

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

-----X

2018 CHARTER REVISION COMMISSION
PUBLIC HEARING

PRATT INSTITUTE
144 West 14th Street, Room 213
New York, New York 10011

July 17, 2018
11:11 A.M.

-----X

BOARD MEMBERS:

- CESAR PERALES
- RACHEL GODSIL
- JOHN SIEGAL
- DEB ARCHER
- MARCO CARRION
- DALE HO
- UNA CLARKE
- WENDY WEISER
- ANNETTA SEECHARRAN
- MENDY MIROCZNIK
- ANGELA FERNANDEZ
- CARLO SCISSURA
- KYLE BRAGG
- SHARON GREENBERGER
- LIRAN ANGELO
- KYLE BRAGG

ALSO PRESENT:

MATT GEWOLB - Assistant

CHARTER REVISION COMMISSION

1 MR. PERALES: Good morning. My name is
2 Cesar Perales, and I am chair for this
3 commission. This is the New York State Charter
4 Revision Commission of 2018.

5 Let's begin, as is our custom, by asking
6 folks to introduce themselves. We will start
7 with Mr. Bragg.

8 MR. BRAGG: Good morning. I'm Kyle Bragg.
9 I'm Secretary-Treasurer of Union 32BJ. Thank
10 you.

11 MS. ANGELO: Good morning. I'm Liran
12 Angelo. I'm a senior researcher at the Institute
13 for State and Local Governance.

14 MS. GREENBERGER: Good morning. I'm Sharon
15 Greenberger. I'm the President of the YMCA of
16 Greater New York.

17 MR. SCISSURA: Good morning. Carlo
18 Scissura. President and CEO of the New York
19 Building Congress.

20 MR. PERALES: I'm Cesar Perales and I'm the
21 former Secretary of State of New York and I
22 previously had served as Deputy Mayor of New York
23 City.

24 MR. HO: Good morning my name is Dale Ho.
25 I'm a lawyer at the American Civil Liberties

CHARTER REVISION COMMISSION

1 Union.

2 MR. SIEGAL: Good morning. John Siegel.
3 I'm a lawyer in private practice, a partner in
4 the BakerHostetler law firm.

5 MR. PERALES: That's Matt Gewolb on the end,
6 who is not a member of the commission so he
7 doesn't get to introduce himself.

8 The purpose of today's hearing is to discuss
9 our preliminary report. As some of you -- and
10 some of you look familiar -- know that we've had
11 an extensive series of public hearings. We've
12 gotten hundreds of comments, we've had actual
13 hearings with experts on particular subjects, and
14 all of that has been distilled, I think quite
15 well, by the staff in the report that is being
16 published today.

17 Matt, do the folks in the audience -- have
18 they seen the report?

19 MR. GEWOLB: The report is available now on
20 our website.

21 MR. PERALES: It's available now on the
22 website. I've got one with actual pictures, so I
23 have an advantage.

24 Basically, where we were -- is at our May
25 31st hearing, we asked the staff to write up a

CHARTER REVISION COMMISSION

1 preliminary report based on the public comment
2 and the public testimony, and that's what we have
3 before us today. I want to thank the staff for
4 what I think is an excellent, excellent job, and
5 I think at this point -- I think it would be
6 useful if Matt were to provide us with the
7 highlights of the report.

8 With that, I give you Matt Gewolb.

9 MR. GEWOLB: Thanks very much, Mr. Chair,
10 and let me echo your thanks to the terrific staff
11 that we have, a lot of hours and great work into
12 this report. So we appreciate that very much.

13 I'm going to go through the preliminary
14 staff report now, and -- and hit some of the
15 highlights for all of you. Let me just say as a
16 preliminary matter, that we've carefully reviewed
17 each and every comment submitted to the
18 commission, we've examined the entire charter,
19 and through this report, we seek to achieve three
20 goals.

21 The first is to summarize the hundreds of
22 comments we've received from New Yorkers across
23 the five boroughs as well as from advocates,
24 elected officials, academics and other experts.

25 The second is to recommend specific

CHARTER REVISION COMMISSION

1 proposals for consideration, further
2 consideration by the commission on the five issue
3 areas the commission has resolved to focus on,
4 and third, to inform the public throughout the
5 issues the commission is considering and to help
6 the commission formulate valid questions for the
7 public's consideration in that matter.

8 This report is intended to be a living
9 document. It will not limit the commission's
10 consideration of other issues nor its
11 recommendations set in stone.

12 Indeed, we're now going to be beginning next
13 week another tour of the five boroughs to hear
14 from members of the public in response to this
15 report, and of course, we expect the report to
16 change and to evolve in response to public
17 comment. Next slide.

18 Here, the major focus areas. I'm going to
19 briefly summarize the report. The focus areas
20 are campaign finance, municipal elections in New
21 York City, civic engagement, community boards,
22 and the districting process. For each of these,
23 I'm going to discuss the findings of the report,
24 and then after I finish with this presentation,
25 we're going to -- we'll hand it back to you,

CHARTER REVISION COMMISSION

1 Mr. Chair to facilitate a discussion on these
2 points.

3 On campaign finance, the commission received
4 numerous campaign finance reform proposals,
5 mostly addressing contribution limits, the public
6 matching formula and the matching funds cap.

7 Staff recommends in this area that the
8 commission strongly consider proposing an
9 amendment reducing contribution limits,
10 strengthening the public match and increasing the
11 cap on public matching funds. The commission
12 should carefully consider whether -- when any
13 proposed amendments go into effect, how each
14 proposed change to the system will interact with
15 other proposed changes, how these changes will
16 affect the ability of participating and
17 non-participating candidates to run competitive
18 campaigns, and how the changes will impact the
19 cost of the program. All these are laid out --
20 these issues are described in some detail in the
21 preliminary staff report, as you can imagine.

22 Municipal elections in New York City. The
23 commission received a large number of proposals
24 on how to improve elections in the City and
25 increase voter participation.

CHARTER REVISION COMMISSION

1 The proposals fell into three general
2 categories. Proposals for modernizing the
3 administration of elections such as changes to
4 voter registration processes and proposals to
5 adopt early voting. Two, proposals for increased
6 access to voting, either through direct changes
7 to voter eligibility requirements, such as
8 lowering the voting age or non-citizen voting,
9 whereby removing practical barriers by offering
10 things such as increased language assistance.
11 Three, proposals to address a lack of engagement
12 among voters. The most common proposals on these
13 lines was ranked choice voting, a system intended
14 to better capture voter preferences. Staff
15 recommends in this portion of the report that the
16 commission continue to study a range of proposals
17 to increase voter participation. In particular,
18 we recommend that the commission continue to
19 study election modernization proposals, but
20 solicit further input on which reforms might be
21 best achieved at the state level, focus on
22 proposals that address elements of election
23 systems specific to New York City, such as
24 possible rank choice voting in local primaries,
25 respond to identify needs of New Yorkers, such as

CHARTER REVISION COMMISSION

1 strengthening and expanding language assistance
2 services, and finally, the staff recommends that
3 the commission consider reforms that promote
4 civic engagement as a means of increasing voter
5 participation.

6 Speaking of civic engagement, next slide,
7 our next subject matter area. As you recall from
8 our public hearings, many commenters voiced a
9 concern about the health of the City's democracy,
10 and offered proposals meant to promote civic
11 engagement. The themes of the proposals
12 frequently presented to the commission include
13 creating an agency to coordinate and enhance the
14 City's current efforts, all of which are
15 described in some detail in the preliminary staff
16 report, promote civic engagement as a continuum
17 of opportunities for regularly participating in
18 the civic life of the City, promote engagement
19 that is local, community-based and culturally
20 relevant, and better inform the public about
21 opportunities for engagement.

22 So on next steps here, we recommend further
23 study of ways to strengthen the City's efforts to
24 engage its residents including through the
25 possible establishment of a new entity or office,

CHARTER REVISION COMMISSION

1 and what we laid out in this slide is the
2 questions that we think we ought to hear from the
3 public on in order to better formulate a proposal
4 for a potential new office or entity.

5 Our next broad subject matter is community
6 boards. Members of the public, experts and
7 elected officials expressed a strong interest in
8 making the City's 59 community boards more
9 reflective of the communities that they
10 represent. Many of the comments we received on
11 community boards indicated that some boards may
12 be insufficiently diverse both demographically
13 and ideologically, lack a consistent and
14 centralized employment process and do not have
15 adequate resources, particularly in urban
16 planning but also in other areas. In response to
17 these concerns, we recommend that the commission
18 consider four proposals we have listed above.
19 Consideration of proposals to impose term limits
20 for community board members, the standardization
21 on enhancement of the existing appointment
22 process, additional support and resources to
23 community boards particularly in the context of
24 urban planning but potentially in other areas as
25 well, and proposals to adopt other methods to

CHARTER REVISION COMMISSION

1 ensure that community boards are representative
2 of the communities that they serve.

3 Finally, the districting process. A little
4 bit of background. After every decennial census
5 the Mayor and the City Council appoint a
6 15-member district and commission to draw City
7 council district lines to accommodate changes in
8 population. The next districting plan will take
9 effect in 2023. The commission heard a variety
10 of proposals relating to the process by which
11 district lines are drawn. Some commenters
12 expressed concern that the recent districting
13 cycle did not give due consideration to the
14 voting power of racial and ethnic minority
15 groups. Others emphasize the importance of the
16 independence of the districting commission and
17 suggested changes to the appointment process.
18 Finally, commenters expressed concern about the
19 integrity of the upcoming 2020 census, in
20 particular, relating to potential undercounts in
21 New York City. As next steps in this area, we
22 recommend further study of procedures to address
23 the effects of the districting process on racial
24 and ethnic minority groups. This might include
25 providing for an additional review of proposed

CHARTER REVISION COMMISSION

1 lines by an independent expert. The further
2 study of alternations to the structure of the
3 districting commission to promote its
4 independence and reduce the influence of elected
5 officials including possible changes to the
6 appointment process. We've seen models of this
7 and heard about them from various witnesses
8 before the commission from other jurisdictions.

9 And finally, further study strategies to
10 counteract the negative effects of an undercount
11 in the next census on the districting process.
12 That is a very fast overview of a 100-plus page
13 report, but at a high level, that's what's there.

14 Mr. Chair, before I turn it back over to you
15 for the discussion, just a couple of notes on
16 calendar and next steps for the commissioner to
17 be aware of.

18 So as -- as I think people know and as
19 reflected on this slide, we're about to enter
20 Charter Week next week. It's very exciting. We
21 have hearings coming up in Manhattan on
22 July 23rd, Bronx on July 24th, Queens on the
23 25th, Brooklyn on the 26th, and then finally
24 Staten Island, where we began this process on the
25 31st. And I will of course, make all the details

CHARTER REVISION COMMISSION

1 have been made public through press advisories on
2 the website, etcetera. We'll continue to
3 advertise those events. Of course, we're
4 continuing with the commission's robust outreach
5 efforts through Commissioner in Your Borough
6 events which are somewhat informal
7 community-based events to engage the public on
8 the neighborhood level. Community meetings and
9 grass-roots events, continued meetings with
10 subject matter experts, and of course, continuing
11 to take written comments from the public by mail,
12 e-mail, through our Website, and on social media.
13 The members of the public that are here, of
14 course, I hope they will continue to engage with
15 us through whatever means is most convenient.
16 And, looking ahead, August, we will hold public
17 meetings to discuss and to vote on a final report
18 and any ballot proposals. September 7th, the
19 ballot proposals, if any, are due to be filed
20 with the City clerk. That is our deadline.
21 September, then, launching a public education
22 campaign, which we'll talk about more at future
23 meetings. And then, of course, November 6th is
24 Election Day, and the public will weigh in on any
25 valid proposals that we propose.

CHARTER REVISION COMMISSION

1 So with that, I will hand it back to the
2 Chair to facilitate a discussion on each of these
3 areas, and of course, we thank the commissioners
4 for the opportunity to do this work. We're very
5 appreciative on behalf of all the staff, so
6 thanks very much.

7 MR. PERALES: Thank you, Matt. It goes
8 without saying this is a meeting of the members
9 of the commission. We will not entertain
10 comments from the public.

11 But let me begin by thanking the commission
12 members. I think just about everybody who is
13 here today has either spoken to me
14 person-to-person or has had a lengthy
15 conversation with me so that their views have
16 certainly been incorporated in the narrowing of
17 the issues that the staff has conducted. So my
18 thanks to the other members of the commission for
19 taking the time to engage with me on many of
20 these issues.

21 With that, what I want to do is sort of
22 highlight, and it may sound a little repetitive
23 but I'll do it in five seconds, each of the five
24 issue areas, and ask folks to comment. I know
25 you've commented to me personally, but some of --

CHARTER REVISION COMMISSION

1 it's been done individually, and so it may be
2 useful to comment and have the other commission
3 members hear your thoughts on particular issues.

4 Let's start with one that may be the most
5 difficult, or may be the easiest; I don't know
6 which. It's campaign finance reform.

7 I think the staff has asked us to consider
8 lowering the contribution limits, increasing
9 matching funds, even increasing the cap for
10 matching funds. So we are very engaged in this
11 process, and I know we've asked the consultants
12 to do some modelling for us to see what happens
13 if you lower the contribution limits or you
14 increase the match, and we want to be sure that
15 both participating and nonparticipating
16 candidates can run competitive campaigns.

17 With that as an opening statement, are --
18 any of the members of the commission want to
19 comment publicly on where we are?

20 MR. BRAGG: I would begin by saying the
21 round of hearings that have been conducted
22 throughout the City have been extremely
23 informative for me, and I dare to say for the
24 rest of the commission. The challenges that
25 exist in our electoral system about levelling the

CHARTER REVISION COMMISSION

1 playing field to allow a more open process and
2 allow people to participate in electoral process
3 in the City, in a means and a fashion that is
4 fair and equitable to all; and trying to continue
5 to remove the barriers that exist and keep
6 everyday activists and normal people who are
7 engaged in our political system, the ability to
8 run equally and fairly in the contest for
9 political office; and so without having any
10 particular determination about what is the right
11 course to pursue, I think the information that's
12 been provided to us and the information that I'm
13 sure we'll continue to get as we continue our
14 hearings will allow us to formulate a
15 recommendation that we can present to the
16 citizens of New York to make a more fair and
17 equitable process for the finance campaign.

18 MR. PERALES: I want to thank you for saying
19 that, because I almost took it for granted that
20 everybody understood that what we are hoping to
21 do is, to the extent possible, level the playing
22 field. Let the people who have less of an
23 ability to raise big money to run for office, and
24 to run for office successfully; and so in order
25 to do that, we're looking for ways of decreasing

CHARTER REVISION COMMISSION

1 big contributions, looking at ways of coming up
2 with a more generous match so that if you get a
3 small contribution, it will be multiplied and
4 mean that much more. So these are the things
5 that we're looking at. We have not come down on
6 the exact dollar amounts, but that is what we
7 hope to do as we finalize our discussions.

8 Any other thoughts?

9 MR. SCISSURA: I just want to add a couple
10 of things. First of all, the staff did a great
11 job in putting together the draft report, so
12 congrats. You know, we are living in a very
13 flush economy -- God bless you -- everything is
14 going great, we have a lot of money, surpluses,
15 etcetera. Obviously, that is not going to be the
16 case forever, so I want us to all be mindful that
17 if we are increasing matching, there are more
18 people than ever running for office, which is
19 wonderful, but let's be careful of the City
20 budget, because I would not want to be the
21 person, and I don't think any of us would want to
22 be the commission that added holes in budgets,
23 you know, long term down the road. Even if it's
24 small, it's still something, so I want us to
25 think about that. I think it would be great, and

CHARTER REVISION COMMISSION

1 I hate to give you and your team more work to
2 present some, you know, different ideas. So if
3 you went, you know, from 175 to 250 and went 8:1
4 and lowered it from, you know, for the mayor
5 5,100 to 3,800, whatever it is, maybe you can
6 give us some different recommendations. I think
7 that would be great, and then, the other thing I
8 would say is if we're going to do changes on
9 contribution limits, it should be a percentage
10 that is going to affect every level.

11 So we shouldn't arbitrarily say for the
12 mayor it's this, for the council it's this, for
13 the borough president it's this, for controller,
14 public advocate. My opinion would be we're going
15 to say it's 20 percent, whatever the number is,
16 but it should be fair across the board; because I
17 think then it gives a very clear message that we
18 are looking at every office equally. So those
19 would be my recommendations.

20 MR. PERALES: Dale?

21 MR. HO: I would just like to say a few
22 words. First of all, I just wanted to thank the
23 staff for putting together this report under, I
24 think, very -- under a lot of time pressure.
25 Even with the narrow focus -- I shouldn't say

CHARTER REVISION COMMISSION

1 narrow, but even with the circumscribed focus of
2 the issues that we've been talking about, you can
3 talk about almost an infinite number of things
4 under the charter, but we've focused on a few
5 things and even within that range of things,
6 there's so much to do and think about, and I
7 think the staff has done a tremendous job of
8 distilling the input that we've gotten in
9 hearings and charting a recommended course
10 forward so I just want to thank you for that.

11 I was struck -- with respect to campaign
12 finance -- by the fact that even though the New
13 York City campaign finance system is frequently
14 described as a model for the rest of the country
15 -- and I think rightfully so -- it's a good
16 system that is functioning well. Even with that
17 good system, I was struck by the amount of
18 testimony that we received from people saying
19 that there isn't adequate access to the system
20 for candidates of different means, that there's
21 still feeling that the system isn't fair, that
22 there is at least an appearance of corruption
23 even if people aren't identifying the sort of
24 specific corrupt incidents in New York City
25 politics in recent years. There's an appearance

CHARTER REVISION COMMISSION

1 that pay to play is still a thing that happens in
2 our politics and that there's room for
3 improvement even in this model campaign finance
4 system that we have. It would be great, I think,
5 if we had more time to consider some of the more
6 radical proposals that have been talked about
7 around the country. Given our time constraints,
8 I think it's appropriate to think about -- to
9 focus our thoughts, not exclusively if -- in
10 upcoming hearings there's views that people want
11 to express about making more radical
12 transformations of the system, but I think it's
13 appropriate, given the amount of time that we
14 have to focus on the areas that have been talked
15 about today, specific to the contribution limits,
16 the amount of matching funds, and then the cap on
17 matching funds. I think there's always room for
18 improvement in those areas to help improve the
19 appearance of our elections. Thank you.

20 MR. PERALES: John?

21 MR. SIEGAL: So in the area of campaign
22 finance where I've litigated and represented
23 campaigns extensively, I've been very impressed
24 by the detail and sophistication of the
25 discussion. Not just the staff presentation,

CHARTER REVISION COMMISSION

1 which we expect because the staff, largely on
2 loan from the law departments at a very high
3 level, but also the discussion among
4 commissioners and particularly the presentation
5 of advocates where I think the discussion as
6 you've laid it out and the decision tree that we
7 have is really -- shows a sophisticated
8 understanding among the participants in this
9 debate.

10 I do think that we have to be mindful of the
11 larger environment that we are dealing with and
12 not just be in a New York City bubble, given the
13 changes that have happened just this month or are
14 happening now in the Supreme Court of the United
15 States, that anything we do in this area is on a
16 -- it's regulating on a -- on a difficult and
17 changing playing field; and that while we can
18 among ourselves get into a debate about
19 proposals, all of which really are quite
20 significant if not radical. I mean, talking
21 about cutting the contribution level -- limit by
22 50 percent is a very, very, very significant step
23 that has a 50 percent impact on the First
24 Amendment rights of New Yorkers who participate
25 in politics, and can only be justified by a

CHARTER REVISION COMMISSION

1 really compelling anticorruption rationale; and
2 so we've got to remain mindful of that, because I
3 don't think anyone here wants to go into the 2021
4 election cycle with campaign finance changes that
5 are in litigation, subject to uncertainty. We
6 need to make sure we get this right on a legal
7 basis, and I think it would be helpful to hear
8 more from the staff about just what room we have
9 to regulate on contribution limits, expenditure
10 limits, etcetera, so that we make sure we get it
11 right.

12 MR. PERALES: Let me just make one point
13 before I ask Sharon to make her point. There's
14 been a lot of discussion about the appearance of
15 corruption, and you -- both you and Dale raised
16 that there is of utmost concern to all of us as
17 we examine this question, but we're also aware of
18 the fact that we've got some Supreme Court
19 decisions that would ask us to balance what the
20 Supreme Court has found to be an expression of
21 freedom of expression with being engaged and
22 being involved in the contributions. So those
23 two things are uppermost in our minds. We're
24 concerned about the appearance of corruption, but
25 we don't want to limit anybody's freedom of

CHARTER REVISION COMMISSION

1 expression as the Supreme Court has described it.

2 Sharon?

3 MS. GREENBERGER: Yes, thank you. I also
4 want to just thank the staff for putting together
5 such a comprehensive report. This has been a
6 real education for me, which relates to my point
7 around sequencing. So as we think about these
8 things, and I know it's not something we're going
9 to decide today, but I think as we look at each
10 of these areas and we think about what are the
11 implications for rollout and what our
12 recommendations on sequencing that rollout,
13 whether for the next election or a midterm piece
14 it's something we should, I think, look at for
15 each one of these, just to make sure we're not
16 inconsistent, or whether there are
17 inconsistencies to understand the rationale for
18 doing so.

19 MR. PERALES: With that -- this took a
20 little longer than I thought it would. We have,
21 obviously, great interest in campaign finance
22 reform.

23 The second major issue is described as
24 municipal elections in New York City. I think of
25 it as increasing voter participation. It's

CHARTER REVISION COMMISSION

1 basically the same thing, in that there were two
2 recommendations that the staff asked us to look
3 at. One was the question of grant choice voting
4 or instance runoffs, and the other was improving
5 voter assistance services, and we heard testimony
6 about the need for better language assistance.

7 Any thoughts from the commission members on
8 these two?

9 MR. SCISSURA: I would just add that I've
10 been very intrigued consistently by instant
11 runoff elections, and I would say that, Matt,
12 that would be something we've heard at many
13 hearings. I know that we've talked about that
14 maybe we should spend a little extra time on as
15 we move forward.

16 MS. GREENBERGER: I was just -- I am also
17 equally intrigued. I know you mentioned, Matt,
18 that it's intriguing, in part because it captures
19 voter preferences. One of the reasons I'm
20 particularly intrigued by it is because it seems
21 to be an added efficiency if we can reduce an
22 additional election or turnout, I think that that
23 would be something very worthy.

24 MR. PERALES: Dale?

25 MR. HO: I know that we received a lot of

CHARTER REVISION COMMISSION

1 testimony about various election administration
2 issues around, say, voter registration and also
3 testimony about voter qualifications such as age
4 and citizenship. I know that those are not being
5 highlighted as areas that we are going to focus
6 on or recommended to focus on necessarily going
7 forward, I think my understanding, anyway, is due
8 in part to legal limitations on the authority of
9 the City to act in those areas absent revisions
10 to either the state constitution or state
11 statutes, and I understand those concerns. I
12 would still, I think, be interested in hearing
13 testimony on those issues to the extent that this
14 commission can stake out a position on various
15 issues within our legal authority or even make
16 recommendations that might go to future statute,
17 state statutory changes, that's one thing; and I
18 guess I would also say there are items like the
19 voter registration deadline that I know are
20 prescribed by the state constitution, but to the
21 extent that there's any plans for the joints to,
22 for purposes of municipal elections, make some
23 changes in that area, it's something that I would
24 be interested in hearing a little bit more about.

25 MR. PERALES: Kyle?

CHARTER REVISION COMMISSION

1 MR. BRAGG: Kyle Bragg. So I failed to
2 recognize and thank the incredible staff that has
3 been doing this work through this process by this
4 commission, not only managing the work of the
5 commission but helping to manage the volunteer
6 commissioners, and do the best they could to
7 allow for participation and availability through
8 this process; and I think most of the points that
9 I wanted to make are already made by Dale, but I
10 would only add that we've heard testimony too.
11 I'm not quite sure how responsive we can be
12 through the commission on issues like language
13 access during municipal elections, and so I found
14 that to be a very compelling issue, and if
15 there's ways we could address that, I thought
16 that was something we would like our staff
17 professionals to guide us on, as well as voting
18 access. And so I think those were some very
19 compelling testimonies and -- and presentations
20 given to the commission; and I suspect -- I
21 expect that we will hear more in the coming
22 hearings as we do the second round of tours
23 around the boroughs. And again, rely heavily on
24 our staff professionals to guide us through those
25 deliberations. Thank you.

CHARTER REVISION COMMISSION

1 MR. PERALES: I'm ready to move on, but I
2 too want to indicate that this is going to be a
3 tough one. This is -- as Dale points out, we
4 have to see how far we can go given that so much
5 of election administration is controlled by state
6 statute, state constitution, and what it is that
7 we might be able to do in that area. We're going
8 to heavily rely on our lawyers to tell us where
9 we can go, and with that, I think we also need to
10 continue to discuss rank-choice voting. It's a
11 very complicated issue, and I can tell you that
12 -- just you may have felt that there is not
13 unanimity on the part of this commission on some
14 of these issues. That is one in which there is
15 clearly no unanimity. Liran?

16 MS. ANGELO: Thank you. Rank-choice voting
17 is intriguing, and it is interesting, and it
18 does, in fact, end up giving you one less runoff
19 than you might otherwise have had, but I think
20 that, you know, we always need to be mindful of
21 unintended consequences, particularly in
22 something very new and very different. And I was
23 struck by the political science professor from
24 Hofstra whose initial statement on rank-choice
25 voting is what problem are you looking to solve,

CHARTER REVISION COMMISSION

1 and while I agree, especially as a budget person
2 that the second, you know, the second runoff
3 always costs money, there are some things you are
4 probably just better off paying for. So I would
5 -- I would like to see a little bit more data on
6 the benefits of rank-choice voting, and some
7 notion of what the unintended consequences may
8 be. And you're right, we're not unanimous.

9 MR. PERALES: You've made the point clearly.
10 With that I think we should move on, and again,
11 we're going to engage in a discussion of an issue
12 that, again, we do not have what I would call a
13 unanimity of opinion. It's got to do with how we
14 would strengthen the City's efforts to engage its
15 residents in setting policy and engaging in our
16 democracy in a more active way. Much of the
17 testimony seemed to suggest that the City ought
18 to create a new office, an Office of Civic
19 Engagement. Even though we also heard that there
20 was a great deal of activity on the part of the
21 City of New York. We got an officer that's
22 disabled that testified, we know a very strong
23 office that deals with immigrant affairs, voter
24 assistance operation, a strong volunteer office,
25 so that it's a little bit complicated as to

CHARTER REVISION COMMISSION

1 whether or not you put all of that under one
2 office, whether or not you are better
3 coordinated, and for that reason, I think staff
4 has recommended that we study ways to do this.

5 Any other commission members want to weigh
6 in on this point, just give us an overall sense
7 of where they think we ought to be going?

8 MR. SCISSURA: Just a quick comment. I'm a
9 fan of less bureaucracy. So creating an
10 additional office would not be something I would
11 enjoy seeing. I mean, I hate to give you more
12 work, but you guys are already doing civic
13 engagement, and I think the Chair, your comments
14 are right on point. There are a lot of different
15 offices. Maybe it's our job to help coordinate
16 them better, but just to add another office would
17 not be on my Top Ten.

18 MR. CARRION: Well, first, I should start
19 off by thanking the staff for their great work.
20 Just to echo what both Carlo and what the Chair
21 have said, I think everyone on the commission is
22 in favor of increased civic engagement, but that
23 we would need to drill down on. Obviously, the
24 concern of increased of bureaucracy is something
25 that we would have to discuss, and we want to

CHARTER REVISION COMMISSION

1 make sure that whatever we do --

2 MR. PERALES: While you're on the
3 microphone, please introduce yourself.

4 MR. CARRION: My name is Marco Carrion. I'm
5 currently Commissioner in Community Affairs for
6 the City of New York.

7 MR. SIEGAL: John Siegal. So I've listened
8 to this discussion on civic engagements -- very
9 interesting -- I'm several decades away from
10 having worked in City government, and the issue
11 of what office is situated where in the
12 bureaucracy is a theoretical concern, but not
13 something I have a direct view on or interest in
14 at this point. As I've listened, the one very
15 tangible, meaningful, specific thing I've heard
16 is the discussion of participatory budgeting,
17 which to me is the one thing we've heard that is
18 not only new and different, but really promises
19 to engage communities and citizens in meaningful
20 government decision making that will affect their
21 communities and their lives in a very specific
22 way, and I'd like if, in the next month as we're
23 discussing this, if we could see proposals that
24 speak directly to sort of the implementation of
25 that, proposed mandating of it on a city-wide

CHARTER REVISION COMMISSION

1 basis, where the funds would come from, how much
2 funds, how they would be administered, how
3 communities and citizens would be organized to do
4 that. One way, of course, is to create an office
5 and leave to that office to figure out over time,
6 but I think it makes sense for us to look very
7 specifically at the implementation of that and
8 consider whether it makes sense.

9 MS. GREENBERGER: I would agree with that,
10 as someone who has had the benefit of
11 participating in participatory budget in my
12 district. It is important because it offers two
13 things, education and responsibility, which is
14 really at the root of what we're trying to get at
15 when we talk about civic engagement, and part of
16 the reason why I think it's been successful is
17 because it's been a grass-roots effort. And so I
18 agree with Carlo on figuring out where we can
19 leverage our existing resources and our existing
20 practices before we think about establishing
21 additional bureaucratic measures. I think that's
22 an important thing to consider.

23 MR. PERALES: Kyle?

24 MR. BRAGG: So I agree with both my fellow
25 commissioners on those points. I would only add

CHARTER REVISION COMMISSION

1 that the most thing -- the thing that most
2 excited me about that discussion was how do we --
3 how do we build or continue to build youth
4 engagement. The participatory budgeting process,
5 which allowed for young adults and teenagers to
6 be engaged I think is really appropriate -- I put
7 here, early engagement helps develop the muscle
8 of civic engagement. I think that was really
9 appropriately worded, that we have to be very
10 deliberate about how we engage our youth so that
11 we can build our civic muscle and get the next
12 generation engaged in society.

13 And so, hearing many -- a lot of testimony
14 about that, I'm very excited with the
15 possibilities that we can come at and figure out
16 how we build that muscle, how do we get our youth
17 more engaged in the process and -- and -- and
18 politics and civic engagement in the City.

19 So I concur with my fellow commissioners on
20 that point.

21 MR. PERALES: Very good. In fairness,
22 because we do have a few missing commissioners,
23 even though, let me note for the record, that we
24 do have a quorum, the -- there are some folks
25 that liked the idea of creating a new entity so

CHARTER REVISION COMMISSION

1 that we clearly need to continue to engage on
2 this issue, and come to this conclusion, but I do
3 agree that just about everybody liked the concept
4 of expanding participatory budgeting, that is --
5 that was pretty clear in my conversations with
6 all of my commission members.

7 Moving on, and it sort of flows through this
8 because we kept -- some folks alluded to how we
9 would do something like that, I want to talk
10 about community boards, which might be a vehicle
11 for managing some of this increased civic
12 engagement.

13 For particular staff recommendations, term
14 limits, the appointments process, providing
15 additional resources, particularly in regards to
16 urban planning, and the last is ensuring that the
17 community boards are representative of the
18 communities that they serve. Any reaction to
19 these four recommendations by staff?

20 MR. CARRION: I guess I'll start off.

21 You know, I got to say I was actually very
22 surprised by the amount of testimony we heard
23 regarding community boards, which showed -- even
24 though most of the testimony had been critical, I
25 mean, the fact that folks that came to testify in

CHARTER REVISION COMMISSION

1 front of the commission meant that they
2 considered community boards to be important to
3 the democracy of the City; and I think that what
4 the staff laid out is a very good starting point
5 as we look to, I guess, speak to those criticisms
6 and the concerns that we heard regarding
7 community boards, both in the representation and
8 to make them more democratic to empower community
9 boards, to increase their responsibility; and I
10 think that this is definitely something that I
11 would be interested, and I'm going to be
12 interested in discussing further.

13 MR. SCISSURA: So I -- this is something
14 that is very near and dear to my heart. And I
15 think I mentioned that I oversaw the community
16 board process for five years in Brooklyn. I love
17 each of these four, and I really hope that we
18 can, together, come to an understanding that this
19 can really reshape how communities look and make
20 them look exactly how people live there and are
21 there. I think that's amazing.

22 I'll just add one thing. On Number Two, I
23 would also have some sort of standardized process
24 for hiring the district managers across the City,
25 because each community board kind of does it in a

CHARTER REVISION COMMISSION

1 different way, but if we're going to standardize
2 picking members, let's have some sort of
3 procedure or something on the district managers
4 as well.

5 MS. GREENBERGER: Can I just add something
6 to that around the standardization, which I am
7 interested in and in favor of, but I think you
8 always have to think about, if you have
9 standardization where is the accountability for
10 it? Where does that sit and what does that look
11 like? And if it's increased transparency, how
12 are we measuring that, and I think it's something
13 we could look at a little more in the coming
14 weeks.

15 MR. SCISSURA: One thing that would confuse
16 boards is many of them don't understand their
17 relationship. I'm talking about the district
18 manager and staff, their relationship to CAU and
19 then their relationship to the borough
20 presidents, and if we can clarify exactly that,
21 who reports to whom, what the lines are, are they
22 straight lines, are they dotted lines, you know,
23 some borough presidents wind up doing HR for
24 community boards, some don't. It's a very
25 confusing thing. So it would be great to have a

CHARTER REVISION COMMISSION

1 conversation about that.

2 MR. PERALES: I am pleased. There seems to
3 be much more unanimity of opinion when it comes
4 to community boards, and I think the idea is that
5 we've got to find a way to, perhaps, get some
6 stuff on our ballot that's going to make a
7 difference about how community boards work and
8 how community boards can be used to increase the
9 democracy in our City. And so I'm glad we've got
10 some consensus on community boards.

11 The last issue that we need to think about
12 is one that not all of us thought would be of
13 such interest, just as Marco was surprised by the
14 interest in community boards by the public, I was
15 surprised by the concern about redistricting and
16 the fact that one of the largest growing
17 communities in our City, the Asian community,
18 both including the south Asian community don't
19 think that the lines were fairly drawn. And this
20 raised a whole issue of the fact that there would
21 no longer be Department of Justice oversight over
22 the drawing of lines by the City Council, which,
23 in essence, they have the majority of the board
24 that does the actual drawing of lines.

25 Does anybody have any thoughts, comments?

CHARTER REVISION COMMISSION

1 Dale?

2 MR. HO: I, too, was struck by the number of
3 comments we had about redistricting, and in
4 particular, concerns of members of the
5 Asian-American community that -- to the effect
6 that they felt that their voting power as a
7 community had been diluted in the last
8 redistricting cycle and that there were, perhaps,
9 inadequate safeguards in place. You know, the
10 demise of the federal preclearance regime under
11 the Voting Rights Act is obviously a problem
12 around the country, although I will note that it
13 existed in 2010, and notwithstanding the
14 existence of federal preclearance at that time;
15 we still got a redistricting plan which produced
16 results that led to at least some level of
17 dissatisfaction from some of the witnesses that
18 we heard. I haven't studied the redistricting
19 plan closely enough in detail to speak, I think,
20 intelligently about whether or not, in fact, it
21 is problematic, but given the concerns that we
22 did hear, I am interested in hearing a little bit
23 more in terms of concrete proposals that might
24 make our redistricting process one that is more
25 inclusive, and also, is more likely to produce

CHARTER REVISION COMMISSION

1 results that, notwithstanding the great diversity
2 that we have of the City Council, can do better
3 in reflecting the diversity of the City as a
4 whole, and to that extent, I would invite members
5 of the community who might participate in future
6 public hearings to the extent that they have
7 ideas in this regard to propose specific
8 measures. So not simply to articulate concerns,
9 but to speak about proposals that could address
10 those concerns, and to make sure there is a match
11 between those things that might potentially give
12 more voters of color an opportunity to elect
13 their preferred candidates, and one path that I
14 might suggest would be the voting rights -- the
15 state voting rights acts that have been passed in
16 California and in Washington State, that might
17 serve as a model or a set of ideas for how we
18 might do a better job in that area.

19 Now, those two state voting rights acts were
20 limited specifically to contexts where local
21 elections are conducted at large, but there was
22 an amendment to the California one in 2014 by the
23 man who is now the Secretary of State of
24 California, Alex Padilla, that would extend the
25 protections of the California voting rights act

CHARTER REVISION COMMISSION

1 to cities that currently have district-based
2 elections; and I would be interested -- I'm not
3 advocating that at this time -- but I would be
4 interested in hearing proposals in that regard.

5 MR. SCISSURA: I would add one of the things
6 that's been bandied about for years and something
7 that has always interested me, and I know we
8 heard some testimony about it, is the idea of
9 co-terminus community boards with council
10 districts. It would obviously mean increasing
11 the council by probably six or seven individuals,
12 but you do have community boards of police
13 precincts called terminus. There have been
14 articles about -- I guess it was in the '60s,
15 that there was a push to do co-terminality across
16 the City. Worth looking at as we look at
17 community boards and districting processes,
18 because there might be some connection.

19 Again, I'm not advocating either way, but I
20 think it's a worthwhile investment of time.

21 MR. PERALES: Liran?

22 MS. ANGELO: There's also the problem of the
23 health districts, the fire districts, and it does
24 make it very hard for anyone on the community
25 boards to kind of wrap their mind around, you

CHARTER REVISION COMMISSION

1 know, like, my fire district, my health district,
2 it becomes very difficult. So if there's any way
3 to make everything co-terminus, it would probably
4 be good.

5 MR. BRAGG: I would just add that this is a
6 very important issue for our City. I don't think
7 politicians or governments should be deliberately
8 marginalizing the voice of any community. And so
9 whatever that answer is, I think we should dig
10 deep enough to unpack it so we can figure out the
11 best route to allowing all communities to have an
12 equal voice in government.

13 MR. PERALES: Sharon?

14 MS. GREENBERGER: Yes, I would only add to
15 Dale's point around asking for more specificity.
16 This question of ensuring independence on that
17 redistricting group is one that's intriguing but
18 I don't fully understand it, and so really
19 understanding what are the alternatives that
20 would generate increased independence, what do we
21 mean by that, and what does that look like -- I
22 think needs a little work.

23 MR. PERALES: Yes, I think we've all been
24 intrigued -- I think that's the word some of you
25 folks are using -- at the idea of improving the

CHARTER REVISION COMMISSION

1 redistricting process, but we need to see what
2 alternatives are available to us that will make
3 sense in New York City, and so I agree with
4 having this as one of the issues that we focus on
5 over the next several weeks. But I think what
6 I've heard is that there is not unanimity of
7 opinion on many of these issues. I've got, in
8 the back of my head, a clock that is ticking, I
9 know that there's an election soon, and so I
10 think we're going to have to really focus, take
11 advantage of every minute and try to get to
12 consensus on at least some of these issues so
13 that we can agree to put something on the ballot
14 that will improve democracy in our City.

15 I assume we're all in agreement?

16 (Yes).

17 Matt, any last minute thoughts?

18 MR. GEWOLB: (Head-nod).

19 MR. PERALES: No? Then I will entertain --
20 oh, you've got a last-minute --

21 MR. BRAGG: I just wanted to mention that
22 recently we had the opportunity to hear from New
23 York City veterans. It was an amazing discussion
24 that took place at the Pride Museum, and a lot
25 of, I think, poignant ideas and suggestions came

CHARTER REVISION COMMISSION

1 out of that discussion, and hope to further that
2 and share, you know, the outcome of that meeting
3 with the other commissioners who were unable to
4 attend.

5 MR. PERALES: Great. Thank you. Which just
6 leaves one thought before I turn to you, Dale, is
7 that we've done enormous outreach. I'm very
8 proud of the fact that this commission has
9 probably held more hearings, met with more people
10 and entertained more comments than any other
11 prior charter revision commission.

12 Dale?

13 MR. HO: I just wanted to add one comment,
14 and that is just an expression of gratitude to
15 members of the community who have testified at
16 all of our hearings including to people who have
17 testified on issues that don't fall into the five
18 major buckets of issues that we have talked about
19 and focused on today. Those comments are
20 appreciated. The concerns that people have
21 raised about other issues that could be addressed
22 potentially through the City charter or
23 otherwise, we take seriously. I know I take them
24 seriously, I think I speak for everyone on the
25 commission that we take those seriously. The

CHARTER REVISION COMMISSION

1 fact that we have a limited amount of time and a
2 limited focus shouldn't be read in any way or
3 understood in any way as a lack of concern about
4 the other issues, and I commend the staff for
5 summarizing some of those issues in the report
6 and again, just thank folks for bringing those
7 issues to our attention and to the attention of
8 the public.

9 MR. PERALES: Given that, again, that's
10 something else that triggered in my mind. The
11 reality is that we're going to write a report,
12 and that report will not be limited to ballot
13 initiatives. We -- I think I have a
14 responsibility to lay out issues that we could
15 not finalize, decide upon, but that ought to be
16 either addressed by the City Council or by
17 another charter commission. We go out of
18 existence on Election Day, but I know the City
19 Council has already gotten a commission that is
20 beginning to work, perhaps not on these issues,
21 but we might give them some guidance and the
22 mayor can, at any time, appoint another
23 commission. So given your point, Dale, I think
24 it's important that the public understand that
25 while we cannot address all of the issues that we

CHARTER REVISION COMMISSION

1 think are important, there are subsequent
2 meetings that do that.

3 With that, I will entertain a motion.

4 MR. BRAGG: Motion to adjourn.

5 MR. PERALES: Did I get a second from you,
6 Carlo?

7 MR. SCISSURA: Yes, sir.

8 MR. PERALES: All those in favor?

9 (A series of ayes.)

10 MR. PERALES: All apposed? Hearing none, we
11 are adjourned.

12 (Whereupon, at 12:10 P.M., the above matter
13 concluded.)

14

15 o o o o

16

17

18

19

20

21

22

23

24

25

CHARTER REVISION COMMISSION

C E R T I F I C A T E

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

STATE OF NEW YORK)
 : SS.:
COUNTY OF NASSAU)

I, KEVIN HAGHAZARI, a Notary Public for and within the State of New York, do hereby certify:

That the above is a correct transcription of my stenographic notes.

I further certify that I am not related to any of the parties to this action by blood or by marriage and that I am in no way interested in the outcome of this matter.

IN WITNESS WHEREOF, I have hereunto set my hand this 19th day of July 2018.



KEVIN HAGHAZARI

CHARTER REVISION COMMISSION

	15:23	24:1, 26:5	amendment [2] - 6:9, 37:22
'60s [1] - 38:14	able [1] - 26:7	adopt [2] - 7:5, 9:25	amendments [1] - 6:13
1	about [51] - 8:9, 8:20, 10:18, 11:7, 11:19, 12:22, 13:12, 14:25, 15:10, 16:25, 18:2, 18:3, 18:6, 19:6, 19:8, 19:11, 19:15, 20:18, 20:21, 21:8, 21:14, 21:24, 22:7, 22:10, 23:6, 23:13, 24:1, 24:3, 24:24, 30:15, 30:20, 31:2, 31:10, 31:14, 32:3, 32:10, 34:8, 34:17, 35:1, 35:7, 35:11, 35:15, 36:3, 36:20, 37:9, 38:6, 38:8, 38:14, 41:18, 41:21, 42:3	40:11	36:5
100-plus [1] - 11:12	above [3] - 9:18, 43:12, 44:8	advertise [1] - 12:3	among [4] - 7:12, 20:3, 20:8, 20:18
10011 [1] - 1:4	absent [1] - 24:9	advisories [1] - 12:1	amount [5] - 18:17, 19:13, 19:16, 32:22, 42:1
11:11 [1] - 1:6	academics [1] - 4:24	advocate [1] - 17:14	amounts [1] - 16:6
12:10 [1] - 43:12	access [4] - 7:6, 18:19, 25:13, 25:18	advocates [2] - 4:23, 20:5	ANGELA [1] - 1:16
144 [1] - 1:4	accommodate [1] - 10:7	advocating [2] - 38:3, 38:19	Angelo [1] - 2:12
14th [1] - 1:4	accountability [1] - 34:9	affairs [1] - 27:23	ANGELO [4] - 1:18, 2:11, 26:16, 38:22
15-member [1] - 10:6	achieve [1] - 4:19	Affairs [1] - 29:5	ANNETTA [1] - 1:15
17 [1] - 1:6	achieved [1] - 7:21	affect [3] - 6:16, 17:10, 29:20	another [4] - 5:13, 28:16, 42:17, 42:22
175 [1] - 17:3	across [4] - 4:22, 17:16, 33:24, 38:15	after [2] - 5:24, 10:4	answer [1] - 39:9
19th [1] - 44:15	act [2] - 24:9, 37:25	again [6] - 25:23, 27:10, 27:12, 38:19, 42:6, 42:9	anticorruption [1] - 21:1
2	Act [1] - 36:11	age [2] - 7:8, 24:3	any [21] - 6:12, 12:18, 12:19, 12:24, 14:18, 15:9, 16:8, 16:21, 23:7, 24:21, 28:5, 32:18, 35:25, 39:2, 39:8, 40:17, 41:10, 42:2, 42:3, 42:22, 44:10
20 [1] - 17:15	action [1] - 44:11	agency [1] - 8:13	anybody [1] - 35:25
2010 [1] - 36:13	active [1] - 27:16	agree [7] - 27:1, 30:9, 30:18, 30:24, 32:3, 40:3, 40:13	anybody's [1] - 21:25
2014 [1] - 37:22	activists [1] - 15:6	agreement [1] - 40:15	anyone [2] - 21:3, 38:24
2018 [4] - 1:1, 1:6, 2:4, 44:15	activity [1] - 27:20	ahead [1] - 12:16	anything [1] - 20:15
2020 [1] - 10:19	acts [2] - 37:15, 37:19	Alex [1] - 37:24	anyway [1] - 24:7
2021 [1] - 21:3	actual [3] - 3:12, 3:22, 35:24	all [22] - 3:14, 4:15, 6:19, 8:14, 11:25, 13:5, 15:4, 16:10, 16:16, 17:22, 20:19, 21:16, 28:1, 32:6, 35:12, 39:11, 39:23, 40:15, 41:16, 42:25, 43:8, 43:10	appearance [5] - 18:22, 18:25, 19:19, 21:14, 21:24
2023 [1] - 10:9	actually [1] - 32:21	allow [4] - 15:1, 15:2, 15:14, 25:7	appoint [2] - 10:5, 42:22
213 [1] - 1:4	add [11] - 16:9, 23:9, 25:10, 28:16, 30:25, 33:22, 34:5, 38:5, 39:5, 39:14, 41:13	allowed [1] - 31:5	appointment [3] - 9:21, 10:17, 11:6
23rd [1] - 11:22	added [2] - 16:22, 23:21	allowing [1] - 39:11	appointments [1] - 32:14
24th [1] - 11:22	additional [6] - 9:22, 10:25, 23:22, 28:10, 30:21, 32:15	alluded [1] - 32:8	apposed [1] - 43:10
250 [1] - 17:3	address [6] - 7:11, 7:22, 10:22, 25:15, 37:9, 42:25	almost [2] - 15:19, 18:3	appreciate [1] - 4:12
25th [1] - 11:23	addressed [2] - 41:21, 42:16	already [3] - 25:9, 28:12, 42:19	appreciated [1] - 41:20
26th [1] - 11:23	addressing [1] - 6:5	also [12] - 9:16, 20:3, 21:17, 22:3, 23:16, 24:2, 24:18, 26:9, 27:19, 33:23, 36:25, 38:22	appreciative [1] - 13:5
3	adequate [2] - 9:15, 18:19	ALSO [1] - 1:19	appropriate [3] - 19:8, 19:13, 31:6
3,800 [1] - 17:5	adjourn [1] - 43:4	alternations [1] - 11:2	appropriately [1] - 31:9
31st [2] - 3:25, 11:25	adjourned [1] - 43:11	alternatives [2] - 39:19, 40:2	arbitrarily [1] - 17:11
32BJ [1] - 2:9	administered [1] - 30:2	although [1] - 36:12	ARCHER [1] - 1:12
5	administration [3] - 7:3,	always [5] - 19:17, 26:20, 27:3, 34:8, 38:7	are [48] - 5:20, 6:19, 6:20, 8:14, 10:1, 10:11, 12:6, 12:13, 12:19, 14:10, 14:17, 14:19, 15:20, 16:4, 16:12, 16:17, 17:18, 20:11, 20:13, 20:19, 21:5, 21:23, 22:16, 24:4, 24:5, 24:18, 24:19, 25:9, 26:25, 27:3, 28:2, 28:12,
5,100 [1] - 17:5		am [7] - 2:2, 23:16, 34:6, 35:2, 36:22, 44:10, 44:12	
50 [2] - 20:22, 20:23		amazing [2] - 33:21, 40:23	
59 [1] - 9:8		Amendment [1] - 20:24	
6			
6th [1] - 12:23			
7			
7th [1] - 12:18			
8			
8:1 [1] - 17:3			
A			
A.M [1] - 1:6			
ability [3] - 6:16, 15:7,			

CHARTER REVISION COMMISSION

<p>28:14, 31:24, 32:17, 34:21, 34:22, 37:21, 39:25, 40:2, 41:19, 43:1, 43:11</p> <p>are there [1] - 33:20</p> <p>area [8] - 6:7, 8:7, 10:21, 19:21, 20:15, 24:23, 26:7, 37:18</p> <p>areas [12] - 5:3, 5:18, 5:19, 9:16, 9:24, 13:3, 13:24, 19:14, 19:18, 22:10, 24:5, 24:9</p> <p>aren't [1] - 18:23</p> <p>around [8] - 19:7, 22:7, 24:2, 25:23, 34:6, 36:12, 38:25, 39:15</p> <p>articles [1] - 38:14</p> <p>articulate [1] - 37:8</p> <p>as [52] - 2:5, 2:22, 3:9, 4:15, 4:23, 6:21, 7:3, 7:7, 7:10, 7:23, 7:25, 8:4, 8:7, 8:16, 9:24, 10:21, 11:18, 14:17, 15:13, 16:7, 18:14, 20:5, 21:16, 22:1, 22:7, 22:9, 22:23, 22:25, 23:14, 24:3, 24:5, 25:17, 25:22, 26:3, 27:1, 27:25, 29:14, 29:22, 30:10, 33:5, 34:4, 35:13, 36:6, 37:3, 37:17, 38:16, 40:4, 42:3</p> <p>Asian [3] - 35:17, 35:18, 36:5</p> <p>Asian-American [1] - 36:5</p> <p>ask [3] - 13:24, 21:13, 21:19</p> <p>asked [4] - 3:25, 14:7, 14:11, 23:2</p> <p>asking [2] - 2:5, 39:15</p> <p>assistance [5] - 7:10, 8:1, 23:5, 23:6, 27:24</p> <p>Assistant [1] - 1:20</p> <p>assume [1] - 40:15</p> <p>at [34] - 2:12, 2:25, 3:24, 4:5, 7:21, 11:13, 12:22, 16:1, 16:5, 17:18, 18:22, 20:2, 22:9, 22:14, 23:3, 23:12, 29:14, 30:7, 30:14, 31:15, 34:13, 36:14, 36:16, 37:21, 38:3, 38:16, 39:25, 40:12, 40:24, 41:15, 42:22, 43:12</p> <p>attend [1] - 41:4</p> <p>attention [2] - 42:7</p> <p>audience [1] - 3:17</p> <p>August [1] - 12:16</p> <p>authority [2] - 24:8, 24:15</p>	<p>availability [1] - 25:7</p> <p>available [3] - 3:19, 3:21, 40:2</p> <p>aware [2] - 11:17, 21:17</p> <p>away [1] - 29:9</p> <p>eyes [1] - 43:9</p> <p style="text-align: center;">B</p> <p>back [4] - 5:25, 11:14, 13:1, 40:8</p> <p>background [1] - 10:4</p> <p>BakerHostetler [1] - 3:4</p> <p>balance [1] - 21:19</p> <p>ballot [5] - 12:18, 12:19, 35:6, 40:13, 42:12</p> <p>banded [1] - 38:6</p> <p>barriers [2] - 7:9, 15:5</p> <p>based [4] - 4:1, 8:19, 12:7, 38:1</p> <p>basically [2] - 3:24, 23:1</p> <p>basis [2] - 21:7, 30:1</p> <p>be [66] - 4:5, 5:8, 5:12, 7:20, 9:12, 11:17, 12:19, 14:1, 14:4, 14:5, 14:14, 16:3, 16:15, 16:16, 16:19, 16:20, 16:22, 16:25, 17:7, 17:9, 17:14, 17:16, 17:19, 19:4, 20:10, 20:12, 20:25, 21:7, 21:20, 23:12, 23:21, 23:23, 24:12, 24:24, 25:11, 25:14, 26:2, 26:7, 26:20, 27:8, 28:7, 28:10, 28:17, 30:2, 30:3, 31:6, 31:9, 32:10, 33:2, 33:11, 34:25, 35:3, 35:8, 35:12, 35:21, 37:14, 38:2, 38:3, 38:18, 39:4, 39:7, 41:21, 42:2, 42:12, 42:15</p> <p>beards [1] - 9:8</p> <p>because [13] - 15:19, 16:20, 17:16, 20:1, 21:2, 23:18, 23:20, 30:12, 30:17, 31:22, 32:8, 33:25, 38:18</p> <p>becomes [1] - 39:2</p> <p>been [23] - 3:14, 12:1, 13:16, 14:1, 14:21, 14:22, 15:12, 18:2, 19:6, 19:14, 19:23, 21:14, 22:5, 23:10, 25:3, 30:16, 30:17, 32:24, 36:7, 37:15, 38:6, 38:13, 39:23</p> <p>before [6] - 4:3, 11:8, 11:14, 21:13, 30:20, 41:6</p> <p>began [1] - 11:24</p> <p>begin [3] - 2:5, 13:11, 14:20</p>	<p>beginning [2] - 5:12, 42:20</p> <p>behalf [1] - 13:5</p> <p>being [4] - 3:15, 21:21, 21:22, 24:4</p> <p>benefit [1] - 30:10</p> <p>benefits [1] - 27:6</p> <p>best [3] - 7:21, 25:6, 39:11</p> <p>better [9] - 7:14, 8:20, 9:3, 23:6, 27:4, 28:2, 28:16, 37:2, 37:18</p> <p>between [1] - 37:11</p> <p>big [2] - 15:23, 16:1</p> <p>bit [5] - 10:4, 24:24, 27:5, 27:25, 36:22</p> <p>bless [1] - 16:13</p> <p>blood [1] - 44:11</p> <p>board [5] - 9:20, 17:16, 33:16, 33:25, 35:23</p> <p>BOARD [1] - 1:10</p> <p>boards [23] - 5:21, 9:6, 9:11, 9:23, 10:1, 32:10, 32:17, 32:23, 33:2, 33:7, 33:9, 34:16, 34:24, 35:4, 35:7, 35:8, 35:10, 35:14, 38:9, 38:12, 38:17, 38:25</p> <p>Borough [1] - 12:5</p> <p>borough [3] - 17:13, 34:19, 34:23</p> <p>boroughs [3] - 4:23, 5:13, 25:23</p> <p>both [7] - 9:12, 14:15, 21:15, 28:20, 30:24, 33:7, 35:18</p> <p>Bragg [3] - 2:7, 2:8, 25:1</p> <p>BRAGG [9] - 1:17, 1:18, 2:8, 14:20, 25:1, 30:24, 39:5, 40:21, 43:4</p> <p>briefly [1] - 5:19</p> <p>bringing [1] - 42:6</p> <p>broad [1] - 9:5</p> <p>Bronx [1] - 11:22</p> <p>Brooklyn [2] - 11:23, 33:16</p> <p>bubble [1] - 20:12</p> <p>buckets [1] - 41:18</p> <p>budget [3] - 16:20, 27:1, 30:11</p> <p>budgeting [3] - 29:16, 31:4, 32:4</p> <p>budgets [1] - 16:22</p> <p>build [4] - 31:3, 31:11, 31:16</p> <p>Building [1] - 2:19</p> <p>bureaucracy [3] - 28:9, 28:24, 29:12</p> <p>bureaucratic [1] - 30:21</p>	<p>but [43] - 7:19, 9:16, 9:24, 11:13, 13:11, 13:23, 13:25, 16:6, 16:19, 17:16, 18:1, 18:4, 19:12, 20:3, 21:17, 21:24, 22:9, 24:20, 25:5, 25:9, 26:1, 26:19, 28:12, 28:16, 28:22, 29:12, 29:18, 30:6, 32:2, 34:1, 34:7, 36:21, 37:9, 37:21, 38:3, 38:12, 38:19, 39:17, 40:1, 40:5, 42:15, 42:18, 42:21</p> <p>by [36] - 2:5, 3:15, 5:2, 7:9, 10:10, 11:1, 12:11, 13:11, 14:20, 18:12, 18:17, 19:24, 20:21, 20:25, 23:10, 23:20, 24:20, 25:3, 25:9, 26:5, 26:23, 28:19, 32:19, 32:22, 35:13, 35:14, 35:15, 35:22, 36:2, 37:22, 38:11, 39:21, 42:16, 44:11</p> <p style="text-align: center;">C</p> <p>C [2] - 44:1</p> <p>calendar [1] - 11:16</p> <p>California [4] - 37:16, 37:22, 37:24, 37:25</p> <p>call [1] - 27:12</p> <p>called [1] - 38:13</p> <p>came [2] - 32:25, 40:25</p> <p>campaign [12] - 5:20, 6:3, 6:4, 12:22, 14:6, 15:17, 18:11, 18:13, 19:3, 19:21, 21:4, 22:21</p> <p>campaigns [3] - 6:18, 14:16, 19:23</p> <p>can [25] - 6:21, 14:16, 15:15, 17:5, 18:2, 20:17, 20:25, 23:21, 24:14, 25:11, 26:4, 26:9, 26:11, 30:18, 31:11, 31:15, 33:18, 33:19, 34:5, 34:20, 35:8, 37:2, 39:10, 40:13, 42:22</p> <p>candidates [4] - 6:17, 14:16, 18:20, 37:13</p> <p>cannot [1] - 42:25</p> <p>cap [4] - 6:6, 6:11, 14:9, 19:16</p> <p>capture [1] - 7:14</p> <p>captures [1] - 23:18</p> <p>careful [1] - 16:19</p> <p>carefully [2] - 4:16, 6:12</p> <p>Carlo [4] - 2:17, 28:20, 30:18, 43:6</p> <p>CARLO [1] - 1:16</p>
--	--	--	---

CHARTER REVISION COMMISSION

<p>Carrion [1] - 29:4 CARRION [4] - 1:13, 28:18, 29:4, 32:20 case [1] - 16:16 categories [1] - 7:2 CAU [1] - 34:18 census [3] - 10:4, 10:19, 11:11 centralized [1] - 9:14 CEO [1] - 2:18 certainly [1] - 13:16 certify [2] - 44:7, 44:10 CESAR [1] - 1:11 Cesar [2] - 2:2, 2:20 Chair [3] - 13:2, 28:13, 28:20 chair [4] - 2:2, 4:9, 6:1, 11:14 challenges [1] - 14:24 change [2] - 5:16, 6:14 changes [13] - 6:15, 6:18, 7:3, 7:6, 10:7, 10:17, 11:5, 17:8, 20:13, 21:4, 24:17, 24:23 changing [1] - 20:17 Charter [2] - 2:3, 11:20 charter [5] - 4:18, 18:4, 41:11, 41:22, 42:17 CHARTER [1] - 1:1 charting [1] - 18:9 choice [7] - 7:13, 7:24, 23:3, 26:10, 26:16, 26:24, 27:6 circumscribed [1] - 18:1 cities [1] - 38:1 citizen [1] - 7:8 citizens [3] - 15:16, 29:19, 30:3 citizenship [1] - 24:4 City [38] - 2:23, 5:21, 6:22, 6:24, 7:23, 8:18, 10:5, 10:6, 10:21, 12:20, 14:22, 15:3, 16:19, 18:13, 18:24, 20:12, 22:24, 24:9, 27:17, 27:21, 29:6, 29:10, 31:18, 33:3, 33:24, 35:9, 35:17, 35:22, 37:2, 37:3, 38:16, 39:6, 40:3, 40:14, 40:23, 41:22, 42:16, 42:18 city [1] - 29:25 City's [5] - 8:9, 8:14, 8:23, 9:8, 27:14 city-wide [1] - 29:25 civic [14] - 5:21, 8:4, 8:6, 8:10, 8:16, 8:18, 28:12, 28:22, 29:8,</p>	<p>30:15, 31:8, 31:11, 31:18, 32:11 Civic [1] - 27:18 Civil [1] - 2:25 clarify [1] - 34:20 CLARKE [1] - 1:14 clear [2] - 17:17, 32:5 clearly [3] - 26:15, 27:9, 32:1 clerk [1] - 12:20 clock [1] - 40:8 closely [1] - 36:19 co [3] - 38:9, 38:15, 39:3 co-terminality [1] - 38:15 co-terminus [2] - 38:9, 39:3 color [1] - 37:12 come [5] - 16:5, 30:1, 31:15, 32:2, 33:18 comes [1] - 35:3 coming [4] - 11:21, 16:1, 25:21, 34:13 commend [1] - 42:4 comment [8] - 4:1, 4:17, 5:17, 13:24, 14:2, 14:19, 28:8, 41:13 commented [1] - 13:25 commenters [3] - 8:8, 10:11, 10:18 comments [10] - 3:12, 4:22, 9:10, 12:11, 13:10, 28:13, 35:25, 36:3, 41:10, 41:19 commission [45] - 2:3, 3:6, 4:18, 5:2, 5:3, 5:5, 5:6, 6:3, 6:8, 6:11, 6:23, 7:16, 7:18, 8:3, 8:12, 9:17, 10:6, 10:9, 10:16, 11:3, 11:8, 13:9, 13:11, 13:18, 14:2, 14:18, 14:24, 16:22, 23:7, 24:14, 25:4, 25:5, 25:12, 25:20, 26:13, 28:5, 28:21, 32:6, 33:1, 41:8, 41:11, 41:25, 42:17, 42:19, 42:23 COMMISSION [1] - 1:1 Commission [1] - 2:4 commission's [2] - 5:9, 12:4 commissioner [1] - 11:16 Commissioner [2] - 12:5, 29:5 commissioners [7] - 13:3, 20:4, 25:6, 30:25, 31:19, 31:22, 41:3</p>	<p>common [1] - 7:12 communities [9] - 9:9, 10:2, 29:19, 29:21, 30:3, 32:18, 33:19, 35:17, 39:11 Community [1] - 29:5 community [35] - 5:21, 8:19, 9:5, 9:8, 9:11, 9:20, 9:23, 10:1, 12:7, 12:8, 32:10, 32:17, 32:23, 33:2, 33:7, 33:8, 33:15, 33:25, 34:24, 35:4, 35:7, 35:8, 35:10, 35:14, 35:17, 35:18, 36:5, 36:7, 37:5, 38:9, 38:12, 38:17, 38:24, 39:8, 41:15 community-based [2] - 8:19, 12:7 compelling [3] - 21:1, 25:14, 25:19 competitive [2] - 6:17, 14:16 complicated [2] - 26:11, 27:25 comprehensive [1] - 22:5 concept [1] - 32:3 concern [8] - 8:9, 10:12, 10:18, 21:16, 28:24, 29:12, 35:15, 42:3 concerned [1] - 21:24 concerns [8] - 9:17, 24:11, 33:6, 36:4, 36:21, 37:8, 37:10, 41:20 concluded [1] - 43:13 conclusion [1] - 32:2 concrete [1] - 36:23 concur [1] - 31:19 conducted [3] - 13:17, 14:21, 37:21 confuse [1] - 34:15 confusing [1] - 34:25 congrats [1] - 16:12 Congress [1] - 2:19 connection [1] - 38:18 consensus [2] - 35:10, 40:12 consequences [2] - 26:21, 27:7 consider [8] - 6:8, 6:12, 8:3, 9:18, 14:7, 19:5, 30:8, 30:22 consideration [6] - 5:1, 5:2, 5:7, 5:10, 9:19, 10:13 considered [1] - 33:2 considering [1] - 5:5 consistent [1] - 9:13 consistently [1] - 23:10</p>	<p>constitution [3] - 24:10, 24:20, 26:6 constraints [1] - 19:7 consultants [1] - 14:11 contest [1] - 15:8 context [1] - 9:23 contexts [1] - 37:20 continue [10] - 7:16, 7:18, 12:2, 12:14, 15:4, 15:13, 26:10, 31:3, 32:1 continued [1] - 12:9 continuing [2] - 12:4, 12:10 continuum [1] - 8:16 contribution [9] - 6:5, 6:9, 14:8, 14:13, 16:3, 17:9, 19:15, 20:21, 21:9 contributions [2] - 16:1, 21:22 controlled [1] - 26:5 controller [1] - 17:13 convenient [1] - 12:15 conversation [2] - 13:15, 35:1 conversations [1] - 32:5 coordinate [2] - 8:13, 28:15 coordinated [1] - 28:3 correct [1] - 44:8 corrupt [1] - 18:24 corruption [3] - 18:22, 21:15, 21:24 cost [1] - 6:19 costs [1] - 27:3 could [7] - 25:6, 25:15, 29:23, 34:13, 37:9, 41:21, 42:14 Council [5] - 10:5, 35:22, 37:2, 42:16, 42:19 council [4] - 10:7, 17:12, 38:9, 38:11 counteract [1] - 11:10 country [3] - 18:14, 19:7, 36:12 COUNTY [1] - 44:4 couple [2] - 11:15, 16:9 course [10] - 5:15, 11:25, 12:3, 12:10, 12:14, 12:23, 13:3, 15:11, 18:9, 30:4 Court [4] - 20:14, 21:18, 21:20, 22:1 create [2] - 27:18, 30:4 creating [3] - 8:13, 28:9, 31:25 critical [1] - 32:24 criticisms [1] - 33:5 culturally [1] - 8:19</p>
---	--	---	---

CHARTER REVISION COMMISSION

<p>current ^[1] - 8:14 currently ^[2] - 29:5, 38:1 custom ^[1] - 2:5 cutting ^[1] - 20:21 cycle ^[3] - 10:13, 21:4, 36:8</p>	<p>difference ^[1] - 35:7 different ^[7] - 17:2, 17:6, 18:20, 26:22, 28:14, 29:18, 34:1 difficult ^[3] - 14:5, 20:16, 39:2 dig ^[1] - 39:9 diluted ^[1] - 36:7 direct ^[2] - 7:6, 29:13 directly ^[1] - 29:24 disabled ^[1] - 27:22 discuss ^[5] - 3:8, 5:23, 12:17, 26:10, 28:25 discussing ^[2] - 29:23, 33:12 discussion ^[13] - 6:1, 11:15, 13:2, 19:25, 20:3, 20:5, 21:14, 27:11, 29:8, 29:16, 31:2, 40:23, 41:1 discussions ^[1] - 16:7 dissatisfaction ^[1] - 36:17 distilled ^[1] - 3:14 distilling ^[1] - 18:8 district ^[10] - 10:6, 10:7, 10:11, 30:12, 33:24, 34:3, 34:17, 38:1, 39:1 district-based ^[1] - 38:1 districting ^[9] - 5:22, 10:3, 10:8, 10:12, 10:16, 10:23, 11:3, 11:11, 38:17 districts ^[3] - 38:10, 38:23 diverse ^[1] - 9:12 diversity ^[2] - 37:1, 37:3 do ^[32] - 3:17, 9:14, 13:4, 13:21, 13:23, 14:12, 15:21, 15:25, 16:7, 17:8, 18:6, 20:10, 20:15, 25:6, 25:22, 26:7, 27:12, 27:13, 28:4, 29:1, 30:3, 31:22, 31:24, 32:2, 32:9, 37:2, 37:18, 38:12, 38:15, 39:20, 43:2, 44:7 document ^[1] - 5:9 does ^[4] - 26:18, 35:24, 35:25, 38:23 does it ^[1] - 33:25 does that ^[3] - 34:10, 39:21 doesn't ^[1] - 3:7 doing ^[4] - 22:18, 25:3, 28:12, 34:23 dollar ^[1] - 16:6 don't ^[10] - 14:5, 16:21, 21:3, 21:25, 34:16, 34:24, 35:18, 39:6, 39:18, 41:17 done ^[3] - 14:1, 18:7,</p>	<p>41:7 dotted ^[1] - 34:22 down ^[3] - 16:5, 16:23, 28:23 draft ^[1] - 16:11 draw ^[1] - 10:6 drawing ^[2] - 35:22, 35:24 drawn ^[2] - 10:11, 35:19 drill ^[1] - 28:23 due ^[3] - 10:13, 12:19, 24:7 during ^[1] - 25:13</p>	<p>12:14, 13:19, 27:11, 27:14, 29:19, 31:10, 32:1 engaged ^[6] - 14:10, 15:7, 21:21, 31:6, 31:12, 31:17 engagement ^[16] - 5:21, 7:11, 8:4, 8:6, 8:11, 8:16, 8:18, 8:21, 28:13, 28:22, 30:15, 31:4, 31:7, 31:8, 31:18, 32:12 Engagement ^[1] - 27:19 engagements ^[1] - 29:8 engaging ^[1] - 27:15 enhance ^[1] - 8:13 enhancement ^[1] - 9:21 enjoy ^[1] - 28:11 enormous ^[1] - 41:7 enough ^[2] - 36:19, 39:10 ensure ^[1] - 10:1 ensuring ^[2] - 32:16, 39:16 enter ^[1] - 11:19 entertain ^[3] - 13:9, 40:19, 43:3 entertained ^[1] - 41:10 entire ^[1] - 4:18 entity ^[3] - 8:25, 9:4, 31:25 environment ^[1] - 20:11 equal ^[1] - 39:12 equally ^[3] - 15:8, 17:18, 23:17 equitable ^[2] - 15:4, 15:17 especially ^[1] - 27:1 essence ^[1] - 35:23 establishing ^[1] - 30:20 establishment ^[1] - 8:25 etcetera ^[3] - 12:2, 16:15, 21:10 ethnic ^[2] - 10:14, 10:24 even ^[13] - 14:9, 16:23, 17:25, 18:1, 18:5, 18:12, 18:16, 18:23, 19:3, 24:15, 27:19, 31:23, 32:23 events ^[4] - 12:3, 12:6, 12:7, 12:9 ever ^[1] - 16:18 every ^[5] - 4:17, 10:4, 17:10, 17:18, 40:11 everybody ^[3] - 13:12, 15:20, 32:3 everyday ^[1] - 15:6 everyone ^[2] - 28:21, 41:24 everything ^[2] - 16:13,</p>
D		E	
<p>DALE ^[1] - 1:13 Dale ^[10] - 2:24, 17:20, 21:15, 23:24, 25:9, 26:3, 36:1, 41:6, 41:12, 42:23 Dale's ^[1] - 39:15 dare ^[1] - 14:23 data ^[1] - 27:5 Day ^[2] - 12:24, 42:18 day ^[1] - 44:15 deadline ^[2] - 12:20, 24:19 deal ^[1] - 27:20 dealing ^[1] - 20:11 deals ^[1] - 27:23 dear ^[1] - 33:14 DEB ^[1] - 1:12 debate ^[2] - 20:9, 20:18 decades ^[1] - 29:9 decennial ^[1] - 10:4 decide ^[2] - 22:9, 42:15 decision ^[2] - 20:6, 29:20 decisions ^[1] - 21:19 decreasing ^[1] - 15:25 deep ^[1] - 39:10 definitely ^[1] - 33:10 deliberate ^[1] - 31:10 deliberately ^[1] - 39:7 deliberations ^[1] - 25:25 demise ^[1] - 36:10 democracy ^[5] - 8:9, 27:16, 33:3, 35:9, 40:14 democratic ^[1] - 33:8 demographically ^[1] - 9:12 Department ^[1] - 35:21 departments ^[1] - 20:2 Deputy ^[1] - 2:22 described ^[5] - 6:20, 8:15, 18:14, 22:1, 22:23 detail ^[4] - 6:20, 8:15, 19:24, 36:19 details ^[1] - 11:25 determination ^[1] - 15:10 develop ^[1] - 31:7 did ^[4] - 10:13, 16:10, 36:22, 43:5</p>		<p>E ^[2] - 44:1 e ^[1] - 12:12 e-mail ^[1] - 12:12 each ^[9] - 4:17, 5:22, 6:13, 13:2, 13:23, 22:9, 22:15, 33:17, 33:25 early ^[2] - 7:5, 31:7 easiest ^[1] - 14:5 echo ^[2] - 4:10, 28:20 economy ^[1] - 16:13 education ^[3] - 12:21, 22:6, 30:13 effect ^[3] - 6:13, 10:9, 36:5 effects ^[2] - 10:23, 11:10 efficiency ^[1] - 23:21 effort ^[1] - 30:17 efforts ^[4] - 8:14, 8:23, 12:5, 27:14 either ^[5] - 7:6, 13:13, 24:10, 38:19, 42:16 elect ^[1] - 37:12 elected ^[3] - 4:24, 9:7, 11:4 Election ^[2] - 12:24, 42:18 election ^[8] - 7:19, 7:22, 21:4, 22:13, 23:22, 24:1, 26:5, 40:9 elections ^[11] - 5:20, 6:22, 6:24, 7:3, 19:19, 22:24, 23:11, 24:22, 25:13, 37:21, 38:2 electoral ^[2] - 14:25, 15:2 elements ^[1] - 7:22 eligibility ^[1] - 7:7 else ^[1] - 42:10 emphasize ^[1] - 10:15 employment ^[1] - 9:14 empower ^[1] - 33:8 end ^[2] - 3:5, 26:18 engage ^[9] - 8:24, 12:7,</p>	

CHARTER REVISION COMMISSION

<p>39:3 evolve [1] - 5:16 exact [1] - 16:6 exactly [2] - 33:20, 34:20 examine [1] - 21:17 examined [1] - 4:18 excellent [2] - 4:4 excited [2] - 31:2, 31:14 exciting [1] - 11:20 exclusively [1] - 19:9 exist [2] - 14:25, 15:5 existed [1] - 36:13 existence [2] - 36:14, 42:18 existing [3] - 9:21, 30:19 expanding [2] - 8:1, 32:4 expect [3] - 5:15, 20:1, 25:21 expenditure [1] - 21:9 expert [1] - 11:1 experts [4] - 3:13, 4:24, 9:6, 12:10 express [1] - 19:11 expressed [3] - 9:7, 10:12, 10:18 expression [4] - 21:20, 21:21, 22:1, 41:14 extend [1] - 37:24 extensive [1] - 3:11 extensively [1] - 19:23 extent [5] - 15:21, 24:13, 24:21, 37:4, 37:6 extra [1] - 23:14 extremely [1] - 14:22</p>	<p>36:14 feeling [1] - 18:21 fell [1] - 7:1 fellow [2] - 30:24, 31:19 felt [2] - 26:12, 36:6 FERNANDEZ [1] - 1:16 few [3] - 17:21, 18:4, 31:22 field [3] - 15:1, 15:22, 20:17 figure [3] - 30:5, 31:15, 39:10 figuring [1] - 30:18 filed [1] - 12:19 final [1] - 12:17 finalize [2] - 16:7, 42:15 finally [5] - 8:2, 10:3, 10:18, 11:9, 11:23 finance [11] - 5:20, 6:3, 6:4, 14:6, 15:17, 18:12, 18:13, 19:3, 19:22, 21:4, 22:21 find [1] - 35:5 findings [1] - 5:23 finish [1] - 5:24 fire [2] - 38:23, 39:1 firm [1] - 3:4 First [1] - 20:23 first [4] - 4:21, 16:10, 17:22, 28:18 five [7] - 4:23, 5:2, 5:13, 13:23, 33:16, 41:17 flows [1] - 32:7 flush [1] - 16:13 focus [13] - 5:3, 5:18, 5:19, 7:21, 17:25, 18:1, 19:9, 19:14, 24:5, 24:6, 40:4, 40:10, 42:2 focused [2] - 18:4, 41:19 folks [8] - 2:6, 3:17, 13:24, 31:24, 32:8, 32:25, 39:25, 42:6 for [73] - 2:2, 2:13, 4:3, 4:15, 5:1, 5:6, 5:22, 7:2, 7:5, 8:17, 8:21, 9:4, 9:20, 10:25, 11:15, 11:16, 13:4, 13:18, 14:9, 14:12, 14:23, 15:8, 15:17, 15:18, 15:19, 15:23, 15:24, 15:25, 16:18, 17:4, 17:11, 17:12, 17:13, 17:23, 18:10, 18:14, 18:20, 19:2, 19:17, 22:4, 22:6, 22:11, 22:13, 22:14, 22:17, 23:6, 24:21, 24:22, 25:7, 27:4, 28:3, 28:19, 29:5, 30:6, 31:5, 31:23, 32:11, 32:13, 33:16, 33:24,</p>	<p>34:9, 34:23, 37:17, 38:6, 38:24, 39:6, 39:15, 41:24, 42:4, 42:6, 44:6 forever [1] - 16:16 former [1] - 2:21 formula [1] - 6:6 formulate [3] - 5:6, 9:3, 15:14 forward [3] - 18:10, 23:15, 24:7 found [2] - 21:20, 25:13 four [3] - 9:18, 32:19, 33:17 freedom [2] - 21:21, 21:25 frequently [2] - 8:12, 18:13 from [21] - 4:22, 4:23, 5:14, 8:7, 9:2, 11:7, 11:8, 12:11, 13:10, 17:3, 17:4, 18:18, 20:2, 21:8, 23:7, 26:23, 29:9, 30:1, 36:17, 40:22, 43:5 front [1] - 33:1 fully [1] - 39:18 functioning [1] - 18:16 funds [8] - 6:6, 6:11, 14:9, 14:10, 19:16, 19:17, 30:1, 30:2 further [9] - 5:1, 7:20, 8:22, 10:22, 11:1, 11:9, 33:12, 41:1, 44:10 future [3] - 12:22, 24:16, 37:5</p>	<p>God [1] - 16:13 GODSIL [1] - 1:11 goes [1] - 13:7 going [22] - 4:13, 5:12, 5:18, 5:23, 5:25, 16:14, 16:15, 17:8, 17:10, 17:14, 22:8, 24:5, 24:6, 26:2, 26:7, 27:11, 28:7, 33:11, 34:1, 35:6, 40:10, 42:11 good [12] - 2:1, 2:8, 2:11, 2:14, 2:17, 2:24, 3:2, 18:15, 18:17, 31:21, 33:4, 39:4 got [11] - 3:22, 21:2, 21:18, 27:13, 27:21, 32:21, 35:5, 35:9, 36:15, 40:7, 40:20 gotten [3] - 3:12, 18:8, 42:19 Governance [1] - 2:13 government [3] - 29:10, 29:20, 39:12 governments [1] - 39:7 grant [1] - 23:3 granted [1] - 15:19 grass [2] - 12:9, 30:17 grass-roots [2] - 12:9, 30:17 gratitude [1] - 41:14 great [12] - 4:11, 16:10, 16:14, 16:25, 17:7, 19:4, 22:21, 27:20, 28:19, 34:25, 37:1, 41:5 Greater [1] - 2:16 GREENBERGER [7] - 1:17, 2:14, 22:3, 23:16, 30:9, 34:5, 39:14 Greenberger [1] - 2:15 group [1] - 39:17 groups [2] - 10:15, 10:24 growing [1] - 35:16 guess [4] - 24:18, 32:20, 33:5, 38:14 guidance [1] - 42:21 guide [2] - 25:17, 25:24 guys [1] - 28:12</p>
F		G	
<p>F [1] - 44:1 facilitate [2] - 6:1, 13:2 fact [9] - 18:12, 21:18, 26:18, 32:25, 35:16, 35:20, 36:20, 41:8, 42:1 failed [1] - 25:1 fair [4] - 15:4, 15:16, 17:16, 18:21 fairly [2] - 15:8, 35:19 fairness [1] - 31:21 fall [1] - 41:17 familiar [1] - 3:10 fan [1] - 28:9 far [1] - 26:4 fashion [1] - 15:3 fast [1] - 11:12 favor [3] - 28:22, 34:7, 43:8 federal [2] - 36:10,</p>		<p>general [1] - 7:1 generate [1] - 39:20 generation [1] - 31:12 generous [1] - 16:2 get [12] - 3:7, 15:13, 16:2, 20:18, 21:6, 21:10, 30:14, 31:11, 31:16, 35:5, 40:11, 43:5 GEWOLB [4] - 1:20, 3:19, 4:9, 40:18 Gewolb [2] - 3:5, 4:8 give [8] - 4:8, 10:13, 17:1, 17:6, 28:6, 28:11, 37:11, 42:21 given [8] - 19:7, 19:13, 20:12, 25:20, 26:4, 36:21, 42:9, 42:23 gives [1] - 17:17 giving [1] - 26:18 glad [1] - 35:9 go [7] - 4:13, 6:13, 21:3, 24:16, 26:4, 26:9, 42:17 goals [1] - 4:20</p>	
		H	
		<p>had [11] - 2:22, 3:10, 3:12, 13:14, 19:5, 26:19, 30:10, 32:24, 36:3, 36:7, 40:22 HAGHNAZARI [2] - 44:6, 44:18 hand [3] - 5:25, 13:1, 44:14 happened [1] - 20:13</p>	

<p>happening [1] - 20:14 happens [2] - 14:12, 19:1 hard [1] - 38:24 has [17] - 3:14, 5:3, 13:13, 13:14, 13:17, 14:7, 18:7, 20:23, 21:20, 22:1, 22:5, 25:2, 28:4, 30:10, 38:7, 41:8, 42:19 hate [2] - 17:1, 28:11 have [56] - 3:17, 3:23, 4:2, 4:11, 9:14, 9:18, 11:21, 12:1, 13:15, 14:2, 14:21, 14:22, 15:22, 16:5, 16:14, 19:4, 19:6, 19:14, 20:7, 20:10, 20:13, 21:8, 22:20, 26:4, 26:12, 26:19, 27:12, 28:21, 28:25, 29:13, 31:9, 31:22, 31:24, 33:23, 34:2, 34:8, 34:25, 35:23, 35:25, 37:2, 37:6, 37:15, 38:1, 38:12, 38:13, 39:11, 40:10, 41:15, 41:16, 41:18, 41:20, 42:1, 42:13, 44:14 haven't [1] - 36:18 having [3] - 15:9, 29:10, 40:4 he [1] - 3:6 head [2] - 40:8, 40:18 head-nod [1] - 40:18 health [3] - 8:9, 38:23, 39:1 hear [7] - 5:13, 9:2, 14:3, 21:7, 25:21, 36:22, 40:22 heard [13] - 10:9, 11:7, 23:5, 23:12, 25:10, 27:19, 29:15, 29:17, 32:22, 33:6, 36:18, 38:8, 40:6 HEARING [1] - 1:2 hearing [7] - 3:8, 3:25, 24:12, 24:24, 31:13, 36:22, 38:4 Hearing [1] - 43:10 hearings [13] - 3:11, 3:13, 8:8, 11:21, 14:21, 15:14, 18:9, 19:10, 23:13, 25:22, 37:6, 41:9, 41:16 heart [1] - 33:14 heavily [2] - 25:23, 26:8 held [1] - 41:9 help [3] - 5:5, 19:18, 28:15 helpful [1] - 21:7 helping [1] - 25:5 helps [1] - 31:7</p>	<p>her [1] - 21:13 here [6] - 5:18, 8:22, 12:13, 13:13, 21:3, 31:7 hereby [1] - 44:7 hereunto [1] - 44:14 high [2] - 11:13, 20:2 highlight [1] - 13:22 highlighted [1] - 24:5 highlights [2] - 4:7, 4:15 himself [1] - 3:7 hiring [1] - 33:24 hit [1] - 4:14 HO [6] - 1:13, 2:24, 17:21, 23:25, 36:2, 41:13 Ho [1] - 2:24 Hofstra [1] - 26:24 hold [1] - 12:16 holes [1] - 16:22 hope [4] - 12:14, 16:7, 33:17, 41:1 hoping [1] - 15:20 hours [1] - 4:11 how [18] - 6:13, 6:15, 6:18, 6:24, 25:11, 26:4, 27:13, 30:1, 30:2, 31:10, 31:16, 32:8, 33:19, 33:20, 35:7, 35:8, 37:17 how are [1] - 34:11 how do [3] - 31:2, 31:3, 31:16 HR [1] - 34:23 hundreds [2] - 3:12, 4:21</p>	<p>25:1, 25:8, 25:9, 25:13, 25:15, 25:18, 25:20, 26:1, 26:9, 26:11, 26:19, 26:22, 27:1, 27:4, 27:5, 27:10, 27:12, 28:3, 28:10, 28:11, 28:13, 28:18, 28:21, 29:13, 30:6, 30:9, 30:16, 30:17, 30:21, 30:24, 30:25, 31:6, 31:8, 31:19, 32:2, 32:9, 32:20, 32:21, 32:24, 33:3, 33:5, 33:9, 33:10, 33:13, 33:14, 33:15, 33:16, 33:17, 33:21, 33:22, 34:5, 34:6, 34:7, 34:12, 35:2, 35:4, 35:14, 36:2, 36:12, 36:18, 36:19, 36:22, 37:4, 37:13, 38:2, 38:3, 38:5, 38:7, 38:14, 38:19, 39:5, 39:6, 39:9, 39:14, 39:18, 39:21, 39:23, 39:24, 40:3, 40:5, 40:8, 40:9, 40:15, 40:19, 40:21, 40:25, 41:6, 41:13, 41:23, 41:24, 42:4, 42:13, 42:18, 42:23, 43:3, 43:5, 44:1, 44:6, 44:10, 44:12, 44:14 I'd [1] - 29:22 I'll [3] - 13:23, 32:20, 33:22 I'm [27] - 2:8, 2:9, 2:11, 2:12, 2:14, 2:15, 2:20, 2:25, 3:3, 4:13, 5:18, 5:23, 15:12, 23:19, 25:11, 26:1, 28:8, 29:4, 29:9, 31:14, 33:11, 34:17, 35:9, 38:2, 38:19, 41:7 I've [9] - 3:22, 19:22, 19:23, 23:9, 29:7, 29:14, 29:15, 40:6, 40:7 idea [4] - 31:25, 35:4, 38:8, 39:25 ideas [4] - 17:2, 37:7, 37:17, 40:25 identify [1] - 7:25 identifying [1] - 18:23 ideologically [1] - 9:13 if [21] - 4:6, 12:19, 14:13, 16:2, 16:17, 16:23, 17:2, 17:8, 18:23, 19:5, 19:9, 20:20, 23:21, 25:14, 29:22, 29:23, 34:1, 34:8, 34:11, 34:20, 39:2 imagine [1] - 6:21 immigrant [1] - 27:23 impact [2] - 6:18, 20:23</p>	<p>implementation [2] - 29:24, 30:7 implications [1] - 22:11 importance [1] - 10:15 important [6] - 30:12, 30:22, 33:2, 39:6, 42:24, 43:1 impose [1] - 9:19 impressed [1] - 19:23 improve [3] - 6:24, 19:18, 40:14 improvement [2] - 19:3, 19:18 improving [2] - 23:4, 39:25 in [143] - 3:3, 3:15, 3:17, 5:7, 5:11, 5:14, 5:16, 5:20, 6:7, 6:20, 6:22, 6:24, 7:15, 7:17, 7:24, 8:15, 8:17, 9:1, 9:3, 9:7, 9:15, 9:16, 9:23, 9:24, 10:7, 10:9, 10:19, 10:20, 10:21, 11:11, 11:21, 12:5, 12:24, 13:16, 13:23, 14:10, 14:25, 15:2, 15:3, 15:7, 15:8, 15:24, 16:11, 16:12, 16:22, 18:8, 18:24, 18:25, 19:1, 19:3, 19:9, 19:18, 19:21, 20:8, 20:12, 20:14, 20:15, 20:25, 21:5, 21:22, 21:23, 22:21, 22:24, 23:1, 23:18, 24:8, 24:9, 24:12, 24:23, 24:24, 25:21, 26:7, 26:14, 26:18, 26:21, 27:11, 27:15, 27:16, 28:6, 28:22, 29:5, 29:10, 29:11, 29:13, 29:19, 29:21, 29:22, 30:11, 31:12, 31:17, 31:18, 31:21, 32:5, 32:15, 32:25, 33:7, 33:12, 33:16, 33:25, 34:7, 34:13, 35:9, 35:14, 35:17, 35:23, 36:3, 36:7, 36:9, 36:13, 36:19, 36:20, 36:22, 36:23, 37:3, 37:5, 37:7, 37:15, 37:16, 37:18, 37:22, 38:4, 38:14, 39:12, 40:3, 40:7, 40:14, 40:15, 42:2, 42:3, 42:5, 42:10, 43:8, 44:12 IN [1] - 44:14 inadequate [1] - 36:9 incidents [1] - 18:24 include [2] - 8:12, 10:24 including [4] - 8:24,</p>
<p>I</p>		<p>i [1] - 23:13 I [189] - 2:2, 2:21, 3:14, 3:22, 4:3, 4:4, 4:5, 4:8, 5:24, 11:14, 11:18, 11:25, 12:14, 13:1, 13:12, 13:21, 13:24, 14:5, 14:7, 14:11, 14:20, 14:23, 15:11, 15:18, 15:19, 16:9, 16:16, 16:20, 16:21, 16:24, 16:25, 17:1, 17:6, 17:7, 17:16, 17:21, 17:22, 17:23, 17:25, 18:6, 18:10, 18:11, 18:15, 18:17, 19:4, 19:8, 19:12, 19:17, 20:5, 20:10, 20:20, 21:2, 21:7, 21:13, 22:3, 22:8, 22:9, 22:14, 22:20, 22:24, 23:9, 23:11, 23:16, 23:17, 23:22, 23:25, 24:4, 24:7, 24:11, 24:12, 24:17, 24:18, 24:19, 24:23,</p>	<p>implementation [2] - 29:24, 30:7 implications [1] - 22:11 importance [1] - 10:15 important [6] - 30:12, 30:22, 33:2, 39:6, 42:24, 43:1 impose [1] - 9:19 impressed [1] - 19:23 improve [3] - 6:24, 19:18, 40:14 improvement [2] - 19:3, 19:18 improving [2] - 23:4, 39:25 in [143] - 3:3, 3:15, 3:17, 5:7, 5:11, 5:14, 5:16, 5:20, 6:7, 6:20, 6:22, 6:24, 7:15, 7:17, 7:24, 8:15, 8:17, 9:1, 9:3, 9:7, 9:15, 9:16, 9:23, 9:24, 10:7, 10:9, 10:19, 10:20, 10:21, 11:11, 11:21, 12:5, 12:24, 13:16, 13:23, 14:10, 14:25, 15:2, 15:3, 15:7, 15:8, 15:24, 16:11, 16:12, 16:22, 18:8, 18:24, 18:25, 19:1, 19:3, 19:9, 19:18, 19:21, 20:8, 20:12, 20:14, 20:15, 20:25, 21:5, 21:22, 21:23, 22:21, 22:24, 23:1, 23:18, 24:8, 24:9, 24:12, 24:23, 24:24, 25:21, 26:7, 26:14, 26:18, 26:21, 27:11, 27:15, 27:16, 28:6, 28:22, 29:5, 29:10, 29:11, 29:13, 29:19, 29:21, 29:22, 30:11, 31:12, 31:17, 31:18, 31:21, 32:5, 32:15, 32:25, 33:7, 33:12, 33:16, 33:25, 34:7, 34:13, 35:9, 35:14, 35:17, 35:23, 36:3, 36:7, 36:9, 36:13, 36:19, 36:20, 36:22, 36:23, 37:3, 37:5, 37:7, 37:15, 37:16, 37:18, 37:22, 38:4, 38:14, 39:12, 40:3, 40:7, 40:14, 40:15, 42:2, 42:3, 42:5, 42:10, 43:8, 44:12 IN [1] - 44:14 inadequate [1] - 36:9 incidents [1] - 18:24 include [2] - 8:12, 10:24 including [4] - 8:24,</p>

CHARTER REVISION COMMISSION

<p>11:5, 35:18, 41:16 inclusive [1] - 36:25 inconsistencies [1] - 22:17 inconsistent [1] - 22:16 incorporated [1] - 13:16 increase [5] - 6:25, 7:17, 14:14, 33:9, 35:8 increased [7] - 7:5, 7:10, 28:22, 28:24, 32:11, 34:11, 39:20 increasing [7] - 6:10, 8:4, 14:8, 14:9, 16:17, 22:25, 38:10 incredible [1] - 25:2 indeed [1] - 5:12 independence [4] - 10:16, 11:4, 39:16, 39:20 independent [1] - 11:1 indicate [1] - 26:2 indicated [1] - 9:11 individually [1] - 14:1 individuals [1] - 38:11 infinite [1] - 18:3 influence [1] - 11:4 inform [2] - 5:4, 8:20 informal [1] - 12:6 information [2] - 15:11, 15:12 informative [1] - 14:23 initial [1] - 26:24 initiatives [1] - 42:13 input [2] - 7:20, 18:8 instance [1] - 23:4 instant [1] - 23:10 INSTITUTE [1] - 1:3 Institute [1] - 2:12 insufficiently [1] - 9:12 integrity [1] - 10:19 intelligently [1] - 36:20 intended [2] - 5:8, 7:13 interact [1] - 6:14 interest [5] - 9:7, 22:21, 29:13, 35:13, 35:14 interested [10] - 24:12, 24:24, 33:11, 33:12, 34:7, 36:22, 38:2, 38:4, 38:7, 44:12 interesting [2] - 26:17, 29:9 into [6] - 4:11, 6:13, 7:1, 20:18, 21:3, 41:17 intrigued [4] - 23:10, 23:17, 23:20, 39:24 intriguing [3] - 23:18, 26:17, 39:17 introduce [3] - 2:6, 3:7, 29:3 investment [1] - 38:20</p>	<p>invite [1] - 37:4 involved [1] - 21:22 is [86] - 2:1, 2:3, 2:5, 2:24, 3:8, 3:15, 3:19, 3:24, 4:4, 4:21, 4:25, 5:5, 5:8, 8:19, 9:1, 9:5, 11:12, 12:15, 12:20, 12:23, 13:8, 13:21, 15:3, 15:21, 16:6, 16:13, 16:15, 16:18, 17:5, 17:8, 17:10, 17:15, 18:13, 18:16, 18:22, 19:1, 20:7, 20:15, 20:22, 21:16, 22:23, 23:20, 24:7, 26:2, 26:3, 26:5, 26:12, 26:14, 26:17, 26:25, 28:21, 28:24, 29:4, 29:11, 29:12, 29:16, 29:17, 30:4, 30:12, 30:13, 30:16, 31:6, 32:16, 33:4, 33:10, 33:13, 33:14, 34:16, 35:12, 36:11, 36:21, 36:24, 36:25, 37:10, 38:8, 39:5, 39:9, 39:17, 40:6, 40:8, 41:14, 42:19, 44:8 is that [6] - 26:6, 32:4, 35:4, 40:6, 41:6, 42:11 Island [1] - 11:24 isn't [2] - 18:19, 18:21 issue [11] - 5:2, 13:24, 22:23, 25:14, 26:11, 27:11, 29:10, 32:2, 35:11, 35:20, 39:6 issues [24] - 5:5, 5:10, 6:20, 13:17, 13:20, 14:3, 18:2, 24:2, 24:13, 24:15, 25:12, 26:14, 40:4, 40:7, 40:12, 41:17, 41:18, 41:21, 42:4, 42:5, 42:7, 42:14, 42:20, 42:25 it [51] - 4:5, 5:9, 5:25, 11:14, 13:1, 13:7, 13:22, 13:23, 14:1, 15:19, 16:3, 16:25, 17:4, 17:5, 17:9, 17:16, 17:17, 19:4, 20:6, 21:7, 21:10, 22:1, 22:20, 22:25, 23:18, 23:20, 26:6, 26:17, 29:25, 30:6, 30:8, 30:12, 32:7, 34:10, 34:25, 35:3, 36:12, 36:20, 38:8, 38:10, 38:14, 38:23, 38:24, 39:2, 39:3, 39:10, 39:18, 40:23 it's [30] - 3:21, 11:20, 14:1, 14:6, 16:23, 16:24, 17:12, 17:13, 17:15, 18:15, 19:8, 19:12, 20:16, 22:8, 22:14,</p>	<p>22:25, 23:18, 24:23, 26:10, 27:13, 27:25, 28:15, 30:16, 30:17, 34:11, 34:12, 34:24, 38:20, 42:24 items [1] - 24:18 its [4] - 5:10, 8:24, 11:3, 27:14</p> <p style="text-align: center;">J</p> <p>job [5] - 4:4, 16:11, 18:7, 28:15, 37:18 John [2] - 3:2, 19:20 JOHN [1] - 1:12 john [1] - 29:7 joints [1] - 24:21 July [3] - 11:22, 44:15 july [1] - 1:6 jurisdictions [1] - 11:8 just [32] - 4:15, 11:15, 13:12, 16:9, 17:21, 17:22, 18:10, 19:25, 20:12, 20:13, 21:8, 21:12, 22:4, 22:15, 23:9, 23:16, 26:12, 27:4, 28:6, 28:8, 28:16, 28:20, 32:3, 33:22, 34:5, 35:13, 39:5, 40:21, 41:5, 41:13, 41:14, 42:6 Justice [1] - 35:21 justified [1] - 20:25</p> <p style="text-align: center;">K</p> <p>keep [1] - 15:5 kept [1] - 32:8 KEVIN [2] - 44:6, 44:18 kind [2] - 33:25, 38:25 know [28] - 3:10, 11:18, 13:24, 14:5, 14:11, 16:12, 16:23, 17:2, 17:3, 17:4, 22:8, 23:13, 23:17, 23:25, 24:4, 24:19, 26:20, 27:2, 27:22, 32:21, 34:22, 36:9, 38:7, 39:1, 40:9, 41:2, 41:23, 42:18 KYLE [2] - 1:17, 1:18 Kyle [4] - 2:8, 24:25, 25:1, 30:23</p> <p style="text-align: center;">L</p> <p>lack [3] - 7:11, 9:13, 42:3 laid [4] - 6:19, 9:1, 20:6, 33:4 language [4] - 7:10, 8:1, 23:6, 25:12 large [2] - 6:23, 37:21</p>	<p>largely [1] - 20:1 larger [1] - 20:11 largest [1] - 35:16 last [5] - 32:16, 35:11, 36:7, 40:17, 40:20 last-minute [1] - 40:20 launching [1] - 12:21 law [2] - 3:4, 20:2 lawyer [2] - 2:25, 3:3 lawyers [1] - 26:8 lay [1] - 42:14 least [3] - 18:22, 36:16, 40:12 leave [1] - 30:5 leaves [1] - 41:6 led [1] - 36:16 legal [3] - 21:6, 24:8, 24:15 lengthy [1] - 13:14 less [3] - 15:22, 26:18, 28:9 let [6] - 4:10, 4:15, 13:11, 15:22, 21:12, 31:23 let's [4] - 2:5, 14:4, 16:19, 34:2 level [8] - 7:21, 11:13, 12:8, 15:21, 17:10, 20:3, 20:21, 36:16 levelling [1] - 14:25 leverage [1] - 30:19 Liberties [1] - 2:25 life [1] - 8:18 like [10] - 17:21, 24:18, 25:12, 25:16, 27:5, 29:22, 32:9, 34:11, 39:1, 39:21 liked [2] - 31:25, 32:3 likely [1] - 36:25 limit [3] - 5:9, 20:21, 21:25 limitations [1] - 24:8 limited [4] - 37:20, 42:1, 42:2, 42:12 limits [10] - 6:5, 6:9, 9:19, 14:8, 14:13, 17:9, 19:15, 21:9, 21:10, 32:14 lines [10] - 7:13, 10:7, 10:11, 11:1, 34:21, 34:22, 35:19, 35:22, 35:24 Liran [3] - 2:11, 26:15, 38:21 LIRAN [1] - 1:18 listed [1] - 9:18 listened [2] - 29:7, 29:14 litigated [1] - 19:22 litigation [1] - 21:5</p>
---	---	---	---

CHARTER REVISION COMMISSION

<p>little [10] - 10:3, 13:22, 22:20, 23:14, 24:24, 27:5, 27:25, 34:13, 36:22, 39:22 live [1] - 33:20 lives [1] - 29:21 living [2] - 5:8, 16:12 loan [1] - 20:2 local [3] - 7:24, 8:19, 37:20 Local [1] - 2:13 long [1] - 16:23 longer [2] - 22:20, 35:21 look [12] - 3:10, 22:9, 22:14, 23:2, 30:6, 33:5, 33:19, 33:20, 34:10, 34:13, 38:16, 39:21 looking [7] - 12:16, 15:25, 16:1, 16:5, 17:18, 26:25, 38:16 lot [8] - 4:11, 16:14, 17:24, 21:14, 23:25, 28:14, 31:13, 40:24 love [1] - 33:16 lower [1] - 14:13 lowered [1] - 17:4 lowering [2] - 7:8, 14:8</p>	<p>marriage [1] - 44:11 match [4] - 6:10, 14:14, 16:2, 37:10 matching [8] - 6:6, 6:11, 14:9, 14:10, 16:17, 19:16, 19:17 Matt [7] - 3:5, 4:6, 4:8, 13:7, 23:11, 23:17, 40:17 matt [1] - 3:17 MATT [1] - 1:20 matter [7] - 4:16, 5:7, 8:7, 9:5, 12:10, 43:12, 44:13 may [7] - 9:11, 13:22, 14:1, 14:4, 14:5, 26:12, 27:7 May [1] - 3:24 maybe [3] - 17:5, 23:14, 28:15 Mayor [2] - 2:22, 10:5 mayor [3] - 17:4, 17:12, 42:22 me [14] - 4:10, 4:15, 13:11, 13:13, 13:15, 13:19, 13:25, 14:23, 21:12, 22:6, 29:17, 31:2, 31:23, 38:7 mean [6] - 16:4, 20:20, 28:11, 32:25, 38:10, 39:21 meaningful [2] - 29:15, 29:19 means [4] - 8:4, 12:15, 15:3, 18:20 meant [2] - 8:10, 33:1 measures [2] - 30:21, 37:8 measuring [1] - 34:12 media [1] - 12:12 meeting [2] - 13:8, 41:2 meetings [5] - 12:8, 12:9, 12:17, 12:23, 43:2 member [1] - 3:6 members [16] - 5:14, 9:6, 9:20, 12:13, 13:8, 13:12, 13:18, 14:3, 14:18, 23:7, 28:5, 32:6, 34:2, 36:4, 37:4, 41:15 MEMBERS [1] - 1:10 MENDY [1] - 1:15 mention [1] - 40:21 mentioned [2] - 23:17, 33:15 message [1] - 17:17 met [1] - 41:9 methods [1] - 9:25 microphone [1] - 29:3 midterm [1] - 22:13 might [14] - 7:20, 10:24,</p>	<p>24:16, 26:7, 26:19, 32:10, 36:23, 37:5, 37:11, 37:14, 37:16, 37:18, 38:18, 42:21 mind [2] - 38:25, 42:10 mindful [4] - 16:16, 20:10, 21:2, 26:20 minds [1] - 21:23 minority [2] - 10:14, 10:24 minute [3] - 40:11, 40:17, 40:20 MIROCZNIK [1] - 1:15 missing [1] - 31:22 model [3] - 18:14, 19:3, 37:17 modelling [1] - 14:12 models [1] - 11:6 modernization [1] - 7:19</p>	<p>MS [9] - 2:11, 2:14, 22:3, 23:16, 26:16, 30:9, 34:5, 38:22, 39:14 much [9] - 4:9, 4:12, 13:6, 16:4, 18:6, 26:4, 27:16, 30:1, 35:3 multiplied [1] - 16:3 municipal [5] - 5:20, 6:22, 22:24, 24:22, 25:13 muscle [3] - 31:7, 31:11, 31:16 Museum [1] - 40:24 My [1] - 29:4 my [20] - 2:1, 2:24, 13:17, 17:14, 17:19, 22:6, 24:7, 28:17, 30:11, 30:24, 31:19, 32:5, 32:6, 33:14, 39:1, 40:8, 42:10, 44:8, 44:14</p>
M			N
<p>made [3] - 12:1, 25:9, 27:9 mail [2] - 12:11, 12:12 major [3] - 5:18, 22:23, 41:18 majority [1] - 35:23 make [19] - 11:25, 15:16, 21:6, 21:10, 21:12, 21:13, 22:15, 24:15, 24:22, 25:9, 29:1, 33:8, 33:19, 35:6, 36:24, 37:10, 38:24, 39:3, 40:2 makes [2] - 30:6, 30:8 making [3] - 9:8, 19:11, 29:20 man [1] - 37:23 manage [1] - 25:5 manager [1] - 34:18 managers [2] - 33:24, 34:3 managing [2] - 25:4, 32:11 mandating [1] - 29:25 Manhattan [1] - 11:21 Many [1] - 9:10 many [6] - 8:8, 13:19, 23:12, 31:13, 34:16, 40:7 Marco [2] - 29:4, 35:13 MARCO [1] - 1:13 marginalizing [1] - 39:8</p>	<p>meant [2] - 8:10, 33:1 measures [2] - 30:21, 37:8 measuring [1] - 34:12 media [1] - 12:12 meeting [2] - 13:8, 41:2 meetings [5] - 12:8, 12:9, 12:17, 12:23, 43:2 member [1] - 3:6 members [16] - 5:14, 9:6, 9:20, 12:13, 13:8, 13:12, 13:18, 14:3, 14:18, 23:7, 28:5, 32:6, 34:2, 36:4, 37:4, 41:15 MEMBERS [1] - 1:10 MENDY [1] - 1:15 mention [1] - 40:21 mentioned [2] - 23:17, 33:15 message [1] - 17:17 met [1] - 41:9 methods [1] - 9:25 microphone [1] - 29:3 midterm [1] - 22:13 might [14] - 7:20, 10:24,</p>	<p>modernizing [1] - 7:2 money [3] - 15:23, 16:14, 27:3 month [2] - 20:13, 29:22 more [29] - 9:8, 12:22, 15:1, 15:16, 16:2, 16:4, 16:17, 17:1, 19:5, 19:11, 21:8, 24:24, 25:21, 27:5, 27:16, 28:11, 31:17, 33:8, 34:13, 35:3, 36:23, 36:24, 36:25, 37:12, 39:15, 41:9, 41:10 morning [7] - 2:1, 2:8, 2:11, 2:14, 2:17, 2:24, 3:2 most [7] - 7:12, 12:15, 14:4, 25:8, 31:1, 32:24 mostly [1] - 6:5 motion [2] - 43:3, 43:4 move [3] - 23:15, 26:1, 27:10 moving [1] - 32:7 MR [56] - 2:1, 2:8, 2:17, 2:20, 2:24, 3:2, 3:5, 3:19, 3:21, 4:9, 13:7, 14:20, 15:18, 16:9, 17:20, 17:21, 19:20, 19:21, 21:12, 22:19, 23:9, 23:24, 23:25, 24:25, 25:1, 26:1, 27:9, 28:8, 28:18, 29:2, 29:4, 29:7, 30:23, 30:24, 31:21, 32:20, 33:13, 34:15, 35:2, 36:2, 38:5, 38:21, 39:5, 39:13, 39:23, 40:18, 40:19, 40:21, 41:5, 41:13, 42:9, 43:4, 43:5, 43:7, 43:8, 43:10 Mr [4] - 2:7, 4:9, 6:1, 11:14</p>	<p>name [3] - 2:1, 2:24, 29:4 narrow [2] - 17:25, 18:1 narrowing [1] - 13:16 NASSAU [1] - 44:4 near [1] - 33:14 necessarily [1] - 24:6 need [8] - 21:6, 23:6, 26:9, 26:20, 28:23, 32:1, 35:11, 40:1 needs [2] - 7:25, 39:22 negative [1] - 11:10 neighborhood [1] - 12:8 NEW [1] - 44:3 new [6] - 8:25, 9:4, 26:22, 27:18, 29:18, 31:25 New [24] - 1:4, 2:3, 2:16, 2:18, 2:21, 2:22, 4:22, 5:20, 6:22, 7:23, 7:25, 10:21, 15:16, 18:12, 18:24, 20:12, 20:24, 22:24, 27:21, 29:6, 40:3, 40:22, 44:7 Next [1] - 5:17 next [14] - 5:12, 8:6, 8:7, 8:22, 9:5, 10:8, 10:21, 11:11, 11:16, 11:20, 22:13, 29:22, 31:11, 40:5 no [4] - 26:15, 35:21, 40:19, 44:12 nod [1] - 40:18 non [2] - 6:17, 7:8 non-citizen [1] - 7:8 non-participating [1] - 6:17 none [1] - 43:10</p>

CHARTER REVISION COMMISSION

<p>nonparticipating [1] - 14:15 nor [1] - 5:10 normal [1] - 15:6 not [36] - 3:6, 5:9, 9:14, 10:13, 13:9, 16:5, 16:15, 16:20, 19:9, 19:25, 20:12, 20:20, 22:8, 22:15, 24:4, 25:4, 25:11, 26:12, 27:8, 27:12, 28:1, 28:2, 28:10, 28:17, 29:12, 29:18, 35:12, 36:20, 37:8, 38:2, 38:19, 40:6, 42:12, 42:15, 42:20, 44:10 Notary [1] - 44:6 note [2] - 31:23, 36:12 notes [2] - 11:15, 44:9 notion [1] - 27:7 notwithstanding [2] - 36:13, 37:1 November [1] - 12:23 now [7] - 3:19, 3:21, 4:14, 5:12, 20:14, 37:19, 37:23 Number [1] - 33:22 number [4] - 6:23, 17:15, 18:3, 36:2 numerous [1] - 6:4</p>	<p>16:14, 16:19, 16:21, 17:22, 17:24, 18:1, 18:3, 18:5, 18:7, 18:14, 18:17, 18:20, 18:22, 18:23, 19:5, 19:12, 19:13, 19:16, 19:19, 19:21, 19:24, 20:5, 20:10, 20:14, 20:19, 20:24, 21:2, 21:14, 21:16, 21:17, 21:20, 21:21, 21:24, 21:25, 22:10, 22:15, 22:24, 23:3, 23:19, 23:25, 24:8, 24:22, 25:4, 25:8, 25:22, 26:5, 26:13, 26:14, 26:20, 27:6, 27:7, 27:11, 27:13, 27:16, 27:18, 27:20, 27:21, 28:1, 28:7, 28:9, 28:14, 28:22, 28:24, 29:6, 29:11, 29:16, 29:24, 29:25, 30:4, 30:7, 30:10, 30:14, 30:15, 31:8, 31:13, 31:25, 32:4, 32:6, 32:7, 32:11, 32:17, 32:22, 32:24, 33:1, 33:3, 33:17, 33:23, 33:25, 34:2, 34:7, 34:16, 35:3, 35:12, 35:16, 35:20, 35:21, 35:22, 35:23, 35:24, 36:2, 36:4, 36:10, 36:14, 36:16, 36:17, 36:23, 37:2, 37:3, 37:5, 37:12, 37:17, 37:23, 37:25, 38:5, 38:8, 38:12, 38:20, 38:22, 38:25, 39:8, 39:16, 39:24, 39:25, 40:4, 40:6, 40:7, 40:8, 40:11, 40:12, 40:25, 41:1, 41:2, 41:8, 41:14, 41:15, 41:16, 41:18, 42:1, 42:3, 42:5, 42:7, 42:17, 42:25, 43:9, 44:7, 44:8, 44:11, 44:12, 44:15 off [3] - 27:4, 28:19, 32:20 offered [1] - 8:10 offering [1] - 7:9 offers [1] - 30:12 Office [1] - 27:18 office [16] - 8:25, 9:4, 15:9, 15:23, 15:24, 16:18, 17:18, 27:18, 27:23, 27:24, 28:2, 28:10, 28:16, 29:11, 30:4, 30:5 officer [1] - 27:21 offices [1] - 28:15 officials [3] - 4:24, 9:7, 11:5</p>	<p>oh [1] - 40:20 on [96] - 3:5, 3:13, 3:19, 3:21, 4:1, 5:2, 5:3, 6:1, 6:3, 6:11, 6:24, 7:12, 7:20, 7:21, 8:22, 9:3, 9:10, 9:21, 10:23, 11:11, 11:15, 11:19, 11:21, 11:22, 11:23, 11:24, 12:1, 12:7, 12:12, 12:17, 12:24, 13:2, 13:5, 13:19, 14:3, 14:19, 16:5, 17:8, 18:4, 19:14, 19:16, 20:1, 20:15, 20:16, 20:23, 21:6, 21:9, 22:12, 23:7, 23:14, 24:6, 24:8, 24:13, 24:14, 25:12, 25:17, 25:23, 26:1, 26:8, 26:13, 26:24, 27:5, 27:10, 27:20, 28:6, 28:14, 28:17, 28:21, 28:23, 29:2, 29:8, 29:13, 29:25, 30:18, 30:25, 31:19, 32:1, 32:7, 34:3, 35:6, 35:10, 38:24, 39:16, 40:4, 40:7, 40:12, 40:13, 41:17, 41:19, 41:24, 42:18, 42:20 On [1] - 33:22 one [26] - 3:22, 14:4, 21:12, 22:15, 23:3, 23:19, 24:17, 26:3, 26:14, 26:18, 28:1, 29:14, 29:17, 30:4, 33:22, 34:15, 35:12, 35:16, 36:24, 37:13, 37:22, 38:5, 39:17, 40:4, 41:6, 41:13 only [6] - 20:25, 25:4, 25:10, 29:18, 30:25, 39:14 open [1] - 15:1 opening [1] - 14:17 operation [1] - 27:24 opinion [4] - 17:14, 27:13, 35:3, 40:7 opportunities [2] - 8:17, 8:21 opportunity [3] - 13:4, 37:12, 40:22 or [27] - 7:8, 8:25, 9:4, 13:14, 14:5, 14:13, 20:13, 22:13, 22:16, 23:4, 23:22, 24:6, 24:10, 24:15, 28:1, 28:2, 29:13, 31:3, 34:3, 36:20, 37:17, 38:11, 39:7, 41:22, 42:2, 42:16, 44:11 order [2] - 9:3, 15:24 organized [1] - 30:3 other [17] - 4:24, 5:10,</p>	<p>6:15, 9:16, 9:24, 9:25, 11:8, 13:18, 14:2, 16:8, 17:7, 23:4, 28:5, 41:3, 41:10, 41:21, 42:4 others [1] - 10:15 otherwise [2] - 26:19, 41:23 ought [4] - 9:2, 27:17, 28:7, 42:15 our [38] - 2:5, 3:9, 3:20, 3:24, 8:7, 8:8, 9:5, 12:12, 12:20, 14:25, 15:7, 15:13, 16:7, 19:2, 19:7, 19:9, 19:19, 21:23, 22:11, 24:15, 25:16, 25:24, 26:8, 27:15, 28:15, 30:19, 31:10, 31:11, 31:16, 35:6, 35:9, 35:17, 36:24, 39:6, 40:14, 41:16, 42:7 ourselves [1] - 20:18 out [13] - 6:19, 9:1, 20:6, 24:14, 26:3, 30:5, 30:18, 31:15, 33:4, 39:10, 41:1, 42:14, 42:17 outcome [2] - 41:2, 44:12 outreach [2] - 12:4, 41:7 over [4] - 11:14, 30:5, 35:21, 40:5 overall [1] - 28:6 oversaw [1] - 33:15 oversight [1] - 35:21 overview [1] - 11:12</p>
<p>O</p>		<p>P</p>	
<p>Obviously [1] - 16:15 obviously [4] - 22:21, 28:23, 36:11, 38:10 OF [2] - 44:3, 44:4 of [252] - 2:4, 2:9, 2:15, 2:18, 2:21, 2:22, 3:6, 3:8, 3:9, 3:10, 3:11, 3:12, 3:14, 4:7, 4:11, 4:14, 4:15, 4:21, 5:10, 5:13, 5:14, 5:15, 5:22, 5:23, 6:16, 6:19, 6:23, 7:3, 7:11, 7:15, 7:16, 7:22, 7:25, 8:4, 8:6, 8:9, 8:11, 8:14, 8:17, 8:18, 8:23, 8:25, 9:6, 9:9, 9:10, 9:19, 9:21, 9:23, 10:2, 10:4, 10:10, 10:14, 10:15, 10:16, 10:19, 10:22, 10:23, 10:25, 11:2, 11:4, 11:6, 11:10, 11:12, 11:15, 11:17, 11:25, 12:3, 12:10, 12:13, 12:23, 13:2, 13:3, 13:5, 13:8, 13:9, 13:16, 13:18, 13:19, 13:21, 13:23, 13:25, 14:18, 14:21, 14:24, 15:16, 15:22, 15:25, 16:1, 16:10,</p>	<p>16:14, 16:19, 16:21, 17:22, 17:24, 18:1, 18:3, 18:5, 18:7, 18:14, 18:17, 18:20, 18:22, 18:23, 19:5, 19:12, 19:13, 19:16, 19:19, 19:21, 19:24, 20:5, 20:10, 20:14, 20:19, 20:24, 21:2, 21:14, 21:16, 21:17, 21:20, 21:21, 21:24, 21:25, 22:10, 22:15, 22:24, 23:3, 23:19, 23:25, 24:8, 24:22, 25:4, 25:8, 25:22, 26:5, 26:13, 26:14, 26:20, 27:6, 27:7, 27:11, 27:13, 27:16, 27:18, 27:20, 27:21, 28:1, 28:7, 28:9, 28:14, 28:22, 28:24, 29:6, 29:11, 29:16, 29:24, 29:25, 30:4, 30:7, 30:10, 30:14, 30:15, 31:8, 31:13, 31:25, 32:4, 32:6, 32:7, 32:11, 32:17, 32:22, 32:24, 33:1, 33:3, 33:17, 33:23, 33:25, 34:2, 34:7, 34:16, 35:3, 35:12, 35:16, 35:20, 35:21, 35:22, 35:23, 35:24, 36:2, 36:4, 36:10, 36:14, 36:16, 36:17, 36:23, 37:2, 37:3, 37:5, 37:12, 37:17, 37:23, 37:25, 38:5, 38:8, 38:12, 38:20, 38:22, 38:25, 39:8, 39:16, 39:24, 39:25, 40:4, 40:6, 40:7, 40:8, 40:11, 40:12, 40:25, 41:1, 41:2, 41:8, 41:14, 41:15, 41:16, 41:18, 42:1, 42:3, 42:5, 42:7, 42:17, 42:25, 43:9, 44:7, 44:8, 44:11, 44:12, 44:15 off [3] - 27:4, 28:19, 32:20 offered [1] - 8:10 offering [1] - 7:9 offers [1] - 30:12 Office [1] - 27:18 office [16] - 8:25, 9:4, 15:9, 15:23, 15:24, 16:18, 17:18, 27:18, 27:23, 27:24, 28:2, 28:10, 28:16, 29:11, 30:4, 30:5 officer [1] - 27:21 offices [1] - 28:15 officials [3] - 4:24, 9:7, 11:5</p>	<p>oh [1] - 40:20 on [96] - 3:5, 3:13, 3:19, 3:21, 4:1, 5:2, 5:3, 6:1, 6:3, 6:11, 6:24, 7:12, 7:20, 7:21, 8:22, 9:3, 9:10, 9:21, 10:23, 11:11, 11:15, 11:19, 11:21, 11:22, 11:23, 11:24, 12:1, 12:7, 12:12, 12:17, 12:24, 13:2, 13:5, 13:19, 14:3, 14:19, 16:5, 17:8, 18:4, 19:14, 19:16, 20:1, 20:15, 20:16, 20:23, 21:6, 21:9, 22:12, 23:7, 23:14, 24:6, 24:8, 24:13, 24:14, 25:12, 25:17, 25:23, 26:1, 26:8, 26:13, 26:24, 27:5, 27:10, 27:20, 28:6, 28:14, 28:17, 28:21, 28:23, 29:2, 29:8, 29:13, 29:25, 30:18, 30:25, 31:19, 32:1, 32:7, 34:3, 35:6, 35:10, 38:24, 39:16, 40:4, 40:7, 40:12, 40:13, 41:17, 41:19, 41:24, 42:18, 42:20 On [1] - 33:22 one [26] - 3:22, 14:4, 21:12, 22:15, 23:3, 23:19, 24:17, 26:3, 26:14, 26:18, 28:1, 29:14, 29:17, 30:4, 33:22, 34:15, 35:12, 35:16, 36:24, 37:13, 37:22, 38:5, 39:17, 40:4, 41:6, 41:13 only [6] - 20:25, 25:4, 25:10, 29:18, 30:25, 39:14 open [1] - 15:1 opening [1] - 14:17 operation [1] - 27:24 opinion [4] - 17:14, 27:13, 35:3, 40:7 opportunities [2] - 8:17, 8:21 opportunity [3] - 13:4, 37:12, 40:22 or [27] - 7:8, 8:25, 9:4, 13:14, 14:5, 14:13, 20:13, 22:13, 22:16, 23:4, 23:22, 24:6, 24:10, 24:15, 28:1, 28:2, 29:13, 31:3, 34:3, 36:20, 37:17, 38:11, 39:7, 41:22, 42:2, 42:16, 44:11 order [2] - 9:3, 15:24 organized [1] - 30:3 other [17] - 4:24, 5:10,</p>	<p>P.M [1] - 43:12 Padilla [1] - 37:24 page [1] - 11:12 part [5] - 23:18, 24:8, 26:13, 27:20, 30:15 participants [1] - 20:8 participate [3] - 15:2, 20:24, 37:5 participating [5] - 6:16, 6:17, 8:17, 14:15, 30:11 participation [5] - 6:25, 7:17, 8:5, 22:25, 25:7 participatory [4] - 29:16, 30:11, 31:4, 32:4 particular [7] - 3:13, 7:17, 10:20, 14:3, 15:10, 32:13, 36:4 particularly [6] - 9:15, 9:23, 20:4, 23:20, 26:21, 32:15 parties [1] - 44:11 partner [1] - 3:3</p>

<p>passed [1] - 37:15 path [1] - 37:13 pay [1] - 19:1 paying [1] - 27:4 people [12] - 11:18, 15:2, 15:6, 15:22, 16:18, 18:18, 18:23, 19:10, 33:20, 41:9, 41:16, 41:20 PERALES [28] - 1:11, 2:1, 2:20, 3:5, 3:21, 13:7, 15:18, 17:20, 19:20, 21:12, 22:19, 23:24, 24:25, 26:1, 27:9, 29:2, 30:23, 31:21, 35:2, 38:21, 39:13, 39:23, 40:19, 41:5, 42:9, 43:5, 43:8, 43:10 Perales [2] - 2:2, 2:20 percent [3] - 17:15, 20:22, 20:23 percentage [1] - 17:9 perhaps [3] - 35:5, 36:8, 42:20 person [4] - 13:14, 16:21, 27:1 person-to-person [1] - 13:14 personally [1] - 13:25 picking [1] - 34:2 pictures [1] - 3:22 piece [1] - 22:13 place [2] - 36:9, 40:24 plan [3] - 10:8, 36:15, 36:19 planning [3] - 9:16, 9:24, 32:16 plans [1] - 24:21 play [1] - 19:1 playing [3] - 15:1, 15:21, 20:17 please [1] - 29:3 pleased [1] - 35:2 poignant [1] - 40:25 point [12] - 4:5, 21:12, 21:13, 22:6, 27:9, 28:6, 28:14, 29:14, 31:20, 33:4, 39:15, 42:23 points [4] - 6:2, 25:8, 26:3, 30:25 police [1] - 38:12 policy [1] - 27:15 political [3] - 15:7, 15:9, 26:23 politicians [1] - 39:7 politics [4] - 18:25, 19:2, 20:25, 31:18 population [1] - 10:8 portion [1] - 7:15 position [1] - 24:14</p>	<p>possibilities [1] - 31:15 possible [4] - 7:24, 8:25, 11:5, 15:21 potential [2] - 9:4, 10:20 potentially [3] - 9:24, 37:11, 41:22 power [2] - 10:14, 36:6 practical [1] - 7:9 practice [1] - 3:3 practices [1] - 30:20 PRATT [1] - 1:3 precincts [1] - 38:13 preclearance [2] - 36:10, 36:14 preferences [2] - 7:14, 23:19 preferred [1] - 37:13 preliminary [6] - 3:9, 4:1, 4:13, 4:16, 6:21, 8:15 prescribed [1] - 24:20 present [2] - 15:15, 17:2 PRESENT [1] - 1:19 presentation [3] - 5:24, 19:25, 20:4 presentations [1] - 25:19 presented [1] - 8:12 President [1] - 2:15 president [2] - 2:18, 17:13 presidents [2] - 34:20, 34:23 press [1] - 12:1 pressure [1] - 17:24 pretty [1] - 32:5 previously [1] - 2:22 Pride [1] - 40:24 primaries [1] - 7:24 prior [1] - 41:11 private [1] - 3:3 probably [4] - 27:4, 38:11, 39:3, 41:9 problem [3] - 26:25, 36:11, 38:22 problematic [1] - 36:21 procedure [1] - 34:3 procedures [1] - 10:22 process [23] - 5:22, 9:14, 9:22, 10:3, 10:10, 10:17, 10:23, 11:6, 11:11, 11:24, 14:11, 15:1, 15:2, 15:17, 25:3, 25:8, 31:4, 31:17, 32:14, 33:16, 33:23, 36:24, 40:1 processes [2] - 7:4, 38:17 produce [1] - 36:25 produced [1] - 36:15</p>	<p>professionals [2] - 25:17, 25:24 professor [1] - 26:23 program [1] - 6:19 promises [1] - 29:18 promote [5] - 8:3, 8:10, 8:16, 8:18, 11:3 proposal [1] - 9:3 proposals [27] - 5:1, 6:4, 6:23, 7:1, 7:2, 7:4, 7:5, 7:11, 7:12, 7:16, 7:19, 7:22, 8:10, 8:11, 9:18, 9:19, 9:25, 10:10, 12:18, 12:19, 12:25, 19:6, 20:19, 29:23, 36:23, 37:9, 38:4 propose [2] - 12:25, 37:7 proposed [5] - 6:13, 6:14, 6:15, 10:25, 29:25 proposing [1] - 6:8 protections [1] - 37:25 proud [1] - 41:8 provide [1] - 4:6 provided [1] - 15:12 providing [2] - 10:25, 32:14 public [26] - 3:11, 4:1, 4:2, 5:4, 5:14, 5:16, 6:5, 6:10, 6:11, 8:8, 8:20, 9:3, 9:6, 12:1, 12:7, 12:11, 12:13, 12:16, 12:21, 12:24, 13:10, 17:14, 35:14, 37:6, 42:8, 42:24 Public [1] - 44:6 PUBLIC [1] - 1:2 public's [1] - 5:7 publicly [1] - 14:19 published [1] - 3:16 purpose [1] - 3:8 purposes [1] - 24:22 pursue [1] - 15:11 push [1] - 38:15 put [3] - 28:1, 31:6, 40:13 putting [3] - 16:11, 17:23, 22:4</p>	<p style="text-align: center;">R</p> <p>R [1] - 44:1 RACHEL [1] - 1:11 racial [2] - 10:14, 10:23 radical [3] - 19:6, 19:11, 20:20 raise [1] - 15:23 raised [3] - 21:15, 35:20, 41:21 range [2] - 7:16, 18:5 rank [5] - 7:24, 26:10, 26:16, 26:24, 27:6 rank-choice [4] - 26:10, 26:16, 26:24, 27:6 ranked [1] - 7:13 rationale [2] - 21:1, 22:17 reaction [1] - 32:18 read [1] - 42:2 ready [1] - 26:1 real [1] - 22:6 reality [1] - 42:11 really [11] - 20:7, 20:19, 21:1, 29:18, 30:14, 31:6, 31:8, 33:17, 33:19, 39:18, 40:10 reason [2] - 28:3, 30:16 reasons [1] - 23:19 recall [1] - 8:7 received [6] - 4:22, 6:3, 6:23, 9:10, 18:18, 23:25 recent [2] - 10:12, 18:25 recently [1] - 40:22 recognize [1] - 25:2 recommend [5] - 4:25, 7:18, 8:22, 9:17, 10:22 recommendation [1] - 15:15 recommendations [8] - 5:11, 17:6, 17:19, 22:12, 23:2, 24:16, 32:13, 32:19 recommended [3] - 18:9, 24:6, 28:4 recommends [3] - 6:7, 7:15, 8:2 record [1] - 31:23 redirecting [1] - 36:24 redistricting [7] - 35:15, 36:3, 36:8, 36:15, 36:18, 39:17, 40:1 reduce [2] - 11:4, 23:21 reducing [1] - 6:9 reflected [1] - 11:19 reflecting [1] - 37:3 reflective [1] - 9:9 reform [3] - 6:4, 14:6, 22:22 reforms [2] - 7:20, 8:3</p>
Q			
<p>qualifications [1] - 24:3 Queens [1] - 11:22 question [3] - 21:17, 23:3, 39:16 questions [2] - 5:6, 9:2 quick [1] - 28:8 quite [3] - 3:14, 20:19, 25:11 quorum [1] - 31:24</p>			

CHARTER REVISION COMMISSION

<p>regard [2] - 37:7, 38:4 regarding [2] - 32:23, 33:6 regards [1] - 32:15 regime [1] - 36:10 registration [3] - 7:4, 24:2, 24:19 regularly [1] - 8:17 regulate [1] - 21:9 regulating [1] - 20:16 related [1] - 44:10 relates [1] - 22:6 relating [2] - 10:10, 10:20 relationship [3] - 34:17, 34:18, 34:19 relevant [1] - 8:20 rely [2] - 25:23, 26:8 remain [1] - 21:2 remove [1] - 15:5 removing [1] - 7:9 repetitive [1] - 13:22 report [25] - 3:9, 3:15, 3:18, 3:19, 4:1, 4:7, 4:12, 4:14, 4:19, 5:8, 5:15, 5:19, 5:23, 6:21, 7:15, 8:16, 11:13, 12:17, 16:11, 17:23, 22:5, 42:5, 42:11, 42:12 reports [1] - 34:21 represent [1] - 9:10 representation [1] - 33:7 representative [2] - 10:1, 32:17 represented [1] - 19:22 requirements [1] - 7:7 researcher [1] - 2:12 reshape [1] - 33:19 residents [2] - 8:24, 27:15 resolved [1] - 5:3 resources [4] - 9:15, 9:22, 30:19, 32:15 respect [1] - 18:11 respond [1] - 7:25 response [3] - 5:14, 5:16, 9:16 responsibility [3] - 30:13, 33:9, 42:14 responsive [1] - 25:11 rest [2] - 14:24, 18:14 results [2] - 36:16, 37:1 review [1] - 10:25 reviewed [1] - 4:16 revision [1] - 41:11 REVISION [1] - 1:1 Revision [1] - 2:4 revisions [1] - 24:9</p>	<p>right [5] - 15:10, 21:6, 21:11, 27:8, 28:14 rightfully [1] - 18:15 rights [5] - 20:24, 37:14, 37:15, 37:19, 37:25 Rights [1] - 36:11 road [1] - 16:23 robust [1] - 12:4 rollout [2] - 22:11, 22:12 Room [1] - 1:4 room [3] - 19:2, 19:17, 21:8 root [1] - 30:14 roots [2] - 12:9, 30:17 round [2] - 14:21, 25:22 route [1] - 39:11 run [5] - 6:17, 14:16, 15:8, 15:23, 15:24 running [1] - 16:18 runoff [3] - 23:11, 26:18, 27:2 runoffs [1] - 23:4</p>	<p>12:21 sequencing [2] - 22:7, 22:12 series [2] - 3:11, 43:9 seriously [3] - 41:23, 41:24, 41:25 serve [3] - 10:2, 32:18, 37:17 served [1] - 2:22 services [2] - 8:2, 23:5 set [3] - 5:11, 37:17, 44:14 setting [1] - 27:15 seven [1] - 38:11 several [2] - 29:9, 40:5 share [1] - 41:2 Sharon [4] - 2:14, 21:13, 22:2, 39:13 SHARON [1] - 1:17 should [9] - 6:12, 17:9, 17:16, 22:14, 23:14, 27:10, 28:18, 39:7, 39:9 shouldn't [3] - 17:11, 17:25, 42:2 showed [1] - 32:23 shows [1] - 20:7 Siegal [1] - 29:7 SIEGAL [4] - 1:12, 3:2, 19:21, 29:7 Siegel [1] - 3:2 significant [2] - 20:20, 20:22 simply [1] - 37:8 sir [1] - 43:7 sit [1] - 34:10 situated [1] - 29:11 six [1] - 38:11 slide [4] - 5:17, 8:6, 9:1, 11:19 small [2] - 16:3, 16:24 so [56] - 3:6, 3:22, 4:12, 8:22, 11:18, 13:1, 13:5, 13:15, 13:17, 14:1, 14:10, 15:9, 15:24, 16:2, 16:4, 16:11, 16:16, 16:24, 17:2, 17:11, 17:18, 18:6, 18:10, 18:15, 19:21, 21:2, 21:10, 21:22, 22:7, 22:18, 25:1, 25:13, 25:18, 26:4, 27:4, 27:25, 28:9, 29:7, 30:17, 30:24, 31:10, 31:13, 31:19, 31:25, 33:13, 34:25, 35:9, 37:8, 39:2, 39:8, 39:10, 39:18, 40:3, 40:9, 40:12, 42:23 social [1] - 12:12 society [1] - 31:12</p>	<p>solicit [1] - 7:20 solve [1] - 26:25 some [35] - 3:9, 3:10, 4:14, 6:20, 8:15, 9:11, 10:11, 13:25, 14:12, 17:2, 17:6, 19:5, 21:18, 24:22, 25:18, 26:13, 27:3, 27:6, 31:24, 32:8, 32:11, 33:23, 34:2, 34:23, 34:24, 35:5, 35:10, 36:16, 36:17, 38:8, 38:18, 39:24, 40:12, 42:5, 42:21 someone [1] - 30:10 something [20] - 16:24, 22:8, 22:14, 23:12, 23:23, 24:23, 25:16, 26:22, 28:10, 28:24, 29:13, 32:9, 33:10, 33:13, 34:3, 34:5, 34:12, 38:6, 40:13, 42:10 somewhat [1] - 12:6 soon [1] - 40:9 sophisticated [1] - 20:7 sophistication [1] - 19:24 sort [6] - 13:21, 18:23, 29:24, 32:7, 33:23, 34:2 sound [1] - 13:22 south [1] - 35:18 speak [5] - 29:24, 33:5, 36:19, 37:9, 41:24 speaking [1] - 8:6 specific [7] - 4:25, 7:23, 18:24, 19:15, 29:15, 29:21, 37:7 specifically [2] - 30:7, 37:20 specificity [1] - 39:15 spend [1] - 23:14 spoken [1] - 13:13 SS [1] - 44:3 staff [31] - 3:15, 3:25, 4:3, 4:10, 4:14, 6:7, 6:21, 7:14, 8:2, 8:15, 13:5, 13:17, 14:7, 16:10, 17:23, 18:7, 19:25, 20:1, 21:8, 22:4, 23:2, 25:2, 25:16, 25:24, 28:3, 28:19, 32:13, 32:19, 33:4, 34:18, 42:4 stake [1] - 24:14 standardization [3] - 9:20, 34:6, 34:9 standardize [1] - 34:1 standardized [1] - 33:23 start [4] - 2:6, 14:4, 28:18, 32:20 starting [1] - 33:4</p>
S			
<p>safeguards [1] - 36:9 said [1] - 28:21 same [1] - 23:1 say [11] - 4:15, 14:23, 17:8, 17:11, 17:15, 17:21, 17:25, 23:11, 24:2, 24:18, 32:21 saying [4] - 13:8, 14:20, 15:18, 18:18 science [1] - 26:23 SCISSURA [9] - 1:16, 2:17, 16:9, 23:9, 28:8, 33:13, 34:15, 38:5, 43:7 Scissura [1] - 2:18 second [6] - 4:25, 22:23, 25:22, 27:2, 43:5 seconds [1] - 13:23 Secretary [3] - 2:9, 2:21, 37:23 Secretary-Treasurer [1] - 2:9 see [5] - 14:12, 26:4, 27:5, 29:23, 40:1 SEECHARRAN [1] - 1:15 seeing [1] - 28:11 seek [1] - 4:19 seemed [1] - 27:17 seems [2] - 23:20, 35:2 seen [2] - 3:18, 11:6 senior [1] - 2:12 sense [4] - 28:6, 30:6, 30:8, 40:3 September [2] - 12:18,</p>			

CHARTER REVISION COMMISSION

<p>state [9] - 7:21, 24:10, 24:17, 24:20, 26:5, 26:6, 37:15, 37:19 STATE [1] - 44:3 State [6] - 2:3, 2:13, 2:21, 37:16, 37:23, 44:7 statement [2] - 14:17, 26:24 Staten [1] - 11:24 States [1] - 20:15 statute [2] - 24:16, 26:6 statutes [1] - 24:11 statutory [1] - 24:17 stenographic [1] - 44:9 step [1] - 20:22 steps [3] - 8:22, 10:21, 11:16 still [5] - 16:24, 18:21, 19:1, 24:12, 36:15 stone [1] - 5:11 straight [1] - 34:22 strategies [1] - 11:9 Street [1] - 1:4 strengthen [2] - 8:23, 27:14 strengthening [2] - 6:10, 8:1 strong [3] - 9:7, 27:22, 27:24 strongly [1] - 6:8 struck [4] - 18:11, 18:17, 26:23, 36:2 structure [1] - 11:2 studied [1] - 36:18 study [7] - 7:16, 7:19, 8:23, 10:22, 11:2, 11:9, 28:4 stuff [1] - 35:6 subject [4] - 8:7, 9:5, 12:10, 21:5 subjects [1] - 3:13 submitted [1] - 4:17 subsequent [1] - 43:1 successful [1] - 30:16 successfully [1] - 15:24 such [8] - 7:3, 7:7, 7:10, 7:23, 7:25, 22:5, 24:3, 35:13 suggest [2] - 27:17, 37:14 suggested [1] - 10:17 suggestions [1] - 40:25 summarize [2] - 4:21, 5:19 summarizing [1] - 42:5 support [1] - 9:22 Supreme [4] - 20:14, 21:18, 21:20, 22:1 sure [8] - 14:14, 15:13,</p>	<p>21:6, 21:10, 22:15, 25:11, 29:1, 37:10 surpluses [1] - 16:14 surprised [3] - 32:22, 35:13, 35:15 suspect [1] - 25:20 system [11] - 6:14, 7:13, 14:25, 15:7, 18:13, 18:16, 18:17, 18:19, 18:21, 19:4, 19:12 systems [1] - 7:23</p>	<p>9:9, 9:11, 9:17, 10:1, 10:2, 10:12, 11:12, 12:13, 12:20, 12:25, 13:1, 13:15, 13:17, 13:21, 14:4, 14:14, 14:17, 14:21, 14:24, 15:3, 15:5, 15:12, 15:15, 15:19, 15:20, 15:25, 16:2, 16:4, 16:5, 16:6, 16:15, 16:16, 16:22, 16:25, 17:7, 17:10, 17:17, 18:2, 18:5, 18:8, 18:10, 18:12, 18:16, 18:18, 18:19, 18:20, 18:21, 19:1, 19:2, 19:4, 19:6, 19:10, 19:13, 19:14, 20:6, 20:10, 20:11, 20:13, 20:15, 20:17, 20:23, 21:2, 21:4, 21:10, 21:16, 21:18, 21:19, 22:12, 22:19, 23:1, 23:2, 23:9, 23:11, 23:12, 23:13, 23:18, 23:22, 23:25, 24:4, 24:5, 24:13, 24:16, 24:19, 24:21, 24:23, 25:2, 25:8, 25:10, 25:14, 25:15, 25:16, 25:21, 26:2, 26:4, 26:7, 26:9, 26:11, 26:12, 26:14, 26:20, 27:2, 27:10, 27:12, 27:17, 27:19, 27:22, 27:23, 27:25, 28:1, 28:3, 28:4, 28:22, 28:25, 29:1, 29:17, 29:20, 29:23, 29:25, 30:4, 30:5, 30:7, 30:9, 31:1, 31:2, 31:8, 31:9, 31:10, 31:14, 31:15, 31:16, 31:20, 31:23, 31:25, 32:1, 32:3, 32:4, 32:9, 32:16, 32:18, 32:25, 33:1, 33:3, 33:6, 33:10, 33:14, 33:15, 33:17, 33:18, 34:6, 34:12, 34:15, 34:20, 35:1, 35:11, 35:12, 35:16, 35:19, 35:20, 35:24, 36:5, 36:6, 36:8, 36:12, 36:14, 36:16, 36:17, 36:21, 36:23, 36:24, 37:1, 37:2, 37:4, 37:6, 37:9, 37:11, 37:13, 37:15, 37:16, 37:18, 37:24, 38:1, 38:3, 38:4, 38:7, 38:15, 39:5, 39:9, 39:16, 39:19, 39:21, 40:2, 40:4, 40:8, 40:9, 40:13, 40:14, 40:21, 40:24, 41:1, 41:2, 41:8, 41:14, 41:17, 41:18,</p>	<p>41:20, 41:21, 41:25, 42:1, 42:9, 42:10, 42:12, 42:14, 42:15, 42:19, 42:24, 42:25, 43:2, 43:3, 44:10, 44:12 that's [13] - 3:5, 4:2, 11:13, 15:11, 24:17, 27:21, 30:21, 33:21, 35:6, 38:6, 39:17, 39:24, 42:9 the [434] - 2:3, 2:12, 2:15, 2:18, 2:20, 2:25, 3:4, 3:5, 3:6, 3:8, 3:15, 3:17, 3:18, 3:19, 3:21, 3:25, 4:1, 4:2, 4:3, 4:6, 4:7, 4:10, 4:13, 4:14, 4:17, 4:18, 4:21, 4:23, 4:25, 5:2, 5:3, 5:4, 5:5, 5:6, 5:9, 5:13, 5:14, 5:15, 5:18, 5:19, 5:22, 5:23, 6:3, 6:5, 6:6, 6:7, 6:10, 6:11, 6:14, 6:16, 6:18, 6:19, 6:20, 6:22, 6:24, 7:1, 7:2, 7:8, 7:12, 7:15, 7:18, 7:21, 8:2, 8:3, 8:9, 8:11, 8:12, 8:13, 8:15, 8:18, 8:20, 8:23, 8:24, 9:1, 9:2, 9:6, 9:8, 9:9, 9:10, 9:17, 9:20, 9:21, 9:23, 10:2, 10:3, 10:5, 10:8, 10:9, 10:10, 10:12, 10:13, 10:15, 10:16, 10:17, 10:18, 10:19, 10:23, 11:1, 11:2, 11:4, 11:5, 11:8, 11:10, 11:11, 11:15, 11:16, 11:22, 11:23, 11:24, 11:25, 12:2, 12:4, 12:7, 12:8, 12:11, 12:13, 12:18, 12:20, 12:24, 13:1, 13:3, 13:4, 13:5, 13:8, 13:9, 13:10, 13:11, 13:16, 13:17, 13:18, 13:19, 13:23, 14:2, 14:4, 14:5, 14:7, 14:8, 14:9, 14:11, 14:13, 14:14, 14:18, 14:20, 14:22, 14:23, 14:24, 14:25, 15:3, 15:5, 15:7, 15:8, 15:10, 15:11, 15:12, 15:15, 15:17, 15:21, 15:22, 16:4, 16:6, 16:10, 16:11, 16:15, 16:19, 16:20, 16:22, 16:23, 17:4, 17:7, 17:11, 17:12, 17:13, 17:15, 17:16, 17:22, 17:25, 18:1, 18:2, 18:4, 18:7, 18:8, 18:12, 18:14, 18:17, 18:19, 18:21, 18:23, 19:5, 19:7, 19:12,</p>
	T		
	<p>T [2] - 44:1 take [6] - 10:8, 12:11, 40:10, 41:23, 41:25 taking [1] - 13:19 talk [4] - 12:22, 18:3, 30:15, 32:9 talked [4] - 19:6, 19:14, 23:13, 41:18 talking [3] - 18:2, 20:20, 34:17 tangible [1] - 29:15 team [1] - 17:1 teenagers [1] - 31:5 tell [2] - 26:8, 26:11 Ten [1] - 28:17 term [3] - 9:19, 16:23, 32:13 terminality [1] - 38:15 terminus [3] - 38:9, 38:13, 39:3 terms [1] - 36:23 terrific [1] - 4:10 testified [3] - 27:22, 41:15, 41:17 testify [1] - 32:25 testimonies [1] - 25:19 testimony [12] - 4:2, 18:18, 23:5, 24:1, 24:3, 24:13, 25:10, 27:17, 31:13, 32:22, 32:24, 38:8 than [4] - 16:18, 22:20, 26:19, 41:10 thank [15] - 2:9, 4:3, 13:3, 13:7, 15:18, 17:22, 18:10, 19:19, 22:3, 22:4, 25:2, 25:25, 26:16, 41:5, 42:6 thanking [2] - 13:11, 28:19 thanks [4] - 4:9, 4:10, 13:6, 13:18 That [1] - 44:8 that [250] - 3:10, 3:14, 3:15, 4:8, 4:11, 4:12, 4:16, 5:7, 6:7, 7:15, 7:18, 7:22, 8:2, 8:3, 8:19, 9:2,</p>		

CHARTER REVISION COMMISSION

<p>19:13, 19:14, 19:15, 19:16, 19:18, 19:21, 19:24, 19:25, 20:1, 20:2, 20:3, 20:4, 20:5, 20:6, 20:8, 20:10, 20:12, 20:14, 20:21, 20:23, 21:3, 21:8, 21:14, 21:18, 21:19, 21:22, 21:24, 22:1, 22:4, 22:10, 22:13, 22:17, 22:23, 23:1, 23:2, 23:3, 23:4, 23:6, 23:7, 23:19, 24:8, 24:9, 24:10, 24:13, 24:18, 24:20, 24:21, 25:2, 25:4, 25:5, 25:6, 25:8, 25:12, 25:20, 25:21, 25:22, 25:23, 26:13, 26:23, 27:2, 27:6, 27:7, 27:9, 27:14, 27:16, 27:17, 27:20, 28:13, 28:19, 28:20, 28:21, 28:23, 29:2, 29:6, 29:10, 29:11, 29:14, 29:16, 29:17, 29:22, 29:24, 30:1, 30:7, 30:10, 30:14, 30:16, 31:1, 31:4, 31:7, 31:11, 31:14, 31:17, 31:18, 31:23, 31:24, 31:25, 32:3, 32:14, 32:16, 32:17, 32:22, 32:24, 32:25, 33:1, 33:3, 33:4, 33:6, 33:7, 33:15, 33:24, 34:3, 34:6, 34:9, 34:13, 34:17, 34:19, 34:21, 35:4, 35:8, 35:11, 35:13, 35:14, 35:15, 35:16, 35:17, 35:18, 35:19, 35:20, 35:22, 35:23, 35:24, 36:2, 36:4, 36:5, 36:7, 36:9, 36:10, 36:11, 36:12, 36:13, 36:17, 36:18, 36:21, 37:1, 37:2, 37:3, 37:5, 37:6, 37:14, 37:22, 37:23, 37:24, 37:25, 38:5, 38:8, 38:11, 38:14, 38:16, 38:22, 38:23, 38:24, 39:8, 39:10, 39:19, 39:24, 39:25, 40:4, 40:5, 40:8, 40:13, 40:22, 40:24, 41:2, 41:3, 41:8, 41:15, 41:17, 41:20, 41:22, 41:24, 41:25, 42:4, 42:5, 42:7, 42:8, 42:10, 42:16, 42:18, 42:21, 42:24, 42:25, 43:12, 44:7, 44:8, 44:11, 44:12 their ^[11] - 13:15, 28:19, 29:20, 29:21, 33:9, 34:16, 34:18, 34:19,</p>	<p>36:6, 37:13, 38:25 them ^[7] - 11:7, 28:16, 33:8, 33:20, 34:16, 41:23, 42:21 themes ^[1] - 8:11 themselves ^[1] - 2:6 then ^[9] - 5:24, 11:23, 12:21, 12:23, 17:7, 17:17, 19:16, 34:19, 40:19 theoretical ^[1] - 29:12 There ^[1] - 35:2 there ^[24] - 11:13, 16:17, 18:19, 18:22, 21:16, 22:16, 23:1, 24:18, 26:12, 26:14, 27:3, 27:19, 28:14, 31:24, 33:20, 35:20, 36:8, 37:10, 37:21, 38:13, 38:15, 38:18, 40:6, 43:1 there's ^[12] - 18:6, 18:20, 18:25, 19:2, 19:10, 19:17, 21:13, 24:21, 25:15, 38:22, 39:2, 40:9 these ^[20] - 5:22, 6:1, 6:15, 6:19, 6:20, 7:12, 9:17, 13:2, 13:20, 16:4, 22:7, 22:10, 22:15, 23:8, 26:14, 32:19, 33:17, 40:7, 40:12, 42:20 they ^[14] - 3:18, 9:9, 10:2, 12:14, 25:6, 28:7, 30:2, 32:18, 33:1, 34:21, 34:22, 35:23, 36:6, 37:6 thing ^[12] - 17:7, 19:1, 23:1, 24:17, 29:15, 29:17, 30:22, 31:1, 33:22, 34:15, 34:25 things ^[12] - 7:10, 16:4, 16:10, 18:3, 18:5, 21:23, 22:8, 27:3, 30:13, 37:11, 38:5 think ^[74] - 3:14, 4:4, 4:5, 9:2, 11:18, 13:12, 14:7, 15:11, 16:21, 16:25, 17:6, 17:17, 17:24, 18:6, 18:7, 18:15, 19:4, 19:8, 19:12, 19:17, 20:5, 20:10, 21:3, 21:7, 22:7, 22:9, 22:10, 22:14, 22:24, 23:22, 24:7, 24:12, 25:8, 25:18, 26:9, 26:19, 27:10, 28:3, 28:7, 28:13, 28:21, 30:6, 30:16, 30:20, 30:21, 31:6, 31:8, 33:3, 33:10, 33:15, 33:21, 34:7, 34:8, 34:12, 35:4, 35:11,</p>	<p>35:19, 36:19, 38:20, 39:6, 39:9, 39:22, 39:23, 39:24, 40:5, 40:10, 40:25, 41:24, 42:13, 42:23, 43:1 third ^[1] - 5:4 this ^[61] - 2:2, 2:3, 4:5, 4:12, 4:19, 5:8, 5:14, 5:24, 6:7, 7:15, 9:1, 10:21, 10:24, 11:6, 11:19, 11:24, 13:4, 13:8, 14:10, 17:12, 17:13, 17:23, 19:3, 20:8, 20:13, 20:15, 21:6, 21:17, 22:5, 22:19, 24:13, 25:3, 25:8, 26:2, 26:3, 26:13, 28:4, 28:6, 29:8, 29:14, 29:23, 32:2, 32:7, 32:11, 33:10, 33:13, 33:18, 35:19, 37:7, 38:3, 39:5, 39:16, 40:4, 41:8, 44:11, 44:12, 44:15 those ^[20] - 12:3, 17:18, 19:18, 21:22, 24:4, 24:9, 24:11, 24:13, 25:18, 25:24, 30:25, 33:5, 37:10, 37:11, 37:19, 41:19, 41:25, 42:5, 42:6, 43:8 though ^[4] - 18:12, 27:19, 31:23, 32:24 thought ^[4] - 22:20, 25:15, 35:12, 41:6 thoughts ^[6] - 14:3, 16:8, 19:9, 23:7, 35:25, 40:17 three ^[3] - 4:19, 7:1, 7:11 through ^[14] - 4:13, 4:19, 7:6, 8:24, 12:1, 12:5, 12:12, 12:15, 25:3, 25:7, 25:12, 25:24, 32:7, 41:22 throughout ^[2] - 5:4, 14:22 ticking ^[1] - 40:8 time ^[12] - 13:19, 17:24, 19:5, 19:7, 19:13, 23:14, 30:5, 36:14, 38:3, 38:20, 42:1, 42:22 to ^[295] - 2:6, 3:7, 3:8, 3:25, 4:3, 4:6, 4:10, 4:13, 4:17, 4:19, 4:21, 4:25, 5:3, 5:4, 5:5, 5:8, 5:12, 5:13, 5:14, 5:15, 5:16, 5:18, 5:23, 5:25, 6:1, 6:14, 6:17, 6:24, 7:3, 7:4, 7:6, 7:7, 7:11, 7:14, 7:16, 7:17, 7:18, 7:23, 7:25, 8:10, 8:12, 8:13, 8:23,</p>	<p>9:2, 9:3, 9:16, 9:19, 9:22, 9:25, 10:6, 10:7, 10:10, 10:13, 10:17, 10:20, 10:22, 11:2, 11:3, 11:5, 11:9, 11:14, 11:16, 11:19, 12:2, 12:7, 12:11, 12:14, 12:17, 12:19, 13:1, 13:2, 13:4, 13:13, 13:14, 13:18, 13:19, 13:21, 13:24, 13:25, 14:2, 14:7, 14:12, 14:14, 14:18, 14:23, 15:1, 15:2, 15:4, 15:5, 15:7, 15:11, 15:12, 15:13, 15:14, 15:15, 15:16, 15:18, 15:20, 15:21, 15:23, 15:24, 15:25, 16:7, 16:9, 16:15, 16:16, 16:20, 16:21, 16:24, 17:1, 17:3, 17:5, 17:8, 17:10, 17:15, 17:21, 17:22, 18:6, 18:10, 18:11, 18:19, 19:1, 19:5, 19:8, 19:11, 19:14, 19:15, 19:18, 20:10, 21:2, 21:3, 21:5, 21:6, 21:7, 21:9, 21:13, 21:16, 21:19, 21:20, 21:25, 22:4, 22:6, 22:9, 22:15, 22:17, 23:2, 23:21, 24:5, 24:6, 24:8, 24:9, 24:10, 24:13, 24:16, 24:20, 24:21, 25:1, 25:5, 25:6, 25:9, 25:14, 25:17, 25:20, 25:24, 26:1, 26:2, 26:4, 26:7, 26:8, 26:9, 26:10, 26:20, 26:25, 27:5, 27:11, 27:13, 27:14, 27:17, 27:18, 27:25, 28:4, 28:5, 28:7, 28:11, 28:15, 28:16, 28:20, 28:23, 28:25, 29:8, 29:17, 29:19, 29:24, 30:3, 30:4, 30:5, 30:6, 30:14, 30:22, 31:3, 31:5, 31:9, 32:1, 32:2, 32:8, 32:9, 32:15, 32:18, 32:21, 32:25, 33:2, 33:5, 33:8, 33:9, 33:11, 33:14, 33:18, 34:1, 34:6, 34:8, 34:18, 34:19, 34:21, 34:25, 35:2, 35:4, 35:5, 35:6, 35:8, 35:11, 36:5, 36:16, 36:19, 36:25, 37:4, 37:6, 37:7, 37:8, 37:9, 37:10, 37:12, 37:20, 37:22, 38:1, 38:15, 38:25, 39:3, 39:10, 39:11, 39:14, 40:1, 40:2, 40:10, 40:11,</p>
--	---	---	---

CHARTER REVISION COMMISSION

<p>40:13, 40:21, 40:22, 41:1, 41:3, 41:6, 41:13, 41:14, 41:16, 42:7, 42:11, 42:12, 42:14, 42:15, 42:20, 43:4, 44:10, 44:11 today [6] - 3:16, 4:3, 13:13, 19:15, 22:9, 41:19 today's [1] - 3:8 together [4] - 16:11, 17:23, 22:4, 33:18 too [3] - 25:10, 26:2, 36:2 took [3] - 15:19, 22:19, 40:24 Top [1] - 28:17 tough [1] - 26:3 tour [1] - 5:13 tours [1] - 25:22 transcription [1] - 44:8 transformations [1] - 19:12 transparency [1] - 34:11 Treasurer [1] - 2:9 tree [1] - 20:6 tremendous [1] - 18:7 triggered [1] - 42:10 try [1] - 40:11 trying [2] - 15:4, 30:14 turn [2] - 11:14, 41:6 turnout [1] - 23:22 Two [1] - 33:22 two [6] - 7:5, 21:23, 23:1, 23:8, 30:12, 37:19</p>	<p>up [5] - 3:25, 11:21, 16:1, 26:18, 34:23 upcoming [2] - 10:19, 19:10 upon [1] - 42:15 uppermost [1] - 21:23 urban [3] - 9:15, 9:24, 32:16 us [21] - 4:3, 4:6, 12:15, 14:7, 14:12, 15:12, 15:14, 16:16, 16:21, 16:24, 17:6, 21:16, 21:19, 23:2, 25:17, 25:24, 26:8, 28:6, 30:6, 35:12, 40:2 used [1] - 35:8 useful [2] - 4:6, 14:2 using [1] - 39:25 utmost [1] - 21:16</p>	<p style="text-align: center;">W</p> <p>want [18] - 4:3, 13:21, 14:14, 14:18, 15:18, 16:9, 16:16, 16:20, 16:21, 16:24, 18:10, 19:10, 21:25, 22:4, 26:2, 28:5, 28:25, 32:9 wanted [4] - 17:22, 25:9, 40:21, 41:13 wants [1] - 21:3 was [20] - 7:13, 18:11, 18:17, 23:3, 23:4, 23:16, 25:16, 26:22, 27:20, 31:2, 31:8, 32:5, 32:21, 35:13, 35:14, 36:2, 37:21, 38:14, 38:15, 40:23 Washington [1] - 37:16 way [10] - 27:16, 29:22, 30:4, 34:1, 35:5, 38:19, 39:2, 42:2, 42:3, 44:12 ways [5] - 8:23, 15:25, 16:1, 25:15, 28:4 we [139] - 2:6, 3:24, 3:25, 4:2, 4:11, 4:12, 4:19, 5:15, 7:18, 8:22, 9:1, 9:2, 9:10, 9:17, 9:18, 10:21, 11:20, 11:24, 12:16, 12:25, 13:3, 13:9, 14:10, 14:14, 14:19, 15:13, 15:15, 15:20, 16:5, 16:6, 16:7, 16:12, 16:14, 16:17, 17:11, 17:17, 18:18, 19:4, 19:5, 19:13, 20:1, 20:6, 20:10, 20:11, 20:15, 20:17, 21:5, 21:6, 21:8, 21:10, 21:17, 21:25, 22:7, 22:9, 22:10, 22:14, 22:20, 23:5, 23:14, 23:15, 23:21, 23:25, 24:5, 25:11, 25:15, 25:16, 25:21, 25:22, 26:3, 26:4, 26:7, 26:9, 26:20, 27:10, 27:12, 27:13, 27:19, 27:21, 27:22, 28:4, 28:7, 28:23, 28:25, 29:1, 29:23, 30:15, 30:18, 30:20, 31:2, 31:3, 31:9, 31:10, 31:11, 31:15, 31:16, 31:22, 31:23, 32:1, 32:8, 32:22, 33:5, 33:6, 33:17, 34:12, 34:13, 34:20, 35:11, 36:3, 36:15, 36:18, 36:21, 37:2, 37:17, 38:7, 38:16, 39:9, 39:10, 39:20, 40:1, 40:4, 40:13, 40:22, 41:18, 41:23,</p>	<p>41:25, 42:1, 42:13, 42:14, 42:17, 42:21, 42:25, 43:10 we'll [4] - 5:25, 12:2, 12:22, 15:13 we're [22] - 5:12, 5:25, 11:19, 12:3, 13:4, 15:25, 16:5, 17:8, 17:14, 21:17, 21:23, 22:8, 22:15, 26:7, 27:8, 27:11, 29:22, 30:14, 34:1, 40:10, 40:15, 42:11 we've [21] - 3:10, 3:11, 3:12, 4:16, 4:18, 4:22, 11:6, 14:11, 18:2, 18:4, 18:8, 21:2, 21:18, 23:12, 23:13, 25:10, 29:17, 35:5, 35:9, 39:23, 41:7 website [3] - 3:20, 3:22, 12:2 Website [1] - 12:12 week [2] - 5:13, 11:20 Week [1] - 11:20 weeks [2] - 34:14, 40:5 weigh [2] - 12:24, 28:5 WEISER [1] - 1:14 well [7] - 3:15, 4:23, 9:25, 18:16, 25:17, 28:18, 34:4 WENDY [1] - 1:14 went [2] - 17:3 were [7] - 3:24, 4:6, 23:1, 25:18, 35:19, 36:8, 37:19 West [1] - 1:4 what [25] - 4:2, 4:4, 9:1, 13:21, 14:12, 15:20, 16:6, 21:8, 21:19, 22:11, 26:6, 26:25, 27:7, 27:12, 28:20, 29:11, 30:14, 33:3, 34:10, 34:21, 39:20, 39:21, 40:1, 40:5 what are [2] - 22:10, 39:19 what is [1] - 15:10 what's [1] - 11:13 whatever [5] - 12:15, 17:5, 17:15, 29:1, 39:9 when [3] - 6:12, 30:15, 35:3 where [12] - 3:24, 11:24, 14:19, 19:22, 20:5, 26:8, 28:7, 29:11, 30:1, 30:18, 34:10, 37:20 where is [1] - 34:9 whereby [1] - 7:9 WHEREOF [1] - 44:14 Whereupon [1] - 43:12 whether [7] - 6:12, 22:13, 22:16, 28:1, 28:2,</p>
<p style="text-align: center;">U</p> <p>UNA [1] - 1:14 unable [1] - 41:3 unanimity [5] - 26:13, 26:15, 27:13, 35:3, 40:6 unanimous [1] - 27:8 uncertainty [1] - 21:5 under [5] - 17:23, 17:24, 18:4, 28:1, 36:10 undercount [1] - 11:10 undercounts [1] - 10:20 understand [5] - 22:17, 24:11, 34:16, 39:18, 42:24 understanding [4] - 20:8, 24:7, 33:18, 39:19 understood [2] - 15:20, 42:3 unintended [2] - 26:21, 27:7 Union [2] - 2:9, 3:1 United [1] - 20:14 unpack [1] - 39:10</p>	<p style="text-align: center;">V</p> <p>valid [2] - 5:6, 12:25 variety [1] - 10:9 various [3] - 11:7, 24:1, 24:14 vehicle [1] - 32:10 very [38] - 4:9, 4:12, 11:12, 11:20, 13:4, 13:6, 14:10, 16:12, 17:17, 17:24, 19:23, 20:2, 20:22, 23:10, 23:23, 25:14, 25:18, 26:11, 26:22, 27:22, 29:8, 29:14, 29:21, 30:6, 31:9, 31:14, 31:21, 32:21, 33:4, 33:14, 34:24, 38:24, 39:2, 39:6, 41:7 veterans [1] - 40:23 view [1] - 29:13 views [2] - 13:15, 19:10 voice [2] - 39:8, 39:12 voiced [1] - 8:8 volunteer [2] - 25:5, 27:24 vote [1] - 12:17 voter [13] - 6:25, 7:4, 7:7, 7:14, 7:17, 8:4, 22:25, 23:5, 23:19, 24:2, 24:3, 24:19, 27:23 voters [2] - 7:12, 37:12 Voting [1] - 36:11 voting [18] - 7:5, 7:6, 7:8, 7:13, 7:24, 10:14, 23:3, 25:17, 26:10, 26:16, 26:25, 27:6, 36:6, 37:14, 37:15, 37:19, 37:25</p>		

<p>30:8, 36:20 which [19] - 7:20, 8:14, 10:10, 12:6, 12:22, 14:6, 16:18, 20:1, 20:19, 22:6, 26:14, 29:17, 30:13, 31:5, 32:10, 32:23, 34:6, 35:22, 36:15 Which [1] - 41:5 while [4] - 20:17, 27:1, 29:2, 42:25 who [7] - 15:22, 20:24, 30:10, 34:21, 37:5, 41:15, 41:16 who are [1] - 15:6 who is [3] - 3:6, 13:12, 37:23 who were [1] - 41:3 whole [2] - 35:20, 37:4 whom [1] - 34:21 whose [1] - 26:24 why [1] - 30:16 wide [1] - 29:25 will [22] - 2:6, 5:9, 6:14, 6:15, 6:18, 10:8, 11:25, 12:14, 12:16, 12:24, 13:1, 13:9, 15:14, 16:3, 25:21, 29:20, 36:12, 40:2, 40:14, 40:19, 42:12, 43:3 wind [1] - 34:23 with [41] - 2:7, 3:13, 3:22, 4:6, 4:8, 5:24, 6:14, 12:4, 12:9, 12:14, 12:20, 13:1, 13:15, 13:19, 13:21, 14:4, 14:17, 16:2, 17:25, 18:1, 18:11, 18:16, 20:11, 21:4, 21:21, 22:19, 26:9, 27:10, 27:13, 27:23, 30:9, 30:18, 30:24, 31:14, 31:19, 32:5, 38:9, 40:3, 41:3, 41:9, 43:3 within [3] - 18:5, 24:15, 44:7 without [2] - 13:8, 15:9 WITNESS [1] - 44:14 witnesses [2] - 11:7, 36:17 wonderful [1] - 16:19 word [1] - 39:24 worded [1] - 31:9 words [1] - 17:22 work [10] - 4:11, 13:4, 17:1, 25:3, 25:4, 28:12, 28:19, 35:7, 39:22, 42:20 worked [1] - 29:10 worth [1] - 38:16 worthwhile [1] - 38:20 worthy [1] - 23:23</p>	<p>would [55] - 4:5, 14:20, 16:20, 16:21, 16:25, 17:7, 17:8, 17:14, 17:19, 17:21, 19:4, 21:7, 21:19, 22:20, 23:9, 23:11, 23:12, 23:23, 24:12, 24:18, 24:23, 25:10, 25:16, 27:4, 27:5, 27:12, 27:14, 28:10, 28:16, 28:23, 28:25, 30:1, 30:2, 30:3, 30:9, 30:25, 32:9, 33:11, 33:23, 34:15, 34:25, 35:12, 35:20, 37:4, 37:14, 37:24, 38:2, 38:3, 38:5, 38:10, 39:3, 39:5, 39:14, 39:20 wrap [1] - 38:25 write [2] - 3:25, 42:11 written [1] - 12:11</p> <hr/> <p style="text-align: center;">X</p> <hr/> <p>X [2] - 1:1, 1:7</p> <hr/> <p style="text-align: center;">Y</p> <hr/> <p>years [3] - 18:25, 33:16, 38:6 yes [4] - 22:3, 39:14, 39:23, 43:7 yes) [1] - 40:16 YMCA [1] - 2:15 YORK [1] - 44:3 York [21] - 1:4, 2:3, 2:16, 2:18, 2:21, 2:22, 5:21, 6:22, 7:23, 10:21, 15:16, 18:13, 18:24, 20:12, 22:24, 27:21, 29:6, 40:3, 40:23, 44:7 Yorkers [3] - 4:22, 7:25, 20:24 you [56] - 2:10, 3:9, 3:10, 4:8, 4:15, 5:25, 6:21, 8:7, 11:14, 13:7, 14:13, 15:18, 16:2, 16:12, 16:13, 16:23, 17:1, 17:2, 17:3, 17:4, 17:5, 18:2, 18:10, 19:19, 21:15, 22:3, 23:17, 25:25, 26:11, 26:12, 26:16, 26:18, 26:19, 26:20, 26:25, 27:2, 27:3, 28:1, 28:2, 28:11, 28:12, 32:21, 34:7, 34:8, 34:22, 36:9, 38:12, 38:25, 39:24, 41:2, 41:5, 41:6, 43:5 you're [2] - 27:8, 29:2 you've [4] - 13:25, 20:6, 27:9, 40:20 young [1] - 31:5</p>	<p>your [5] - 4:10, 14:3, 17:1, 28:13, 42:23 Your [1] - 12:5 yourself [1] - 29:3 youth [3] - 31:3, 31:10, 31:16</p> <hr/> <p style="text-align: center;">◦</p> <hr/> <p>° [4] - 43:15</p>
---	--	--