million? Did I hear you
3 correctly?

4 DR. GENERALS: We are -- our
5 original ask was for 3 million and his --

6 COUNCIL PRESIDENT CLARKE:
7 Original? You changed your mind? You
8 said your original ask was 3 million?

9 DR. GENERALS: The budget
10 request that we made to the City that we
11 sent to the Mayor's Office and that we
12 also, I believe, sent to City
13 Councilmembers was for a \$3 million
14 increase. The Mayor returned a budget of
15 1.3, I believe it was.

16 COUNCIL PRESIDENT CLARKE: 1.3?

17 DR. GENERALS: 1.3. We're
18 asking that the full \$3 million be
19 provided into our budget.

20 COUNCIL PRESIDENT CLARKE:
21 Okay. I just want to get clarity on what
22 your ask is today.

23 Out of that, if assuming you
24 get the 1.35 and I know you asked for 3,
25 but if you -- and you may not be able to

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 answer this at this moment. What would
3 be the focus of the 1.35, the additional
4 dollars? Would it be to fund any new
5 programs or just sustain?

6 DR. GENERALS: It will be to
7 sustain. It will be to keep the tuition
8 down. We have not raised tuition, and
9 we've made a commitment to try to not
10 raise tuition as much as possible.

11 I'm sure you probably heard, we
12 just settled a contract, so we have
13 increases in that regard.

14 COUNCIL PRESIDENT CLARKE: I
15 heard a little bit about it, yeah.

16 DR. GENERALS: So pretty much
17 that would be it. At the risk of
18 realigning, which we always look to see
19 what's effective, what's impactful and
20 what's not, it would be pretty much a
21 steady state budget.

22 COUNCIL PRESIDENT CLARKE:
23 Okay. And you talked about being able to
24 keep student costs down. In terms of
25 your prior testimony, you talked about

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the importance of that, which is obvious.
3 Can you tell me what's the largest cost
4 driver for CCP? Is it the personnel
5 issue?

6 DR. GENERALS: Personnel.

7 COUNCIL PRESIDENT CLARKE: The
8 ability to keep student costs down?

9 DR. GENERALS: Personnel is
10 upwards of 86 percent.

11 COUNCIL PRESIDENT CLARKE: It's
12 pretty much comparable to the City of
13 Philadelphia and most other --

14 DR. GENERALS: Right.

15 COUNCIL PRESIDENT CLARKE: But
16 to be able to maintain a fair contract,
17 because we want to make sure that all of
18 our workers have a reasonable contract,
19 would you say that money is well
20 invested?

21 DR. GENERALS: I do.
22 Absolutely.

23 COUNCIL PRESIDENT CLARKE: All
24 right. What's your state contribution?

25 DR. GENERALS: Good question.

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 Right now they are about 21 percent of
3 our budget, 31.8, but this year at this
4 point we have not received anything from
5 the state, any increase from the state.

6 COUNCIL PRESIDENT CLARKE: Is
7 it proposed or is it the Governor's
8 reduction?

9 DR. GENERALS: It's the
10 Governor's proposed budget right now at
11 this moment. It's zero increase for
12 community colleges across the state.

13 COUNCIL PRESIDENT CLARKE: Is
14 there a comparable effort on the state
15 level to increase funding, or what are
16 you doing?

17 DR. GENERALS: Well, they're
18 negotiating. I've gone around to the
19 Philadelphia delegation, and they're all
20 in support of increasing funding.
21 Governor -- we've spoke to the Governor
22 directly. He's a workforce development
23 Governor, and while he has grant dollars,
24 most of that is competitive and it's not
25 very much, and I think we tried to

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 impress upon him that when you're talking
3 about workforce development, you're
4 talking about our operating dollars,
5 because we have folks specifically in
6 those areas. All of our health sciences
7 programs are workforce development type
8 programs. Certainly students across the
9 board need a solid liberal arts
10 education, so that's workforce related.
11 So the community colleges versus what was
12 offered to the four-year publics, which
13 received an \$8 million increase, I think
14 are an integral component to any effort
15 towards workforce development. And we've
16 actually led -- I mean, he's probably not
17 speaking to any of us right now, but
18 we've let him know that workforce
19 development is our sweet spot, and any
20 conversation about workforce development
21 really needs to start with the community
22 colleges.

23 COUNCIL PRESIDENT CLARKE: So
24 that's a conversation with the state,
25 because, I mean, the simple reality is,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 we just did this document. I always do
3 this. I have this shameless plug for our
4 Narrowing the Gap. I am so transparent
5 when it comes to this. Our Narrowing the
6 Gap, another shameless plug, because the
7 simple reality is, I mean, we're at 26
8 percent poverty in the City of
9 Philadelphia. I just talked to a
10 reporter from Washington and this
11 continued effort, and one of the things
12 that it references is the ability to deal
13 with the skills gap, because I, like you,
14 genuinely believe that that's our most
15 significant challenge. We may not
16 necessarily like the person at 1600
17 Pennsylvania Avenue, the current
18 resident, but the economy is producing
19 jobs, and I think it's a continuation of
20 the prior resident's program, but the
21 reality is that there are jobs being
22 created in the City, not necessarily at
23 the pace of the national economy, but our
24 challenge continues to be that those jobs
25 that are being created here, the folks

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 that live here don't have the skill sets
3 to take those.

4 And then when we look at
5 Community College, I know myself and my
6 colleagues, we talk about the short-term
7 strategies, because a lot of folks you
8 talk to say, well, you know -- you talk
9 to some of these young folks out on the
10 corner. You go to college for four years
11 and they kind of look at you like, I got
12 responsibility, I'm raising a child, I
13 got to work, I don't really have the
14 wherewithal to do that. But if you say,
15 well, if you go to an eight-month program
16 to learn something, some career technical
17 educational opportunity, similar to what
18 we're doing in the public schools, solar
19 installation, all those growth industry
20 jobs, you kind of get people's attention.

21 So talk to me about the focus
22 of your skills gap strategies in somewhat
23 specific terms. The City of
24 Philadelphia -- and I believe that
25 probably the most significant sustained

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 growth industry is going to be in
3 healthcare and education. I mean, the
4 complexes that we have across the City,
5 Penn, Drexel, Temple, I mean, they will
6 continue to create job opportunities, and
7 a lot of those, and probably most of
8 those, are somewhat entry-level.

9 What's your game plan as it
10 relates to growth industries and where do
11 you see your best --

12 DR. GENERALS: So our immediate
13 game plan very specifically is to expand
14 our West Philadelphia campus. As you
15 know, we have -- our auto tech is at West
16 Philadelphia.

17 COUNCIL PRESIDENT CLARKE:
18 That's on Chestnut Street?

19 DR. GENERALS: That's 48th and
20 Market.

21 So we have a very successful
22 auto technology program, and our plan is
23 to move 10,000 square feet footage up to
24 70,000 square feet. We currently have
25 about 13 -- we got 10 million from, I

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 think, the capital appropriation dollars
3 from the Community College sector and we
4 received two rounds of RACP. We're
5 hoping for another round of RACP. We're
6 also looking at new market taxes and, you
7 know, putting together an entire package
8 to provide a career technical and
9 advanced technology center that will not
10 only house our growing auto tech program,
11 but also will allow us to move our
12 existing and expand our existing advanced
13 manufacturing, robotics, welding, which
14 right now is being held at the Benjamin
15 Franklin High School. We're leasing
16 space from there. It's small, and it's
17 small because we can't expand. We can
18 only use it during the evening and during
19 the weekend.

20 So we plan to go in
21 full-fledged in this area of career and
22 technical -- it's career and advanced
23 technology. So auto tech, it's not going
24 to be just moving it from one model and
25 moving it into a new facility. As you

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 know, the auto technology field has
3 morphed into something that's completely
4 much more technologically advanced than
5 in its current form. So whether it's
6 autonomous vehicles or alternative fuels,
7 cars and trucks are basically computers
8 on wheels. And so we have to not only
9 expand the scope of what we're doing, but
10 expand the level.

11 That particular program is very
12 successful in terms of the students that
13 are able to get jobs. Our biggest
14 challenge is keeping them in the program,
15 because they tend to get jobs before they
16 even graduate. That's how skilled up
17 they are. So that, in conjunction with
18 the advanced technology and all of the
19 suite of technical skills, whether it's
20 programmable logical controls, CNC,
21 welding. I know welding seems like a
22 low-skilled opportunity, but it really is
23 a high-skilled program. Coding, we're
24 looking to expand our offerings in the
25 computer technology fields. Robotics,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 computer processing, all of that will be
3 housed in this 70,000 square foot
4 facility.

5 Right now we have a burgeoning
6 program in career and technical. We
7 worked with PGW, and I believe we had two
8 cohorts of students -- three cohorts of
9 students. Ninety percent of them receive
10 jobs after 120 hours. It's a
11 certificate. They receive jobs right
12 away.

13 SEPTA was just here. They're
14 anxious for us to move into diesel
15 technology. We can't do diesel
16 technology now because we don't have the
17 bays and the facility to do this. This
18 facility will allow us to do that.

19 So the goal is to create, to
20 augment, and to expand in this field of
21 short-term, intermediate-term stackable
22 credentials. We don't want to lock
23 students into a six-week program and then
24 they can never get promoted. So all of
25 our programs are really in some way

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 designed to enable them to create a
3 stackable pathway and to a degree, should
4 they want to do that.

5 So we have a strategic plan.
6 One of the pillars of that strategic plan
7 is workforce and economic innovation, and
8 speaking to Carol, that was the position.
9 That was an entire division that was
10 created for that purpose.

11 COUNCIL PRESIDENT CLARKE:
12 Okay.

13 MR. WHITE: I know, Council
14 President, you always said that in order
15 to create workforce, it's got to be
16 employer driven to a great extent. You
17 got to know what the employers want. So
18 I think I would just like to add to what
19 Dr. General's is saying, is that when you
20 think about what we're doing in
21 automotive and these other sectors, that
22 we've gone to the employers, GM, Toyota,
23 people who need the technical people for
24 the future, and said, what do you need,
25 join us, be a partner with us to be able

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 to do that. And I think that that's --
3 you can go out here and do something on
4 your own, but you really need to
5 understand what the employers want, what
6 the market wants in order to produce the
7 people to do it.

8 So I just wanted you to be
9 aware of that, that that's a strong
10 emphasis.

11 DR. GENERALS: I just have one
12 more piece, because it's related to the
13 dual enrollment. We are really
14 structuring our dual enrollment efforts
15 along this concept of pathways. So
16 they're not just taking courses. They're
17 taking courses that lead ultimately to
18 some career and pathway.

19 COUNCIL PRESIDENT CLARKE:
20 Okay. All right. Thank you. I'll come
21 back on the next round.

22 The Chair recognizes
23 Councilwoman Parker.

24 COUNCILWOMAN PARKER: Thank
25 you, Mr. Chairman.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 I just want to start by
3 apologizing to you. I have a meeting in
4 my office that's been waiting since 1:00
5 and it's about a very important bill
6 we're working on, so I'm going to have to
7 go.

8 I just wanted to say thank you,
9 Dr. Generals, to all of the
10 administrators, to the professors, the
11 staff, and the gritty CCP students that
12 we heard from today. It really does our
13 hearts well to know that despite all of
14 the challenges that we are facing in the
15 City of Philadelphia, you are the example
16 of hope coming forward, and I really did
17 just want to note that for the record.

18 I also want to say to you,
19 Dr. Generals, thank you for including a
20 copy of this New York Times, if your team
21 is responsible for it, this article that
22 really summarizes for us. We are
23 familiar with the college admissions
24 scandal regarding like sort of the best
25 and the brightest in our nation, but very

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 rarely do we talk about the challenge
3 and/or lack of support that our community
4 colleges are given across the nation.

5 The only one question that I do
6 want to -- or two that I want to get on
7 the record. Well, one is not a question.
8 Thank you, thank you, thank you for Power
9 Up. Thank you for your team.

10 DR. GENERALS: Thank you.

11 COUNCILWOMAN PARKER: The data,
12 the results that Econsult provided to us
13 during the hearing, it talked about the
14 return on the investment that the City of
15 Philadelphia gets from the program. Your
16 team is making sure that it's hit every
17 zip code in the City of Philadelphia, so
18 there's no neighborhood that can say it
19 hasn't been benefiting from it. And so
20 that's your team.

21 The one question that I do have
22 is that you talk about stackable
23 credentials, stackable credentials in
24 your testimony, and you mentioned that
25 consistently. Describe for the listening

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 public what does a stackable credential
3 mean?

4 DR. GENERALS: So I guess a
5 good example would be the program we have
6 for early childhood providers with 1199.
7 They start in a certificate program, 120
8 hours. Upon completion of that program,
9 they will receive 18 college credits,
10 which they can then --

11 COUNCILWOMAN PARKER: I'm
12 sorry. Go back. How long did you say
13 the program is?

14 DR. GENERALS: It's 120 hours.
15 It's about three months. So they can go
16 directly to work, because it gives them
17 the CDA, I think is the certificate, but
18 then they can parlay that into 18 college
19 credits.

20 COUNCILWOMAN PARKER: Okay.
21 So --

22 DR. GENERALS: So that's an
23 example of a stackable credential.

24 COUNCILWOMAN PARKER: Okay. I
25 was wondering, because it's not a term

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 that I have been accustomed to hearing.
3 So that would mean in our efforts to
4 increase the number of three- and
5 four-year-olds in the City of
6 Philadelphia who are getting access to
7 pre-K through PHLpreK and we're trying to
8 support our home-based providers to
9 ensure that they are just not,
10 quote/unquote, providing babysitting
11 services, but they're actually getting
12 access to the training needed to make
13 sure that they're offering quality, and
14 it gives them the opportunity to get the
15 credentials so that they can compete to
16 increase the number of stars. Would you
17 say that that's an accurate overview?

18 DR. GENERALS: I believe that
19 is accurate. It helps the providers, but
20 it also helps the students, because we
21 all know that early childhood providers
22 are low-paid employees, and we really
23 want to put them on a trajectory where
24 they can go into early childhood
25 education where they can be one of the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 leaders of the providers and/or go into
3 teachers education. So it is a pathway
4 into teachers education. With an
5 Associate's degree from us, they can then
6 go to Temple or somewhere and get a
7 teachers ed degree.

8 COUNCILWOMAN PARKER:
9 Appreciate that.

10 I also just wanted to note for
11 the record when we talk about sort of
12 closing the gap between the have's and
13 the have not's and access to a higher
14 education, I'm a graduate of Lincoln
15 University, and for the record, it is the
16 first historically granting degree
17 institution of higher learning in the
18 nation, for all the Cheyneyites who are
19 here today. But I just want to note,
20 Dr. Generals, that when I went to Lincoln
21 during my freshman year, I needed to take
22 a remedial English course and so that --
23 because I was the first-generation
24 college graduate in my family. So that I
25 didn't have to pay the cost for the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 course at Lincoln University, I came home
3 and I took my English class at Community,
4 so that when I went back, I didn't have
5 to take any -- and it actually helped to
6 decrease the amount of time. I remember
7 some of my friends having to do it and --
8 here I'm telling my age. I don't even
9 know, do you still have winter breaks?

10 DR. GENERALS: We do.

11 COUNCILWOMAN PARKER: So that
12 was a strategy, so you wouldn't interfere
13 with getting your four-year degree, try
14 to come -- when you come home for the
15 winter break, to take the course then so
16 that you could be on track. Is that
17 something that still happens or am I a
18 dinosaur?

19 DR. GENERALS: No; you're
20 absolutely right. We have a four-week
21 winter session, which visiting students
22 can come in and take courses. We
23 actually rely on that and we market in
24 their student newspapers to try to get
25 them, and we also have three summer

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 sessions which provide students the
3 opportunity to take courses here as a
4 visiting student and then they'll return.
5 We hope they stay. We try to encourage
6 them to stay, but if they don't, you
7 know, they're coming for a purpose.

8 COUNCILWOMAN PARKER: It really
9 becomes a cost savings really for those
10 who are in four-year institutions,
11 right --

12 DR. GENERALS: Absolutely.

13 COUNCILWOMAN PARKER: -- if
14 they have access to that?

15 Finally, I just want to note
16 for the record, I'm also a graduate of
17 the Parkway Program High School.
18 Shout-out to Parkway Center City Middle
19 College. It has yielded a success rate
20 of 100 percent with the original 121
21 ninth graders retained. Thank you, CCP,
22 to the professors who make it work and
23 they provide great educational
24 opportunities for our kids and everybody
25 who is a part of it. Thank you.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 DR. GENERALS: Thank you.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilwoman.

5 The Chair recognizes

6 Councilwoman Gym.

7 COUNCILWOMAN GYM: Thank you

8 very much, Mr. Chair.

9 And good afternoon. So first

10 of all, I want to acknowledge your

11 students. They were fantastic,

12 inspiring, and every bit of why we

13 believe in CCP here, but in community

14 colleges in general, because they're an

15 important place for many of our young

16 students to land and a place for

17 opportunity, especially in really

18 difficult economic times. People need

19 opportunity, and it's so inspiring to be

20 able to hear your stories. So thank you

21 for spending time with us today and

22 telling those to us. They were really

23 amazing.

24 So could you just quickly -- I

25 know you mentioned that statutorily both

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the State and the City are obligated to a
3 certain percentage. So you're saying now
4 that the state is at 21 percent giving,
5 and where is the City in terms of
6 percentage?

7 DR. GENERALS: 19 percent.

8 COUNCILWOMAN GYM: And then is
9 the rest made up by student tuition?

10 DR. GENERALS: Yes.

11 COUNCILWOMAN GYM: So you're at
12 60 percent student tuition?

13 DR. GENERALS: Yes. That's
14 correct.

15 COUNCILWOMAN GYM: 60 percent
16 of your revenue relies solely on student
17 tuition?

18 DR. GENERALS: That's correct.

19 COUNCILWOMAN GYM: Do you have
20 any other revenue sources?

21 DR. GENERALS: Well, our
22 workforce development area generates
23 about a million dollars.

24 COUNCILWOMAN GYM: In terms of
25 significant amounts.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 DR. GENERALS: No. Small
3 amounts, things like that.

4 COUNCILWOMAN GYM: That's
5 helpful to know. And one of the things
6 that I know and I appreciate especially
7 with some of the people in the audience
8 was the ability to work through a
9 contract, because we believe very
10 strongly in our professors. I think that
11 they are what make CCP viable and makes
12 it compelling to be able to go to have
13 professors who will help young students,
14 especially as they're transitioning from
15 school systems into four-year
16 institutions or into workforce training.
17 Either way, our professors matter a lot.

18 Post contract, could you talk a
19 little bit about how you're working with
20 your faculty to ensure that they have
21 manageable workloads that they're working
22 on, keeping class sizes small and
23 personal, which I think is what makes CCP
24 so appealing. I know that universities
25 increasingly, especially at our local and

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 community universities, that there's an
3 emphasis for high-risk youth in
4 particular.

5 DR. GENERALS: For what?

6 COUNCILWOMAN GYM: To make sure
7 that smaller class sizes are a priority.
8 It's a priority both within our School
9 District. We're trying to lower class
10 sizes, not keep them at their maximum.

11 But could you talk a little bit
12 about, as we move past the contract, how
13 you're managing the workload for your
14 faculty so that they can best serve
15 students.

16 DR. GENERALS: So I think,
17 first of all, in terms of workload and
18 class size, both at this point are pretty
19 much driven by the contract. So class
20 sizes are laid out. The maximum class
21 sizes are in the contract. I think the
22 workload that existing faculty can choose
23 from are basically based on what they
24 believe they're capable of handling. I
25 think that we have a governance system in

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 place that we continue to work through.
3 We don't always agree, but we try to work
4 through some of the more challenging
5 aspects of it. And I think we, for the
6 most part in my five years, have been
7 able to do that with some degree of
8 collegiality, and I think we'll continue
9 to do that.

10 Personally, while I'm the
11 President, I strongly believe in the
12 virtues of good academic governance as
13 well as academic structures. Community
14 colleges, you're absolutely right, I went
15 to Rutgers University. My first psych
16 course had 300 students. I never had a
17 chance to speak to the professor. So I
18 know the value of not just small class
19 sizes, but the surrounding support in
20 terms of counselors advising and tutoring
21 that enable them to be successful in
22 those classes.

23 So it's a dynamic phenomena
24 that we continue to monitor. We'll
25 continue to assess. Assessment is a big

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 part of what we do, what's working,
3 what's not working, having conversations
4 between the vice president, the deans and
5 the faculty, amongst the faculty. The
6 faculty really need to drive those
7 conversations. And if things come about
8 that there's evidence that it's not
9 working, we certainly will look at it and
10 make the necessary changes.

11 COUNCILWOMAN GYM: I appreciate
12 that. And, again, I think that that's a
13 key part of the dialogue with the staff
14 and having the ongoing reviews as we work
15 through some of the post contract stuff.

16 I wanted to ask a little bit
17 about -- that the School District of
18 Philadelphia, especially for the students
19 and their families at CCP, is often the
20 most affordable and most successful
21 opportunities for them post graduation.
22 Do you know how many, like what
23 percentage of School District graduates
24 either go to CCP or what percentage of
25 your student body -- and I would separate

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 them into full time and part time -- are
3 School District graduates? Do you track
4 Philadelphia School District in
5 particular?

6 DR. GENERALS: We do. I don't
7 have that number, unless you know it off
8 the top of your head. I know every year
9 about 2,000 students from the District
10 come to our -- they're part of our entry
11 classes, close to 4,000, and about half
12 of that, half of those students are
13 either one semester removed from high
14 school or immediately out of high school.
15 So about 2,000.

16 I would say -- you know, it's
17 tough to say because we have so many
18 adult students. Some of them, like
19 Asia -- you didn't go to high school
20 here, did you?

21 MS. MATT: No.

22 DR. GENERALS: So it's kind of
23 tough to get a fixed number. We do have
24 the number, but I don't have it. I don't
25 want to guess off the top of my head.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN GYM: That's okay.
3 We could follow up with you. I mean, I'm
4 interested in tracking School District
5 outcomes and then seeing obviously how
6 CCP can be a partner in helping young
7 people make that bridge. Sometimes
8 students who are not as successful in the
9 School District --

10 DR. GENERALS: We see it all
11 the time.

12 COUNCILWOMAN GYM: -- find
13 greater success in a smaller intensive
14 setting. Exactly.

15 And do you feel like there's
16 been a lot of data-sharing? I mean, I
17 know that you don't -- if you may not
18 have it offhand, but similarly like has
19 there been a lot of collaboration between
20 the School District and CCP to support
21 students, give you background data and
22 to --

23 DR. GENERALS: Absolutely.

24 COUNCILWOMAN GYM: -- do some
25 back and forth?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 And how does that actually
3 function?

4 DR. GENERALS: I consider that
5 one of the most important victories. We
6 arrange to be able to have students have
7 their high school records, grades, sent
8 to the college. One of my goals is to
9 reduce the amount of testing that occurs
10 and to make it more effective. I don't
11 believe it's -- I don't think it's an
12 accurate approach or the best approach to
13 have a student come in on one day, take
14 an assessment test, and on the basis of
15 that test, we completely ignore what
16 they've done the previous 12 years. So
17 we've created a system whereby the School
18 District is forwarding the students'
19 transcripts to us, and we're making
20 decisions about placement based on those
21 transcripts in conjunction with the
22 Accu-Placement, which is the test we use.
23 So that was pretty huge, because the
24 FERPA rules and there was a lot of -- it
25 took us about two years to actually get

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 that done, but that was done.

3 Dr. Hite and I meet on a
4 regular basis. The Middle College was as
5 a result of that. We have a number of
6 different types of dual enrollment
7 programs throughout the District. I
8 think we're both fairly well committed to
9 this concept of a K-16 model as opposed
10 to K-12.

11 COUNCILWOMAN GYM: That's more
12 what I was looking for, like a broader
13 big picture thing. I'm sure that there
14 are innumerable number of like individual
15 programs that are kind of going on
16 between the two, but I'm interested in
17 whether that K to 16 model is in play and
18 how you engage with the School District
19 on that.

20 DR. GENERALS: It would be a
21 stretch to say it's in play, but it's the
22 goal. It certainly is where we want to
23 be.

24 COUNCILWOMAN GYM: That's
25 helpful to know.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 And then with 60 percent of
3 your funding relying on student tuition,
4 are you like -- we don't get your budget,
5 so I don't get a full sense of how your
6 budget is projected, but as you look in
7 the next two to three years, are you
8 projecting tuition increases at CCP?

9 DR. GENERALS: I think it's
10 inevitable. We can't continue to not
11 raise tuition. I know there's a lot of
12 real talk about this third, a third, a
13 third. There's also a lot of real talk
14 about free tuition for community colleges
15 and college students. A lot of states --
16 I don't know what the exact number is,
17 but there are a sizable amount,
18 significant number of states where
19 tuition for community college students is
20 free.

21 COUNCILWOMAN GYM: It should
22 be.

23 DR. GENERALS: So I think it's
24 inevitable that something needs to be
25 done about the funding, because just

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 basic expenses are outpacing the revenue
3 that's being generated, and I think if
4 you want to scale up the impact that
5 you're having, we go to this K-16 model,
6 then you're talking about a lot more
7 students coming to the College, and that
8 means a lot more faculty, a lot more
9 quality equipment and programs and
10 technologies and things of that sort. If
11 that's the ultimate goal, then I think
12 we -- our budget right now is about 136
13 million. I think you're probably talking
14 twice that if the goal is to really have
15 a state-of-the-art -- and that's not to
16 say we're not state-of-the-art, but the
17 future for the impact that community
18 colleges have. And I will say that we
19 are coming into our own. Community
20 colleges as a sector are a little bit
21 more than 50 years old. So there's still
22 this it's the last choice, it's the last
23 chance, and we are slowly starting to
24 change that narrative. Certainly cost at
25 four-year institutions are with the --

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN GYM: I hear that
3 it's more of a first choice. For a lot
4 of our students, it's the first place
5 that they land when they think about
6 opportunity for themselves post
7 graduation as a chance to go to a
8 university and college-degree setting.
9 They're looking at CCP first because it's
10 affordable, because they have a shot at
11 maybe some of the free tuition programs,
12 and then they're looking at other options
13 after that.

14 But it would help to know -- so
15 there's no planned tuition increase for
16 FY20; is that correct?

17 DR. GENERALS: No, not this
18 year, probably not next year, but at some
19 point in the next five years, we'll
20 certainly have to look at it.

21 COUNCILWOMAN GYM: Thank you.

22 COUNCIL PRESIDENT CLARKE:
23 Thank you, Council Lady.

24 The Chair recognizes Councilman
25 Taubenberger.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN TAUBENBERGER:

3 Council President, thank you very much.

4 And, Dr. Generals, thank you
5 for being here. Thank you for leading
6 Community College, because I believe it's
7 a great asset and a great tool for the
8 City of Philadelphia. But there's some
9 things that concern me, and if I can, let
10 me ask you about them and clear the air,
11 please.

12 Prior to the new contract, CCP
13 classes were already significantly higher
14 than comparable institutions, and the
15 faculty at CCP were already serving more
16 students than their colleagues at area
17 community colleges. Are you worried that
18 students at CCP are going to receive an
19 inferior education because of the recent
20 workload increase under the new contract?

21 DR. GENERALS: Absolutely not.
22 And, you know, I would, if given a
23 chance, would contest those numbers. But
24 absolutely not.

25 COUNCILMAN TAUBENBERGER: Okay.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Well, you can write back to me. I mean,
3 you don't have to do it right this
4 second.

5 DR. GENERALS: Well,
6 certainly --

7 COUNCILMAN TAUBENBERGER: I
8 mean, if you think that I'm incorrect on
9 the numbers --

10 DR. GENERALS: I do.

11 COUNCILMAN TAUBENBERGER:
12 Please, a written statement maybe to
13 myself and other Councilmembers I think
14 would be helpful.

15 The salaries of the top one
16 percent of the employees -- that means
17 the administration and that's, I think,
18 about 17 administrators -- is over \$3.8
19 million, without even including other
20 compensation, bonuses, wages, healthcare,
21 retirement benefits. That's double the
22 annual budget of the Philadelphia
23 Library. During negotiations, you made
24 much of the fact that the faculty and
25 staff would need to sacrifice for the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 long-term fiscal health of the College.
3 And does that include and apply to the
4 top-level administrators, one? Would you
5 consider a moratorium on raises for the
6 top one percent of the earners of CCP or
7 would you consider perhaps redistributing
8 that money to students through
9 scholarship?

10 DR. GENERALS: The implication
11 that somewhere along the line or the
12 statement that somewhere along the line I
13 said that the faculty and staff alone had
14 to make the sacrifice is completely
15 wrong. I said that given the realities,
16 the financial realities, that we needed
17 to make changes. Some of it had to do
18 with finances. Some of it had to do with
19 workload. Some of it had to do with
20 quality education.

21 You know, I didn't come here to
22 renegotiate that contract at this point,
23 and I think the basic principle of
24 fairness across the board is something
25 that I absolutely support. I think the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 top administrators are paid comparable to
3 what those positions bear in the market,
4 and that's what I would say.

5 COUNCILMAN TAUBENBERGER: Okay.
6 Appreciate that.

7 Would you adopt changes that
8 are in line with other national community
9 college efforts, the movement that is
10 largely really supported by Bill Gates
11 and some other philanthropists? A major
12 criticism of this movement is that it
13 fails to advance part-time students,
14 which is something that I'm very
15 concerned about, because a lot of people
16 have to work, and this is an opportunity
17 to get ahead, to get some increased
18 dollars. I'm very much in favor of
19 getting any bit of knowledge you can.

20 Another criticism is that it is
21 a top-down instead of faculty-led reform,
22 that these were major concerns expressed
23 by your faculty, which nearly led them to
24 strike. How do you intend to address
25 those concerns?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 DR. GENERALS: I don't know if
3 I understood the question. I really
4 didn't hear the full --

5 COUNCILMAN TAUBENBERGER: Well,
6 it seems like part-time students are kind
7 of left out and are not being --

8 DR. GENERALS: Part-time
9 students receive the same educational
10 experience and support services and costs
11 as full-time students. We have reformed
12 or transformed, reformed our basic
13 approach by implementing what's referred
14 to as the Guided Pathways. And, yes, the
15 emphasis on that is full time, but it
16 doesn't exclude part-timers.
17 Part-timers -- the emphasis is really on
18 the career trajectory that you're
19 pursuing and not whether or not you're
20 full time or part time.

21 So we've -- part of the reason
22 why we've in the last three years
23 increased the number of advisors was so
24 that we can provide better services to
25 both part-time as well as full-time

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 students.

3 So part-time students are in
4 the same classrooms as full-time
5 students. They have the same
6 opportunities as part-time students.
7 They probably have more opportunities
8 because they're working and they're
9 juggling a lot of other things along the
10 way. But I don't know where this idea
11 that part-time students are not getting
12 the services that full-time students are
13 getting.

14 COUNCILMAN TAUBENBERGER: Let
15 me ask you this: What is the difference
16 between what a part-time student pays per
17 credit and a full-time?

18 DR. GENERALS: There is no
19 difference.

20 COUNCILMAN TAUBENBERGER:
21 There's no difference at all?

22 DR. GENERALS: There's no
23 difference. They pay less. They pay for
24 two classes instead of four or five
25 classes. There is no difference in the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 cost.

3 COUNCILMAN TAUBENBERGER:
4 Part-time students pay less?

5 DR. GENERALS: If they take
6 less courses. You pay by the class.

7 COUNCILMAN TAUBENBERGER: No; I
8 understand, but for credit, doesn't the
9 price per credit go up?

10 DR. GENERALS: It's the same.

11 COUNCILMAN TAUBENBERGER: It's
12 the same price?

13 DR. GENERALS: It's the same.

14 COUNCILMAN TAUBENBERGER: Okay.

15 DR. GENERALS: Their bill is
16 less because they pay --

17 COUNCILMAN TAUBENBERGER: Well,
18 no, I understand that, but they're going
19 to class less, but sometimes --

20 DR. GENERALS: They're going to
21 class the same. If they're taking a
22 Composition 1 course as a full-time
23 student, they pay a course --

24 COUNCILMAN TAUBENBERGER: For
25 that course.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 DR. GENERALS: For that course.

3 And if they're a part-time student,
4 they --

5 COUNCILMAN TAUBENBERGER: But
6 instead of carrying three courses, they
7 might only be carrying one or two.

8 DR. GENERALS: They're carrying
9 one or two, right. Many students take a
10 part-time load because that's all they
11 can afford.

12 COUNCILMAN TAUBENBERGER: I
13 understand.

14 DR. GENERALS: But they don't
15 pay less or more for that course, and
16 they don't get less services. They don't
17 go to the financial aid office and say,
18 I'm a part-time student, and they don't
19 get services. They don't go to the
20 tutoring lab and say, I'm part time, so
21 they can't be served. It just doesn't
22 work that way.

23 COUNCILMAN TAUBENBERGER:
24 They're getting the same level of service
25 and the price per credit is the same?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 DR. GENERALS: It's the same.

3 COUNCILMAN TAUBENBERGER: Okay.

4 DR. GENERALS: In fact, if you
5 do the economics, now that I'm thinking
6 about it, they're actually probably
7 getting more because they're paying less.
8 So they can go to the tutoring labs or
9 the libraries more hours than a full-time
10 person could, or the same amount of
11 hours, I should say.

12 COUNCILMAN TAUBENBERGER:
13 You've also stated a number of times that
14 you've only raised tuition once since
15 arriving at the College. Mr. White,
16 Jeremiah White, has been quoted as saying
17 that it does not increase at all. In
18 fact, in the last three years, you've
19 raised the cost of attendance twice.
20 You've raised the tuition once by 3
21 percent and you raised fees once by 2
22 percent, which is a second tuition type
23 hike. Can you comment on these
24 discrepancies between the public claims
25 and what I just said?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 DR. GENERALS: We've raised
3 tuition and fees once since I've been
4 there. I don't know what you mean by
5 raised attendance. We raised tuition and
6 fees once. We raised tuition -- we
7 raised fees, which are a lot less than
8 tuition, and fees --

9 COUNCILMAN TAUBENBERGER: It
10 was the cost of attendance, the fact that
11 you --

12 DR. GENERALS: Well, fees are
13 connected to the services students get.
14 So there's a technology fee. There's
15 student activity fees. So we did raise
16 that by -- I don't even remember what it
17 was, but a couple of dollars. And then
18 the next year we did raise tuition by 3
19 percent, and that's the only increase.

20 Attendance has been flat to
21 negative. So I'm not sure where that's
22 coming from, but attendance, you know,
23 I'd like more attendance, but typically
24 when the economy is good, Community
25 College attendance goes down, enrollment

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 goes down.

3 COUNCILMAN TAUBENBERGER:
4 Because it is really a place of, in a
5 way, a last resort.

6 DR. GENERALS: It has an
7 inverse relationship.

8 COUNCILMAN TAUBENBERGER: But
9 that's what makes it --

10 DR. GENERALS: Especially with
11 the part-timers. If the part-timers have
12 an opportunity to increase their work
13 hours, many of them are going to do that
14 rather than go to school.

15 COUNCILMAN TAUBENBERGER: I
16 think the fact that you exist is very,
17 very important and the fact that
18 part-timers can easily go and what you
19 have stated here, that part-timers -- the
20 per-tuition price is exactly the same.

21 DR. GENERALS: It's exactly the
22 same.

23 COUNCILMAN TAUBENBERGER:
24 That's very fair in that regard.

25 Dr. Generals, thank you.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Mr. President, thank you.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 The Chair recognizes Councilman

6 Domb.

7 COUNCILMAN DOMB: Thank you,

8 Mr. President.

9 Good afternoon.

10 DR. GENERALS: Good afternoon.

11 COUNCILMAN DOMB: I just have

12 some basic questions.

13 Does Community College -- first

14 of all, I want to commend you,

15 Dr. Generals, and your staff and the

16 teachers, the students. It seems like

17 it's going really well, which is great.

18 Do we have a co-op? I see you

19 have apprenticeship programs, but you

20 know how Drexel has a co-op program? We

21 don't have a co-op program at Community?

22 DR. GENERALS: We do not.

23 COUNCILMAN DOMB: Do you think

24 that's something that would be

25 worthwhile?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 DR. GENERALS: I think it will.

3 I think it fits nicely into this whole
4 career development, workforce development
5 idea, because we want to prepare
6 students. We have internships. We have
7 what you might consider externships, but
8 we don't have cooperative education,
9 certainly not in the model that Drexel
10 offers.

11 COUNCILMAN DOMB: I think it
12 would also help the students getting into
13 their first job if they were on a co-op
14 program with the business or whatever and
15 they got a chance to see how they work,
16 they would hire them when they graduate.

17 DR. GENERALS: So I say part of
18 the budget request is to advance our
19 workforce development initiatives.
20 That's precisely the type of thing we
21 hope to do through expanding our
22 internships, expanding our
23 apprenticeships, now there's
24 pre-apprenticeships. We did just receive
25 grant dollars for apprenticeships, but we

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 need to expand that considerably, and
3 that's what those dollars would support.

4 COUNCILMAN DOMB: And I'm going
5 to give an example: Cristo Rey High
6 School, which is, I guess, a private high
7 school. It gets no city, state, or
8 federal money. It's right now at 5200
9 North Broad, moving to 17th and
10 Allegheny, roughly 375 students, ninth to
11 twelfth grade. Roughly the average
12 income has to be below 35,000 for a
13 family of four. I think 60 percent have
14 no dads. I think 10 to 20 percent have
15 no moms or dads. This is from very, very
16 challenged families. Yet companies
17 support the program, and a company pays
18 \$35,000 and has four kids who work in
19 their office Monday, Tuesday, Wednesday,
20 Thursday, alternate on Fridays. Yet this
21 school with the work experience -- and
22 I'm a supporter of Cristo Rey. I have
23 kids who come to me and say, I've never
24 been in an elevator, I've never been to a
25 restaurant. It's the exposure that's

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 invaluable. It's invaluable. So these
3 kids who are now working, they graduate.
4 High school graduation, 92 percent. Over
5 90 percent go on to college, which tells
6 me that, you know what, that's working.
7 That relationship between business and
8 the kids is working really well. And the
9 question is, how do we make that work for
10 Community College?

11 So if you have a proposal to
12 create a co-op program for Community
13 College, I would be 110 percent
14 supportive of that program.

15 So I just want to pass that
16 along.

17 Second piece I want to mention
18 is, do you know Sylvester Mobley, Coded
19 by Kids?

20 DR. GENERALS: I'm sorry?

21 COUNCILMAN DOMB: Do you know
22 Sylvester Mobley?

23 DR. GENERALS: No, I don't.

24 COUNCILMAN DOMB: I'll tell you
25 why I mention this. He has a company

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 called Coded by Kids, and I think he's
3 doing a great job. He's going to be
4 honored this week actually. And I've now
5 supported with other people 25 high
6 schools where we have 15 high school
7 students in tenth, eleventh, and twelfth
8 grade learning coding. And I say this
9 because we have 375 high school students
10 right now in coding programs that would
11 be tremendous candidates for Community
12 College. So maybe after this, we can
13 connect you with Sylvester and maybe we
14 can help some of these kids get into
15 great programs.

16 DR. GENERALS: Absolutely.
17 Sure.

18 COUNCILMAN DOMB: Thank you
19 very much. And come back to me on that
20 co-op program, please.

21 DR. GENERALS: Okay.

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

24 COUNCIL PRESIDENT CLARKE:
25 Thank you, Councilman.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 I think that concludes the
3 questions at this moment. I want to
4 thank you very much for your testimony
5 and thank you very much for your work.

6 DR. GENERALS: Thank you.

7 COUNCIL PRESIDENT CLARKE: We
8 appreciate it.

9 We're going to take a half an
10 hour break at this time and then we will
11 continue with the Controller.

12 (Short recess.)

13 COUNCILMAN GREENLEE: Good
14 afternoon. We're going to continue the
15 hearings now. Our next office is the
16 Office of the Controller.

17 (Witnesses approached witness
18 table.)

19 CONTROLLER RHYNHART: Good
20 afternoon.

21 COUNCILMAN GREENLEE: Good
22 afternoon.

23 CONTROLLER RHYNHART: Good
24 afternoon, Councilman Greenlee --

25 COUNCILMAN GREENLEE: I think

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 you know how this works. We got your
3 full testimony and you can summarize
4 however you see fit.

5 CONTROLLER RHYNHART: Okay.
6 I'll summarize it.

7 -- (continued) and members of
8 City Council. With me here today is
9 Kellan White, First Deputy City
10 Controller. Today I'm pleased to provide
11 testimony on the Controller's Office's
12 Fiscal Year 2020 Operating Budget
13 proposed at 9.4 million.

14 As the independent financial
15 watchdog for the City of Philadelphia,
16 the Office of the City Controller's
17 mission is to promote the effective and
18 efficient operation of Philadelphia
19 government by identifying cost savings,
20 recommending best practices and
21 modernization, and exposing fraud and
22 mismanagement. The office is committed
23 to transparency, accountability, and good
24 government.

25 Since taking office in January

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 2018, our office has worked diligently to
3 improve the operations of Philadelphia
4 City government using financial audits,
5 performance audits, and special
6 investigations. We've recently released
7 the departmental audit for Fiscal Year
8 '18 and we also are about to release the
9 internal controls audit in June of this
10 year.

11 In conjunction with the
12 departmental audit, we also released our
13 first exempt employee diversity review,
14 and we did this for exempt employees to
15 provide a baseline understanding of
16 whether the City's exempt workers reflect
17 the diversity of the City's population
18 and will serve as a point of comparison
19 for next year's deeper dive on
20 departments' hiring practices.

21 I want to note that the review
22 showed the Controller's Office exempt
23 staff to be 54 percent minority. When
24 looking at the office overall, including
25 civil service employees, our staff is 55

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 percent minority and 53 percent female.

3 While we've made strides to
4 improve diversity among our staff and are
5 committed to following diverse hiring
6 best practices, there is more work to be
7 done. We're also focusing on contracting
8 and diversity in contracting. We've
9 raised the percentage of diverse
10 contracts from 2 percent before I took
11 office to 23 percent so far this year,
12 and our goal for 2020 is 25 percent.

13 In addition to the recurring
14 audits like the departmental audit and
15 internal controls reports, we also
16 conduct performance audits. We released
17 the audit on the City's sexual misconduct
18 policies, procedures, and payouts last
19 July, and we're currently in the final
20 stages of two more performance audits,
21 Behavioral Health and the Philadelphia
22 Parking Authority. We will also begin in
23 early summer to conduct several audits on
24 the Office of Information and Technology,
25 OIT, related to required audits for

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 financial controls, as well as an
3 application review of One Philly, which
4 was required as part of the '19 financial
5 audit, and we'll also conduct a
6 performance audit which was requested by
7 City Council related to IT capital
8 project management and IT security risks.

9 In addition to auditing, my
10 office also has a strong investigation
11 unit, and we investigate numerous types
12 of issues of fraud against the City, and
13 our Investigations Unit received 220
14 complaints in calendar year 2018, which
15 was my first year in office, up from 67
16 complaints the year before.

17 Lastly, I want to discuss the
18 work of the Finance, Data, and Policy
19 Team, which conducts research and policy
20 analysis in my office. We've released an
21 analysis of the ten-year tax abatement
22 and the Office of Property
23 Assessment's -- the accuracy of the
24 Office of Property Assessment's annual
25 assessments.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 I said assessments a lot of
3 times there.

4 Our findings, like those in
5 City Council's report, showed significant
6 shortcomings, including inaccuracies in
7 many neighborhoods and a lack of
8 transparency about its data, methodology,
9 and processes.

10 The unit also supports my work
11 as a Pension Board trustee. In February,
12 we released a report on the state of the
13 pension fund, finding that while
14 important improvements have been made in
15 recent years to support the health of the
16 fund, the rate of return is still too
17 optimistic.

18 As City Controller, I am
19 committed to transparency and making data
20 more accessible to the public. Over the
21 last year, my office has published
22 various data releases, from information
23 on the City's past position, to revenue
24 and expenditure data for the City's
25 beverage tax. These datasets are updated

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 quarterly. We encourage the public to
3 reach out to our office to tell us about
4 the data they most want to see.

5 It is my goal that the
6 Controller's Office is seen as a resource
7 as well as a watchdog, providing valuable
8 information and audits that help move
9 this city forward.

10 This concludes my testimony,
11 and I'm happy to answer any questions you
12 may have at this time.

13 COUNCILMAN GREENLEE: Thank you
14 very much. Thank you for all your office
15 does, Mr. White there. I know I've
16 interacted with Tommie St. Hill and
17 others. So thank you very much.

18 CONTROLLER RHYNHART: Thank
19 you.

20 COUNCILMAN GREENLEE: Let's
21 see. Just a couple of questions the
22 Council President has here. On Page 13
23 in your budget detail, you show four
24 contracts for auditing service of 150,000
25 and 75,000 with no vendor listed. Do you

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 know the contractors who performed this
3 work?

4 CONTROLLER RHYNHART: For
5 Fiscal Year '20 -- hold on one second.
6 What you're referring to is the
7 placeholder we have for various audits we
8 will be performing. We haven't done the
9 selection process for that. So that is
10 the IT audits. The outside audit firms
11 will do the IT audits, as well as one or
12 two other special audits.

13 COUNCILMAN GREENLEE: So no
14 vendor was listed because you haven't
15 selected them yet? Is that what you're
16 saying?

17 CONTROLLER RHYNHART: Right.
18 We haven't selected them yet.

19 COUNCILMAN GREENLEE: I got
20 you. I got you.

21 And according to the most
22 recent figures that you provided, your
23 office has seven vacancies. Does that
24 still exist? Are you planning to fill
25 those vacancies?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 CONTROLLER RHYNHART: We are
3 planning to fill all the vacancies we
4 have. We are in the process of hiring
5 for the civil service examinations for
6 auditors, and we're at various stages of
7 that process. I can have someone give
8 more information if you're interested,
9 but we are working to fill those.

10 COUNCILMAN GREENLEE: And most
11 of those are auditors?

12 CONTROLLER RHYNHART: That's
13 correct. Yeah. I can't think right now
14 of any open exempt position we have.

15 COUNCILMAN GREENLEE: And let
16 me ask you one more thing. I see in your
17 testimony you highlight the diversity of
18 your staff, 55 percent minority, 53
19 percent female. We talked on the side
20 here a little bit about diversity. What
21 recruiting methods do you use to have
22 that, to ensure a qualified group of
23 employees, diverse and qualified group?

24 CONTROLLER RHYNHART: Yeah.
25 Well, we do a few different things

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 actually. So for the exempt staff, when
3 I took office, and Kellan White was very
4 involved in the transition efforts, so we
5 made a concerted effort to recruit widely
6 for the positions we had available so
7 that we would get diverse candidates to
8 interview, and that's part of what's
9 considered to be the best practices for
10 hiring diverse staff, which is getting
11 diverse candidates in to interview and
12 then having a diverse hiring panel. So
13 those are --

14 COUNCILMAN GREENLEE: So as
15 wide as possible, in other words, right?

16 CONTROLLER RHYNHART: Yeah.
17 Yeah. I mean, really it works to
18 increase diversity. I mean, we still
19 have work to do, but it definitely does
20 work.

21 And then on the civil service
22 side, we post widely, and we're currently
23 in discussions to increase outreach to --
24 looking at the low percentage of Hispanic
25 workforce that we have. So we're

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 actively looking at where our weaknesses
3 are in terms of diversity and seeing what
4 we should be doing in recruitment.

5 COUNCILMAN GREENLEE: Okay.
6 Great. I appreciate that.

7 Councilman Domb.

8 COUNCILMAN DOMB: Thank you,
9 Mr. Chairman.

10 And good afternoon.

11 CONTROLLER RHYNHART: Good
12 afternoon, Councilman.

13 COUNCILMAN DOMB: I have just a
14 couple of different questions.

15 CONTROLLER RHYNHART: Sure.

16 COUNCILMAN DOMB: Do you agree
17 with the Administration's analysis on the
18 pension that we're going to be at about
19 80 percent funding I think in either 2029
20 or 2030?

21 CONTROLLER RHYNHART: Well,
22 that analysis assumes the rate of return
23 that they're assuming, which I believe is
24 too high. So we did research that showed
25 that given what we're invested in, that

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 we should have an assumed rate of return
3 of about 6.8 percent, and right now it
4 was just reduced to 7.55 from 7.6, but I
5 think it's unlikely to have an assumed
6 rate of return -- or to make that assumed
7 rate of return over time.

8 COUNCILMAN DOMB: If it was
9 6.8, does that make the years maybe 2033
10 or 2032? Like how far out does that push
11 the point where we get to 80 percent?

12 CONTROLLER RHYNHART: I would
13 have to get back to you on that. I'm not
14 sure offhand.

15 COUNCILMAN DOMB: If you could
16 let us know. I just want to see what it
17 would look like worse case, because we
18 want to make sure we take care of that.

19 CONTROLLER RHYNHART:
20 Absolutely. And we've also recommended
21 stress testing, because that's an area
22 that needs to get strengthened.

23 COUNCILMAN DOMB: I have some
24 series of questions around the
25 Comprehensive Annual Financial Report,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the CAFR.

3 CONTROLLER RHYNHART: Okay.

4 COUNCILMAN DOMB: The CAFR, of
5 course, is the set of financial
6 statements covering all the City's
7 financial activity. And in your opinion,
8 why is the CAFR important?

9 CONTROLLER RHYNHART: I'm
10 sorry. Why is the CAFR?

11 COUNCILMAN DOMB: Important.

12 CONTROLLER RHYNHART: Well, the
13 CAFR is the audited financial statements.
14 They need to accurately show the
15 financial position of the City. So it's
16 very important.

17 COUNCILMAN DOMB: So from my
18 understanding, the City is 12 billion in
19 assets, 18 billion in liabilities, and
20 this is that financial report that kind
21 of documents a lot of this information
22 and the status of it, including what
23 things were reconciled or not reconciled.

24 CONTROLLER RHYNHART: Yeah.
25 It's the annual financial statements.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN DOMB: The other
3 report is the, I guess, Schedule of
4 Financial Assistance, the SEFA, and
5 that's a report of all funds that the
6 City gets from federal and state
7 authorities. And is that roughly in
8 excess of 2.3 billion?

9 CONTROLLER RHYNHART: On the
10 SEFA, I don't know offhand what the
11 number is, but, yeah, the City gets
12 grants from state and federal sources and
13 the SEFA is the federal grants.

14 COUNCILMAN DOMB: So my
15 information says we've received
16 reimbursements or grants of about 2.3
17 billion, and that SEFA would cover
18 analyzing those grants and what occurred
19 with them. Does that sound accurate to
20 you?

21 CONTROLLER RHYNHART: Yeah.
22 The SEFA is the statement of all the
23 grants that we receive, yes.

24 COUNCILMAN DOMB: And so then
25 what is the single audit and what role

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 does the CAFR and SEFA play in completing
3 that single audit?

4 CONTROLLER RHYNHART: So the
5 single audit is the audit of the SEFA,
6 and I can have my Deputy, if you want, to
7 explain more, but it's the list of all of
8 the grants is on this SEFA, and then my
9 audit team goes through it to audit, and
10 there's a threshold for what programs are
11 tested to make sure that the City is
12 following the proper grant requirements,
13 grant rules, that the City is in
14 compliance with federal requirements, and
15 then any weaknesses in compliance are
16 reported on that single audit. And that
17 is put together with the CAFR as well as
18 the Report on Internal Controls, and
19 those three audits are put together and
20 submitted to the federal government,
21 which is required by every municipality.

22 COUNCILMAN DOMB: So what is
23 the deadline for completing the single
24 audit?

25 CONTROLLER RHYNHART: The

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 deadline is March 31st, I believe.

3 COUNCILMAN DOMB: So that would
4 be a month ago?

5 CONTROLLER RHYNHART: Yeah. So
6 the City has -- and I know what note
7 you're referring to. The Controller's
8 Office -- and we have noted that, and
9 that's why it's a note in the CAFR this
10 year, is that the Finance Department is
11 very late in submitting the information
12 for my office to audit, which is a
13 concern.

14 COUNCILMAN DOMB: And in your
15 opinion, what's the potential downsides
16 if we don't meet those deadlines?

17 CONTROLLER RHYNHART: They're
18 significant. We are considered what's
19 called a high-risk auditee, which the
20 School District is actually a low risk,
21 but because we are -- we need to do
22 certain things, and not getting the --
23 not meeting the requirements make us
24 vulnerable to losing federal grant money.
25 And I had sent a letter over to the

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 Finance Director a month or two ago
3 copying the Mayor saying that -- trying
4 to elevate the issue and say this is a
5 big deal and Finance needs to make sure
6 that this is given to our office and
7 given in an accurate fashion. And this
8 is something that I think is so important
9 and often overlooked, which is internal
10 controls and sort of the backbone of
11 financial management, and that's
12 something I'm pushing on. So I'm glad
13 you're bringing it up.

14 COUNCILMAN DOMB: And this is
15 for Fiscal Year '18?

16 CONTROLLER RHYNHART: That's
17 correct.

18 COUNCILMAN DOMB: And the
19 Fiscal Year '17 audit, how long did it
20 take us to do that one?

21 CONTROLLER RHYNHART: It was
22 very late. I mean, it was very late
23 coming to us from Finance and then to be
24 submitted as well.

25 COUNCILMAN DOMB: What does

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 that usually cost to do that audit?

3 CONTROLLER RHYNHART: It's done
4 by our auditors. So I can't give a
5 calculation. It's part of the rotation
6 of audits that's done every year, but
7 there is importance that it be done in a
8 more timely manner.

9 COUNCILMAN DOMB: Let me just
10 make sure I understand what you're
11 saying. You're saying that if we miss
12 these deadlines and these are federal
13 monies, that the federal government could
14 theoretically not fund or suspend our
15 funding because we missed the deadlines?

16 CONTROLLER RHYNHART: That is
17 my understanding, yes.

18 COUNCILMAN DOMB: Okay. I have
19 another question. The audit
20 reimbursement grant, it's listed as a
21 local non-governmental grant in the
22 amount of roughly 400,000. Do you know
23 what that's for?

24 CONTROLLER RHYNHART: Where are
25 you looking off of right now?

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN DOMB: It's one of
3 the line items. Audit reimbursement
4 grant. You can get back to me if you're
5 not clear on it.

6 CONTROLLER RHYNHART: I'll get
7 back to you.

8 COUNCILMAN DOMB: Okay. And
9 then in the School District's single
10 audit and the annual --

11 CONTROLLER RHYNHART: Oh, I'm
12 sorry. In the actual budget, in my
13 budget? Oh, I'm sorry. I thought you
14 meant in the CAFR.

15 Yeah. That is the work that --
16 we do the School District audit work and
17 they reimburse our office for the work
18 every year.

19 COUNCILMAN DOMB: Okay. So
20 School District --

21 CONTROLLER RHYNHART: Let me
22 just pull up the budget to make sure I'm
23 answering the question correctly. Hold
24 on.

25 COUNCILMAN DOMB: Mr. Chairman,

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 are we okay on time?

3 COUNCILMAN GREENLEE: Yes.

4 CONTROLLER RHYNHART: Yes.

5 That's the grant money. So it's the
6 carryforward from the '19 money and then
7 added to the 2020 money. So that's the
8 money we'll be using -- it's from the
9 School District and we'll be using for
10 the outside IT audits.

11 COUNCILMAN DOMB: Okay. And
12 then in the School District's single
13 audit and the annual SEFA that you posted
14 on your website, when was that completed?

15 CONTROLLER RHYNHART: The
16 School District ones are done according
17 to their deadlines. I would have to get
18 back to you on the exact date that we --

19 COUNCILMAN DOMB: So they're in
20 compliance?

21 CONTROLLER RHYNHART: Yes, they
22 are. And actually the School District --
23 I mean, in their internal controls, for
24 example, last year they had no material
25 weaknesses and no significant

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 deficiencies as opposed to the City's two
3 material weaknesses and eight significant
4 deficiencies, and they're in good
5 financial -- their controls are well
6 managed at the School District.

7 COUNCILMAN DOMB: So I just
8 want to make sure I'm clear. The School
9 District is complying with the SEFA?

10 CONTROLLER RHYNHART: Yes.

11 COUNCILMAN DOMB: And so why is
12 the School District and your office able
13 to comply, but the City's Finance Office
14 and your office is not able to comply?

15 CONTROLLER RHYNHART: Well,
16 it's the information that we need to get
17 from the Finance Office. So the School
18 District gives the Controller's Office
19 the information in a timely manner for us
20 to do the SEFA.

21 COUNCILMAN DOMB: And what do
22 you think is the problem in getting this
23 resolved? Because it makes me a little
24 uncomfortable giving the federal
25 government --

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 CONTROLLER RHYNHART: I would
3 say that that's a conversation -- that
4 that is on the Finance Director and the
5 accounting function within that. I think
6 that what the recommendation that has
7 been included in various Controller's
8 Office audits is that the staffing levels
9 are too low in the accounting office of
10 the Finance Department and that
11 technology is too old, and the
12 combination of those two things is
13 creating many issues, and it goes beyond
14 the SEFA. It goes into errors and all
15 types of issues. So I think it's on both
16 of those things.

17 The School District, from my
18 understanding with the auditors in my
19 office, the School District has
20 maintained good staffing levels and is in
21 better shape on internal controls and
22 financial management.

23 COUNCILMAN DOMB: Let me ask
24 you this question. We're all in this
25 together. Is there any way that through

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 the cooperation of your office and the
3 Finance Director we can get this resolved
4 and get it filed so we don't have an
5 issue? My goal is to get this resolved
6 and get it filed.

7 CONTROLLER RHYNHART: Yeah. I
8 think that would be my goal as well. I
9 think that there needs to be a commitment
10 to fixing it and then I think it's
11 completely resolvable. Absolutely.

12 COUNCILMAN DOMB: And what do
13 you think the City needs to do to make
14 sure this single audit is completed in
15 the future prior to federal deadlines?
16 Are you saying it's staffing issues
17 basically?

18 CONTROLLER RHYNHART: I think
19 it's staffing issues and technology
20 issues, but I think both of those. It's
21 solvable. It's completely solvable.

22 COUNCILMAN DOMB: Okay. That's
23 enough on that one.

24 I do have another question for
25 you.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 CONTROLLER RHYNHART: Sure.

3 COUNCILMAN DOMB: By the way, I
4 did send you a letter and you responded,
5 so thank you.

6 CONTROLLER RHYNHART: Yes.

7 COUNCILMAN DOMB: And I had
8 asked you to audit the Prison budget. I
9 guess I asked you to audit the budget
10 because I know that they did do a report,
11 but I'm still baffled by the fact that in
12 2015, the budget for the Prisons was
13 around 367 million, 8,900 people there
14 and it was costing us 44,000, and now the
15 budget is similar and it's costing us
16 84,000. And I know that the District
17 Attorney was in last week and did say
18 that we should see savings in this Prison
19 budget. Maybe not to the level of 47
20 percent prison reduction budget savings,
21 but 15 to 20 percent would be a lot of
22 money on a \$380 million all-fringes-in
23 type budget.

24 CONTROLLER RHYNHART: Right.

25 COUNCILMAN DOMB: So I'm

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 hopeful you're going to do that audit and
3 you're going to find us some really good
4 money and make it more efficient.

5 CONTROLLER RHYNHART: Well,
6 thank you. I appreciate that. And I do
7 think that the numbers are concerning, so
8 my office has been going back and forth
9 with Prisons to schedule a meeting and
10 also they've sent in the performance
11 audit that they say they've done, which
12 I'll go through. But I share your
13 concern.

14 COUNCILMAN DOMB: Okay. Thank
15 you very much. Thank you for the good
16 work you're doing.

17 Thank you, Mr. Chairman.

18 CONTROLLER RHYNHART: Thank
19 you.

20 COUNCILMAN GREENLEE: Thank
21 you, Councilman.

22 Thank you all very much.

23 CONTROLLER RHYNHART: Thank
24 you.

25 COUNCILMAN GREENLEE:

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Appreciate it. Thank you for your time.

3 If I could ask the folks in the

4 Library just to hold on for a minute.

5 Stay tuned for a second. Okay?

6 Actually, could I ask the

7 Library folks to come up.

8 For the record, this is a

9 department callback. I'm going to

10 wait -- Councilwoman Reynolds Brown

11 should be down in a minute.

12 (Witnesses approached witness

13 table.)

14 MS. REARDON: Okey-doke.

15 COUNCILMAN GREENLEE: Please.

16 Councilman Domb had a question in the

17 meantime, so please.

18 COUNCILMAN DOMB: I didn't have

19 a question, but I did have a sort of

20 conversation.

21 Community College was here

22 earlier today, and I should have asked

23 them. I thought about it afterwards. I

24 know you have 54 branches. I was

25 thinking -- and I think I had asked you

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 this question when you were in last week
3 or two weeks ago -- about the opportunity
4 of teaching in these branches financial
5 literacy, maybe entrepreneurship, maybe
6 other courses, and maybe Community
7 College could provide the faculty or the
8 staff to do that. I was just wondering
9 if maybe there could be some sort of
10 collaboration between the two of you to
11 see if that's a possibility.

12 MS. REARDON: Actually, thank
13 you for that --

14 COUNCILMAN GREENLEE: Siobhan,
15 just state your name for the record.

16 MS. REARDON: Sure. Siobhan
17 Reardon, President, Director of the Free
18 Library of Philadelphia.

19 So, Councilman, great question,
20 and actually Guy Generals is actually on
21 our Board of Trustees, which is a
22 wonderful thing, and we have actually
23 been working with the Community College
24 to put into place -- they're actually
25 looking at a number of our libraries to

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 conduct classes as sort of adjunct
3 campuses around, and so this is a great
4 conversation for us to continue to sort
5 of roll out the financial literacy,
6 because you're right, they have great
7 faculty.

8 COUNCILMAN DOMB: And you have
9 the facilities, which is great.

10 MS. REARDON: That's exactly
11 right. We have the space and we have the
12 capacity.

13 COUNCILMAN DOMB: The cost
14 can't be that much and we can make a big
15 impact.

16 MS. REARDON: That's right.
17 It's actually a really exciting idea.
18 We'll be speaking with Guy soon.

19 COUNCILMAN DOMB: That's great.
20 Thank you.

21 Thank you, Mr. Chairman.

22 COUNCILMAN GREENLEE: Thank
23 you.

24 Hold on one minute, please.

25 MS. REARDON: Will do.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 (Pause.)

3 COUNCILMAN GREENLEE:

4 Councilwoman, are you ready?

5 COUNCILWOMAN BROWN: Yes, yes,
6 yes.

7 COUNCILMAN GREENLEE: Okay.

8 Please. Councilwoman Reynolds Brown.

9 COUNCILWOMAN BROWN: Thank you.
10 Good afternoon. And my apologies for the
11 delay. Thank you for returning and thank
12 you for the response that you provided to
13 a number of Council colleagues and myself
14 as a result of the round one of the
15 public budget hearing.

16 If you could please speak to
17 the names, how you arrived at these names
18 for the diversity committee, which is an
19 important first step. Let's start there,
20 how you arrived at the names and let's
21 start there.

22 MS. REARDON: So, Councilwoman,
23 good afternoon. I'm going to guess
24 you're still speaking of the Board of
25 Trustees' Diversity and Inclusion

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Committee?

3 COUNCILWOMAN BROWN: Yes.

4 MS. REARDON: Yes. So that was
5 a decision made by Board Chair Pamela
6 Dembe. The Chair -- I just actually came
7 from their very first meeting just this
8 morning, and the Committee is chaired
9 by -- co-chaired actually by Sade
10 Olanipekun-Lewis as well as Chris Arlene.
11 So started the conversation really just
12 trying to get a historic background as to
13 our work.

14 COUNCILWOMAN BROWN: And so
15 what is your vision, what is your
16 expectation, what is your game plan, what
17 is your mission now that you've assembled
18 what appears to be a group of dynamic
19 professionals?

20 MS. REARDON: So Chris can --
21 I'm going to ask Chris Arlene, who is the
22 Co-Chair of the Committee, because
23 there's a part of that session that was
24 executive session where I wasn't
25 involved, so I'm going to ask Chris, who

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 is the Co-Chair of the Committee, to
3 respond, if you don't mind.

4 COUNCILWOMAN BROWN: Sure.
5 (Witness approached witness
6 table.)

7 COUNCILMAN GREENLEE: Good
8 afternoon. If you could just identify
9 yourself for your record, please.

10 MR. ARLENE: Sure. Good
11 afternoon. My name is Chris Arlene.

12 COUNCILMAN GREENLEE: Thank
13 you. Did you hear the question?

14 COUNCILWOMAN BROWN: You say
15 your name is Chris Arlene?

16 MR. ARLENE: Yes,
17 Councilmember.

18 COUNCILWOMAN BROWN: So you're
19 the staffer appointed to this committee?

20 MR. ARLENE: No. So I'm one of
21 the Co-Chairs.

22 COUNCILWOMAN BROWN: You're one
23 of the Co-Chairs?

24 MR. ARLENE: Correct. I'm a
25 member of the Board of Trustees.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN BROWN: Okay. I
3 was simply looking for your name here.

4 So let me hear from leadership
5 what you believe the charge is or should
6 be, and let me hear from you how you
7 expect to execute your charge. I need to
8 hear from leadership first, because it
9 all starts with leadership.

10 MS. REARDON: So the way we
11 have been talking about the work of the
12 Board of Trustees is as an oversight
13 committee to the work of the Library,
14 both from the review of the data of the
15 benchmarks that we will be putting into
16 place, as well as the plan that we are
17 establishing right now for the long-term
18 sort of review and overhaul of diversity
19 and inclusion and sort of action plan.
20 So the Board, in my mind, is designed to
21 oversee this work, to set the benchmarks,
22 and of course I get -- my annual review
23 is based upon this work. But the D&I
24 Committee is specific to this specific
25 action plan for the Library, period.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN BROWN: Okay. So
3 correct me, please, if I am incorrect. I
4 see no list of employees or staff. These
5 are all Board members. And I'm not
6 saying that's good, bad, or indifferent.
7 I just want to hear the logic behind
8 that.

9 MS. REARDON: So there are two
10 types. There are two committees, if you
11 will, one specific to the Board of
12 Trustees, which is the group of Board
13 members that you saw, and then the second
14 is what I'll call a Diversity and
15 Inclusion Steering Committee made up of
16 an array of staff, Board members both
17 from the Board of Trustees as well as the
18 Foundation Board of Directors,
19 representatives from the two locals of DC
20 47, representatives from DC 33 Local 696.
21 We have each member of the executive team
22 is a part of the Steering Committee. So
23 representatives from different levels of
24 staff throughout the organization. Our
25 volunteers as well as our friends will

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 have presence on that Board as well. And
3 then we have some outside folks. Darwin
4 Beauvais is going to be our outside
5 counsel to make sure that we are living
6 within the legal limits of what we're
7 allowed to do. And Nolan Atkinson will
8 still be there as the presence of the
9 Mayor's Office of Diversity and
10 Inclusion, and then somebody from the
11 Office of Human Resources. So as we go
12 through looking at job descriptions and
13 civil service, that there's compliance
14 there.

15 COUNCILWOMAN BROWN: Well,
16 you've spoken to two follow-up questions
17 I had, which were independent experts or
18 consultants, and you've indicated that
19 that will be Darwin Beauvais and
20 representation from the Mayor's Office
21 and DC 47 and DC 696. So I would think
22 that that creates a rich mix and diverse
23 group of voices from a number of
24 different sectors who can weigh in on how
25 we change the culture there.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MS. REARDON: Right.

3 COUNCILWOMAN BROWN: In your
4 testimony you stated, and I quote, "I
5 readily acknowledge that these are first
6 steps. Creating a bias-free workplace is
7 a significant undertaking" -- no doubt --
8 "and not something that can be achieved
9 in short order." It's two years later.
10 "This is not meant as an excuse, but
11 rather as recognition of the enormity of
12 what we're trying to do." And, yes, it
13 is huge.

14 What does urgency look like to
15 you when it comes to creating a bias-free
16 workplace? So we now have a team of
17 professionals. They understand the
18 mission and the charge. They now have
19 been given an assignment, if you will,
20 and -- let me not editorialize. You
21 complete the sentence.

22 MS. REARDON: So is the
23 question what does courtesy look like?

24 COUNCILWOMAN BROWN: What does
25 urgency.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 MS. REARDON: Oh, urgency look
3 like. Forgive me.

4 So we have already put into
5 place -- so already that I had my
6 all-staff day on Friday. It is really
7 about moving -- creating the action plan,
8 moving on the action plan, particularly
9 grabbing onto the low-hanging fruit where
10 we know we can make quick change, but
11 then a lot of what we're trying to do is
12 get at deep sustainability of the effort,
13 whether on the kind of training that
14 needs to be put in place, how it is we
15 embed this in the strategic plan, which
16 is undergoing review, which is we're
17 about to start going into our next
18 five-year strategic plan, incorporating
19 this into that with the benchmarks,
20 looking at recruitment and hiring. Our
21 diversity and inclusion officer has spent
22 the better part of the past year looking
23 at our hiring practices and promotion
24 practices and making sure that we're
25 doing right by our employees. So, yes.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 And it's really aligning all of the City
3 departments to help support this effort,
4 but it's also making sure that we're
5 bringing in the right consultants to help
6 move whether it's to understand -- so
7 where we are, what's the cultural
8 landscape, what's the -- where do we have
9 our gaps in not only fulfillment but
10 where there's just sort of gaps in really
11 creating what I'll call the ventilation
12 of the various professions that we have
13 within the Library.

14 So all of that is in the draft
15 of the plan that I need to submit to the
16 Diversity and Inclusion Committee. So
17 they're really sort of pushing me to move
18 on a number of steps to promote that.

19 COUNCILWOMAN BROWN: So you say
20 looking at recruitment and hiring
21 practices. And so you have professionals
22 that are studying that. Have they had
23 the time yet to move to a place where
24 they can make recommendations on what
25 needs to change so that the diversity of

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 professionals up and down that system
3 looks different today than it will a year
4 from now?

5 MS. REARDON: So I think
6 it's -- let me just say it's a work in
7 progress, so that we have begun the
8 conversation to say this needs to be step
9 one, this needs to be step two. It's not
10 only sort of where do we have the gaps, I
11 think that's -- I'm not thinking of the
12 right word. The underrepresentation of
13 diversity across the diversity spectrum
14 into the librarian titles, into the
15 administrative titles, and into the
16 workforce.

17 COUNCILWOMAN BROWN: And we
18 know for sure that you have very little
19 flexibility with civil service, but in
20 all of those exempt positions, leaders
21 have the opportunity and I would say
22 responsibility if you're serious about
23 diversity and inclusion across the
24 sector.

25 So I will not ask this next

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 question because we're having this
3 discussion because too many black and
4 brown people there have felt badly
5 mistreated.

6 So, please, sir, if you would
7 state now -- provide for us any
8 background that you might have in this
9 space that you've been charged with and
10 any timelines you set out or not, because
11 the committee just started and we know
12 that this is a group think progress.
13 Just speak to us about what you believe
14 your role is and how you believe you will
15 be successful, because a year from now I
16 won't be here, but I'm going to make sure
17 my colleagues raise these same questions.

18 MR. ARLENE: Absolutely. First
19 off, thank you, Councilmember, for having
20 me here. And, again, with the context
21 that we had our first meeting at 11:30
22 this morning, what I will say is I think
23 the basic charge from our committee is
24 to, first off, make a very clear and
25 transparent assessment of where we're at

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 that's very data-focused.

3 COUNCILWOMAN BROWN: Yes.

4 MR. ARLENE: So then create a
5 clear goal for where we want to go in the
6 long term and then to identify the
7 strategies that are going to get us from
8 A to B, right? And it is very likely
9 that some of those strategies are going
10 to be within the control of the Library
11 System. Some of those strategies might
12 be impacted by civil service. Some of
13 those strategies might be impacted by
14 other factors.

15 And I think the other thing I
16 would just want to emphasize is that when
17 our group met this morning, the thing
18 that we talked a lot about was the easy
19 thing to do in this situation would be to
20 rush out a whole bunch of actions that
21 we've already taken, here are a bunch of
22 things that we can do, but that would not
23 really address any type of long-term
24 problem.

25 COUNCILWOMAN BROWN: Agreed.

1 4/30/19 - WHOLE - BILL 190152, ETC.

2 Sustainable solutions.

3 MR. ARLENE: Right. And what
4 we would rather do than come in and say
5 here's a bunch of things that we're going
6 to make sure get done in the next six
7 months, we want to say let's take our
8 time, let's be dedicated and thorough to
9 this, and let's clearly identify what
10 these buckets are that we need to work on
11 and start clarifying what we need to do
12 as a system and what we need to do with
13 other partners around the City to move
14 forward.

15 COUNCILWOMAN BROWN: To ensure
16 that there's a sustainable paradigm
17 shift. Would you agree?

18 MR. ARLENE: Yes.

19 COUNCILWOMAN BROWN: Okay. I
20 thank you again for acting with haste.
21 President Clarke made it clear that
22 before we have any discussions about
23 budget allocations, there needs to be
24 some assurance that you are embracing
25 what many would say is expected, fair,

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 and the right thing to do given the --
3 how many employees do you have that lead
4 up to you?

5 MS. REARDON: All in, it's
6 about 1,600 hourly, temp help, all that
7 sort of thing, yes.

8 COUNCILWOMAN BROWN: All right.
9 So I'm satisfied for now that we have a
10 plan in place. And you listen to what
11 people say, but you watch what they do,
12 because you will only believe what they
13 do, and so in that, we'll reveal the
14 level of commitment and
15 stick-to-itiveness to helping folk
16 understand who don't look like me that
17 treating people who don't look like you
18 with fairness and integrity and kindness
19 is wrong and unacceptable in government,
20 period. That's where I'm at.

21 Thank you for convening a
22 group, and now we look forward to the
23 yield of those discussions.

24 MS. REARDON: Thank you.

25 COUNCILWOMAN BROWN: Thank you

1 4/30/19 - WHOLE - BILL 190152, ETC.
2 very much.

3 COUNCILMAN GREENLEE: Thank
4 you, Councilwoman.

5 Thank you. Thank you for
6 coming back.

7 MS. REARDON: Of course.

8 COUNCILMAN GREENLEE: The
9 Committee will stand in recess until
10 Wednesday, May 1st, 2019 at 10:00 a.m.,
11 where we will reconvene right here in
12 Room 400, City Hall.

13 Thank you.

14 (Committee of the Whole
15 adjourned at 3:37 p.m.)

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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.

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RPR-Notary Public

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Committee of the Whole
April 30, 2019

A	226:20	155:10	actively 83:17	administrat...	191:20	AL 1:14	69:8,23
a.m 1:7	237:11	accommoda...	91:20 225:2	159:6	198:10	alarming	70:4,6,24
257:10	253:18	128:7	activities	administrat...	afforded	109:22	186:23
abatement	academia	accomplish	145:13	179:10	159:21	albeit 79:15	Amazon
219:21	151:6	158:4	activity 41:4	200:18	afraid 60:22	alcohol 150:3	14:24 64:8
ability 18:10	160:22	accomplished	41:12 62:18	201:4 202:2	afternoon	alert 137:21	64:9 69:13
53:2 55:5	academic	71:7	63:4 64:15	admissions	37:24 140:6	alerts 11:14	ambition
82:3 102:12	153:22	accomplish...	208:15	160:11	143:8	89:16	149:12
126:11	159:17	12:10 155:9	227:7	179:23	158:10	align 144:6	amenities
168:8	163:5	account	actual 233:12	adopt 2:11,15	162:9 186:9	aligning	126:7,8
171:12	190:12,13	71:12	ADAPT	202:7	210:9,10	251:2	American
188:8	Academy	accountabil...	88:15	adopting 2:17	215:14,20	all-electric	148:19
abject 59:15	154:19	216:23	add 16:17	adult 192:18	215:22,24	122:11	amount 57:16
able 22:3,5	accelerated	accounting	20:24 135:5	adults 124:8	225:10,12	124:18,19	74:25 79:22
23:18 31:2	142:22	236:5,9	135:16	161:14	243:10,23	all-fringes-in	81:16 86:6
34:18 39:13	accept 117:21	Accu-Place...	153:22	advance	245:8,11	238:22	103:2
47:7 49:9	118:2,11	194:22	177:18	145:21	age 114:20,25	all-staff 250:6	105:24
49:11 50:5	135:25	accuracy	added 234:7	202:13	154:8 184:8	ALLAN 1:11	116:8 127:9
64:3,6	acceptable	113:19	addiction	211:18	agencies	Allegheny	134:19
67:18 84:5	81:19	219:23	109:13	advanced	10:12 22:2	136:11	184:6 194:9
88:9 92:9	107:19	accurate	110:20	87:15 174:9	ages 115:11	212:10	196:17
102:9,24	acceptance	45:14 84:22	addition	174:12,22	115:17	alleviate 50:3	207:10
103:9	156:3	115:12	10:20 62:6	175:4,18	aggravated	alliances 37:7	232:22
118:11,13	accepted	182:17,19	142:24	advancement	42:16 44:17	allocate 6:25	amounts
124:20	150:21	194:12	218:13	65:12 100:4	44:18,23,25	allocations	187:25
125:13	153:25	228:19	219:9	advancing	45:3,4,12	255:23	188:3
132:5,7	156:2,18	231:7	additional	6:12	ago 9:6 62:10	allow 55:2	analysis
135:6 136:5	160:6	accurately	5:16 142:20	adversity	72:25 94:12	83:12	36:21 57:16
136:12	accepting	227:14	152:16	155:20	103:20	145:24	219:20,21
146:17	117:17	258:5	165:25	advertiser	111:13	146:20	225:17,22
162:22	access 17:11	accustomed	166:2 167:3	129:3	138:10	174:11	analyzing
163:4,17	37:3 49:9	182:2	address 12:5	advertising	142:15	176:18	228:18
165:18	50:5 52:2	achieve	87:14	14:10	230:4 231:2	allowed	ancestors
166:25	52:11,14	160:21,23	107:23	advising	241:3	157:10	150:3
167:23	62:20 70:19	achieved 5:7	146:8	190:20	agree 5:10	248:7	and/or 33:17
168:16	85:19,20	249:8	202:24	advisors	78:13 80:5	allowing	65:2,20
175:13	91:16 94:4	achievement	254:23	144:12,15	108:21	152:12	99:25
177:25	94:6 101:23	142:23	adds 63:5	203:23	146:15	164:3	132:11
186:20	129:23	acknowledge	adjourned	advocate	190:3	allows 26:23	180:3 183:2
188:12	156:13	143:17	257:15	143:13	225:16	91:17	258:23
190:7 194:6	182:6,12	186:10	adjunct	aesthetic 62:3	255:17	124:24	anecdotes
235:12,14	183:13	249:5	242:2	68:2 133:24	Agreed	alongside	75:9
absolutely	185:14	acknowledg...	adjusting	affect 17:7,7	254:25	142:9	angry 82:11
32:11 65:6	accessibility	143:15	50:16	82:2 87:19	Agreement	alternate	annoy
70:23 83:20	6:17	Act 63:3,7,12	administered	107:23	3:7	212:20	127:12
168:22	accessible	63:25 64:22	110:3	110:12	ahead 70:15	alternative	annual 11:8
184:20	10:9 102:13	132:16	administrat...	afford 101:17	73:19	8:8 107:22	200:22
185:12	113:23	acting 255:20	56:7 104:4	206:11	115:10	110:22	219:24
190:14	220:20	action 107:18	200:17	affordability	125:23	175:6	226:25
193:23	accidents	246:19,25	Administra...	49:15 54:23	202:17	alumna 147:6	227:25
199:21,24	11:12	250:7,8	225:17	57:24 58:10	aid 206:17	alumni	233:10
201:25	accolades	actions	administrat...	affordable	air 199:10	148:12	234:13
214:16	153:23	254:20	252:15	7:24 151:12	Airy 131:25	amazing 69:3	246:22

Committee of the Whole
April 30, 2019

Page 2

anomaly 32:18	appointed 245:19	113:18	asking 143:23	22:17 163:8	219:5,6	173:22	81:18 82:23
answer 12:15 90:10 93:16 96:9 145:23 165:19 167:2 221:11	appreciate 47:23 90:2 96:17 139:21 183:9 188:6 191:11	area 25:25 102:2 124:22 127:5 174:21 187:22 199:16 226:21	asks 56:25 aspect 54:24 116:20 160:24	assume 115:13 123:21 assumed 53:20 226:2 226:5,6	222:10 228:25 229:3,5,5,9 229:9,16,24 230:12 231:19 232:2,19 233:3,10,16 234:13 237:14 238:8,9 239:2,11	174:10,23 175:2 automated 17:19,22 automatical... 60:24 156:10 automotive 177:21 autonomous 175:6 available 52:20 138:18 141:18 224:6	88:2 93:11 104:6,7,12 122:17 127:18 129:13 132:15 178:21 181:12 184:4 193:25 200:2 214:19 226:13 233:4,7 234:18 239:8 257:6
answered 93:14	202:6 215:8 225:6 239:6	areas 49:2 67:18,19 98:22,24 127:8 129:12 170:6	assault 42:16 44:23 45:2 45:3 76:21 76:24	assumes 225:22 assuming 166:23 225:23 assumption 137:17	audited 227:13 auditee 230:19	auditing 219:9 221:24 auditors 223:6,11 232:4 236:18 audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	backbone 7:21 231:10 background 150:22 193:21 244:12 253:8 backlog 10:5 backtrack 131:22 bad 31:13 149:19 247:6 badly 253:4 baffled 238:11 bag 42:18,19 balance 23:15 Baltimore 162:15 banners 133:23 barrier 80:20 104:16 barriers 150:18 based 10:2 18:3 25:9 41:2 60:4 81:7 138:12 148:24 189:23 194:20 246:23 baseline 217:15
answering 33:11 233:23	appreciated 7:3 12:14	argue 101:14	assaults 44:17,19 45:4,12,21 77:2 79:20 79:20 104:13 107:7,8	assurance 255:24 asthma 120:13 astonished 148:20 Atkinson 248:7	audited 227:13 auditee 230:19	Avenue 127:15 131:18 171:17 average 8:3 23:23 212:11 averages 95:11 Award 153:18,18 awarded 10:7 awards 153:15 155:10 aware 38:20 52:16 84:25 85:4 86:24 87:3 88:11 111:20 121:7 178:9 awful 20:11 33:23 34:2 79:24 95:8 awfully 82:24	
Anuj 132:2	appreciation 48:12	arguing 120:20	assess 190:25 190:25 194:14 253:25	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
anybody 47:4	apprehended 43:15,18 44:6	Arlene 244:10,21 245:10,11 245:15,16 245:20,24 253:18 254:4 255:3 255:18	assessment 190:25 194:14 253:25	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
anyway 30:24	apprehens... 98:19	armed 44:7	Assessment's 219:23,24	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
apologies 243:10	apprehens... 98:19	arrange 194:6	assess 190:25 190:25 194:14 253:25	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
apologize 93:15 162:10	apprentices... 210:19	arrangement 131:25	asset 69:16 199:7	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
apologizing 179:3	apprentices... 211:23,25	array 247:16	assets 227:19	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
app 41:9	approach 31:4 56:9 59:24 60:3 87:24 111:18,19 194:12,12 203:13	arrival 142:14 243:17,20	assigned 40:15	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
appeal 22:18 22:25 62:3 133:24	approached 4:6 38:11 76:4 112:22 135:10 148:5 215:17 240:12 245:5	arrived 207:15	assignment 249:19	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
appealing 188:24	arriving 207:15	article 179:21	assist 19:9 110:18	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
appearance 123:18	arrived 243:17,20	articulated 24:18	Assistance 228:4	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
appears 244:18	appropriati... 174:2	arts 153:13	assisted 63:5	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
Applause 61:12 95:21 134:13 152:9 154:21 158:7 162:6 164:14	approval 2:20 10:4	Asia 147:16 162:10 192:19	Associate 155:23	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
apples 105:14 105:17,17	approved 3:8 19:8	Asian 113:18	Associate's 145:8 153:3 183:5	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
application 219:3	approximat... 6:4,12 11:13 40:13 94:23	asked 27:4 59:18 139:4 166:24 238:8,9 240:22,25	associated 109:18	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
applied 153:24	April 1:7		Associates 140:23	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
applies 114:24	Arabic		association	attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	
apply 151:4 201:3 258:21				attacks 76:13 76:14 attempt 39:4 attend 160:19 attendance 207:19 208:5,10,20 208:22,23 208:25	audits 217:4 217:5 218:14,16 218:20,23 218:25 221:8 222:7 222:10,11 222:12 229:19 232:6 234:10 236:8	awfully 82:24	

Committee of the Whole
 April 30, 2019

basic 128:7 128:13 197:2 201:23 203:12 210:12 253:23	139:13 BAT 91:16 91:20 bays 176:17 bear 32:4 202:3 Beauvais 248:4,19 becoming 55:23 beds 163:3 beep 100:8 began 152:24 begun 252:7 behalf 141:2 158:12 Behavioral 218:21 belief 42:11 believe 5:9 13:24 31:20 38:25 68:19 80:6 111:14 117:18 124:4 143:19 163:23 165:15 166:12,15 171:14 172:24 176:7 182:18 186:13 188:9 189:24 190:11 194:11 199:6 225:23 230:2 246:5 253:13,14 256:12 believer 55:6 believes 55:14 bell 82:23 125:21 beloved 152:4 benchmarks 246:15,21 250:19 beneficial	125:15 benefit 132:21 benefiting 180:19 benefits 200:21 Benjamin 174:14 Bennett 152:10,18 154:22 158:10,20 158:21,24 158:25 best 52:19 56:25 57:2 87:24 88:10 112:10 121:18 143:19 157:3 161:25 162:13 164:7 173:11 179:24 189:14 194:12 216:20 218:6 224:9 Beta 153:7 better 87:13 90:17 107:3 130:17 203:24 236:21 250:22 beverage 220:25 beyond 94:3 106:15 150:18 236:13 bias-free 249:6,15 big 12:20 22:14 23:3 26:15 28:7 30:20 31:2 47:25 55:5 82:21 92:14 99:14 113:8	190:25 195:13 231:5 242:14 bigger 31:6 67:2 75:14 biggest 175:13 bike 71:24 bikes 14:22 bill 2:1,5,10 2:14,16 3:1 3:9 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1	87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 136:24 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1 156:1 157:1 158:1 159:1 160:1 161:1 162:1 163:1 164:1 165:1 166:1 167:1 168:1 169:1 170:1 171:1 172:1 173:1 174:1 175:1 176:1 177:1 178:1 179:1,5 180:1 181:1 182:1 183:1 184:1 185:1 186:1 187:1 188:1 189:1	190:1 191:1 192:1 193:1 194:1 195:1 196:1 197:1 198:1 199:1 200:1 201:1 202:1,10 203:1 204:1 205:1,15 206:1 207:1 208:1 209:1 210:1 211:1 212:1 213:1 214:1 215:1 216:1 217:1 218:1 219:1 220:1 221:1 222:1 223:1 224:1 225:1 226:1 227:1 228:1 229:1 230:1 231:1 232:1 233:1 234:1 235:1 236:1 237:1 238:1 239:1 240:1 241:1 242:1 243:1 244:1 245:1 246:1 247:1 248:1 249:1 250:1 251:1 252:1 253:1 254:1 255:1 256:1 257:1 billion 36:23 63:14,15 227:18,19 228:8,17 bills 1:16 2:9 3:15 bit 13:24 18:13,16 38:10 40:7 48:17 49:4 49:20 51:17 55:10 56:5 56:6 63:7 75:9 84:18 91:9 93:22 117:14 130:13,16 131:23	152:21 167:15 186:12 188:19 189:11 191:16 197:20 202:19 223:20 black 154:25 253:3 blaze 159:8 159:14 160:24 161:2 162:4 blazing 160:3 blitz 66:10 block 87:11 blocking 18:8 BLONDELL 1:13 board 4:21 30:16 93:20 140:21,24 141:2 170:9 201:24 220:11 241:21 243:24 244:5 245:25 246:12,20 247:5,11,12 247:16,17 247:18 248:2 body 153:19 159:18 191:25 boilers 124:25 bonding 22:23 bonuses 200:20 books 27:9 booth 39:11 boots 17:17 born 59:15 borrowing 23:17 Boulevard 26:2,14	91:21,23 box 5:21 brag 155:3 braking 122:14,16 branches 240:24 241:4 branching 25:25 break 184:15 215:10 breakfast 98:3 breaks 184:9 brewing 41:8 bridge 193:7 brief 132:13 brightest 179:25 bring 32:3 51:5 54:2 59:4 66:13 147:23 bringing 231:13 251:5 Broad 6:19 25:23 26:19 40:4,16 41:19,21 45:19,23,25 65:2,9,14 65:18,20,25 66:4,5,19 66:21 86:9 87:9 117:23 127:4,5 133:21,22 133:23 136:10,11 212:9 broader 60:4 195:12 brochure 63:9 broken 150:5 brother 147:14 brought 38:14 54:3 brown 1:13 30:8,10,13
---	---	---	---	---	--	--	---

Committee of the Whole
April 30, 2019

Page 4

31:11 32:17	67:2	126:12	46:23 65:4	135:6	cash 82:17	17:4 20:12	150:23
33:8 34:23	bunch 254:20	127:10,20	73:16 76:18	137:14,17	117:17,21	49:12 54:24	212:16
35:7,21	254:21	127:24	76:20,24	138:5,17	118:2,11,14	56:19 66:17	challenges
36:9 37:5	255:5	129:18	79:19,21	cards 11:20	cashier 118:8	66:22 75:2	7:13 14:22
37:15	burbs 65:17	bus-only 90:6	91:15 94:3	11:22	cashiers	116:17	65:16
240:10	100:20	91:14,15	247:14	134:18	39:10 118:6	117:3	149:25
243:5,8,9	burden 84:23	92:18	251:11	care 61:21	catch 82:18	119:18	179:14
244:3,14	burdens 50:3	buses 11:14	callback 3:24	121:3	categorize	122:25	challenging
245:4,14,18	Bureau	14:6,8,10	240:9	226:18	76:22	125:5 170:8	34:19 111:6
245:22	148:22	18:5,22	called 76:23	career 32:6	CCP 141:22	191:9	190:4
246:2 247:2	burgeoning	24:16,18	101:2 214:2	33:21	148:15	195:22	champion
248:15	176:5	27:11 69:22	230:19	141:17	150:17,20	197:24	141:9
249:3,24	Burnfield	70:10,10,13	calling 29:10	142:2,12,22	151:7 160:6	198:20	chance 46:16
251:19	113:2,3,24	71:25 77:8	56:23	172:16	160:11	200:6 211:9	73:20
252:17	114:3,7,22	77:12,15	calls 72:11	174:8,21,22	168:4	certificate	151:22
253:4 254:3	115:5,13,22	89:22	camera 47:2	176:6	179:11	176:11	190:17
254:25	116:12	109:16	70:14,17	178:18	185:21	181:7,17	197:23
255:15,19	117:3,20	115:19	cameras 18:4	203:18	186:13	258:2	198:7
256:8,25	118:5,12,21	119:23	18:5 46:17	211:4	188:11,23	certification	199:23
buckets	119:5,17	122:11	65:14 70:10	caregivers	191:19,24	10:3 258:20	211:15
255:10	135:12	124:18,19	70:13,24	84:21,22	193:6,20	CERTIFY	change 19:24
budget 2:15	136:2,14,19	128:8,23	77:20	caretaker	196:8 198:9	258:3	20:6 78:14
2:17 5:4,18	136:23	busiest	133:22	114:17	199:12,15	certifying	95:6 120:24
5:24 6:6,9	137:10	126:17	campus	Carol 177:8	199:18	258:24	133:23
7:2 23:19	138:9 139:7	business 9:19	173:14	Carroll 4:21	201:6	Chair 48:9	150:5
100:17	bus 10:13,17	9:23 91:16	campuses	16:18,21,21	CCT 88:5	178:22	151:19
103:19	10:20,25	141:10	242:3	19:6 26:9	CDA 181:17	186:5,8	161:3
143:13,24	13:22 14:2	211:14	candidates	27:15 28:14	Cedarbrook	198:24	197:24
146:20	14:4 15:6	213:7	214:11	28:20 29:20	127:17,18	210:5 244:5	248:25
165:7,16	15:16 17:7	businesses	224:7,11	48:19 52:3	127:19	244:6	250:10
166:9,14,19	18:8,9,11	47:21 92:12	capable 32:9	55:24,24	131:15,20	chaired 244:8	251:25
167:21	18:12 23:23	110:13	189:24	56:4 58:3	132:24	Chairman	changed
169:3,10	23:25 24:20	button 57:10	capacity	60:18 71:3	Census	21:4 30:5	15:11,16
196:4,6	25:16 26:13	57:11	23:24 74:6	72:21 91:12	148:22	30:16 37:18	27:14
197:12	26:20,22	buttons 57:14	242:12	92:21,24	center 6:21	37:23 61:16	155:14,17
200:22	28:2,22	buy 27:14	capital 2:11	128:20	6:22 18:7	68:8,13	157:8 159:9
211:18	29:19,24	buying	2:15 3:16	130:6,9,12	24:14 25:3	75:19 93:10	166:7
216:12	52:6 76:7	124:19	3:17,18 6:9	131:6	27:24 36:7	100:9,15	changes 2:25
221:23	76:14,24	C	6:11,25	carry 24:19	36:7 51:24	103:15	20:22 24:10
233:12,13	77:9 80:7	C-suite 33:15	7:12 12:13	carryforward	67:3 68:21	131:11	29:19 58:8
233:22	81:12,25	Cabinet 8:18	21:14,20	234:6	88:2 102:3	140:20	58:17 94:17
238:8,9,12	82:2,17	CAFR 227:2	23:12,19	carrying	102:4	178:25	191:10
238:15,19	86:23,25	227:4,8,10	67:4 174:2	206:6,7,8	126:25	225:9	201:17
238:20,23	87:2,3,6	227:13	219:7	cars 175:7	127:2,19	233:25	202:7
243:15	88:19,19,21	227:13	capital-inte...	carts 127:22	174:9	239:17	changing
255:23	88:24 89:3	229:2,17	26:24	127:22	185:18	242:21	19:19 20:16
budgeted	89:19 90:21	230:9	capping	case 44:8,9,10	certain 23:10	challenge	35:19,20
106:17,25	90:25 97:9	233:14	49:16 60:15	60:25 70:20	59:10,21	47:17	95:14,24
budgets	97:24 98:16	calculation	Captain 38:4	226:17	98:23 136:9	151:19	charge 34:13
12:14	109:20	232:5	80:6	case-by-case	138:6 187:3	171:15,24	84:8 85:25
build 12:2	114:15	calendar 77:8	capture 33:19	20:9	230:22	175:14	114:16
55:8	116:25	77:17 79:6	card 19:14,15	cases 88:3	certainly	180:2	246:5,7
building 8:20	122:10,12	219:14	134:20	146:2	13:12 17:2	challenged	249:18
		call 26:12					

253:23 charged 253:9 charging 83:15 charitable 61:3 Chase 121:21 123:22,23 chasing 39:9 cheaper 54:14 check 115:6 checking 83:22 cheerleaders 30:18 Chelten 127:3 129:14 Cheltenham 127:15 131:18 Cherelle 1:13 141:8 Chestnut 10:25 17:15 90:5 91:10 91:25 92:17 121:20 123:20,23 173:18 Cheyneyites 183:18 Chicago 19:22 Chief 40:8,9 40:10,21,25 42:15,20,24 43:5 46:11 47:12,24 79:18 104:20,25 105:5,10 106:6,21,24 107:17 109:10,24 110:7,10 112:12 140:22 child 114:14 172:12 childhood	181:6 182:21,24 children 55:2 55:22 84:20 89:9 114:16 114:17,25 115:3,11,17 116:7,23 choice 11:9 81:7 197:22 198:3 Choices 58:6 choose 189:22 CHP 124:24 CHPs 121:6 Chris 244:10 244:20,21 244:25 245:11,15 Cindy 1:10 65:8 circulation 11:20 circumstan... 156:6 157:13 cities 15:17 19:17 49:12 70:6 73:2 city 1:2,6 2:21,23 3:10,22 4:15 6:16 6:22 7:21 8:17 10:15 10:23 12:3 12:10,12 15:7,12,22 15:25 16:14 17:4 18:7 29:16 33:23 36:7,8,13 37:2 43:22 48:24 49:6 49:22 50:6 51:17,20,24 52:11,15 53:5 55:15 56:7,21,23 57:17 58:24 59:3,13,20 68:17,22,25	69:18,24,25 71:15 72:22 80:9 82:5 84:21,22 87:19 90:4 90:8 91:10 96:14 101:18 102:4,5,25 103:11 104:23 105:3,5 109:14 110:12,13 111:10 112:2 114:15 116:9,25 120:14 121:6,22 126:18,25 127:2,13 128:14,14 128:15,16 128:18 141:19,24 142:20 152:4,11,15 156:21,25 160:20 161:19 162:15,19 165:2,9 166:10,12 168:12 171:8,22 172:23 173:4 179:15 180:14,17 182:5 185:18 187:2,5 199:8 212:7 216:8,9,15 216:16 217:4 219:7 219:12 220:5,18 221:9 227:15,18 228:6,11 229:11,13	230:6 237:13 251:2 255:13 257:12 City's 5:21 6:10 7:2 31:4 57:18 60:9 92:8 122:4 141:12,14 142:8 143:5 144:6 217:16,17 218:17 220:23,24 227:6 235:2 235:13 citywide 60:4 civic 145:12 civil 217:25 223:5 224:21 248:13 252:19 254:12 claims 207:24 clarification 92:16 114:13 clarify 51:9 112:17 clarifying 255:11 clarity 165:24 166:21 Clarke 1:10 139:15,23 140:2,5,10 140:15 143:9 146:9 146:13,25 147:11,19 147:22 148:3,8 152:11 158:8,18,22 162:7 164:12 165:21 166:6,16,20 167:14,22 168:7,11,15	168:23 169:6,13 170:23 173:17 177:11 178:19 186:3 198:22 210:3 214:24 215:7 255:21 class 153:21 184:3 188:22 189:7,9,18 189:19,20 190:18 205:6,19,21 classes 159:22 190:22 192:11 199:13 204:24,25 242:2 classroom 159:13 classrooms 204:4 cleaner 8:19 cleaning 66:15 clear 28:12 32:13 52:4 107:16 113:21 199:10 233:5 235:8 253:24 254:5 255:21 clearly 255:9 Clerk 2:10 3:15 climbed 157:10 close 64:25 72:9 80:7 88:4 149:15 192:11 closed 43:9 72:12,13	90:5 closely 10:15 100:16 closing 183:12 clothes 113:14 clues 58:7 CNC 175:20 Co-Chair 244:22 245:2 co-chaired 244:9 Co-Chairs 245:21,23 co-op 210:18 210:20,21 211:13 213:12 214:20 code 79:21 180:17 Coded 213:18 214:2 coding 175:23 214:8,10 cohort 156:19 cohorts 176:8 176:8 collaboration 193:19 241:10 colleagues 141:13 172:6 199:16 243:13 253:17 collect 30:24 collection 58:18 college 3:23 33:17 140:7 140:18,21 141:4,15 142:21 143:3,5,11 145:2,13 148:12 149:4,8,10 150:14	152:5,24 153:13 154:19 155:13,22 156:2 157:22 158:12,14 158:15 159:3,4,7 159:13 160:5,16,19 161:8,21 162:13,24 163:12,21 164:2,18 165:12 172:5,10 174:3 179:23 181:9,18 183:24 185:19 194:8 195:4 196:15,19 197:7 199:6 201:2 202:9 207:15 208:25 210:13 213:5,10,13 214:12 240:21 241:7,23 College's 141:7 152:7 159:19 165:7 college-deg... 198:8 colleges 33:24 141:21 160:6,9 169:12 170:11,22 180:4 186:14 190:14 196:14 197:18,20 199:17 collegiality 190:8 color 100:5	combination 236:12 come 4:17 22:3 38:5 39:14 45:6 46:8 47:9 47:20 59:9 66:10 68:6 73:25 82:23 84:12 91:6 102:24 111:24 122:8 129:21 143:16 147:2 164:3 178:20 184:14,14 184:22 191:7 192:10 194:13 201:21 212:23 214:19 240:7 255:4 comes 28:23 49:5 130:24 146:19 171:5 249:15 comfort 39:25 comfortable 109:4 112:7 coming 25:23 33:17 37:14 51:19 54:8 56:20 66:19 95:9 124:2 124:2 129:11,19 164:22 179:16 185:7 197:7 197:19 208:22 231:23 257:6 commend 210:14 comment 47:13
--	---	---	---	---	---	--	--

Committee of the Whole
April 30, 2019

Page 6

207:23	141:4	199:14	complexes	202:22,25	considering	161:24	222:4,17
comments	143:10	202:2	173:4	concerted	152:14	165:10	223:2,12,24
56:6 128:21	148:11,23	compare	complexity	224:5	consistent	173:6 190:2	224:16
138:13,20	150:14	105:12	72:23	conclude	116:9	190:8,24,25	225:11,15
Commerce	151:21	compared	compliance	151:13	consistently	196:10	225:21
69:11	152:5	104:22	229:14,15	156:21	180:25	215:11,14	226:12,19
commercial	155:13	comparison	234:20	concludes	constantly	242:4	227:3,9,12
64:13 65:10	157:6	217:18	248:13	215:2	82:20	continued	227:24
67:13 133:8	158:12,15	comparisons	comply	221:10	127:11	6:21,24	228:9,21
141:12	159:4	41:24	235:13,14	concurse	constituents	9:21 11:18	229:4,25
commitment	160:19	compelled	complying	6:22	83:8	12:11 117:6	230:5,17
48:15 167:9	161:5,8,9	55:13	235:9	condition	constitute	125:6 165:3	231:16,21
237:9	161:21	compelling	component	14:6 66:12	3:15	171:11	232:3,16,24
256:14	162:12	188:12	170:14	72:6	constraints	216:7	233:6,11,21
committed	163:21	compensati...	Composition	conduct	52:17	continues	234:4,15,21
9:4 82:16	164:2,6,17	200:20	205:22	218:16,23	construction	7:11 11:10	235:10,15
195:8	165:12	compete	comprehen...	219:5 242:2	32:8 64:13	26:6 171:24	236:2 237:7
216:22	169:12	182:15	10:17 47:6	conducts	74:3 81:21	continuing	237:18
218:5	170:11,21	competing	53:9 57:14	219:19	constructs	34:16	238:2,6,24
220:19	172:5 174:3	14:18 54:10	71:10 72:17	confidence	129:4,4	contract	239:5,18,23
committee	180:3 184:3	competition	72:22	46:7 151:3	consultant	83:10,12	Controller's
1:3 2:5 3:14	186:13	15:3 99:12	116:15	conflict 108:5	29:7	122:4	3:23 216:11
48:21	189:2	99:13,16	226:25	congestion	consultants	167:12	216:16
161:18	190:13	competitive	comprehen...	13:14,19,21	29:13	168:16,18	217:22
243:18	196:14,19	169:24	58:4	14:17 17:6	248:18	188:9,18	221:6 230:7
244:2,8,22	197:17,19	complaint	computer	69:18	251:5	189:12,19	235:18
245:2,19	199:6,17	84:4	175:25	conjunction	consulting	189:21	236:7
246:13,24	202:8	complaints	176:2	175:17	29:5	191:15	controls
247:15,22	208:24	41:4 219:14	computers	194:21	consumer	199:12,20	175:20
251:16	210:13,21	219:16	175:7	217:11	84:5	201:22	217:9
253:11,23	213:10,12	complete 5:10	concept	connect 32:24	contact 79:23	contracting	218:15
257:9,14	214:11	15:5 125:11	178:15	48:20	contained	218:7,8	219:2
committees	240:21	125:11	195:9	214:13	258:5	contractors	229:18
33:25	241:6,23	145:7	conceptually	connected	content 5:11	222:2	231:10
247:10	commute	154:22,25	92:4	208:13	contest	contracts	234:23
Commons	101:8	249:21	concern	conscious	199:23	10:7 63:18	235:5
145:22	102:15,17	completed	39:22 54:3	73:4	context	218:10	236:21
Commonwe...	103:6	8:9 153:2,9	111:15	consecutive	253:20	221:24	convening
145:3	commuting	234:14	120:4,9	159:15	contiguous	contribution	256:21
communicate	100:13	237:14	135:22	consequences	131:16	5:22 6:10	conversation
41:10	103:12	completely	136:8 199:9	21:10	contingency	133:15	60:13,22
communica...	companies	175:3	230:13	consider 3:14	23:7	134:3,10	75:25 91:25
132:25	31:13 63:19	194:15	239:13	149:18	continuation	168:24	108:22
communica...	64:18 95:24	201:14	concerned	152:13	171:19	control 14:5	117:4 125:8
98:7	97:7 212:16	237:11,21	13:13	194:4 201:5	continue 3:13	14:13 45:23	140:12
communities	company	completing	202:15	201:7 211:7	11:24 22:20	88:2 254:10	165:5,11
8:23	34:21 95:15	229:2,23	concerning	considerably	33:5 49:25	258:23	170:20,24
community	212:17	completion	14:14 239:7	212:2	60:21 65:24	Controller	236:3
3:23 61:25	213:25	142:19	concerns	considered	71:15 78:7	215:11,16	240:20
67:23 86:2	comparable	160:13	13:11 39:16	42:14,23	83:21 118:6	215:19,23	242:4
121:2 124:3	116:6	181:8	86:23	127:17	144:5,10,14	216:5,10	244:11
125:7,15,16	168:12	complex 6:16	107:20	224:9	144:15	220:18	252:8
140:7,18,20	169:14	26:4	123:2	230:18	150:20	221:18	conversations

Committee of the Whole
April 30, 2019

60:13	corridors	214:24	209:8,15,23	200:13	111:3	254:3,25	covering 2:23
116:18	18:20 67:14	215:7 216:8	210:4,5,7	Councilwo...	112:14,15	255:15,19	126:14,21
125:6	91:15 133:9	219:7	210:11,23	1:10,12,13	112:16	256:8,25	127:10
126:16	141:12	221:22	211:11	1:13 30:8	113:7 114:2	257:4	128:10
131:19	cost 50:14,24	243:13	212:4	30:10,13	114:5,10,23	counsel 248:5	227:6
165:8 191:3	55:19	Council's	213:21,24	31:11 32:17	115:7,15	counselors	covers 105:6
191:7	133:25	6:24 12:11	214:18,22	33:8 34:23	116:2,19	190:20	create 50:23
convert 8:13	149:23	220:5	214:25	35:7,21	117:5,9,10	counter	103:10
convinced	168:3	Councilman	215:13,21	36:9 37:5	117:11,24	108:19	142:11,21
52:25	183:25	1:11,11,12	215:24,25	37:15,20,21	118:10,15	counties	173:6
cooperation	185:9	1:14 2:2	221:13,20	37:22 38:13	119:3,6,24	127:16	176:19
3:5,7 237:2	197:24	3:12 4:8,15	222:13,19	40:9,12,18	121:7 123:5	country	177:2,15
cooperative	205:2	5:13 12:17	223:10,15	40:23 42:13	123:8,14	49:13 59:13	213:12
131:24	207:19	13:3,9,17	224:14	42:17,22,25	125:4,18,24	122:15	254:4
211:8	208:10	16:16,19	225:5,7,8	43:6 45:5	130:4,7,11	151:5	created
coordinate	216:19	18:25 19:7	225:12,13	46:11,25	130:18	County 37:2	171:22,25
129:15	232:2	20:15,21	225:16	47:11 48:7	131:7,9,10	59:3	177:10
coordinated	242:13	21:2,3,7	226:8,15,23	48:8 51:4,8	131:14	couple 12:19	194:17
74:20	costing	23:6,21	227:4,11,17	51:13 53:10	132:17	38:2 83:6	creates
coordinating	238:14,15	24:3,15,22	228:2,14,24	53:18,23	134:15,16	94:20 95:12	248:22
72:15	costly 149:21	27:3 28:11	229:22	57:22 59:8	135:2,8,23	112:18	creating 33:8
coordination	costs 167:24	28:17 30:3	230:3,14	60:19 61:8	136:7,17,21	117:12	35:9 236:13
72:8 73:11	168:8	30:6,7	231:14,18	61:9,14,15	137:6,13	136:5	249:6,15
90:17	203:10	35:22 37:19	231:25	62:16 63:20	138:23	165:23	250:7
copies 5:9	Council 1:2	47:10,25	232:9,18	63:23 64:23	139:13,16	208:17	251:11
165:16	1:10 2:21	48:5 56:2	233:2,8,19	65:7,8 67:7	141:8	221:21	credential
copy 179:20	3:8 4:16 5:6	61:7,10,13	233:25	68:10 75:22	178:23,24	225:14	142:19
copying	12:20 19:3	68:9,11,12	234:3,11,19	75:23 76:6	180:11	course 139:22	181:2,23
231:3	139:15,23	68:20,24	235:7,11,21	77:11 78:12	181:11,20	159:10,24	credentials
core 54:24	140:2,5,10	69:6 70:5	236:23	78:21 79:7	181:24	183:22	142:2,3
corner	140:15	70:12,18,25	237:12,22	79:19 80:4	183:8	184:2,15	176:22
172:10	146:9,13,25	75:17,20,21	238:3,7,25	81:22 82:22	184:11	190:16	180:23,23
corporate	147:11,19	83:2 93:6	239:14,20	83:3,4 84:3	185:8,13	205:22,23	182:15
31:14	147:22	101:10	239:21,25	84:16 85:6	186:4,6,7	205:25	credit 155:6,6
correct 38:16	148:3,8	103:10,16	240:15,16	85:11 86:12	187:8,11,15	206:2,15	155:7
40:25 42:24	152:12	103:25	240:18	86:16 88:17	187:19,24	227:5	204:17
105:10	156:22	112:13,24	241:14,19	89:7,13,21	188:4 189:6	246:22	205:8,9
114:22	158:8,18,22	117:8	242:8,13,19	89:25 92:15	191:11	257:7	206:25
115:2	162:7	125:22	242:22	93:2,4,7,8,9	193:2,12,24	courses	credited
117:18	164:12	131:8	243:3,7	93:19,24	195:11,24	178:16,17	155:11
187:14,18	165:10,21	134:14	245:7,12	94:22 95:3	196:21	184:22	credits
198:16	166:6,16,20	141:6	257:3,8	95:18 96:4	198:2,21	185:3 205:6	159:23
223:13	167:14,22	198:24	Councilma...	98:12 99:23	240:10	206:6 241:6	181:9,19
231:17	168:7,11,15	199:2,25	67:14	101:6 103:4	243:4,5,8,9	court 21:12	crime 42:8,8
245:24	168:23	200:7,11	131:17	103:17	243:22	23:2 78:2	42:11,12,14
247:3 258:8	169:6,13	202:5 203:5	132:23	104:8,9	244:3,14	courtesy	42:23 46:17
correctly	170:23	204:14,20	133:19	105:2,8,11	245:4,14,18	249:23	75:25
166:3	173:17	205:3,7,11	Councilme...	105:16	245:22	cover 105:9	104:12
233:23	177:11,13	205:14,17	245:17	106:6,19,22	246:2 247:2	228:17	106:10
correlate	178:19	205:24	253:19	107:12	248:15	coverage	crimes 79:21
101:8 108:5	186:3	206:5,12,23	Councilme...	108:20	249:3,24	130:17	82:16
corridor	198:22,23	207:3,12	140:16	109:11	251:19	covered	criminal
65:10 92:12	199:3 210:3	208:9 209:3	166:13	110:5,8	252:17	77:16	152:24

Committee of the Whole
April 30, 2019

Page 8

153:3,10,17	customer-fo...	156:2	16:10 20:8	department	detectives	252:3	52:4 116:17
153:24	10:10	194:13	149:21	3:24 34:4	46:20	differently	224:23
154:2,12,23	customers 6:8	250:6	194:20	34:12 40:14	detour 87:2	116:25	255:22
159:15	24:13 87:20	day-to-day	decline 54:19	70:23 105:6	detoured	difficult	256:23
criminologi...	91:5 99:13	73:13	58:2	110:25	86:23 87:4	106:16,25	dismay 55:10
157:2	118:13	days 111:13	declines 64:4	146:18	87:9 88:21	186:18	dismissal
criminology	135:16,21	DBE 9:23	declining	154:13	88:24 89:2	dignity	41:14,22
161:16	138:16	10:2,6	54:3 59:20	230:10	89:3	127:25	disparities
cringe 107:7	cut 29:22	DBE-certifi...	decrease	236:10	detours 86:20	diligently	149:16
crisis 108:2	cycle 150:6	9:24	10:13 184:6	240:9	87:15,17	217:2	dispatchers
111:9		DC 247:19,20	dedicated	departmental	88:16	dinosaur	41:11
Cristo 212:5	D	248:21,21	255:8	217:7,12	develop 151:8	184:18	disproporti...
212:22	D&I 246:23	de-escalate	deep 250:12	218:14	163:19	direct 26:13	17:12
critical 7:6	dads 212:14	78:6	deeper	departments	developing	54:12 63:16	disrespect
82:6	212:15	dead-end	217:19	3:22 61:19	34:14	64:11	79:22
criticism	dances 104:5	149:23	deeply 60:8	251:3	development	258:23	disrupted
202:12,20	dark 130:10	deadline	deficiencies	departments'	64:20 65:5	directed	109:25
crossed 23:5	DARRELL	229:23	235:2,4	217:20	67:12 142:7	79:23	distance 31:6
crucial 141:6	1:10	230:2	definitely	depends 24:8	169:22	direction	102:14
crux 75:5	Darwin 248:3	deadlines	46:12 48:18	depletion	170:3,7,15	76:22	distressing
cultivate	248:19	230:16	91:13	60:23	170:19,20	directly 41:10	80:3
162:24	data 29:22	232:12,15	101:23	deploy 41:2	187:22	128:4 130:2	district 13:12
cultivated	52:19,23	234:17	128:21	deployed	211:4,4,19	169:22	45:20 67:15
160:3	75:4,10	237:15	224:19	41:18	devices 90:15	181:16	113:9 127:8
cultural	138:18	deal 23:18	degree 145:8	Deputy 4:22	dialogue	Director 4:22	129:13
151:10	180:11	30:20 73:6	153:3,9,24	16:22 55:25	48:25 58:23	16:22 55:25	131:17
251:7	193:21	82:10 99:14	155:2,24	216:9 229:6	92:10	69:11 231:2	132:23
culture	219:18	109:6	160:8 177:3	derives	191:13	236:4 237:3	133:19
248:25	220:8,19,22	171:12	183:5,7,16	149:12	Diamond	241:17	152:20
cum 153:11	220:24	231:5	184:13	describe	153:18	Directors	160:16
cups 80:2	221:4	dealing 21:18	190:7	65:23	diesel 176:14	247:18	189:9
curb 17:11	246:14	108:11	Delaware	180:25	176:15	directory	191:17,23
curious 55:17	data-driven	120:12	154:5	described	difference	9:24	192:3,4,9
137:19	41:2	145:18	delay 2:3	64:24	204:15,19	disadvanta...	193:4,9,20
current 6:6	data-focused	Dean 153:13	243:11	describing	204:21,23	9:22	194:18
21:20 50:2	254:2	Dean's 153:4	delegation	65:3	204:25	disadvanta...	195:7,18
171:17	data-sharing	153:12	169:19	descriptions	differences	149:13,20	230:20
175:5	193:16	159:16	deliver 18:16	248:12	151:10	149:21	233:16,20
currently	datasets	deans 191:4	deliveries	deserve 95:19	different 20:8	discount	234:9,16,22
9:14 10:4	220:25	debt 144:9	14:23,24	151:22	24:16 28:8	115:4,9	235:6,9,12
71:16	date 92:19	decade 25:11	17:10 27:12	design 36:20	28:16 37:13	discounted	235:18
100:20	234:18	decades 15:9	27:20 71:20	designed	39:22 57:12	84:19	236:17,19
135:12,17	dates 14:20	decided 77:7	delivering	145:15	85:13 86:17	115:16	238:16
136:2	daughter	161:4	10:9	177:2	88:14 103:8	116:6	District's
154:10	150:11	deciding 81:9	delivery	246:20	107:15	discrepancies	233:9
156:23	DAVID 1:12	decision	27:19	designs 129:4	112:19	207:24	234:12
173:24	day 7:14	22:24 30:17	demand 8:14	desperately	113:5,16,25	discuss 116:3	dive 217:19
218:19	10:11 11:9	53:19 73:5	71:18	46:15	114:8 119:9	219:17	diverse 8:21
224:22	22:21 25:19	135:24	Dembe 244:6	despite 7:13	134:4 195:6	discussion	35:2 95:10
curriculum	30:24 41:16	244:5	demonstrate	149:25	223:25	31:17 49:22	122:22
33:25	81:8 110:2	decision-ma...	143:20	179:13	225:14	60:16 113:8	151:9 218:5
customer	110:2	41:3 75:11	denying	detail 130:14	247:23	253:3	218:9
84:11 118:8	118:19	decisions	107:25	221:23	248:24	discussions	223:23
	127:18						

Committee of the Whole
April 30, 2019

224:7,10,11	214:3 225:4	240:16,18	205:15,20	134:23	echo 56:5	124:9,11	electricity
224:12	239:16	242:8,13,19	206:2,8,14	drops 47:4	155:4	effective	8:14
248:22	250:25	domestic	207:2,4	118:22	economic	161:6	elements
diversity 9:5	dollars 6:4	162:18	208:2,12	drug 109:13	7:20 63:13	167:19	126:22
35:5 62:11	36:23 73:3	doses 110:3	209:6,10,21	109:25	64:17,19	194:10	128:10
93:13 94:8	132:18	double 78:20	209:25	110:20	67:12 133:8	216:17	elevate 231:4
96:3 217:13	133:11	200:21	210:10,15	drugs 150:2	133:14	efficient	elevated
217:17	144:2,23,24	doubt 47:3	210:22	dual 144:8	145:17	69:20	122:14
218:4,8	165:11	124:10	211:2,17	146:2	157:20	216:18	elevator
223:17,20	167:4	249:7	213:20,23	152:16	177:7	239:4	212:24
224:18	169:23	dovetail	214:16,21	155:12,16	186:18	efficiently	elevventh
225:3	170:4 174:2	58:14	215:6	156:3,8,15	economically	72:2	214:7
243:18,25	187:23	downsides	draft 251:14	157:4,7,17	106:14	effort 15:24	eligible
246:18	202:18	230:15	dramatic	158:13	economics	33:12 48:22	156:15
247:14	208:17	Dr 142:15	35:9 44:16	159:11,21	106:16	74:23 85:17	eliminate
248:9	211:25	143:8	dramatically	160:13	207:5	143:17	53:3 54:16
250:21	212:3	146:11,22	27:13	161:21,24	economy	169:14	ELL 85:14
251:16,25	Domb 1:11	147:3,13,21	draw 130:2	178:13,14	27:13	170:14	embarking
252:13,13	21:2,3,7	147:25	dream 158:3	195:6	171:18,23	171:11	145:19
252:23	23:6,21	152:5 164:3	dreams	due 14:17	208:24	224:5	embed
divided	24:3,15,22	164:15	149:12	155:6	Econsult 8:2	250:12	250:15
131:17	27:3 28:11	166:4,9,17	150:5	duration	180:12	251:3	embody
division	28:17 30:3	167:6,16	Drexel 173:5	137:25	ed 141:25	efforts 7:7	160:23
177:9	68:11,12,20	168:6,9,14	210:20	duty 94:3	183:7	12:4 28:8	embracing
document	68:24 69:6	168:21,25	211:9	DVRPC	249:20	28:10	255:24
171:2	70:5,12,18	169:9,17	drive 191:6	66:25	educated	121:23	emergency
documentat...	70:25 75:17	173:12,19	drive-by	dynamic	155:22	149:14	86:20
30:2	101:11	177:19	155:25	190:23	education	161:6	emissions
documents	103:10	178:11	driven 29:11	244:18	11:4 141:16	178:14	121:12,16
227:21	210:6,7,11	179:9,19	67:16	E	143:21	182:3 202:9	121:25
doing 13:7	210:23	180:10	177:16	Eagle 30:18	149:2 150:4	224:4	122:12
14:8 15:17	211:11	181:4,14,22	189:19	Eagles' 153:5	154:20	eight 62:9	124:17,22
15:21 17:3	212:4	182:18	driver 82:2	earlier 11:16	156:5 157:4	130:22	emphasis
17:5,10	213:21,24	183:20	87:25,25	50:12 93:12	157:11	235:3	178:10
20:17 28:12	214:18,22	184:10,19	88:11 97:24	240:22	160:7	eight-month	189:3
28:15 33:16	225:7,8,13	185:12	168:4	early 66:7	163:17	172:15	203:15,17
34:5 36:21	225:16	186:2 187:7	driver's	92:23 93:3	170:10	Eighty 59:19	emphasize
58:4 74:18	226:8,15,23	187:10,13	55:11	93:4 181:6	173:3	either 65:19	254:16
75:4 83:17	227:4,11,17	187:18,21	drivers 14:6	182:21,24	182:25	88:5 164:21	emphasized
83:19 85:5	228:2,14,24	188:2 189:5	78:10 93:21	218:23	183:3,4,14	188:17	142:15
85:20 88:13	229:22	189:16	97:9	earned 153:2	199:19	191:24	employ
92:2,6	230:3,14	192:6,22	driveways	earners 201:6	201:20	192:13	165:19
97:22	231:14,18	193:10,23	91:19	earnest 26:8	211:8	225:19	employee
108:13	231:25	194:4 195:3	driving 8:6	earnings	educational	El 25:5 38:9	97:19
118:22	232:9,18	195:20	17:9 64:19	63:15	141:24	38:19,21	107:18
122:19	233:2,8,19	196:9,23	drop 22:12	easier 52:12	149:15	42:18 44:16	217:13
123:9	233:25	198:17	22:14	easily 209:18	150:20	45:12 68:17	employees
129:24	234:11,19	199:4,21	134:24	east 102:24	151:11,23	86:8	8:22,24 9:8
146:7 164:4	235:7,11,21	200:5,10	dropout	121:20	172:17	elected	9:10,15
169:16	236:23	201:10	149:7	123:20	185:23	159:18	34:6,9,19
172:18	237:12,22	203:2,8	dropouts	149:10	203:9	161:18	35:12 41:5
175:9	238:3,7,25	204:18,22	149:10	dropped	111:5	electric	41:6 93:16
177:20	239:14	205:5,10,13		254:18	effect 110:25	121:13	94:14,18

Committee of the Whole
April 30, 2019

Page 10

95:7,16,22	English 27:16	environmen...	209:20,21	176:20	69:5 70:2	143:2,15	77:8 81:11
96:24 97:8	85:17 86:11	8:7	242:10	212:2	expressed	144:11,13	122:24
97:11,20	183:22	Epps 69:10	examinations	expanding	202:22	144:15,16	151:14
98:4 99:17	184:3	140:25	223:5	25:2,4 86:6	Expressway	145:10	158:3 164:4
182:22	enhance	equal 151:22	example 87:5	211:21,22	36:15 102:9	151:9	218:11
200:16	67:13	equalizer	96:5 116:11	expansion	extend 26:18	153:18	226:10
217:14,25	enhancing	141:17	145:25	6:20 24:25	75:2	159:6	fare 5:20
223:23	108:10	equipment	149:6	35:24 61:4	extended	188:20	19:24,25
247:4	enormity	136:25	179:15	expect 39:17	31:5	189:14,22	49:16 50:10
250:25	249:11	137:3 197:9	181:5,23	39:19 98:22	extension	191:5,5,6	50:16,20
256:3	enrolled	equipped	212:5	246:7	25:19 101:4	197:8	51:22 53:16
employer	162:19	11:15	234:24	expectation	101:5,7,22	199:15	53:20 58:18
177:16	enrollment	160:21	examples	244:16	extensions	200:24	60:14
employers	144:8 146:2	equity 9:5	164:16	expected	26:24	201:13	114:21
177:17,22	152:17	Erie 46:2	exceeded 10:6	161:16	extent 18:10	202:23	115:10,25
178:5	155:12,16	127:4	excess 228:8	255:25	44:22 58:9	241:7 242:7	116:13,21
employing	156:4,8,15	136:11	excited 52:21	expecting	177:16	faculty-led	138:9
96:12	157:5,7,17	errors 236:14	exciting	136:12	externships	202:21	fares 6:7
employment	159:11,21	especially	242:17	expenditure	211:7	fails 202:13	30:24 54:17
36:6 102:3	160:14	77:25 84:14	exclude	220:24	extra 18:14	fair 33:4 37:9	59:16 60:15
enable 177:2	161:22,24	85:24 87:20	203:16	expense	extraordina...	57:16 74:25	84:19
190:21	178:13,14	89:13 97:9	excuse 249:10	159:24	23:16	146:21	114:13,14
enables 5:24	195:6	97:10 143:4	execute 246:7	expenses	151:14	168:16	115:16,22
encapsulated	208:25	186:17	executive	197:2	Extremely	209:24	116:7,14
80:24	Enrollment...	188:6,14,25	31:19 48:21	experience	133:16	255:25	farming
encourage	158:14	191:18	93:20,25	17:14 34:7	eye 100:3	fairly 138:22	164:9
111:24	ensure 10:3	209:10	94:8,9	121:12		195:8	farther
165:9 185:5	33:12 182:9	essentially	100:6	146:6 150:8	F	fairness	102:14
221:2	188:20	161:25	140:22	203:10	face 155:19	116:20	fashion 94:16
ended 162:15	223:22	establishing	244:24	212:21	faces 150:10	201:24	231:7
162:17	255:15	246:17	247:21	experienced	facilitator	256:18	fast 13:6
energy 122:8	enter 81:8	estate 120:17	exempt	10:13	fairs 34:2	32:22	35:20 67:24
122:13,14	enterprise	estimates	217:13,14	experiences	98:11	109:16	67:25 95:15
122:16,22	9:23	148:22	217:16,22	148:14	fallen 150:16	242:9	faster 16:5
enforce 74:7	enthusiasts	evening	223:14	experts	familiar	174:25	54:12 90:13
enforcement	30:19	174:18	224:2	248:17	132:9	179:23	90:21
10:25 16:17	entire 11:15	event 33:3	252:20	explain 21:16	174:25	176:4,17,18	102:23
17:13,20,22	97:17 174:7	62:8,14	exercise	229:7	facing 21:10	156:24	families 55:8
19:2	177:9	events 97:21	27:23	explore 60:21	156:24	179:14	55:22 59:18
engage	entrance 62:2	eventually	exist 149:16	90:8 92:3	fact 18:3	179:14	163:6
195:18	entreprene...	104:2	209:16	explored	23:18 34:3	factories	191:19
engaged	141:11	everybody	222:24	100:23	56:14 86:8	212:16	202:18
154:15	241:5	17:7 39:19	existed	exploring	200:24	family 159:12	fear 22:11
engagement	entry 192:10	82:8 185:24	156:19	91:13	207:4,18	183:24	39:21
56:17 97:19	entry-level	evidence	existing	exponential	208:10	212:13	feasible
145:12	173:8	191:8 258:4	174:12,12	165:13	209:16,17	207:4,18	106:15
engaging	envelope	evolving	189:22	exponentially	238:11	208:10	feature 19:22
99:19	73:19	20:16	exists 42:4	71:13,21	factor 92:14	209:16,17	February
110:17	environment	exact 196:16	expand 144:6	exposing	254:14	238:11	220:11
engineer	150:19	234:18	144:11	216:21	factors 150:9	186:11	federal 5:20
97:11	environmen...	exactly	173:13	exposure	254:14	far 13:4,15	7:5 9:22
engineering	7:19 120:12	138:25	174:12,17	212:25	faculty	16:6,7	21:11 37:12
32:7	121:10	193:14	175:9,10,24	express 69:3	142:17,25	17:23 34:17	212:8 228:6

228:12,13	176:20	financially	201:2	follow 77:24	194:18	114:19	113:10
229:14,20	fields 175:25	60:25	216:12	78:2 85:12	fosters	115:2 163:9	258:5
230:24	fifth-year	find 53:2	217:7 222:5	123:6,10	150:18	196:14,20	function
232:12,13	154:10	88:23	231:15,19	156:22	fought 63:7	198:11	118:7
235:24	Fifty-one	133:12	fit 216:4	159:7 193:3	found 8:2	241:17	137:18
237:15	8:23	146:24	fits 211:3	follow-up	113:17	frequency	194:3 236:5
fee 52:8 53:4	fight 43:10	193:12	five 2:22 9:6	248:16	Foundation	10:21 91:4	functioning
84:4 208:14	fighting	239:3	34:7,22	followed 31:8	247:18	frequently	137:2
feed 29:23	120:21	finding	73:3 94:12	157:15	Foundation's	91:7	fund 36:22
74:23	figure 26:23	220:13	95:7 115:3	following	154:7	freshman	100:18
feeding 88:15	50:13 73:21	findings	115:11,17	53:17	foundations	159:3	132:19
feel 15:19	73:22 125:8	74:21 220:4	142:14	148:20	11:3	183:21	161:24
32:24 42:6	figured 71:5	fingers 23:5	190:6	218:5	founded	Friday	167:4
55:13 58:12	figures	finished	198:19	229:12	161:10	163:10	220:13,16
63:6 73:24	222:22	131:12	204:24	food 145:16	four 8:10	250:6	232:14
80:23 81:24	filed 21:11	155:23	five-year	146:5	21:13 28:15	Fridays	funded 5:19
92:13 108:3	22:18,25	finishes 24:9	250:18	162:21	72:19,24	212:20	funding 7:5,9
108:6,13	237:4,6	firms 9:24	fix 72:9 81:13	163:11	73:3 114:17	friendly 8:8	7:12 21:10
109:4 112:3	fill 107:2	222:10	119:16	164:5	114:20,25	friends 150:2	21:15 36:19
112:6,7	222:24	first 4:2 8:9	fixed 192:23	foot 176:3	146:11	184:7	132:4,6
193:15	223:3,9	16:8 25:6	fixing 237:10	footage	147:21	247:25	141:7
feeling 76:12	filled 24:12	29:20,22	flat 208:20	173:23	159:14	front 73:7	144:21
83:24	final 100:9	79:13 93:14	fleet 11:15	footprint	172:10	76:9 133:25	156:19
126:10	218:19	112:6 121:5	14:2	123:17	204:24	fruit 250:9	157:5 165:3
feels 99:20	finally 103:19	141:23	fleets 122:10	footsteps	212:13,18	fruits 163:6	169:15,20
104:17	185:15	145:2	flexibility	157:15	221:23	163:10	196:3,25
fees 49:20,24	Finance	159:12,25	252:19	forced 149:22	four-month	frustrated	225:19
51:6,18	219:18	162:25	flight 162:17	Ford 154:6	75:14	47:22	232:15
53:20 54:17	230:10	183:16	focus 18:14	foregoing	four-week	FTC 25:21	funds 6:3,25
83:15,23	231:2,5,23	186:9	41:3,4 42:3	258:7,20	184:20	26:14	12:12 37:12
144:21	235:13,17	189:17	167:3	Forgive 250:3	four-year	102:19	142:20
207:21	236:4,10	190:15	172:21	form 175:5	170:12	fuels 175:6	228:5
208:3,6,7,8	237:3	198:3,4,9	focused 27:19	formally	184:13	fulfillment	furniture
208:12,15	financed	210:13	focusing	162:11	185:10	251:9	126:2,21
feet 173:23	134:7	211:13	218:7	format 50:2	188:15	full 24:21	further 25:5
173:24	finances	216:9	folded 28:3	formed 32:20	197:25	114:21	34:14 160:7
Fellowship	201:18	217:13	folk 256:15	former 32:3	four-year-o...	144:20	fussing
154:7	financial 2:22	219:15	folks 17:9	formula	182:5	159:20	120:20
felt 29:7	55:19	243:19	49:11 81:24	141:7	fourth 54:4	161:22	future 8:20
124:4 150:9	201:16	244:7 246:8	92:11	forth 91:19	Fox 121:21	166:18	12:3 20:2
253:4	206:17	249:5	108:12,24	193:25	123:22,23	192:2 196:5	60:10
female	216:14	253:18,21	110:19	239:8	frame 56:14	203:4,15,20	115:24
159:12	217:4 219:2	253:24	127:14	forward 15:4	frank 133:18	216:3	140:18
218:2	219:4	first-genera...	128:22	28:9 36:18	Frankford	full-fledged	150:11,15
223:19	226:25	157:22	129:17	38:5 67:24	25:3,4	174:21	156:20
fence 121:15	227:5,7,13	183:23	130:16	96:3 129:19	68:21	full-time	177:24
Fern 65:19	227:15,20	first-year	140:11	179:16	Franklin	144:13,15	197:17
66:5,24	227:25	159:3	146:15	221:9	174:15	145:9	237:15
68:25 69:25	228:4	fiscal 2:12,15	170:5	255:14	fraud 216:21	203:11,25	future-future
FERPA	231:11	2:17,23 3:2	171:25	256:22	219:12	204:4,12,17	116:4
194:24	235:5	3:17,19,19	172:7,9	forward-loo...	free 3:25	205:22	FY20 198:16
field 154:15	236:22	5:3 6:5	240:3,7	3:18	30:19 55:3	207:9	
175:2	241:4 242:5	21:13 22:6	248:3	forwarding	55:6 84:20	fully 52:16	G
							gain 156:13

Committee of the Whole
April 30, 2019

Page 12

game 150:10	195:20	18:21 35:25	125:23	71:15,21,23	49:8 60:6	Governor	229:8
173:9,13	196:9,23	43:2 49:23	127:6	72:16 73:6	61:18 64:20	169:21,21	granular
244:16	198:17	63:10	129:13	73:22 74:10	66:6,11,16	169:23	52:23
gamut 80:12	199:4,21	130:13,19	140:3,13	74:19,25	66:21,22	Governor's	grappling
gap 54:22	200:5,10	132:12	144:8	75:8 79:2	73:23 74:11	169:7,10	50:11
149:9 171:4	201:10	153:19	165:11	81:13 82:2	75:7 83:24	grabbing	grasp 75:8
171:6,13	203:2,8	155:6,7	172:10,15	86:3 88:25	96:7 104:16	250:9	grateful 5:4
172:22	204:18,22	161:25	174:20	92:9,21	116:16	grabs 42:18	great 12:23
183:12	205:5,10,13	164:21	178:3 179:7	95:25 97:10	121:10	gracias 152:2	13:10,10,18
gaps 149:15	205:15,20	193:21	181:12,15	98:7 99:3	123:15	grade 212:11	31:4 36:24
251:9,10	206:2,8,14	212:5 223:7	182:24	100:3	129:25	214:8	37:3 41:6
252:10	207:2,4	232:4	183:2,6	102:22	140:5,14	graders	48:2 84:16
garage 26:5	208:2,12	giveaways	188:12	104:5,7,11	143:8	185:21	98:2 102:12
garden 164:6	209:6,10,21	163:4	191:24	109:5	158:10	grades 194:7	117:6
Gates 202:10	209:25	given 148:18	192:19	116:13	162:9	gradually	119:11
general 4:4	210:10,15	180:4	197:5 198:7	117:16	168:25	160:2	120:4,16
4:18 16:25	210:22	199:22	205:9	120:2,5,7,8	181:5 186:9	graduate	141:16
18:18 26:11	211:2,17	201:15	206:17,19	123:19,21	190:12	147:7 149:8	149:14
28:24 32:12	213:20,23	225:25	207:8	125:14	208:24	151:17	177:16
53:7 70:9	214:16,21	231:6,7	209:14,18	130:20	210:9,10	161:17	185:23
97:3 164:10	215:6	249:19	213:5	131:2 140:6	215:13,19	175:16	199:7,7
186:14	241:20	256:2	239:12	146:20	215:21,23	183:14,24	210:17
Generals	generated	gives 58:6	248:11	173:2	216:23	185:16	214:3,15
142:15	197:3	181:16	254:5	174:23	225:10,11	211:16	225:6
143:8,10	generates	182:14	goal 13:8	179:6	235:4	213:3	241:19
146:11,22	187:22	235:18	34:25	195:15	236:20	graduated	242:3,6,9
147:3,13,21	generation	giving 52:23	176:19	199:18	239:3,15	153:10,23	242:19
147:25	150:12	163:9 187:4	195:22	205:18,20	243:10,23	157:21	greater
152:5 164:3	generator	235:24	197:11,14	209:13	245:7,10	160:15	141:20
164:15	120:2,4,11	glad 231:12	218:12	210:17	247:6	graduates	193:13
166:4,9,17	generators	glass 76:10	221:5 237:5	212:4 214:3	good-paying	149:11	greatly 12:14
167:6,16	123:25	globally	237:8 254:5	215:9,14	94:7	191:23	82:4
168:6,9,14	genuinely	90:11	goals 194:8	225:18	goodies 163:9	192:3	Greene
168:21,25	171:14	GM 98:5	goes 28:2	239:2,3,8	Google	graduating	129:14
169:9,17	Germantown	177:22	29:15 78:25	240:9	112:20	144:22	greener 8:19
173:12,19	127:3	go 22:20	87:7 89:18	243:23	113:4,11,15	147:17,17	greenest 7:24
177:19	getting 69:19	24:23 28:8	126:5	244:21,25	114:6,8	149:4	122:10
178:11	75:11 81:17	30:20 33:25	208:25	248:4	gosh 24:2	153:20	greenhouse
179:9,19	83:25 112:3	36:13,14	209:2 229:9	250:17	gotten 120:24	graduation	163:2 164:5
180:10	119:10,13	39:18,20	236:13,14	253:16	governance	191:21	Greenlee 1:11
181:4,14,22	129:9	58:21 68:16	going 13:4	254:7,9	189:25	198:7 213:4	2:2 3:12 4:8
182:18	130:17	71:2 75:24	15:8,24	255:5	190:12	grant 110:15	4:15 5:13
183:20	182:6,11	76:21 77:6	16:7,8	good 2:2 4:8	government	169:23	12:17 13:3
184:10,19	184:13	78:10 80:13	17:16 18:15	4:14 7:7	31:14 121:9	211:25	13:9,17
185:12	202:19	80:14 83:22	18:17 19:24	13:16 14:4	163:8	229:12,13	16:16,19
186:2 187:7	204:11,13	93:11 96:3	20:23 24:23	17:14,24	216:19,24	230:24	18:25 19:7
187:10,13	206:24	97:20 98:5	25:21,24,25	20:17 21:5	217:4	232:20,21	20:15,21
187:18,21	207:7	98:15,20	27:7,12,18	21:6 22:15	229:20	233:4 234:5	30:6 37:19
188:2 189:5	211:12	101:13,15	27:20,24	29:25 30:10	232:13	granting	47:10 48:5
189:16	224:10	101:25	28:6,8 29:4	30:11,12	235:25	183:16	56:2 61:7
192:6,22	230:22	102:19,25	50:4 53:4	37:24,24	256:19	grants 228:12	61:10,13
193:10,23	235:22	104:6 118:3	53:13 56:21	40:9 46:16	governments	228:13,16	68:9 75:20
194:4	give 4:11	122:25	64:7 71:13	46:20 48:10	5:20	228:18,23	83:2 93:6

100:15	35:11,13	186:7 187:8	149:24	heavy 24:11	102:11	35:4 95:12	163:2
103:16,25	55:12 64:10	187:11,15	150:6	held 141:6	106:11	97:5 217:20	165:18
112:13,24	grows 54:7	187:19,24	hardest 151:6	174:14	115:20	218:5 223:4	179:16
117:8	growth 9:18	188:4 189:6	Harold 69:10	HELEN 1:12	127:7	224:10,12	185:5
125:22	25:12 60:9	191:11	140:24	Hello 148:7	129:12	250:20,23	211:21
131:8	172:19	193:2,12,24	Harrisburg	help 5:15	144:22	251:20	hopeful 18:2
134:14	173:2,10	195:11,24	63:8 132:5	11:12 16:5	145:7 149:2	Hispanic 86:2	22:19 23:2
215:13,21	guess 23:17	196:21	haste 255:20	22:4 23:3	149:7,10	224:24	23:4 36:17
215:24,25	69:6 70:19	198:2,21	hat 22:11	30:18 31:6	152:25	historic	56:20 239:2
221:13,20	100:22		have's 183:12	32:3 45:23	153:2	244:12	hoping 13:6
222:13,19	109:7	H	head 192:8	46:2 62:6	155:24	historically	68:3 136:3
223:10,15	115:20	habit 160:4	192:25	79:5 82:18	156:9	183:16	174:5
224:14	127:16	half 53:14	health 107:24	88:10 89:22	157:21	history 8:12	hospitalizat...
225:5 234:3	181:4	129:8 145:6	108:2,8,11	94:23 96:24	159:2 160:4	122:4 155:2	107:14
239:20,25	192:25	192:11,12	108:14	98:20	160:15,20	161:18	hospitalized
240:15	212:6 228:3	215:9	111:9,10,17	100:18	174:15	hit 79:11	107:9,10
241:14	238:9	Hall 1:6 6:16	170:6 201:2	120:8	185:17	122:20	hotlines
242:22	243:23	43:22 68:17	218:21	142:10	192:13,14	180:16	84:12
243:3,7	guests 4:16	68:22,25	220:15	145:15	192:19	Hite 195:3	hour 215:10
245:7,12	Guided	69:24 70:2	healthcare	151:8 157:9	194:7 212:5	hitting 35:18	hourly 98:4
257:3,8	203:14	257:12	173:3	161:8	212:6 213:4	hold 39:13	256:6
grew 9:24	guiding	handcuffed	200:20	163:18,22	214:5,6,9	90:15	hours 97:24
35:15 64:9	141:14	46:4	hear 3:21	188:13	225:24	122:16	176:10
grid 121:13	gum 47:5	handle 75:12	31:13 45:17	198:14	high-level	222:5	181:8,14
grind 34:16	gun 44:7	handling	45:17 54:24	211:12	154:16	233:23	207:9,11
gritty 179:11	155:21	189:24	71:11 83:14	214:14	high-quality	240:4	209:13
groceries	161:13	handoffs	166:2	221:8 251:3	26:22	242:24	house 174:10
71:17	Gupta's	110:17	186:20	251:5 256:6	high-risk	home 141:21	housed 39:9
groom 163:23	132:2	happen 57:8	198:2 203:4	helped 31:10	189:3	184:2,14	176:3
ground 17:18	guy 98:2	105:23	245:13	100:19	230:19	home-based	household 8:4
67:16	143:9	128:19	246:4,6,8	148:16	high-skilled	182:8	how's 103:9
group 32:20	241:20	136:10	247:7	150:22	175:23	homeless	HR 32:3 34:3
32:22 33:2	242:18	happened	heard 22:21	163:11	higher 26:22	43:10	34:12
39:4,8	guys 85:3	13:15	93:25 100:8	184:5	35:4 79:3	163:15	hub 47:16,18
149:6	Gym 1:12	happening	135:15	helpful 77:20	95:11	homelessness	47:25 48:13
151:19	48:7,8 51:4	27:10 45:16	139:9	86:13 109:9	115:23	12:5	65:17
223:22,23	51:8,13	64:16,21	164:22	139:3 188:5	141:16,25	homicide	huge 31:12
244:18	53:10,18,23	109:20,21	167:11,15	195:25	183:13,17	43:7	31:12 34:24
247:12	57:22 59:8	109:22	179:12	200:14	199:13	honestly	69:16 84:23
248:23	60:19 61:9	111:16	hearing 2:4	helping 29:13	highest	126:9	194:23
253:12	83:3,4 84:3	120:25	3:13 52:20	81:14	120:13	honor 153:7	249:13
254:17	84:16 85:6	126:23,24	69:9 71:8	162:23	153:14	158:11	Human
256:22	85:11 86:12	happens	91:24 93:15	193:6	highlight	159:17	248:11
groups 99:6	86:16 88:17	184:17	138:21	256:15	223:17	Honorable	humongous
149:17	89:7,13,21	happy 12:15	141:6	helps 32:23	hike 207:23	154:8	36:2
150:19	89:25 92:15	59:23 67:20	180:13	156:12	Hill 121:20	honored 4:17	hunger 146:4
grow 33:14	93:2,4	221:11	182:2	182:19,20	123:20,23	214:4	Hunting
54:22	112:15,16	hard 12:2	243:15	hesitating	221:16	honors	25:25 26:19
growing 37:4	113:7 114:2	32:15 38:24	hearings	146:10	hire 211:16	151:18	hurts 69:7
149:20	114:5,10,23	63:8 77:17	138:10,14	hey 88:21	hired 108:8	hope 47:16	hustle 149:22
155:18	115:7,15	79:6 97:4,7	215:15	high 33:23	144:13,14	47:18 48:2	
174:10	116:2,19	105:12	hearts 179:13	34:10 42:12	hiring 34:5	48:13 61:4	I
grown 9:14	117:5 186:6	121:18	heavily 85:15	89:14 91:4	34:10,16	136:15	idea 23:23
		129:15					68:15 106:4

Committee of the Whole
April 30, 2019

Page 14

128:22	74:17	improveme...	2:25 250:18	63:16	input 11:24	intended 46:4	144:17
162:25	implement	6:17,22	incorrect	inducted	125:16	intensive	168:20
204:10	57:8	11:25 25:16	200:8 247:3	153:6	insecurities	193:13	225:25
211:5	implementa...	68:3 74:16	increase 6:7	industries	146:5,5	intentional	investigate
242:17	11:18 142:7	75:15	19:25 50:20	173:10	163:11	33:12	46:18 84:15
identify 18:20	implemented	129:16	53:16,21	industry 7:10	164:5	interacted	219:11
73:20	74:22	220:14	62:19 71:16	21:12 33:14	insecurity	221:16	investigated
112:25	implementi...	improving	74:6 76:18	65:4 172:19	145:16	interest 57:18	44:11
245:8 254:6	138:11	9:5 65:13	78:8,16	173:2	162:22	interested	investigation
255:9	139:2	in-house	116:13,21	inevitable	inside 116:9	54:25 55:3	219:10
identifying	203:13	113:11	138:10	196:10,24	116:25	91:13 193:4	investigatio...
73:18	implication	inaccuracies	142:18	inferior	130:8	195:16	217:6
216:19	201:10	220:6	166:14	199:19	inspiration	223:8	219:13
ignore 194:15	implications	incident	169:5,11,15	information	159:5	interesting	investing
imagination	53:8	incidents	170:13	5:16 14:10	inspired	92:11	133:11
33:19	import	182:4,16	198:15	27:21 28:10	157:8 161:2	interfere	157:4
imagine 37:9	162:14	44:19,20	199:20	41:5 73:9	inspiring	184:12	investment
80:13 158:4	importance	46:18,22,23	207:17	73:14 75:4	186:12,19	intergovern...	61:3 180:14
immediate	143:20	76:18 77:9	208:19	84:13 86:7	installation	3:4,6	investments
173:12	168:2 232:7	78:8,16,17	209:12	88:15 94:4	8:10,12	131:24	61:2 65:23
immediately	important	78:17,24	224:18,23	103:18	172:19	interim 10:18	68:4 133:21
32:19 74:22	48:22 58:7	79:15,22	increased	118:20	installing	25:16	invests 11:4
84:15 88:16	59:25 97:18	include 201:3	14:24	119:8	79:4,12	intermediat...	invitation
161:12	98:8 99:22	included	128:17	218:24	installs 129:5	176:21	75:2
162:19	108:25	236:7	138:14,21	220:22	instance	internal	involved 32:2
192:14	133:16	including	202:17	221:8 223:8	107:24	29:12 217:9	75:3 224:4
immense 10:8	149:5	6:13 8:17	203:23	227:21	instantaneo...	218:15	244:25
81:15	152:14	12:4 23:17	increases	228:15	87:22	229:18	involving
immerse	156:17	154:3	167:13	230:11	instantly	231:9	152:6
150:24	179:5	179:19	196:8	235:16,19	24:12	234:23	Ireland
immigrant	186:15	200:19	increasing	infrastruct...	instituted	236:21	140:24
85:14	194:5	217:24	54:6 87:17	4:23 16:23	98:10	Internally	isolated 60:16
impact 13:21	209:17	220:6	169:20	18:14 27:22	institution	79:21	issue 16:17
17:12 57:20	220:14	227:22	increasingly	48:23 90:20	141:24	internships	21:18 46:12
57:21,25	227:8,11,16	inclusion	188:25	infused 75:11	183:17	211:6,22	50:8,19
58:8,20	231:8	62:11 93:13	independent	initial 29:6	institutional	interpret	75:6 81:15
63:13 64:18	243:19	243:25	216:14	145:3	31:24	58:9,10	87:14 93:11
124:3	impress	246:19	248:17	initially 29:3	institutions	intervention	93:13 103:7
164:25	170:2	247:15	indicated	10:18 31:23	185:10	161:7	107:21,21
165:12	impressive	248:10	248:18	141:10	188:16	interview	115:25
197:4,17	47:3 100:2	250:21	indifferent	144:5,7	197:25	224:8,11	123:4
242:15	improve 12:6	251:16	247:6	161:11	199:14	intimately	131:15
impacted	13:25 26:20	252:23	indirect	initiatives 5:7	Instruction	32:2	137:12
124:6	27:22 73:14	inclusive 2:13	63:16	12:4 211:19	154:12	introduced	152:14
254:12,13	90:9 98:23	income 50:25	individual	injuries 108:6	integral	52:22 145:2	168:5 231:4
impactful	118:23	54:10	56:12 82:19	injury 44:19	67:21	invaluable	237:5
28:21	119:21	212:12	195:14	44:23,25	170:14	213:2,2	issues 17:6
167:19	217:3 218:4	income-based	individuals	inner 160:20	integrated	invention	27:19 47:15
impacts	improved	60:15	82:19 86:21	innovation	75:10	12:23	47:19 50:10
58:11 96:20	90:19	incorporate	induce	177:7	integrity	inverse 209:7	70:20 71:12
impacted	145:10	11:11 17:17	142:23	innumerable	256:18	invest 64:6	72:23 73:11
159:6	improvement	59:6	induced	195:14	intend 26:18	97:11	73:18 81:8
impercepti...	123:16	incorporati...			202:24	invested	86:22

111:10,15	Johnson	188:22	kindness	144:25	24:17 25:6	land 186:16	22:15
118:16	35:23	Kellan 216:9	256:18	165:8	29:2 30:12	198:5	layer 18:13
119:19	join 177:25	224:3	kinds 14:11	166:24	30:22 32:5	lands 149:19	lead 178:17
120:12	joined 4:20	Kenney	64:20 81:8	170:18	32:19 33:22	landscape	256:3
129:20	Joining	161:23	90:14,16	172:5,8	35:3,8 36:3	251:8	leader 163:19
137:2	140:23	key 11:19,20	King 35:24	173:15	36:11 37:11	lane 10:25	leaders 146:7
145:17	journals	11:22,23	100:25	174:7 175:2	48:10 50:7	92:18	183:2
164:22	154:15	19:13,15	101:6	175:21	51:7,11	lanes 18:8,9	252:20
219:12	journey	31:2 52:21	102:12,20	177:13,17	53:13,22	71:24 91:14	leadership
236:13,15	151:14	113:22	kinks 119:10	179:13	62:13 63:12	91:16,17,20	30:11,17
237:16,19	152:22	114:2,4	119:14	182:21	63:22,25	language	154:19
237:20	Jr 140:20	119:20	kiosk 118:4	184:9 185:7	65:6 66:3	85:18,20	162:23
item 100:17	juggling	134:18,20	118:14	186:25	68:18,23	113:22	246:4,8,9
items 71:14	204:9	135:6	kiosks 117:21	188:5,6,24	69:2 70:3	languages	leading 97:15
233:3	July 22:7	137:14,17	118:17	190:18	70:11,14,22	85:23 86:7	199:5
Ivy 151:4	43:21,25	138:5,17	119:3,9,14	191:22	76:17 77:13	86:17	League 151:4
	44:2 218:19	142:6	119:22	192:7,8,16	78:18,23	112:20	learn 151:23
	jumped 39:5	191:13	136:24	193:17	79:10 81:2	113:6,17,18	164:8
	39:6 56:4	Keys 83:9,14	Klinefelter	195:25	82:14 83:20	113:25	172:16
January 3:9	June 33:3	kid 39:3	147:5 148:7	196:11,16	84:9,25	114:9	learning
45:22	160:14	kidding	148:10,11	198:14	85:8,22	large 31:3	142:16,22
216:25	217:9	139:19	knocked 45:2	199:22	86:15 87:16	59:13 72:23	183:17
Jeff 4:16	junior 161:15	kids 39:4	know 4:10,10	201:21	89:5,11,15	127:9	214:8
Jefferson	juniors 145:5	59:14 124:5	12:19 13:10	203:2	89:23 90:10	164:25	leasing
43:7	justice 152:24	185:24	19:14 22:21	204:10	92:23 93:3	largely	174:15
Jeffrey 4:5	153:3,10,17	212:18,23	30:3,15	208:4,22	93:18,23	202:10	leave 101:13
Jeremiah	153:24	213:3,8,19	32:6 41:7	210:20	94:11,25	larger 126:5	139:24
140:19	154:2,12,23	214:2,14	41:11 42:2	213:6,18,21	95:4,22	largest 8:11	leaving 39:3
207:16	159:16	kind 17:21	45:6 46:9	216:2	97:3 98:15	13:21 36:6	97:13
job 20:17	Juwan	22:4 27:21	46:22 47:17	221:15	101:4,21	49:4 102:3	led 170:16
33:4 34:2	152:18	34:13 49:17	47:20 49:2	222:2	103:23	122:3,13	202:23
46:20 51:24		53:19 56:9	49:12,21	226:16	105:14	168:3	left 72:12
96:7 98:10		56:13,25	51:15,16	228:10	121:5,8	Lastly 35:22	203:7
101:16	K	58:23 60:16	53:11 54:25	230:6	123:6,12	219:17	legal 17:21
120:16	K 1:11	67:2 70:20	59:10 65:16	232:22	124:15	late 30:14	248:6
142:4,13	195:17	73:11 76:21	65:22 70:15	238:10,16	125:17	230:11	legislatively
173:6	K-12 195:10	83:23 84:13	80:6,11,21	240:24	132:14	231:22,22	5:25
211:13	K-16 195:9	87:21 90:11	81:13 83:10	250:10	134:22	Latina	Legislature
214:3	197:5	91:5 92:7	85:14,16	252:18	135:7	148:18,25	37:8
248:12	Kappa 153:7	97:16 98:2	86:13 88:25	253:11	139:22,25	Latino	let's 24:13
jobs 36:12,14	keep 20:16	98:10,18,21	96:9,20	knowing		148:23	38:4 125:19
37:4 63:15	55:22 64:7	98:22	98:6 99:24	104:13	L	151:20	221:20
64:10 94:7	66:21 90:23	102:17	104:13,20	knowledge	L 1:10,13	laud 94:2	243:19,20
96:19 99:21	95:18 97:8	105:12	107:9,17	202:19	258:14	laude 153:11	255:7,8,9
100:19,24	97:10 103:6	147:15	109:12,17	knows 70:23	lab 206:20	launch 10:21	letter 156:3
101:11,23	122:23	149:24	111:5	Knueppel 4:5	laborious	launched	230:25
101:25	123:25	164:25	117:14	4:9,14,17	41:15	11:22	238:4
102:2,13	124:2	172:11,20	118:17	5:14 12:25	labs 144:18	Lawncrest/...	level 7:9 21:8
103:10	140:11	192:22	124:11	13:5,16	207:8	61:23	34:10 36:20
149:23	167:7,24	195:15	126:2,3,16	14:3 19:13	lack 149:2,11	Lawndale	39:16 79:25
171:19,21	168:8	203:6	127:14	19:20 20:20	150:4 180:3	65:22	82:12 97:2
171:24	189:10	227:20	129:14	21:6,19	220:7	lawsuit 7:10	100:7
172:20	keeping 98:6	250:13	132:15	23:9 24:2,7	Lady 198:23	21:11,24	104:18
175:13,15	100:3				laid 189:20		
176:10,11	175:14						

Committee of the Whole
April 30, 2019

Page 16

105:20	limits 138:11	51:16 56:5	lockstep	17:21 19:23	52:23 56:11	maintain	236:22
169:15	138:22	56:6 75:9	18:17 28:9	20:2,3,4,9	58:6,25	121:3	Manager 4:5
175:10	248:6	84:18 91:9	logic 247:7	22:23 25:15	64:15 65:16	168:16	4:18 16:25
206:24	Lincoln	116:4	logical 175:20	26:8 27:16	78:4 83:7	maintained	18:19 26:11
238:19	183:14,20	117:13	long 35:17	27:18,21	89:15 91:24	236:20	28:24 32:12
256:14	184:2	130:13,15	36:15 37:25	30:2 44:4	95:8,25	maintaining	53:7 97:4
levels 6:7	line 6:15,19	140:12	49:7 90:24	50:9,16,18	99:2 111:9	120:16	managers
26:16 35:4	25:24 40:4	152:21	95:17,23	55:18 56:10	111:15,15	maintains 6:6	88:6,9 99:6
236:8,20	40:16 41:20	157:14	111:13	69:13 71:11	111:16,20	maintenance	99:12
247:23	42:10 43:14	167:15	136:17	74:5,8 90:4	113:14,18	32:8 66:10	managing
leverage 6:3	51:20 65:3	188:19	181:12	90:22 91:20	125:3 172:7	major 29:21	4:22 16:22
liabilities	65:19,25	189:11	231:19	92:6 107:22	173:7	29:21 65:12	55:25
227:19	66:25	191:16	254:6	108:9 115:8	188:17	65:12	189:13
liberal 170:9	100:17	197:20	long-term	116:14	193:16,19	149:25	mandated
Liberty 88:14	101:3,5	223:20	201:2	129:24	194:24	159:16	5:25
153:13	102:10,11	235:23	246:17	135:14,18	196:11,13	202:11,22	manner
librarian	112:8	252:18	254:23	136:3 139:8	196:15	majority	116:15
252:14	115:21	live 7:16 8:24	longer 24:18	174:6	197:6,8,8	40:14	232:8
libraries	121:15,15	59:14 67:9	31:9 117:16	175:24	198:3	making 8:18	235:19
207:9	121:21,24	67:17 87:7	118:2,7	195:12	202:15	16:10 20:7	manufactur...
241:25	123:20,22	124:5	120:23	198:9,12	204:9 208:7	54:19 71:24	174:13
library 3:25	131:12	132:22	156:19	217:24	220:2	81:6,7 94:2	map 14:21
145:21,22	201:11,12	172:2	longest 97:23	224:24	227:21	100:6	91:3
200:23	202:8 233:3	livelihood	look 15:12	225:2	238:21	107:20	maps 10:21
240:4,7	lines 26:10,17	7:15	17:19 20:12	232:25	250:11	129:22	March 230:2
241:18	45:7 65:2	living 96:8	20:13 28:4	241:25	254:18	133:20	market 10:24
246:13,25	69:22 76:9	248:5	42:7 43:3	246:3	love 20:23	134:3	17:15 69:7
251:13	87:11 112:4	load 135:13	67:23 72:3	248:12	69:4 97:22	154:24	91:3,6
254:10	117:2	206:10	73:14 85:18	250:20,22	106:13	180:16	102:22
license 55:12	121:21	local 5:19 6:2	106:2,9	251:20	low 42:10,10	194:19	173:20
life 7:20	liquids 79:17	9:19 165:6	107:17	looks 17:23	42:12 54:10	220:19	174:6 178:6
55:13	list 66:13	188:25	114:11	53:6 59:7	99:18	250:24	184:23
149:25	153:4,12	232:21	115:24	65:15 70:15	224:24	251:4	202:3
155:15,17	154:8	247:20	116:16	150:17	230:20	male 154:25	Market-Fr...
155:17,18	159:16	locals 247:19	129:13,18	252:3	236:9	mall 26:15	6:14 38:19
157:8 158:5	229:7 247:4	located 18:6	167:18	lose 50:25	low-hanging	127:18	40:4,16
159:10	listed 221:25	100:25	172:4,11	losing 150:2	250:9	131:15,20	41:20,21
160:25	222:14	121:6	191:9 196:6	230:24	low-income	132:25	42:9 43:14
life's 157:13	232:20	location	198:20	lost 64:8	49:6,8	133:2,14	68:17
lifelong 55:9	listen 256:10	45:24 50:5	226:17	lot 14:8,17,21	60:14	134:6	102:10
55:23	listening	52:2 98:16	249:14,23	15:2,11,15	low-paid	man 44:6,7	117:22
Lifesaver	152:3	120:5,7	250:2	16:9 17:2,4	182:22	manageable	marketing
11:5	180:25	121:19	256:16,17	17:8 20:2,6	low-skilled	188:21	106:8 107:4
lift 157:9	literacy 241:5	122:5	256:22	20:11 22:10	175:22	managed	108:18
light 130:7	242:5	129:14	looked 15:10	23:16 29:4	lower 134:25	235:6	married 63:7
lighting 62:3	literally	locations 41:8	25:9,22	29:11,14	189:9	management	mass 69:15
65:13	23:12 88:13	41:12 54:13	29:5 32:13	32:9,10	Lyft 15:2	9:6,8,9	match 132:6
lights 72:5	litter 8:18	72:5 98:6	37:14	33:23 34:2	27:11	27:23 94:14	matching 6:2
90:15,18	12:5	129:25	101:24	34:5 35:16		95:14 97:2	12:12
130:6	little 13:24	135:19	102:16	36:11,13	M	98:4,17	material
limit 137:22	18:13,16	136:5,9	138:17	37:4,13	ma'am	132:8 133:2	159:24
limitations	40:7 48:17	lock 176:22	looking 15:5	42:11 46:2	104:25	219:8	234:24
139:5	49:3,20	locked 80:24	15:8,16	48:24 50:10	magnum	231:11	235:3
					153:10		

Committee of the Whole
April 30, 2019

Matt 162:9 162:10 192:21 matter 40:2 116:7 157:19 188:17 258:7 maximum 189:10,20 Mayor 3:3,9 161:23 165:24 166:14 231:3 Mayor's 152:15 156:22 166:11 248:9,20 MBE/WBE 31:21 McNair 156:11 mean 24:9 25:18 35:9 46:12 53:24 53:25 54:15 57:17 69:23 77:21 81:24 84:9,10 106:17 107:14 116:5,20 124:25 147:17 170:16,25 171:7 173:3 173:5 181:3 182:3 193:3 193:16 200:2,8 208:4 224:17,18 231:22 234:23 means 60:24 71:19 160:23 161:6 197:8 200:16 258:22 meant 233:14	249:10 measure 19:10 measures 3:17 10:18 23:16 media 89:16 meet 34:18 122:25 151:10 195:3 230:16 meeting 73:15 99:4 99:8 179:3 230:23 239:9 244:7 253:21 meetings 61:25 67:22 67:22 98:5 99:9 meets 5:25 member 4:21 8:17 245:25 247:21 members 4:15 5:5,14 19:12 35:24 37:7 40:13 40:15 94:9 132:9 140:24 152:11 216:7 247:5 247:13,16 memory 62:7 mental 107:24,25 108:8,10,14 111:8,9,17 mention 11:7 26:10 154:8 213:17,25 mentioned 19:13 21:9 104:21 146:3 165:17 180:24 186:25 mentioning 131:14	mentoring 154:18 message 157:18 messages 86:10 met 120:6 254:17 metered 72:3 methodology 220:8 methods 107:22 223:21 Michael 4:21 MICHELE 258:14 middle 145:2 185:18 195:4 midnight 97:25 Midvale 124:20,25 Mike 16:3,13 16:21 27:6 48:19 51:15 55:24 71:3 90:18 91:8 126:3 milestones 5:7 million 5:3,22 6:4,10,12 11:19,21 21:22 22:5 22:13,13 51:7,11,12 51:13 63:18 63:21 143:24,25 143:25 144:17 145:20 165:15 166:2,5,8 166:13,18 170:13 173:25 187:23 197:13 200:19 216:13	238:13,22 millions 73:3 mind 63:2 65:8 103:7 124:10 166:7 245:3 246:20 minimal 130:23 minimum 134:21 135:13 minorities 9:2 9:7,10 94:13 minority 9:13 9:16 35:13 94:19 95:2 99:25 149:16 217:23 218:2 223:18 minute 16:3 117:16 240:4,11 242:24 minutes 68:19 69:4 69:25 misconduct 218:17 misinterpre... 113:12 mismanage... 216:22 missed 232:15 mission 152:7 216:17 244:17 249:18 mistreated 253:5 mix 248:22 Mm-hmm 70:22 mobility 7:15 48:23 52:14 60:10 86:22 89:9 Mobley 213:18,22	model 157:10 174:24 195:9,17 197:5 211:9 modeling 97:16 modernizat... 6:13 216:21 modes 64:4,7 mom 162:16 163:16 moment 159:9 167:2 169:11 215:3 moms 212:15 Monday 212:19 money 15:24 21:16,23 23:17 25:13 51:5 103:18 104:3 157:4 168:19 201:8 212:8 230:24 234:5,6,7,8 238:22 239:4 monies 232:13 monitor 190:24 Montgomery 36:25 month 11:22 118:23,24 138:3 151:18 230:4 231:2 monthly 73:17 138:12,15 months 26:12 62:9 72:19 72:24 97:12 137:5 181:15 255:7 moratorium 201:5 morning 2:3 4:9,14 21:5	21:6 30:11 30:11,12 37:24,25 40:9 48:10 61:18 140:14 155:8 158:11 244:8 253:22 254:17 morphed 175:3 mortgages 101:17 MOU 15:23 16:15 Mount 131:25 move 15:4 31:2 36:17 48:22 96:15 173:23 174:11 176:14 189:12 221:8 251:6 251:17,23 255:13 moved 113:9 movement 202:9,12 moving 13:5 90:23 98:17 122:23 174:24,25 212:9 250:7 250:8 Multimodal 91:23 132:19 multiple 19:16 131:18 153:4,12 municipality 229:21 Murder 42:15 murdered 155:25 MURPHY 258:14	music 156:7 162:21 163:7 170:9 <hr/> N <hr/> name 62:7 140:19 143:9 148:10 154:5 158:19,20 158:24 162:10 241:15 245:11,15 246:3 names 243:17 243:17,20 Narcan 110:4 narrative 197:24 narrow 14:19 Narrowing 171:4,5 nasty 82:11 nation 10:12 122:10 154:3 179:25 180:4 183:18 national 171:23 202:8 native 152:18 Navy 24:24 25:8,10,15 25:19 nearly 8:4 202:23 necessarily 17:25 108:4 109:19 171:16,22 necessary 191:10 need 17:25 42:4 45:23 52:18 55:20 60:5 62:19 70:21 72:3 73:10 82:4 86:5 90:21 95:19 103:12 130:5	177:23,24 178:4 186:18 191:6 200:25 212:2 227:14 230:21 235:16 246:7 251:15 255:10,11 255:12 needed 150:9 182:12 183:21 201:16 needs 31:15 46:2 52:5 58:11 170:21 196:24 226:22 231:5 237:9 237:13 250:14 251:25 252:8,9 255:23 needs-based 60:3 negative 23:14,19 79:23 208:21 negotiating 169:18 negotiations 200:23 neighborho... 67:13 120:11 124:17 180:18 neighborho... 126:20 128:25 220:7 neighbors 123:2 Neshaminy
--	---	--	--	--	--	--	---

Committee of the Whole
April 30, 2019

Page 18

26:15	154:4	132:3	43:3 45:9	offering	107:2	240:5 243:7	6:3,6,25
Nestel 38:5	newly 10:7	Northweste...	45:13 76:25	182:13	108:12	246:2 247:2	12:13 69:20
40:8,10,21	news 22:15	154:3	81:18 95:10	offerings	110:16	255:19	170:4
40:25 42:15	newspapers	Nos 2:6	105:23	175:24	Oh 1:12 24:2	Okey-doke	216:12
42:20,24	184:24	not's 183:13	106:10,10	offers 142:2	141:6	240:14	operation
43:5 46:11	nicely 211:3	note 67:8,20	109:22	211:10	158:20	Olanipekun...	11:5 216:18
47:12,24	Nicetown	113:8	124:12	offhand	233:11,13	244:10	operations
79:18	119:25	179:17	199:23	193:18	250:2	old 152:23	7:6 27:24
104:20,25	120:2	183:10,19	200:9 239:7	226:14	OIT 218:25	153:8 154:9	217:3
105:5,10	123:24	185:15	numerous	228:10	okay 14:3	154:20	operator
106:6,21,24	124:6	217:21	133:2	office 3:23	22:7 24:22	155:5	76:19,24
107:17	nighttime	230:6,9	219:11	4:23 16:22	25:6 30:3	160:17	80:8 107:6
109:10,24	43:16 130:9	noted 230:8		31:25	35:7,21	161:14	107:9,10
110:7,10	nine 97:12	notes 258:6	O	166:11	45:5 47:10	197:21	operators
112:12	159:23	notice 87:15	object 44:20	179:4	51:8,14	236:11	76:7,14
network 6:23	Ninety 176:9	noticed 126:4	44:22	206:17	56:3 58:16	Olney 45:19	77:6 78:5
10:17 13:23	ninth 67:14	number	objections	212:19	66:3 70:18	45:24 65:9	79:24 81:4
14:4,15,19	131:16	15:13 24:21	258:4	215:15,16	70:25 75:17	65:15,20	opinion 90:3
15:6,17	132:22	27:17 35:12	objects 80:2	216:16,22	82:22 84:17	66:4,5,10	90:7 227:7
28:2,22	133:19	35:15 40:18	obligated	216:25	85:11 86:12	66:18,21	230:15
29:19 41:6	185:21	41:17 45:10	187:2	217:2,22,24	93:5,24	127:5	opportunities
52:6,9,9	212:10	46:5 49:13	obligation	218:11,24	95:3 109:10	133:21,22	9:19 17:19
53:6 84:2	Nolan 248:7	62:20 63:24	165:6	219:10,15	111:3 113:7	133:23	74:6 95:13
90:12,21	non-detecta...	64:9 76:13	obvious 168:2	219:20,22	114:10	once 52:11	96:15 100:4
networks	121:17	81:16 87:17	obviously	219:24	118:15	58:13	125:13
19:21	non-functio...	94:14,19	47:19 63:6	220:21	119:6,24	102:15	130:2
neutral 50:14	113:16	99:24	87:24 120:9	221:3,6,14	123:5,14	162:18	141:18
50:24	non-govern...	100:12,14	193:5	222:23	125:17,18	207:14,20	164:7 173:6
never 30:13	232:21	106:18,19	occasions	224:3 230:8	125:24	207:21	185:24
57:23 69:7	non-teaching	106:25	133:3	230:12	135:23	208:3,6	191:21
109:5	145:11	109:15,17	occupied 24:5	231:6	136:7 137:6	one-to-one	204:6,7
163:24	non-traditi...	111:25	24:5	233:17	137:7	58:20	opportunity
176:24	148:14	117:17	occur 28:19	235:12,13	138:23	one-year 22:4	5:5 7:20
190:16	150:21	118:16,22	46:18,24	235:14,17	139:13,14	ones 32:10	12:9 36:2
212:23,24	151:25	135:15,20	occurred	235:18	140:9	86:21 87:20	62:21 94:6
new 10:21	non-violence	137:23	14:16 43:13	236:8,9,19	166:21	112:9	125:5
14:7,7	161:11	138:6,19	44:16	237:2 239:8	167:23	234:16	128:11
25:13 34:25	normal 84:11	139:5	228:18	248:9,11,20	177:12	ongoing 6:15	140:17
39:18,20	normally	143:18	occurring	Office's	178:20	7:9 49:21	143:12
41:25,25	87:6	145:12	41:13	216:11	181:20,24	74:14,16	156:5
85:15	Norristown	148:25	occurs 194:9	officer 43:15	193:2	191:14	157:24
104:22	101:22	182:4,16	October	43:17,24	199:25	online 71:15	158:3
105:3,5	102:11	192:7,23,24	100:11	44:2,5	202:5	71:17,18,19	159:22
117:15	115:20	195:5,14	offender 44:4	106:13	205:14	137:17	160:18
129:6 142:8	north 25:22	196:16,18	44:5	110:22	207:3	open 44:9	162:2,14,23
144:18	25:24 127:7	203:23	offensive	140:22	214:21	223:14	172:17
167:4 174:6	149:18	207:13	107:18	250:21	216:5 225:5	openness	175:22
174:25	212:9	228:11	120:10	officers 19:5	227:3	48:25	182:14
179:20	Northeast	241:25	offer 54:15	40:24 41:17	232:18	operate 72:2	185:3
199:12,20	25:5 51:23	243:13	55:5 84:19	42:2,5	233:8,19	121:21	186:17,19
new-found	northern	248:23	115:16,18	104:22	234:2,11	operating	198:6
151:3	13:11	251:18	116:6	105:3,24	237:22	2:17 3:16	202:16
Newark	Northwest	numbers 31:3	offered 85:7	106:8,17,23	239:14	5:3,18,24	209:12
			170:12				

252:21	108:15,16	p.m 43:22	parking 26:5	89:10 111:7	158:16	171:17	109:3
opposed	224:23	257:15	72:3 218:22	116:24	177:3	pension 95:16	percent 5:23
53:23 195:9	outside 29:5	pace 130:15	Parkway	134:6	178:18	95:19,20	8:14,24,25
235:2	70:13,17	171:23	185:17,18	137:12	183:3	220:11,13	9:2,7,9,15
optimistic	127:13	package	parlay	146:19	pathways	225:18	9:17,25
220:17	128:14,18	58:25 174:7	181:18	175:11	142:12,13	people 7:15	10:6 11:13
optimization	140:13	packages	part 13:12	189:4 192:5	178:15	14:18 16:11	24:5,5,6
10:18 15:20	156:6	56:24	15:21 16:12	particularly	203:14	18:8 20:7	29:7 35:15
18:18 28:3	222:10	Page 21:9	36:21 40:17	13:11 38:8	patient 62:4	25:22 26:7	36:20 40:20
29:11,23,24	234:10	221:22	45:15 50:6	67:8 86:21	patterns 12:6	27:14 29:12	40:20,20,22
52:6 56:16	248:3,4	paid 202:2	60:20 61:5	111:11	72:8	31:3 33:16	54:7 59:14
59:5	overall 20:17	painting	110:24	113:17	pause 23:10	33:20,24	59:19 71:16
option 26:20	35:6 36:22	66:14	115:24	125:15	140:4 243:2	34:17 35:16	71:17 77:15
optional 81:3	54:17 63:13	Pamela 244:5	116:12	133:7 250:8	pay 51:22,25	36:5,12,13	94:13,15,18
81:6	76:13	panel 8:10	121:23	partition	52:7 81:15	38:20 42:6	94:20,24
options 37:13	104:17	224:12	122:19,21	76:10 82:7	96:13	45:15 46:23	95:5 99:24
99:15	120:15	panels 122:6	124:15,23	82:9 104:15	101:17	50:4 51:18	100:14
135:14	121:23	papers 22:22	152:17	partner 12:3	183:25	52:24 54:12	115:9
198:12	124:16,23	parade 31:5,9	156:14	16:2 66:18	204:23,23	57:12 64:7	118:25
oranges	217:24	paradigm	163:8	66:22	205:4,6,16	65:18 74:10	121:11,24
105:15	Overbrook	255:16	185:25	177:25	205:23	74:17 75:16	122:8,20
order 79:15	51:23	paramount	190:6 191:2	193:6	206:15	82:18 88:8	138:16
177:14	overdose	81:24	191:13	partnered	paying 59:16	90:22 91:17	145:11
178:6 249:9	109:19,25	parcel 60:20	192:2,10	160:11	89:18	96:5,15,19	148:23,25
ordinance	110:19	120:17	203:20,21	partnering	114:21	98:11 99:14	149:3
2:11,14,16	overdoses	pared 27:25	206:20	11:5 15:7	138:7 207:7	100:5,19	153:21
3:8	109:15	parents	211:17	15:22	payment	101:25	168:10
organic 163:6	overhaul	155:22	219:4 224:8	partners	88:20	102:13	169:2 171:8
organization	246:18	157:20	232:5	25:14	payments	103:11	176:9
31:25 97:17	overhead	park 25:25	244:23	142:10	21:14	108:3,6,13	185:20
110:18	126:13	26:19	247:22	255:13	payouts	109:3,18	187:4,7,12
146:19	overlapped	129:16	250:22	partnership	218:18	111:20	187:15
247:24	41:18	Parker 1:13	part-time	10:23 31:12	pays 204:16	115:18	196:2
organized	overlooked	61:14,15	202:13	48:13,14	212:17	127:9,20	200:16
52:13 62:18	30:21 231:9	62:16 63:20	203:6,8,25	133:13	peace 161:10	128:8	201:6
original	overnight	63:23 64:23	204:3,6,11	160:10	161:11	130:10	207:21,22
166:5,7,8	43:9,16	65:7 67:7	204:16	partnerships	pedestrian	137:15	208:19
185:20	oversee	93:8,9,19	205:4 206:3	8:16 37:6	12:7	138:7	212:13,14
Originally	154:17	93:24 94:22	206:10,18	parts 127:5	pedestrians	163:14,22	213:4,5,13
120:5	246:21	95:3,18	part-timers	pass 138:2,12	14:25	177:23,23	217:23
outcome	oversight	96:4 98:12	203:16,17	139:9,11	peer-review...	178:7	218:2,2,10
57:15	246:12	99:23 101:6	209:11,11	213:15	154:14	186:18	218:11,12
164:17	overview 5:6	103:4 131:9	209:18,19	passage 64:2	peers 161:9	188:7 193:7	223:18,19
outcomes	63:10	131:10	participate	132:16	Penn 173:5	202:15	225:19
193:5	132:13	132:17	62:21	passenger	PennDOT	214:5	226:3,11
outdoor	182:17	141:8	participated	70:16	21:14 22:3	238:13	238:20,21
15:14	overwhelmi...	178:23,24	61:24	passes 103:23	22:9,16	253:4	percentage
outer 67:4	40:14	180:11	participating	path 150:15	25:7 91:22	256:11,17	9:12 81:4
outpacing	164:23	181:11,20	156:7	150:20	Pennsylvania	people's	118:18
197:2	owned 133:9	181:24	participation	159:8 160:2	1:6 3:4 4:19	172:20	187:3,6
outreach 16:9	owner 133:14	183:8	10:7 31:21	162:3	37:8 147:8	per-tuition	191:23,24
29:14 33:2	owners 9:19	184:11	particular	paths 142:22	151:18	209:20	218:9
33:23		185:8,13	48:16 66:2	pathway	161:15	perceive	224:24
	P						

Committee of the Whole
April 30, 2019

Page 20

percentages 35:5	150:25 Pew 100:10	160:16,19 161:5,9,19	135:18 136:4,8,15	planning 55:4 56:22	43:24 44:2 44:5 46:14	160:2 241:11	154:7 pre-K 182:7
perceptible 75:15	PGW 176:7 Ph.D 154:2	161:21 163:21	136:18 piloting 49:13	131:25 222:24	46:19 70:19 70:23 77:21	possible 18:21 57:3	precisely 211:20
perception 108:19	154:11,23 156:13	164:18 165:2	pipeline 23:14 33:9	223:3 plans 49:25	77:22,22,23 78:2 93:21	73:8 74:22 128:25	premier 154:18
109:2,7	phenomena 190:23	168:13 169:19	33:13 34:15 144:7	planters 133:22	104:18,22 105:3,6,21	134:4 135:17	prepare 98:21
perform 82:3 82:5	phenomenal 164:16	171:9 172:24	pitbulls 38:24 place 29:8	platform 47:5 151:15,16	106:7,13,16 107:2,20,21	167:10 224:15	162:11 211:5
performance 118:24	Phi 153:6 Philadelphia	173:14,16 179:15	58:12 77:10 77:12 102:7	play 195:17 195:21	108:12 110:3,22,24	possibly 68:2 post 63:3	prepared 155:17
119:22	1:2,6 2:21 2:23 4:21	180:15,17 182:6	104:15 127:2,20	229:2 played 67:21	111:12,19 126:10	72:10 188:18	presence 38:7 38:16,18
217:5	7:16 8:3,12 8:19,25	191:18 192:4 199:8	163:22 186:15,16	player 142:6 playing 133:4	policies 218:18	191:15,21 198:6	104:18 105:21
218:16,20	9:25 10:24 11:6 31:14	200:22 216:15,18	190:2 198:4 209:4	please 2:8 21:2 30:9	policy 19:19 19:24 50:10	224:22 posted 82:15	109:8 126:10
219:6	33:18 39:23 41:25 44:11	217:3 218:21	241:24 246:16	38:16 68:11 112:24	50:17 113:13	234:13 potential	248:2,8 present 1:9
239:10	54:9 56:11 56:23 59:2	241:18 Philadelphi... 14:18	250:5,14 251:23	117:18 140:8,11,12	115:25 139:2	230:15 potentially	42:5 presentation
performed 222:2	59:3 63:19 64:19 80:9	161:25 Philadelphi... 49:8 57:3	256:10 placed 132:2	148:4 199:11	219:18,19 polish 150:23	53:3 54:13 54:14,21	35:23 presented
performing 118:25	87:6 96:14 100:13	85:15 100:12	154:6 placeholder	200:12 214:20	poorest 59:13 population	72:9 potholes 74:2	154:16 157:23
119:4 222:8	101:12 103:11	101:13 108:2	222:7 placement	240:15,17 242:24	54:5,7 64:11	poverty 59:15 149:13	157:23 preserve 7:4
period 9:11 14:16 75:14	108:2 109:14	101:13 philanthro... 202:11	194:20 places 69:21	243:8,16 245:9 247:3	217:17 portfolio	155:21 171:8	1:10 12:20 19:3 139:15
102:21	111:11 112:2	202:11 Philly 77:22	plain 27:16 plan 2:22	253:6 pleased 4:25	position 51:17 86:3	171:8 power 119:25	139:23 140:2,5,10
105:22	120:14 121:22	149:18 151:11	3:19 20:10 21:17 23:7	9:20 10:22 62:5 216:10	122:22 120:10	119:25 120:10	140:15 143:9,10
110:6,9	126:19 128:16	219:3 PHLpreK 182:7	25:10 56:24 59:6 67:12	plug 171:3,6 point 19:4	146:14 177:8	123:20,22 123:25	143:9,10 146:9,13,25
129:7	132:4,7 134:5,8	182:7 phone 72:11	67:16 92:8 117:25	26:3 27:25 45:25 49:22	220:23 223:14	129:23,25 130:2,5	147:11,19 147:22
136:18	140:7,19,21 141:20,25	108:5 121:4 physical 77:2	130:19,20 130:25	58:16 69:7 85:13 87:2	227:15 positioning	141:9 180:8 powerful	148:3,8 152:11
246:25	143:6,11 144:25	123:17 133:24	173:9,13,22 174:20	90:5 92:16 125:9 135:4	143:4 positions	157:12 practice	158:8,18,22 162:7
256:20	148:12,19 148:24	pick 47:4 88:8 130:15	177:5,6 244:16	135:5 169:4 189:18	107:2 202:3 224:6	121:10 practices	164:12 165:21
permits 64:14 64:24	149:19 150:14	picking 24:13 picture 17:23	246:16,19 246:25	198:19 201:22	252:20 positive 10:19	83:17 216:20	166:6,16,20 167:14,22
persistence 142:18	151:21 152:6,19,20	44:3 195:13 PIDC 25:14	250:7,8,15 250:18	217:18 226:11	110:25 possibilities	217:20 218:6 224:9	168:7,11,15 168:23
persistent 54:21	153:5 155:14	piece 47:4 178:12	251:15 256:10	points 35:10 police 38:7,16	91:14 150:15	218:6 224:9 250:23,24	169:6,13 170:23
person 34:13 34:15 39:2	157:2,18 158:13,16	213:17 pillars 177:6	planned 22:13	38:18 39:13 40:11 41:11	158:17 159:8 162:3	251:21 pre-appren...	173:17 177:11,14
43:16,19	159:4	pilot 129:24	198:15	42:2 43:15	possibility 85:20 90:8	211:24 Pre-Doctoral	178:19 186:3
45:2 80:13							
85:25 88:4							
118:2,6							
171:16							
207:10							
personal							
188:23							
Personally							
190:10							
personnel							
168:4,6,9							
persons 43:10							
perspective							
146:16,17							

190:11	18:22 49:15	78:2 258:4	129:2,8,9	36:17,22,24	39:10 71:25	102:12,20	150:15
191:4	131:4 189:7	process 10:3	129:19	101:22	76:9 126:15	psych 190:15	151:12,24
198:22	189:8	16:12 133:5	130:14	121:19	protection	public 2:4	push 22:5
199:3 210:2	prison 238:8	160:11	136:8	125:10	80:22 82:12	3:13 7:8 8:5	33:6 57:10
210:3,8	238:18,20	222:9 223:4	144:23	145:20	126:22	10:10 11:4	57:11,13
214:23,24	Prisons	223:7	145:3,4	219:8	127:10	11:9,24	226:10
215:7	238:12	processes	146:2	projected	protective	12:11 19:4	pushed 44:24
221:22	239:9	73:9 220:9	152:17	119:13	80:20	33:19 49:7	81:20 97:4
241:17	private 133:5	processing	155:13	196:6	104:16	60:6 72:14	pushing
255:21	133:9 134:2	176:2	156:4,9,12	projecting	proud 7:21	137:22	73:19 77:17
prestigious	134:9 142:9	produce	156:18	196:8	152:19	139:3	231:12
153:15	144:24	164:25	157:7,17	projects 6:13	proudly	141:23	251:17
pretty 17:14	212:6	178:6	158:14	8:10 18:15	155:8	142:9	put 14:7
17:24 18:6	proactive	producing	160:14	23:10 56:13	proverb	172:18	27:16 34:13
26:15 35:9	62:24	171:18	171:20	PROMISE	155:5	181:2	57:5 74:12
35:20 66:6	proactively	product	172:15	144:19	provide 5:5	207:24	77:7 88:18
70:24	62:19 83:16	106:9	173:22	promote	5:16 57:2	220:20	89:15
167:16,20	88:23	152:19	174:10	62:19	80:22 82:17	221:2	103:18
168:12	probably	157:25	175:11,14	216:17	87:14 94:4	243:15	120:10
189:18	16:20 28:15	161:20	175:23	251:18	106:9 128:2	258:15	122:17
194:23	45:14,19,20	productivity	176:6,23	promoted	128:4,7	public-priv...	125:19
prevalence	45:21 50:17	82:3	180:15	176:24	143:22	133:13	132:11
123:24	62:9,22	professional	181:5,7,8	Promoting	152:16	publicity	182:23
prevent 73:22	66:7 92:9	111:18	181:13	9:18	174:8 185:2	43:23	229:17,19
161:12	164:20	professionals	185:17	promotion	185:23	publics	241:24
prevention	167:11	32:3 244:19	210:20,21	250:23	203:24	170:12	250:4,14
157:3 161:7	170:16	249:17	211:14	proper	216:10	published	putting 14:7
previous	172:25	251:21	212:17	229:12	217:15	154:14	16:15
26:17 149:7	173:7	252:2	213:12,14	property	241:7 253:7	220:21	113:13
194:16	197:13	professions	214:20	120:15	provided	pull 22:10	122:5 174:7
previously	198:18	251:12	programm...	121:4,15	159:24	81:9 233:22	246:15
137:24	204:7 207:6	professor	175:20	122:24	162:20	pulled 39:11	
price 114:14	problem 41:8	154:11	programs	123:3	163:5	56:13 64:25	Q
138:8 205:9	73:21 89:4	190:17	49:14	219:22,24	166:19	81:16	qualified
205:12	97:6 106:2	professors	142:10	proportion...	180:12	pulling 43:17	156:11
206:25	106:4	179:10	154:2,18	49:10	222:22	pun 46:4	223:22,23
209:20	109:13	185:22	156:13	proposal	243:12	PUP 100:17	qualify 25:13
pride 10:9	110:11	188:10,13	167:5 170:7	213:11	providers	103:19	37:12
primarily	146:8	188:17	170:8	proposals	181:6 182:8	purchase	quality 7:19
134:8	156:25	profit 83:13	176:25	8:13 122:7	182:19,21	115:9	13:22 26:22
144:24	235:22	profoundly	195:7,15	proposed	183:2	137:15	182:13
primary 19:8	254:24	159:9	197:9	2:25 3:16	provides	purchases	197:9
principle	problems	program 2:11	198:11	165:24	26:21 37:3	71:19	201:20
201:23	41:7 73:7	3:18 6:11	210:19	169:7,10	96:7 128:10	purchasing	quarter 79:14
prior 167:25	107:23	9:23 10:25	214:10,15	216:13	providing	71:14	97:22
171:20	113:14,19	21:20 23:12	229:10	prospects	2:20 80:20	purpose	quarterly
199:12	137:3	29:15 67:5	progress 9:21	142:5	157:16	177:10	21:13 32:21
237:15	146:24	91:23 97:19	11:18 31:20	prosper	182:10	185:7	221:2
priorities	procedures	108:10	73:24 74:11	151:23	221:7	pursuant 3:6	question 14:4
82:21	218:18	110:15	130:23	protect	proximity	pursue 160:8	23:22 24:24
prioritize	proceed	122:13,18	252:7	138:15	64:25	pursuing	27:4 33:10
28:4	140:8	122:19	253:12	139:11	Prussia 35:25	203:19	33:11 57:7
priority 9:20	proceedings	124:23	project 36:4	protected	101:2,7	pursuits	70:8 72:16
							76:7 86:19

Committee of the Whole
April 30, 2019

Page 22

89:4 93:15	125:11	rate 20:4	71:7 78:4,9	247:9 249:2	156:23	136:5	121:11
96:10 100:9	126:9	78:20 79:13	80:22 81:20	249:22	161:23	161:12	regular 195:4
100:22	133:18	120:14	82:10 89:22	250:2 252:5	236:6	194:9	regulations
104:11	147:8	185:19	94:15 95:14	256:5,24	recommend...	reduced	74:12
105:18	quote 249:4	220:16	96:2,9 97:4	257:7	11:25	49:16 226:4	rehab 110:17
109:12	quote/unqu...	225:22	99:10,19	reason	251:24	reduction	110:21
125:20,25	182:10	226:2,6,7	105:13,17	115:16	recommend...	121:24	rehabilitation
134:17	quoted	rates 142:19	107:4	137:20,21	121:9	169:8	6:15
135:3	207:16	reach 106:18	111:17,20	146:10	226:20	238:20	reimburse
137:14		161:10	119:15	156:16	recommend...	refer 145:22	233:17
168:25	R	163:18	120:23	203:21	216:20	references	reimburse...
180:5,7,21	rabbits 22:10	221:3	121:22,23	reasonable	reconciled	171:12	232:20
203:3 213:9	RACP 174:4	reaching	122:19	56:25	227:23,23	referred	233:3
232:19	174:5	110:18	124:2 126:8	168:18	reconvene	203:13	reimburse...
233:23	rail 40:3 64:4	react 20:22	126:9	reasons 53:25	257:11	referring	228:16
236:24	64:6 65:2	read 2:8 3:15	130:25	rebuilt 66:7	record 51:10	222:6 230:7	reiterate
237:24	101:2,5	readily 249:5	134:19	recall 85:9,10	62:17 63:24	reflect 8:22	48:12
240:16,19	114:24	ready 50:19	138:24,24	121:14	67:8,11	217:16	related 60:9
241:2,19	115:18,23	66:18	162:20	receive 21:21	120:3	reform	60:11
245:13	116:11,23	165:19	163:20	144:20	131:22	202:21	116:21
249:23	railroad	243:4	170:21	153:16	132:21	reformed	170:10
253:2	97:12	real 37:9 75:5	172:13	176:9,11	133:17	203:11,12	178:12
questioning	raining	108:5	175:22	181:9	134:11	reframe 56:6	218:25
131:13	126:15	120:17	176:25	199:18	158:19	refresh 62:7	219:7
questions	raise 54:17	196:12,13	178:4,13	203:9	179:17	refreshed	relates 100:5
4:12 5:12	96:24	realigning	179:12,16	211:24	180:7	11:23	134:6 143:4
12:16,19	167:10	167:18	179:22	228:23	183:11,15	refreshing	173:10
38:3,7 44:9	196:11	realities	182:22	received	185:16	163:13	relation
45:7 68:14	208:15,18	201:15,16	185:8,9	138:13	240:8	regard	53:20
72:7 76:2	253:17	reality 42:7	186:17,22	169:4	241:15	167:13	relationship
83:7 98:20	raised 148:19	109:2	191:6	170:13	245:9	209:24	57:24
98:22	163:3 167:8	170:25	197:14	174:4	records 194:7	regarding 2:5	150:13
117:12	207:14,19	171:7,21	202:10	219:13	recruit 224:5	140:17	209:7 213:7
139:18	207:20,21	realizations	203:3,17	228:15	recruiting	179:24	relationships
145:23	208:2,5,5,6	150:7	209:4	receiving	62:15	regardless	33:18 34:14
165:20,23	208:7 218:9	realize 63:4	210:17	119:7	223:21	44:22	64:12
210:12	raises 201:5	89:12,20	213:8	recess 215:12	recruitment	regards 31:18	relative 62:22
215:3	raising	138:7	224:17	257:9	62:11,12	31:21 33:16	65:13 80:7
221:11,21	172:12	really 15:9,18	239:3	recognition	225:4	100:10	80:7 132:10
225:14	ramp 17:16	18:20 22:8	242:17	249:11	250:20	158:13	relatively
226:24	ramps 74:3	22:9,20	244:11	recognize	251:20	160:10	14:19
248:16	ran 39:7,12	24:7 25:12	250:6 251:2	116:22	recurring	region 7:17	release 10:20
253:17	range 141:17	26:25 29:9	251:10,17	recognized	218:13	7:22 36:7	217:8
quick 82:24	ranked	31:2,6,10	254:23	31:16	redesign	36:25 37:3	released
104:11	153:25	31:10 32:23	Reardon	recognizes	15:18 28:22	63:6 64:19	217:6,12
250:10	ranks 9:6	36:4,10,16	240:14	178:22	29:10	67:9 102:4	218:16
quickly 69:21	96:16,18,22	36:16,24	241:12,16	186:5	redistributi...	regional 36:4	219:20
134:19	rape 42:15	39:15 46:7	241:17	198:24	201:7	37:7 40:3	220:12
137:11	43:21	46:16,20,22	242:10,16	210:5	reduce 11:12	60:11	releases
186:24	rapes 43:13	50:18 53:5	242:25	recognizing	12:5 51:2	114:24	220:22
quite 25:20	43:13	53:15 56:16	243:22	111:8 116:7	53:2 121:11	115:17,23	relentless
111:6 120:9	rapid 79:12	57:19 58:7	244:4,20	recommend...	124:17,22	116:10,23	141:9
120:9	95:6	64:2 66:16	246:10	31:7 152:15	135:14,19	Regionally	reliability
	rarely 180:2						

Committee of the Whole
April 30, 2019

13:22 14:2	100:10	219:4	126:6	return 180:14	225:11,15	139:10	254:8 255:3
119:2	148:21	229:21	respond	185:4	225:21	RideShare	256:2,8
reliable 10:9	220:5,12	requirement	77:21 245:3	220:16	226:12,19	54:11	257:11
102:15,23	226:25	6:2	responded	225:22	227:3,9,12	riding 137:21	right-of-way
reliant 85:15	227:20	requirements	238:4	226:2,6,7	227:24	139:3	73:16
relies 187:16	228:3,5	17:21 34:18	response	returned	228:9,21	right 4:22	ring 125:21
relieve 55:19	229:18	229:12,14	107:20	166:14	229:4,25	5:12 19:6	rings 82:24
84:23	238:10	230:23	135:20	returning	230:5,17	19:14 20:16	rise 33:14
reload 83:15	reported 42:8	requiring	138:20	243:11	231:16,21	22:11,23	76:15
84:4 135:13	42:12 46:14	107:13	243:12	reveal 256:13	232:3,16,24	23:4 29:3,8	rising 76:25
rely 75:8	106:10	research	responsibility	revenue 53:8	233:6,11,21	29:21 35:6	79:24 145:5
184:23	229:16	11:11	7:18 88:22	58:11,17,20	234:4,15,21	48:5 50:11	risk 27:2
relying 196:3	reporter	154:16	128:6	187:16,20	235:10,15	51:4 60:18	162:17
remains 7:23	171:10	219:19	133:15	197:2	236:2 237:7	75:18 78:19	167:17
remarkable	258:24	225:24	172:12	220:23	237:18	79:7,13	230:20
147:9	reporting	residence	252:22	revenues 5:21	238:2,6,24	88:18 91:18	risks 219:8
remedial	35:12 45:15	148:24	responsible	reverse 10:16	239:5,18,23	91:19 95:11	river 27:8,8
183:22	46:12 84:12	resident	133:4	100:12	rich 248:22	101:11,16	road 124:7
remember	94:18 99:25	171:18	179:21	101:8 103:6	Richard	114:11,19	robbed 80:10
43:8,23	reports 9:13	resident's	responsive	103:12	113:2	115:12	robberies
69:9 92:18	83:14	171:20	11:23	reversing	rid 83:25	117:24	44:13,14,15
92:19,19	218:15	residential	responsiven...	54:20	ride 30:19	119:7	45:10,10,21
148:18	representat...	64:13	47:14	review 15:5	49:11 55:2	130:11	robbery
155:23	248:20	residents	rest 79:5 92:5	217:13,21	55:6 59:16	132:16,16	42:16,21
159:5 184:6	representat...	49:6 55:20	187:9	219:3	102:10	136:3	robotics
208:16	147:10	60:14 61:25	restaurant	246:14,18	115:19	139:14	174:13
remind	159:20	67:9,17	212:25	246:22	138:11,21	147:2	175:25
164:19	representat...	71:14 89:8	restaurants	250:16	rider 20:18	157:14	robust 109:8
remiss 11:7	247:19,20	92:13	15:13	reviewed	46:6 88:23	168:14,24	Rock 65:20
removed	247:23	132:22	result 21:11	50:22	127:7	169:2,10	66:5,24
192:13	represents	133:18	56:16 57:11	reviewing	riders 13:2	170:17	68:25 69:25
renegotiate	5:22	134:7	57:12 63:17	8:13	19:16 39:17	174:14	role 67:21
201:22	reproduction	141:18	195:5	reviews	41:9 55:9	176:5,11	128:3,17
renewable	258:21	resolution	243:14	191:14	55:23 112:3	178:20	133:4
8:15 122:9	request 5:4	1:16 2:7,9	results 10:19	Revised 2:22	131:5	184:20	228:25
renovate	35:22 122:7	2:19,20	28:18 111:2	revitalization	ridership 8:3	185:11	253:14
145:20	143:13,24	resolvable	180:12	61:22	8:22 10:13	190:14	roll 127:22
rents 101:18	143:25	237:11	Retail 71:18	reward 82:18	23:24 26:16	197:12	242:5
repair 7:7	144:2	resolved	retailer 84:6	rewards	49:5 54:4,8	200:3 206:9	rolled 119:19
66:22	165:16	137:9	retailers 83:9	82:15	54:19 57:25	212:8	rolling
repeat 51:10	166:10	235:23	83:13,15,17	Rey 212:5,22	57:25 58:8	214:10	130:14
replace	211:18	237:3,5	retained	Reynolds	58:21 59:19	222:17	roof 122:6
144:14,16	requested	resort 209:5	185:21	1:13 30:8	59:20 61:4	223:13	rookie 43:24
replaced	5:17 219:6	resource 48:3	retention	240:10	64:3,5	224:15	44:5
34:22	requests	221:6	97:5,6,18	243:8	100:24	226:3	room 1:6
replacement	135:20	resources	rethink 12:6	RFP 122:7	112:5 120:8	232:25	69:11
34:20	require 37:6	88:14	retire 144:16	RHYNHA...	126:7	238:24	146:23
report 9:15	105:20,22	162:21	retirement	215:19,23	129:12	242:6,11,16	257:12
9:21 43:12	111:17	248:11	35:18	216:5	139:4	246:17	Roosevelt
43:25 46:23	required	respect 3:2	200:21	221:18	rides 11:21	249:2	26:14 91:21
58:6 84:10	105:24	129:22	retirements	222:4,17	39:19 84:20	250:25	rotation
84:14 87:24	134:20	131:5	34:11 95:9	223:2,12,24	106:12	251:5	232:5
88:2 94:25	218:25	respecting	95:25	224:16	138:14	252:12	roughly

Committee of the Whole
April 30, 2019

Page 24

40:19	salaried 9:9	41:14,22	Sears 26:3	223:16	230:25	109:24	224:21
212:10,11	salaries	113:9	seat 126:12	226:16	239:10	110:24	248:13
228:7	200:15	144:22	seats 23:25	238:18	sentence	111:11,12	252:19
232:22	satisfied	145:7 149:2	24:19	241:11	249:21	111:24	254:12
round 59:9	99:20 256:9	149:7,10	Seattle 69:14	247:4	sentiments	113:4,22	services
68:7 174:5	saved 155:18	151:6	69:15	seeing 58:21	155:4	114:2,3	110:23
178:21	saves 8:3	152:20,25	second 8:11	69:17 76:17	separate	119:20	182:11
243:14	savings 185:9	153:2	68:7 122:3	79:14 94:16	60:16	120:6,15,21	203:10,24
rounds 174:4	216:19	155:24	122:5	96:2 193:5	191:25	120:25	204:12
route 10:22	238:18,20	156:9	141:25	225:3	SEPTA 3:22	123:18	206:16,19
12:21 20:24	saw 21:7 44:6	157:21	154:25	seek 11:24	4:4,20,25	128:3,4,6	208:13
24:8 31:5	69:10	159:2 160:5	200:4	161:6	5:6,24 7:4	128:18	servicing
31:10 97:24	247:13	160:15,15	207:22	seen 11:17	7:13,20 8:9	131:19,21	199:15
100:21	saying 26:11	160:20	213:17	47:2 61:2	8:20,24 9:4	133:7,20	session
routes 24:11	57:23 58:16	163:5	222:5 240:5	76:25	10:6,8 11:3	137:21,24	184:21
52:13 91:5	61:17,20	174:15	247:13	130:23	11:10,12,14	138:25	244:23,24
91:6 103:8	107:16	185:17	sector 133:5	221:6	11:19,23	176:13	sessions
126:18	108:15	188:15	133:10	SEFA 228:4	12:2 13:24	SEPTA's	185:2
RPR-Notary	119:15	189:8	134:2,9	228:10,13	15:10 17:3	5:18 6:5,9	set 123:9,10
258:15	120:3 139:4	191:17,23	174:3	228:17,22	17:12 18:3	9:8,12 11:8	227:5
rules 74:8,9	146:21	192:3,4,14	197:20	229:2,5,8	19:13,15	12:9 48:12	246:21
194:24	177:19	192:14,19	252:24	234:13	20:18,19	49:5 94:13	253:10
229:13	187:3	193:4,9,20	sectors	235:9,20	25:8,14	103:21,21	sets 172:2
run 23:14	207:16	194:7,17	177:21	236:14	30:17,19	124:16	setting
66:19	222:16	195:18	248:24	segue 33:9	32:6 34:6	series 226:24	193:14
running	231:3	209:14	secure 6:2	selected	35:17 38:8	serious 21:10	198:8
122:11	232:11,11	212:6,7,21	132:5,7	222:15,18	39:16 40:2	39:15 44:19	settled 167:12
runs 22:6	237:16	213:4 214:6	secured	selection	40:11 41:6	82:16	setup 66:6
26:13 42:19	247:6	214:9	132:18	222:9	43:3 49:23	156:24	seven 129:7
rush 254:20	says 19:15	230:20	security 11:2	self-sufficie...	49:25 50:25	252:22	222:23
Rutgers	21:13 119:8	233:9,16,20	65:14 219:8	164:9	52:4,17	seriously	severe 76:22
154:4	228:15	234:9,12,16	see 27:22	selling 83:9	53:5 54:2	106:2	sexual 218:17
190:15	scale 197:4	234:22	41:12 47:6	83:13 84:7	54:14 55:2	serve 8:23	shadow 97:20
	scandal	235:6,8,12	58:13,14	semester	55:7,12,20	159:18	97:23
S	179:24	235:17	67:19 68:3	159:23	56:8,15	189:14	shadowing
sacrifice	scene 124:8	236:17,19	71:6 72:2	192:13	57:2,7,19	217:18	97:21
200:25	schedule	schoolers	83:22 92:11	semesters	59:4,17	served 206:21	shameless
201:14	15:10 228:3	89:14	96:10 98:24	153:5,12	60:5,24	service 6:7	171:3,6
Sade 244:9	239:9	schools 33:19	106:13	159:15	62:8,22	10:11 14:12	Shania
safe 11:9 40:5	scheduled	33:24 151:5	124:20	send 21:25	63:24 64:14	25:16 26:13	158:21,24
42:6 107:4	3:24	160:10	128:15	238:4	65:24 67:20	26:21,23	shape 66:16
112:7	schedules	172:18	130:25	sending 21:23	70:9 77:22	29:8 51:2	236:21
126:11	15:9,19	214:6	135:18	senior 147:17	77:23 83:9	57:2,20	shaped
safer 8:6 47:8	Scholar 153:6	Schuylkill	139:14	160:4	83:14 84:19	59:7 82:4	148:16
108:14	153:14	36:15 102:8	161:3	sense 17:24	85:16 86:3	84:11 88:6	share 49:4
112:3	scholarly	science	163:14	26:25 55:7	90:7 92:6	90:9,13,23	51:16 65:9
safest 7:24	148:15	144:18	167:18	106:3	93:16 95:5	95:8 102:23	239:12
safety 11:2,4	Scholars	sciences	173:11	119:12	96:6,20,23	118:8 128:5	shared
11:9 12:7	156:11	170:6	193:10	196:5	100:20	144:9	142:16
19:4 38:6	scholarship	scope 106:4	210:18	sensible 74:9	103:24	206:24	sharing 28:9
39:17 46:6	144:19	175:9	211:15	sent 166:11	106:11	217:25	139:9,11
75:25 81:23	201:9	score 4:11	216:4 221:4	166:12	108:8,15,16	221:24	Sheila 140:24
82:6 104:12	school 39:3	screens 14:9	221:21	194:7	109:16,20	223:5	shelter
107:24							

128:22	82:9 93:25	237:14	190:18	62:10 76:8	253:13	square	255:11
129:17	127:15	Siobhan	smaller 189:7	76:10 80:23	speaking	173:23,24	started 23:10
130:8	223:19	241:14,16	193:13	100:24	13:19 18:19	176:3	58:4 66:9
131:15	224:22	sir 5:13 12:18	snatched	107:7	170:17	St 221:16	67:11 92:2
shelters 129:2	sign 88:18	253:6	42:18	119:12	177:8	stackable	134:23
129:5,6,11	89:2	sister 147:14	snowing	123:25	242:18	142:3	145:4
130:5 132:3	signage 65:14	157:14	126:14	125:7	243:24	176:21	244:11
132:11	72:6 132:3	sit 127:23	social 7:18	126:13,20	special 17:25	177:3	253:11
134:5	132:10	128:11	89:16	179:24	44:12 61:20	180:22,23	starting 16:9
shield 77:10	signals	129:18	110:23	183:11	141:5 217:5	181:2,23	162:21
77:12,16	157:17	130:12	145:17	197:10	222:12	staff 5:15	197:23
81:5,10,12	significant	159:12	149:13	231:10	specialist	46:5 75:3	starts 24:9
81:20	54:18 78:22	site 61:23	157:19	240:19	108:9	98:5 132:9	25:13 48:24
shields 77:7	87:12	sitting 130:10	Society 153:7	241:9 242:2	specific 38:7	142:17	87:2 246:9
77:18 79:4	104:18	situation	software	242:4	56:22	143:2,15	state 5:20,25
79:11	109:13	25:12 38:22	118:22	246:18,19	165:17	179:11	6:3 7:5,6,9
shift 255:17	171:15	39:2 50:23	solar 8:10,11	251:10,17	172:23	191:13	7:11 13:20
shifts 41:18	172:25	77:24 137:8	122:4,6	252:10	246:24,24	200:25	21:8,23,24
shooting	187:25	254:19	129:24	256:7	247:11	201:13	62:17 63:14
155:25	196:18	situations	172:18	sorts 80:17	specifically	210:15	66:21
shopping	220:5	58:15 78:6	solely 53:25	sought-after	144:3	217:23,25	131:21
127:19,22	230:18	87:4	133:25	142:4	145:15	218:4	132:20
127:22	234:25	six 2:12 62:9	187:16	sound 115:12	156:8 170:5	223:18	134:10
128:12	235:3 249:7	255:6	solid 170:9	228:19	173:13	224:2,10	141:16
short 106:23	significantly	six-week	solutions 8:2	sounds 89:5	spectrum	241:8 247:4	157:3
136:20,22	9:14 26:17	176:23	255:2	sources 8:15	252:13	247:16,24	158:19
215:12	35:14 51:25	Sixty-three	solvable	122:9	speech	staffer 245:19	161:15
249:9	138:22	8:25	237:21,21	187:20	148:17	staffing 236:8	167:21
short-term	199:13	sizable	solved 72:20	228:12	speed 13:25	236:20	168:24
172:6	signs 110:20	196:17	solving 46:16	South 87:6	80:19	237:16,19	169:5,5,12
176:21	similar 72:25	size 24:16	106:3	152:19	102:11	stages 218:20	169:14
shortcomings	103:2	189:18	somebody	161:5	115:20	223:6	170:24
220:6	172:17	sized 24:16	42:18 89:17	Southeast	spend 49:10	stakeholder	187:2,4
shortcuts	238:15	sizes 188:22	248:10	7:17	59:12	67:22	212:7
17:9	similarly	189:7,10,20	somewhat	Southeastern	spending	stakeholders	220:12
shorter 73:8	193:18	189:21	172:22	4:19	3:16 63:16	10:16	228:6,12
shot 198:10	simple 128:9	190:19	173:8	space 80:25	186:21	stand 149:5	241:15
Shout-out	170:25	skill 172:2	son 55:10	174:16	spent 97:23	161:22	253:7
185:18	171:7	skilled 175:16	soon 114:19	242:11	250:21	257:9	state-of-the...
show 64:11	simply	skills 98:23	117:25	253:9	spit 78:11	staple 31:23	197:15,16
91:4 121:2	113:15	98:25	242:18	spaces 15:14	79:25	stars 182:16	stated 207:13
221:23	141:14	150:23	sooner 116:4	Spanish	79:16	start 29:3	209:19
227:14	246:3	151:8	sophomore	86:10	split 81:3	30:2 38:3,4	249:4
showed	sincerely 7:2	171:13	160:5,17	speak 12:9	spoke 169:21	61:17,19	statement
217:22	single 66:8,12	172:22	sorry 2:3	17:18 76:15	112:9	86:6 108:13	200:12
220:5	130:24	175:19	44:14 93:2	120:19	120:19	116:17	201:12
225:24	162:13,16	slot 88:20	110:7	140:17	145:5,14,25	140:6	228:22
showing	163:16	slow 23:11	181:12	146:4	146:4	150:19	statements
110:20	228:25	slowly 14:15	213:20	152:12	sponsorships	165:6	227:6,13,25
side 39:7,12	229:3,5,16	slowly 197:23	227:10	190:17	30:25	179:2 181:7	states 155:5
56:21 58:24	229:23	small 87:11	233:12,13	243:16	sports 156:6	243:19,21	196:15,18
65:10,11	233:9	174:16,17	sort 26:21		spot 170:19	250:17	station 6:14
70:16 79:5	234:12	188:2,22	39:10,25				26:4 43:7,9

Committee of the Whole
April 30, 2019

Page 26

43:22 47:16 111:14 stations 6:16 6:19 117:18 117:21,22 statistics 43:2 69:9 76:16 148:20 151:20 status 157:20 227:22 statutorial 165:5 statutorily 186:25 stay 95:17,23 96:6 185:5 185:6 240:5 steady 167:21 Steering 247:15,22 stem 149:11 stenographic 258:6 step 112:6 128:19 150:10 243:19 252:8,9 stepped 128:17 steps 159:25 249:6 251:18 stick-to-itiv... 256:15 Stitt 2:8 4:2,4 stop 23:12 89:19 90:25 126:25 stopped 83:18 stopping 18:11 54:18 stops 18:12 126:18 store 122:15 stories 31:13 186:20 storing 122:13 story 147:8 straight	51:19 54:5 strategic 177:5,6 250:15,18 strategically 18:6 strategies 96:11 165:18 172:7,22 254:7,9,11 254:13 strategy 34:17,24 122:21 124:16 142:8 184:12 streamlined 10:2 street 6:14,16 6:19 14:19 25:23 26:19 40:4,16 41:19,22 44:6 51:21 65:2,11,19 65:25 66:19 68:16 69:24 72:10,12,13 74:7,13 86:9 87:7 90:5,6 91:10 92:17 117:23 126:2,21 127:7 130:3 173:18 streets 15:3 72:6 134:5 150:2 strengthened 226:22 strengtheni... 9:22 strengthens 141:11 stress 226:21 stretch 195:21 strides 218:3 strike 111:12 111:13	202:24 strives 161:12 strong 8:16 8:21 64:5 96:2 178:9 219:10 stronger 25:17 strongly 188:10 190:11 struck 44:21 structure 20:5 58:18 58:19 121:4 128:9 structures 190:13 structuring 178:14 struggle 86:22 89:8 150:4 struggling 120:13 163:16 student 142:18 145:14 147:18 148:15 153:19 154:11 157:23 159:3,11,17 159:18,19 160:20 163:7 164:19 167:24 168:8 184:24 185:4 187:9 187:12,16 191:25 194:13 196:3 204:16 205:23 206:3,18 208:15 students 142:17	143:18 144:19,20 145:4,16,24 146:3,6,7 146:12 147:4,10 151:22 156:13,20 157:6,11,18 162:2 163:10 164:23 170:8 175:12 176:8,9,23 179:11 182:20 184:21 185:2 186:11,16 188:13 189:15 190:16 191:18 192:9,12,18 193:8,21 194:6 196:15,19 197:7 198:4 199:16,18 201:8 202:13 203:6,9,11 204:2,3,5,6 204:11,12 205:4 206:9 208:13 210:16 211:6,12 212:10 214:7,9 students' 146:16 194:18 studies 27:17 28:16,18 72:25 74:18 74:20,21 study 7:25 25:7 27:8,9 28:7,13 29:6 57:23 66:25 71:4	71:9,10 72:17,22 73:9 152:24 studying 134:24 161:16 251:22 stuff 89:16 191:15 subject 80:16 submit 4:25 155:8 251:15 submitted 3:3 229:20 231:24 submitting 230:11 subscribe 124:13 subsidies 5:19 subsidy 6:3 substitute 102:9 suburban 47:16 111:14 120:8 suburbs 100:14 101:14 subway 38:8 38:18,21 39:5,20,21 41:19,22 42:9 44:16 45:11 86:9 105:6 114:16 122:14 subways 115:19 succeed 160:22 succeeded 149:3 succeeding 149:8 success 13:4 26:16 47:18 56:12 108:18	185:19 193:13 successes 155:10 successful 10:23 22:17 23:8 136:15 137:4 173:21 175:12 190:21 191:20 193:8 253:15 suggest 45:8 45:13 suggesting 52:10 suite 31:19 175:19 summarize 5:11 216:3 216:6 summarizes 179:22 summary 4:12 summer 184:25 218:23 supervision 258:23 supervisor 9:16 95:2 supervisors 100:2 support 6:11 6:24 7:14 12:11 34:3 128:21 141:4 143:16 144:11,12 151:7 152:16 157:16 161:22 169:20 180:3 182:8 190:19 193:20 201:25 203:10	212:3,17 220:15 251:3 supported 32:25 99:21 144:18,23 144:24 202:10 214:5 supporter 212:22 supporters 12:21 supporting 5:2 126:6 141:14 supportive 213:14 supports 52:14 220:10 supposed 21:21 151:16 sure 15:25 18:7,25 22:25 28:12 34:25 40:8 42:4 46:13 52:19 54:19 63:25 66:11 66:14 67:15 69:19 71:3 71:24 74:19 94:2 99:18 103:5,13 109:24 110:14 121:18 122:20 129:16,22 132:8 136:24 167:11 168:17 180:16 182:13 189:6 195:13 208:21 214:17 225:15 226:14,18	229:11 231:5 232:10 233:22 235:8 237:14 238:2 241:16 245:4,10 248:5 250:24 251:4 252:18 253:16 255:6 surprise 156:24 surrounded 158:2 surrounding 10:24 190:19 survey 112:5 surveying 83:16 survival 149:24 suspend 232:14 Susquehan... 6:18 sustain 44:24 167:5,7 sustainability 4:24 7:19 16:24 48:15 250:12 sustainable 10:10 255:2 255:16 sustained 172:25 sweet 170:19 Sylvester 213:18,22 214:13 system 11:13 16:5 38:9,9 38:18,19 39:6 40:17 42:9 44:3 46:7,19,24 47:2,7
---	--	--	---	---	---	--	--

52:12,22,25	184:5,15,22	132:25	241:4	telling 184:8	187:5,24	128:20	126:5
60:7 69:20	185:3	138:11	team 35:23	186:22	189:17	131:7,10,13	theoretically
105:7,9,21	194:13	167:23,25	61:21,23	tells 75:12	190:20	131:23	232:14
106:11,12	205:5 206:9	171:9	62:4 67:10	213:5	225:3	134:12	thing 19:11
107:4 109:3	215:9	180:13	91:22 93:21	temp 256:6	test 124:19	139:14,16	50:12 73:13
109:25	226:18	223:19	94:9,10	Temple	194:14,15	139:19,20	74:14 77:19
117:15,16	231:20	254:18	98:5 100:5	153:11,16	194:22	140:3,13,16	88:10,12
118:19	255:7	talking 16:11	103:6	153:17	tested 229:11	141:3 143:7	93:23 98:9
119:11,14	taken 11:21	21:17 52:17	108:15	154:5,13	testify 4:3	143:11	98:18
122:23	58:24 104:4	53:12 57:5	147:14	155:2	146:17	152:2,4,8	104:17
189:25	127:21	61:21 62:23	179:20	156:10	158:11	152:10	127:25
194:17	254:21	71:9 73:12	180:9,16,20	173:5 183:6	testimony	158:6,9,9	136:13
252:2	258:6	78:19,24	219:19	ten 8:5 44:18	3:21 4:10	158:23	148:17
254:11	takes 10:8	84:6 90:19	229:9	45:4,12	5:2,10	162:5,8	155:8,11,11
255:12	57:15 68:16	96:13 99:10	247:21	71:17	13:20 21:8	163:25	195:13
systems 56:9	71:12 72:18	99:11	249:16	124:19	37:16	164:2,13	211:20
60:17 73:15	102:21	120:21	teammate	153:19	139:20	165:22	223:16
188:15	Talent 144:7	121:14	155:24	160:8,9	143:19	178:20,24	241:22
systems-bas...	talk 16:3,13	130:21	tech 173:15	164:20	152:13	179:8,19	254:15,17
59:23	16:20 17:13	133:8 137:4	174:10,23	ten-year	158:9	180:8,8,8,9	254:19
T	25:2,4 26:7	170:2,4	technical	219:21	167:25	180:10	256:2,7
table 4:7	28:24 31:22	197:6,13	172:16	tenacious	180:24	185:21,25	things 14:8
24:25 38:12	38:5,10	246:11	174:8,22	46:21	215:4 216:3	186:2,4,7	14:11,12
60:2 76:5	40:6 41:24	tanks 60:24	175:19	tend 73:2	216:11	186:20	15:11,15
112:23	48:16 49:3	targeted	176:6	175:15	221:10	198:21,23	16:4,14
135:11	59:23 60:3	144:3,4	177:23	tens 73:2	223:17	199:3,4,5	17:2,4 20:3
147:24	61:5 62:2	Tasers 38:21	techniques	tenth 151:5	249:4	209:25	20:12,13,15
148:2,6	63:3 64:3,8	Tasker	96:11	214:7	testing 194:9	210:2,4,7	22:19 23:11
215:18	66:4 71:6,7	155:19	technologic...	tenure 132:2	226:21	214:18,22	23:13 25:17
240:13	91:9 97:25	Tasker-Mo...	175:4	term 181:25	thank 4:12	214:23,25	27:14 33:10
245:6	98:16	6:18	technologies	254:6	12:8,17	215:4,5,6	35:18 38:14
tad 63:6	101:19	Taubenber...	197:10	terms 25:21	20:20 21:3	221:13,14	45:16 49:18
tailors 151:9	107:6,11	1:14 198:25	technology	45:9 46:4	30:4,5,6,14	221:17,18	54:11 55:17
take 12:22	109:15,23	199:2,25	11:11	50:14,24	30:22,23	225:8 238:5	55:19 57:4
15:24 17:10	117:13	200:7,11	173:22	51:18 54:22	31:17 37:16	239:6,14,15	57:15 58:13
18:16 29:17	119:25	202:5 203:5	174:9,23	57:19 60:7	37:16,18,19	239:17,18	59:11,22,24
36:19 53:4	125:2	204:14,20	175:2,18,25	74:11 80:19	37:22 47:8	239:20,22	59:25 64:21
56:9 58:12	134:18	205:3,7,11	176:15,16	95:13	47:11,14,24	239:23	74:15 77:4
73:3 76:23	172:6,8,8	205:14,17	208:14	105:23	48:6,8 61:9	240:2	78:5,11
92:9 100:19	172:21	205:24	218:24	106:2	61:10,15,20	241:12	80:12,17
102:6,11	180:2,22	206:5,12,23	236:11	111:25	62:25 67:10	242:20,21	85:23 91:2
105:19	183:11	207:3,12	237:19	113:19	68:8,9,12	242:22	91:9 96:16
114:11	188:18	208:9 209:3	teed 74:24	119:12	75:18,19,20	243:9,11,11	98:3 99:3
137:23	189:11	209:8,15,23	tell 45:18	120:24	75:23 82:25	245:12	99:11,22
138:3,4,6	196:12,13	tax 219:21	67:18 72:10	123:17	83:4 84:17	253:19	107:15
139:6	talked 35:10	220:25	78:14 94:7	126:5	86:17 89:25	255:20	112:18
142:12	50:11 72:24	taxes 174:6	94:11 96:4	135:24	93:5,6,9	256:21,24	122:19
148:17,23	74:19 83:11	teach 55:21	98:21	138:18	103:15,16	256:25	126:4,10
158:2	84:18	teachers	148:13	139:2	104:9 111:4	257:3,5,5	133:10
159:22	100:11	183:3,4,7	152:21	159:20	111:7,22	257:13	139:8
162:22	117:14	210:16	168:3	167:24	112:11,12	thanks 48:11	157:25
172:3	124:18	teaching	213:24	172:23	112:13,16	141:5	171:11
183:21	125:3	145:10	221:3	175:12	117:7,8,11	theme 28:16	188:3,5

Committee of the Whole
April 30, 2019

Page 28

191:7	145:25	196:13	19:16 20:25	220:3	159:23	182:23	translation
197:10	146:22	Thomas	27:25 30:4	tiny 80:24	165:16	203:18	113:20
199:9 204:9	147:9	40:10	35:17 41:15	tip 127:23	totally 41:20	transcript	transparency
223:25	163:20	thorough	41:15,16,23	titles 2:9	touched	258:8,21	216:23
227:23	164:4,24	255:8	45:6,18	252:14,15	13:23 93:12	transcripts	220:8,19
230:22	169:25	thoroughly	47:15 53:19	today 3:12,21	tough 78:6	194:19,21	transparent
236:12,16	170:13	39:19	58:22 59:12	4:18 5:15	147:15	transfer	74:9 171:4
254:22	171:19	thought 29:4	68:16 73:20	9:8 62:23	192:17,23	49:20,24	253:25
255:5	174:2	49:7 76:12	73:23 74:4	94:14 97:7	Toyota	51:6,18,21	TransPass
think 13:23	177:18,20	105:19	79:3 81:7	99:14	177:22	52:8 53:3	137:15,16
19:3,22	178:2	138:25	81:16 82:8	102:18	track 44:24	53:19 54:17	137:24
20:17,18,21	181:17	233:13	85:13 92:17	103:3 124:4	121:25	transfers	transportat...
21:21 22:4	188:10,23	240:23	95:17,23	140:23	184:16	20:3 49:20	4:19,23
22:18 25:24	189:16,21	thousand	102:17,20	148:13	192:3	50:8 51:12	6:21 7:8 8:5
26:2 27:4	189:25	138:4,4	103:2	152:12	tracking	51:14	16:23 21:9
28:18,21	190:5,8	threaten 7:11	104:12	161:20	67:25,25	transformed	22:2 24:14
32:21 33:2	191:12	threatened	110:6,9	165:14	193:4	203:12	25:3 33:20
36:4,12,24	194:11	80:11	115:10	166:22	tracks 39:7	transit 7:11	67:2 68:21
37:2 39:22	195:8 196:9	threatening	116:16	179:12	trade 33:7	7:23 8:2,6	128:9
42:10 46:6	196:23	82:11	118:19	183:19	trades 31:23	10:11,11	travel 20:10
47:17 48:2	197:3,11,13	three 10:5	119:18	186:21	32:14 33:5	12:12 19:21	114:18
48:21 49:24	198:5 200:8	28:15 29:18	136:20	216:8,10	62:14,21	21:14 40:11	traveling 8:5
53:5 55:16	200:13,17	43:12 69:15	152:25	240:22	94:6	41:9,10	102:8
56:11,18	201:23,25	72:19,24	184:6	252:3	traditional	43:14 44:3	travels
57:5,13	209:16	75:13	186:21	told 38:22	151:24	46:19 48:20	116:10
58:15 59:11	210:23	119:20	192:2,2	69:12 120:6	Traditionally	48:22 49:7	Treasurer
59:24,25	211:2,3,11	120:22	193:11	Tommie	146:18	49:9,14,17	113:3
60:19 63:17	212:13,14	144:12	203:15,20	221:16	traffic 12:6	56:10,22,24	treated
69:9,12	214:2 215:2	147:12,20	203:20	tomorrow	27:7,9,17	69:15 91:16	116:23,25
70:6 74:10	215:25	159:22	206:20	11:8 123:9	27:24 28:13	92:8 103:8	treating
75:5,12	223:13	162:16	215:10	124:5	28:15 71:4	104:21	256:17
76:11 79:10	225:19	163:15	221:12	ton 59:12	71:8,10	105:9,21	treatment
79:14 80:18	226:5 231:8	176:8	226:7 234:2	tool 157:12	72:5,8 90:6	107:19	28:5
83:6,11	235:22	181:15	240:2	199:7	90:17	109:3 110:2	treatments
86:8 87:23	236:5,15	184:25	251:23	toolbox	trail 159:9,14	110:13,24	18:22
88:3,7,9	237:8,9,10	196:7	255:8	108:23	160:3,24	112:3,4,8	tremendous
89:21 92:4	237:13,18	203:22	timeframe	tools 108:23	161:2 162:4	114:14	48:3 142:25
96:8 99:7	237:20	206:6	28:24 29:25	top 18:13	train 38:23	126:18	214:11
103:7,20	239:7	207:18	119:13	68:4 100:6	40:2 43:17	transit-orie...	tremendously
104:19,24	240:25	229:19	131:3	151:4 153:5	43:18 69:5	65:4	155:15
105:25	248:21	three- 182:4	timeline	153:21,25	78:5 106:14	transition	trend 10:16
106:7 107:3	252:5,11	threshold	53:11 80:19	154:14	109:20	224:4	54:20 96:2
108:17,21	253:12,22	136:6	timelines	192:8,25	training	transitioning	101:9
108:24,25	254:15	229:10	253:10	200:15	110:16	188:14	trends 35:9
109:7,19,22	thinking	throwing	timely 10:3	201:6 202:2	142:10	translatable	tried 49:3
111:19	91:11 207:5	79:16	232:8	top-down	143:21	86:14	139:11
112:4 115:7	240:25	thrown 77:3	235:19	202:21	182:12	113:10	169:25
116:15,20	252:11	80:2,2	times 8:6	top-level	188:16	Translate	trip 20:9
125:12	thinks 72:14	Thursday	69:15	201:4	250:13	112:21	24:10 36:15
128:2,6	third 34:21	212:20	163:16	topic 92:7	trains 109:16	113:5,12,15	69:4 102:6
129:21	36:6 44:8	ticket 115:9	179:20	total 5:23	122:15	114:6,8	trips 13:2
134:8	102:3 165:7	time 7:8 9:11	186:18	6:11 34:8	trajectory	translated	137:23
139:17	196:12,12	14:16 18:16	207:13	44:17 64:17	155:15	113:6	138:4,5,6

138:19	144:21	194:25	250:16	unit 44:12	108:24	46:13	147:13
139:5	167:7,8,10	195:16	undergrad...	219:11,13	114:7	victories	148:11
trolley 114:16	187:9,12,17	196:7	153:15	220:10	118:14	194:5	want 15:25
trolleys	196:3,8,11	204:24	underneath	universities	122:17	village 151:7	16:20 17:16
115:19	196:14,19	206:7,9	26:4	141:22	132:24	violence	17:18 18:12
troubleshoo...	198:11,15	218:20	underrepr...	160:7	174:18	155:21,21	18:21 46:9
73:18	207:14,20	222:12	252:12	188:24	194:22	156:25	46:15 47:13
truck 27:20	207:22	231:2 235:2	underrepr...	189:2	223:21	161:7,13	48:11 49:19
truckers	208:3,5,6,8	236:12	94:5 156:12	university	users 52:10	162:18	50:24 51:2
22:17	208:18	241:3,10	understand	36:8 51:20	73:16	violent 42:8	59:10 60:12
trucking 7:10	tuned 240:5	247:9,10,19	19:17 46:3	102:5 147:7	uses 113:4	42:14,23	60:21 62:24
21:12	turn 11:14	248:16	50:7,22	151:17	114:5	82:11	63:2 65:19
trucks 71:20	19:12 21:25	249:9 252:9	71:3 94:23	153:11,16	usually 97:21	virtually	65:21 67:10
175:7	124:24	type 36:23	105:18	153:17	232:2	118:23	69:18 71:2
true 53:8	142:4	56:15 77:2	123:19	154:4,4,5	utilities 73:17	121:16	71:2,25
258:7	turned 153:8	98:18 170:7	126:23	154:13	utilize 156:5	virtues	90:23 91:8
trustee	Turnpike	207:22	138:25	156:10	<hr/> V <hr/>	190:12	93:11 96:9
220:11	21:22 22:16	211:20	178:5 205:8	161:15	vacancies	visible 42:5	96:10 97:13
Trustees	22:22	238:23	205:18	183:15	222:23,25	vision 11:6	99:24
140:21	turns 91:18	254:23	206:13	184:2	223:3	48:14	101:11,12
141:3	tutoring	types 55:18	232:10	190:15	223:3	148:16	101:15
241:21	190:20	195:6	249:17	198:8	validators	244:15	103:5
245:25	206:20	219:11	251:6	University's	119:23	visit 7:16	107:15
246:12	207:8	236:15	256:16	155:2	136:25	visiting	111:4,7
247:12,17	twelfth	247:10	understand...	unlimited	validity 44:10	184:21	116:8 123:3
Trustees'	212:11	typically	60:5 125:10	137:25	valuable	185:4	130:15
243:25	214:7	22:12 23:25	217:15	139:10	221:7	vital 12:4	131:13,21
truth 150:24	Twenty-five	24:4 77:2	227:18	unpacking	value 63:5	141:12	132:20
try 17:17	71:16	78:24 87:23	232:17	59:12	142:16	voices 152:3	134:10
18:7 42:5	twice 79:15	208:23	236:18	unreliable	190:18	248:23	135:5
47:20 56:5	197:14	<hr/> U <hr/>	understands	102:6	vans 88:7	volunteers	136:23
66:20 73:5	207:19	U.S 148:22	97:17	unsafe 108:3	100:18	247:25	138:3
73:6 88:3	two 24:24	Uber 14:25	understood	108:7 109:4	various	vote 19:8	139:18,24
110:25	25:11 29:18	27:11	131:6 203:3	update 35:25	220:22	vulnerable	141:3
111:24	33:10 43:10	ultimate	undertaking	49:24	222:7 223:6	230:24	143:11
167:9	43:20 71:22	197:11	249:7	updated	236:7	<hr/> W <hr/>	144:10
184:13,24	72:18 75:13	ultimately	underwear	220:25	251:12	wage 96:8	146:14,21
185:5 190:3	97:14,21	28:20	113:13	upsets 123:4	vegetables	163:6	147:25
trying 51:23	99:10	101:10	undetactable	upsetting	175:6	vehicles	148:13
56:8 73:14	107:14	162:3	124:13	77:5 78:7	168:10	wait 90:25	152:21
85:18 92:4	114:18,25	178:17	unemployed	upwards	164:9	127:20	162:12
96:24 135:4	115:2	unacceptable	142:4,11	168:10	urban 154:18	240:10	163:22,23
146:7	120:22	256:19	unemploy...	221:25	164:9	waiting	163:25
157:13	129:7,8	uncertain 7:8	99:17	222:14	urge 46:23	126:12	164:15,18
163:16	138:10	uncomforta...	unfortunate	urgency	156:21	127:24	165:24
182:7 189:9	140:23	76:20	78:9	unfortunat...	249:14,25	128:23	166:21
231:3	145:25	235:24	21:22	uniform	250:2	129:17	168:17
244:12	147:12	underempl...	uniform	110:23	USA 131:25	179:4	176:22
249:12	153:14	142:11	113:12	use 29:4	USA 131:25	walk 69:10	177:4,17
250:11	156:16	underestim...	unique	52:24 55:21	use 29:4	87:12	178:5 179:2
Tuesday 1:7	159:20	46:8	141:22,22	70:24 91:17	use 29:4	151:15	179:17,18
212:19	163:4 174:4	undergoing			viable 188:11	162:2	180:6,6
tuition	176:7 180:6	29:9 95:6			vice 191:4	walked 151:2	182:23
					victims 44:12	Wanda 147:5	

Committee of the Whole
April 30, 2019

Page 30

183:19	12:22 25:10	22:19,25	179:6 182:7	194:17	73:21 80:11	215:17	127:14
185:15	52:8,13	23:2,4	189:9	203:21,22	81:19 94:3	240:12	164:17
186:10	53:9 56:10	26:11 27:15	194:19	208:2 217:6	111:12	245:5,5	172:13
192:25	71:13 73:25	27:20 28:14	195:8	218:3,8	183:20	witnessed	181:16
195:22	74:16 77:24	29:9,9	197:16	219:20	184:4	31:20	185:22
197:4	78:3,25	32:25 36:16	215:9,14	226:20	190:14	Witnesses 4:6	188:8 190:2
210:14	80:18 81:17	36:20 50:4	218:7,19	228:15	weren't 21:15	148:5	190:3
211:5	96:18,21	50:9,10	223:6	254:21	23:8	215:17	191:14
213:15,17	97:16	52:20,21	224:22,25	weaknesses	west 123:21	240:12	202:16
215:3	102:18,19	54:20 56:10	225:18,25	225:2	173:14,15	woman 9:13	206:22
217:21	102:20,24	56:19,21,23	236:24	229:15	whatsoever	9:16 35:13	209:12
219:17	103:13	58:16 59:12	248:6	234:25	124:10	94:19 95:2	211:15
221:4	116:24	61:21 62:4	249:12	235:3	127:11	161:18	212:18,21
226:16,18	133:12	66:17 69:17	250:11,16	wealthiest	wheelchair	women 9:3,6	213:9 215:5
229:6 235:8	137:18	69:19 72:14	250:24	49:11	87:10	9:10 31:19	218:6
247:7 254:5	156:5 157:9	73:13,15	251:4 253:2	wearing	wheels 175:8	31:22 32:9	219:18
254:16	164:24	74:8,10,18	253:25	108:15	wherewithal	32:14,23	220:10
255:7	176:25	74:19,25	255:5	website 11:23	172:14	33:4,6,13	222:3
wanted 19:3	188:17	75:4 77:14	we've 17:24	19:14 85:16	White 140:9	62:13,20	224:19,20
30:23 38:3	204:10	77:17 78:19	18:5 22:7	85:19,21,22	140:14,19	94:5,12	233:15,16
67:15,19	206:22	79:4,12	23:9 29:5	86:13	140:22	99:25 149:2	233:17
68:15 70:9	209:5	81:17 82:19	34:5,18	112:18	177:13	wonderful	239:16
75:24	236:25	83:25 85:4	35:11 52:3	113:4,10,22	207:15,16	241:22	244:13
111:22	238:3	88:9,15	52:19 53:12	115:8	216:9	wondering	246:11,13
112:17	246:10	90:12 91:12	56:11,12,13	234:14	221:15	84:24	246:21,23
133:17	ways 52:24	91:20 92:4	56:17 58:4	Wednesday	224:3	120:18	252:6
135:16	74:8 86:7	92:8 96:2	58:24 60:2	212:19	wide 158:3	181:25	255:10
161:3 178:8	90:14,17	99:7,7,12	63:17 64:2	257:10	224:15	241:8	worked 25:8
179:8	wayside	99:16,19	64:6,10	week 99:8	widely 224:5	word 29:22	32:7 96:18
183:10	150:17	104:5,7	66:8 73:23	136:4 138:2	224:22	69:19	96:21
191:16	we'll 20:2,3,4	106:22	78:4 83:11	214:4	widening	252:12	100:16
wanting	28:9 29:15	107:16,22	83:21 85:24	238:17	141:17	words 159:5	121:17
164:6	29:17 33:4	108:9,19	87:4,18	241:2	widespread	224:15	129:2,15,21
wants 178:6	50:18 53:15	110:16,17	88:12 91:2	weekday	111:21	work 7:16	131:23
Ward 132:23	58:13,14	116:13	91:24 94:16	115:10	WiFi 14:7	16:4 17:15	142:18
132:24	66:18 75:2	121:25	95:8 98:9	weekend	WILLIAM	18:3,17	176:7 217:2
warm 110:16	79:11 99:8	122:5	101:24	66:20	1:11	27:18 28:2	worker 81:23
Washington	123:9	128:24	102:16	174:19	willing 66:17	28:21,22	82:5
171:10	132:14	129:6,7,24	118:21	weekends	117:4	29:23,24	workers
wasn't 103:20	190:8,24	131:2 133:7	119:21	15:15 55:3	122:25	31:15 36:5	95:19 96:8
103:21	198:19	134:24	120:3,20	84:20	win 23:2	47:21 48:2	104:14
244:24	219:5 234:8	135:18	121:17	weekly	win-win	48:19 52:5	108:11
Waste 8:18	234:9	136:2,3	126:16	138:12,15	58:14	52:6,9,18	168:18
watch 41:9	242:18	137:4,10	129:19,21	weeks 103:20	winter 73:25	53:4 56:8	217:16
256:11	256:13	139:25	134:23	137:4,7	184:9,15,21	56:19 58:5	workforce
watchdog	we're 12:20	140:6	135:15,21	147:6 241:3	Wissahickon	58:11 59:5	8:21 9:2,12
216:15	13:7 14:8	165:14	144:13,14	weigh 248:24	6:20	74:25 75:4	35:2 66:14
221:7	15:5,8,16	166:17	144:17	welcome	witness 4:2,6	89:6,24	95:10 99:20
watching	15:21,22,23	171:7	163:7 165:4	125:5	38:11,11	92:3,5,6,25	142:8 144:5
150:3	16:8,8,10	172:18	167:9	welding	76:4,4	98:13,25	145:9
water 77:3	17:16,20	174:4,5,15	169:21	174:13	112:22,22	101:14	169:22
78:11	18:2,17	175:9,23	170:15,18	175:21,21	135:10,10	111:4	170:3,7,10
way 7:24	19:23 21:17	177:20	177:22	went 69:14	148:5	118:13	170:15,18

Committee of the Whole
April 30, 2019

170:20	161:4	8:4 10:2	217:19	161:13	10th 132:24	227:19	96:1 97:1
177:7,15	worldwide	11:17 12:10	years 2:12,24	172:9	11 97:23	231:15	98:1 99:1
187:22	150:24	13:7 19:25	9:6 10:5,14	186:15	115:3,11,17	19 55:11	100:1 101:1
188:16	worried	21:13 22:6	20:7 29:18	188:13	144:13,14	161:14	102:1 103:1
211:4,19	199:17	22:8 23:11	34:4,9,22	193:6	11:30 253:21	187:7 219:4	104:1 105:1
224:25	worse 71:22	23:15,20	35:4 56:17	youngest	110 213:13	234:6	106:1 107:1
252:16	226:17	27:4,5	66:13 67:4	154:24	1199 181:6	190152 1:16	108:1 109:1
working 7:14	worthwhile	29:25 30:15	72:18 73:4	159:19	12 51:7,11,11	2:1,6,10 3:1	110:1 111:1
10:14 12:2	210:25	43:4 45:22	77:7 80:8	161:17	51:13 69:3	4:1 5:1 6:1	112:1 113:1
15:23 29:16	wouldn't	50:18 53:14	82:15 85:10	youth 49:17	69:25	7:1 8:1 9:1	114:1 115:1
41:17 50:3	30:23	53:14,17,17	85:24 87:18	55:6 161:13	194:16	10:1 11:1	116:1 117:1
56:15 57:6	184:12	54:5 56:21	94:12,21	189:3	227:18	12:1 13:1	118:1 119:1
59:4,22	wraps 28:7	66:8,12	95:12 97:14	Yup 43:5	120 176:10	14:1 15:1	120:1 121:1
65:12 67:6	write 200:2	71:22 72:25	119:20		181:7,14	16:1 17:1	122:1 123:1
67:12,24	written 4:10	74:11 77:8	120:22	<u>Z</u>	121 185:20	18:1 19:1	124:1 125:1
77:14 82:20	13:20	77:17 78:19	124:6 129:7	Z 152:18	12th 102:22	20:1 21:1	126:1 127:1
85:25 87:18	200:12	78:20,25,25	129:8,9	zero 8:17	13 69:3	22:1 23:1	128:1 129:1
91:21,22	wrong 38:17	79:6,9,9	130:22	11:6 48:14	173:25	24:1 25:1	130:1 131:1
119:18,21	69:12 73:21	81:11 97:13	138:10	49:19	221:22	26:1 27:1	132:1 133:1
124:21	73:23	99:5 100:15	142:15	169:11	136 197:12	28:1 29:1	134:1 135:1
128:24	117:19	103:19	144:13	zip 180:17	14 35:14	30:1 31:1	136:1 137:1
129:6	201:15	104:3	152:23	zones 18:11	85:23 86:16	32:1 33:1	138:1 139:1
137:11	256:19	130:24	153:8 154:9		99:8 112:19	34:1 35:1	140:1 141:1
141:15	Wynnewood	141:5 145:6	154:20	<u>0</u>	113:24	36:1 37:1	142:1 143:1
142:8	51:23	147:18	156:16		114:8	38:1 39:1	144:1 145:1
149:23		154:23	160:17	<u>1</u>	14.5 149:3	40:1 41:1	146:1 147:1
179:6	<u>X</u>	160:4,5	161:14	1 21:9 205:22	15 36:20	42:1 43:1	148:1 149:1
188:19,21		162:25	172:10	1,000 8:4	68:19,20	44:1 45:1	150:1 151:1
191:2,3,9	<u>Y</u>	163:3,5	190:6	78:17	152:23	46:1 47:1	152:1 153:1
204:8 213:3	Yard 24:25	165:19	194:16,25	1,400 77:14	214:6	48:1 49:1	154:1 155:1
213:6,8	25:8,10,15	169:3	196:7	1,600 256:6	238:21	50:1 51:1	156:1 157:1
223:9	25:19	183:21	197:21	1,900 13:2,2	15-15-5 91:3	52:1 53:1	158:1 159:1
241:23	yeah 63:22	192:8	198:19	1.25 144:4	15-year-old	54:1 55:1	160:1 161:1
workload	70:3 78:23	198:18,18	203:22	1.3 166:15,16	159:2	56:1 57:1	162:1 163:1
189:13,17	79:18 89:23	208:18	207:18	166:17	150,000	58:1 59:1	164:1 165:1
189:22	91:24 92:24	216:12	220:15	1.35 165:25	221:24	60:1 61:1	166:1 167:1
199:20	98:15 101:4	217:7,10	226:9 249:9	166:24	1563-A 3:10	62:1 63:1	168:1 169:1
201:19	101:21	218:11	years' 34:7	167:3	15th 6:15	64:1 65:1	170:1 171:1
workloads	105:16	219:14,15	yield 256:23	1.7 63:15	16 10:6	66:1 67:1	172:1 173:1
188:21	116:19	219:16	yielded	1:00 179:4	145:20	68:1 69:1	174:1 175:1
workplace	125:19	220:21	185:19	10 134:23	153:21	70:1 71:1	176:1 177:1
80:15 249:6	134:22	222:5	yielding	173:25	195:17	72:1 73:1	178:1 179:1
249:16	167:15	230:10	10:19	212:14	1600 171:16	74:1 75:1	180:1 181:1
works 7:4	223:13,24	231:15,19	York 39:18	10,000	17 139:18	76:1 77:1	182:1 183:1
19:18 59:2	224:16,17	232:6	39:20 41:25	173:23	200:18	78:1 79:1	184:1 185:1
90:11	227:24	233:18	41:25	10:00 43:22	231:19	80:1 81:1	186:1 187:1
150:17	228:11,21	234:24	104:22	10:36 1:7	1700's 14:20	82:1 83:1	188:1 189:1
216:2	230:5	250:22	105:3,5	100 78:24	17th 87:7	84:1 85:1	190:1 191:1
224:17	233:15	252:3	179:20	79:8 99:6	212:9	86:1 87:1	192:1 193:1
world 60:8	237:7	253:15	young 33:16	113:5	18 26:12	88:1 89:1	194:1 195:1
148:15	year 2:18,22	year's 21:20	33:20 39:2	141:21	160:17	90:1 91:1	196:1 197:1
154:17	3:2,17,19	116:13	55:9 115:18	185:20	181:9,18	92:1 93:1	198:1 199:1
160:22	3:20 5:3,8	144:2	159:10	107 22:13	217:8	94:1 95:1	200:1 201:1
	6:5,11 7:25						

Committee of the Whole
April 30, 2019

202:1 203:1	2010 64:10	270 40:13,24	4.58 6:10	107:1 108:1	213:1 214:1	78:16	834 9:25
204:1 205:1	2014 9:17	104:21	4/30/19 2:1	109:1 110:1	215:1 216:1	50th 132:23	84,000
206:1 207:1	35:11 94:17	283 106:21	3:1 4:1 5:1	111:1 112:1	217:1 218:1	52 9:7 94:13	238:16
208:1 209:1	95:5	288 22:5	6:1 7:1 8:1	113:1 114:1	219:1 220:1	97:24	850,000
210:1 211:1	2015 148:11	<hr/>	9:1 10:1	115:1 116:1	221:1 222:1	5200 212:8	144:7
212:1 213:1	238:12	3	11:1 12:1	117:1 118:1	223:1 224:1	53 218:2	86 168:10
214:1 215:1	2016 67:11	3 3:9 63:14	13:1 14:1	119:1 120:1	225:1 226:1	223:18	87.6 5:3,22
216:1 217:1	161:8	143:25	15:1 16:1	121:1 122:1	227:1 228:1	54 217:23	89 63:3,7,13
218:1 219:1	2018 43:6	166:2,5,8	17:1 18:1	123:1 124:1	229:1 230:1	240:24	64:2,22
220:1 221:1	44:15 45:9	166:13,18	19:1 20:1	125:1 126:1	231:1 232:1	55 217:25	132:16
222:1 223:1	100:11	166:24	21:1 22:1	127:1 128:1	233:1 234:1	223:18	<hr/>
224:1 225:1	107:9	207:20	23:1 24:1	129:1 130:1	235:1 236:1	59 9:8 94:15	9
226:1 227:1	110:10	208:18	25:1 26:1	131:1 132:1	237:1 238:1	<hr/>	9,500 8:22
228:1 229:1	217:2	3,000 13:6	27:1 28:1	133:1 134:1	239:1 240:1	6	34:8 93:18
230:1 231:1	219:14	34:6 95:7	29:1 30:1	135:1 136:1	241:1 242:1	6 5:22	93:22
232:1 233:1	2019 1:7 3:2	3.8 200:18	31:1 32:1	137:1 138:1	243:1 244:1	6.8 226:3,9	9.4 216:13
234:1 235:1	257:10	3:37 257:15	33:1 34:1	139:1 140:1	245:1 246:1	60 24:21	90 40:20,22
236:1 237:1	2020 2:12,15	30 1:7 24:5	35:1 36:1	141:1 142:1	247:1 248:1	187:12,15	213:5
238:1 239:1	2:18,24	30,000	37:1 38:1	143:1 144:1	249:1 250:1	196:2	900,000
240:1 241:1	3:17,19 5:3	153:20	39:1 40:1	145:1 146:1	251:1 252:1	212:13	144:9
242:1 243:1	6:5 11:15	300 42:3	41:1 42:1	147:1 148:1	253:1 254:1	600 129:6	90s 66:7
244:1 245:1	161:17	63:18,20	43:1 44:1	149:1 150:1	255:1 256:1	64.7 148:23	92:23 93:3
246:1 247:1	216:12	190:16	45:1 46:1	151:1 152:1	257:1	65,000 36:12	93:4
248:1 249:1	218:12	305 21:21	47:1 48:1	153:1 154:1	40 59:14 85:9	102:2	92 213:4
250:1 251:1	234:7	30th 6:13	49:1 50:1	155:1 156:1	400 1:6	67 219:15	928 144:18
252:1 253:1	2024 2:24	51:21	51:1 52:1	157:1 158:1	257:12	675 6:12	99 118:25
254:1 255:1	2025 2:12	31 44:15	53:1 54:1	159:1 160:1	400,000	696 247:20	138:16
256:1 257:1	3:20	45:11,20,21	55:1 56:1	161:1 162:1	232:22	248:21	
190153 1:16	2029 225:19	85:9	57:1 58:1	163:1 164:1	41 121:11	69th 44:6	
2:6,14	2030 225:20	31-year 32:6	59:1 60:1	165:1 166:1	44,000	68:16 69:23	
190154 1:16	2032 226:10	31.7 145:11	61:1 62:1	167:1 168:1	238:14	<hr/>	
2:6,16	2033 226:9	31.8 169:3	63:1 64:1	169:1 170:1	45 9:14 44:14	7	
190164 1:16	2050 121:25	31st 230:2	65:1 66:1	171:1 172:1	44:15 45:10	7.2 144:17	
2:7,19	20th 87:8	33 247:20	67:1 68:1	173:1 174:1	94:20,24	7.55 226:4	
1992 3:9	21 169:2	33,000 42:2	69:1 70:1	175:1 176:1	99:24	7.6 226:4	
19th 87:8	187:4	104:23	71:1 72:1	177:1 178:1	47 238:19	70 29:7 40:20	
1st 257:10	220 219:13	33.3 148:25	73:1 74:1	179:1 180:1	247:20	70,000	
<hr/>	22nd 127:7	35,000	75:1 76:1	181:1 182:1	248:21	173:24	
2	23 9:2 218:11	212:12,18	77:1 78:1	183:1 184:1	48th 173:19	176:3	
2 207:21	23,000 63:15	35.4 143:23	79:1 80:1	185:1 186:1	49 10:22	739 6:4	
218:10	24 9:25 68:23	143:24	81:1 82:1	187:1 188:1	12:21,25	75 11:13	
2,000 99:5	25 99:9	165:15	83:1 84:1	189:1 190:1	20:24	75,000	
192:9,15	154:20	350 22:13	85:1 86:1	191:1 192:1	4th 44:2	221:25	
2.3 228:8,16	214:5	367 238:13	87:1 88:1	193:1 194:1	<hr/>	7th 11:8	
2.50 135:3	218:12	375 212:10	89:1 90:1	195:1 196:1	5	<hr/>	
20 8:14 66:13	25.3 145:11	214:9	91:1 92:1	197:1 198:1	5 134:21,23	8	
68:18 99:7	26 9:16 35:15	380 238:22	93:1 94:1	199:1 200:1	135:13,17	8 170:13	
99:9 122:8	44:13 94:17	39 24:2,19	95:1 96:1	201:1 202:1	136:6	8,900 238:13	
153:8 154:9	95:5 171:7	100:14	97:1 98:1	203:1 204:1	50 24:4 40:19	80 24:5 54:7	
212:14	26,000 46:17	390 110:3	99:1 100:1	205:1 206:1	115:8	77:15	
222:5	268 11:21	3rd 43:21,25	101:1 102:1	207:1 208:1	122:21	121:24	
238:21	26th 155:19	<hr/>	103:1 104:1	209:1 210:1	197:21	122:20	
200 78:17	27 160:6	4	105:1 106:1	211:1 212:1	50/50 81:4	225:19	
79:9		4,000 192:11			500 77:14	226:11	