

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 NYC CHARTER REVISION COMMISSION
PUBLIC HEARING

NEW YORK PUBLIC LIBRARY
476 5th Avenue
New York, New York 10018

May 9, 2018
6:13 P.M.

-----X

A P P E A R A N C E S:

COMMISSIONERS:

RACHEL GODSIL, Vice Chair	LARIAN ANGELO
KYLE BRAGG	DEBORAH ARCHER
DALE HO	MENDY MIROCZNIK
ANNETTA SEECHARRAN	JOHN SIEGAL
WENDY WEISER	

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 VICE CHAIR GODSIL: Welcome, everyone. We
2 are happy to call this meeting to order, the 2018
3 Charter Revision Commission Manhattan meeting on
4 May 9, 2018, at 6:00, slightly after, P.M. Thank
5 you all so much for being here. This is the last
6 of five public hearings that we are holding in
7 each of the five boroughs. If you wish to
8 testify or you have already signed up at the
9 table -- if you haven't, please sign up at the
10 welcome table right outside.

11 My name is Rachel Godsil. I'm the Vice
12 Chair of the Charter Revision Commission. I'm a
13 law professor and I focus on environmental law
14 and the intersection of land use, property and
15 housing. My focus as well is at the intersection
16 which looks at the role of social science in
17 helping to address issues of racial bias, gender,
18 ethnicity, and bias based upon religion. My
19 former role was as the Chair of the Rent
20 Guidelines Board of which I am very proud. I
21 also spent time at the Legal Defense Fund
22 focusing on environmental justice. My work in
23 the city specifically was challenging an
24 incinerator in New York as well as the
25 incinerator that was sited for Williamsburg which

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 I think we are all happy was never built. We did
2 work to develop public hospitals. So it's really
3 an honor to be part of this commission. I am
4 delighted to invite our co-commissioner, Larian
5 Angelo, to this meeting.

6 MS. ANGELO: Good evening. I'm Larian
7 Angelo. I am currently a researcher at CUNY's
8 Institute of State and Local Government. I spent
9 a long time, most of my life working in city
10 government in a variety of positions, mostly
11 about budget. I would like to thank the New York
12 Public Library for inviting us in to use this
13 beautiful room in a beautiful building dedicated
14 to equal access to knowledge for all people. So
15 it's a very fitting setting for the Commission.

16 MS. GODSIL: Thank you so much. And would
17 the other commissioners like to introduce
18 themselves? We could start at the end of the
19 table to my right. Please pass the mic.

20 MR. BRAGG: Good evening, I'm Kyle Bragg,
21 secretary/treasurer of SEIU 32BJ.

22 MR. SIEGAL: John Siegal. I'm a lawyer
23 practicing here in Manhattan.

24 MS. SEECHARRAN: Good evening, my name is
25 Annetta Seecharran and I'm the executive director

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 of Chhaya Community Development Corporation.

2 MS. MIROCZNIK: Good evening, my name is
3 Mendy Mirocznik. I'm president of the Staten
4 Island College.

5 MS. WEISER: Hello, my name is Wendy Weiser.
6 I direct a democracy program at the Brennan
7 Center for Justice at NYU School of Law. And I
8 want to thank all of you for coming this evening.

9 MR. HO: Good evening, my name is Dale Ho
10 and I'm the director of the ACLU's Voting Rights
11 Project. Our work is dedicated to making voting
12 systems and elections more open, accessible, and
13 fair. And I look forward to hearing ideas from
14 folks in this room about how we can do that in
15 New York City.

16 MS. ARCHER: Good evening, my name is
17 Deborah Archer and I'm a law professor at
18 New York Law School.

19 MS. GODSIL: So again, thank you all so much
20 for being here. As you may know, because we of
21 course focused on this issue, every mayor has the
22 opportunity to appoint a Charter Revision
23 Commission to review the City's Charter,
24 essentially the Constitution for the City of
25 New York.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 Our role here is to listen to the people who
2 come to the meetings, to read comments, to listen
3 to people who have expertise on different issues,
4 but essentially to really have an opportunity to
5 cull all the ideas people have about how the New
6 York City Charter is working and what issues of
7 concern you may bring to us.

8 The role of the Commission then is to come
9 up with recommendations to amend the Charter.
10 These recommendations will be presented to voters
11 in November. The Commission is called to review
12 the entire Charter. So we can look at any
13 portion of the Charter, but every mayor who has
14 appointed a City Charter Commission has a
15 particular interest. And as many of you know,
16 that Mayor de Blasio is particularly interested
17 in looking at how democracy works.

18 He is looking for us to engage you on
19 questions of how our elections ought to be held,
20 how much money should be involved, how we can get
21 more people to vote, and ultimately how to make
22 the city more democratic. So the opportunity to
23 hear from all of you about this at the early
24 stage of the game is critical to the process.
25 And we are really enthusiastic that people are

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 sufficiently interested to be here on a
2 weeknight. And this is again a wonderful
3 turnout.

4 We conducted extensive outreach in advance
5 of this meeting. Of course we followed all the
6 required notice protocols and public notice in
7 "The City Record." There have been hearing
8 notices on the Commission's website. I invited
9 to you review it if you haven't, nyc.gov/charter.
10 There have been blast e-mails sent to thousands
11 of New Yorkers. There have been notices to every
12 major New York City media outlet, community news
13 outlets, news outlets focused on particular
14 community boards and ethnic newspapers, community
15 boards and community groups.

16 It turns out we've entered the social media
17 world and we have a Facebook and Twitter. I
18 recommend you follow us on Twitter @nyccharter.
19 The Commission will continue to ensure its
20 outreach as broadly as possible. And certainly
21 if you have suggestions on that, we will be
22 delighted to hear that.

23 This meeting is being live streamed at
24 nyc.gov/charter. We have posted videos of our
25 initial meetings as well as our first two

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 hearings in Staten Island and the Bronx. There
2 are transcripts as well for those of you who
3 would prefer to read. And we will continue to
4 post videos of all of our public meetings and
5 hearings as soon as possible on our website as
6 well as transcripts as they become available
7 tonight.

8 We have sign language interpreters and other
9 listening devices available. So again, we want
10 to make sure that everyone is able to
11 participate. We have Spanish language
12 interpreters and headsets available. So if you
13 again would like to listen to this hearing or
14 testify in Spanish, we very much want to make
15 that possible.

16 So the next steps for the Commission are to
17 have a number of additional hearings as well as a
18 public meeting to discuss topics for expert
19 panels. Those will be held in June. And then
20 there will be public testimony. So again, now
21 focused on tonight, this is a public hearing, and
22 so the goal here is to have anyone who would like
23 to speak have that opportunity.

24 As you know, again as I have said, this
25 about the Charter and comments are open to any

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 aspects of the Charter. As I've said, please
2 make sure that you've signed up at the welcome
3 table. In order to have an opportunity to listen
4 to everyone, we will have a clock which allows
5 three minutes per speaker. There will be an
6 opportunity for the commissioners to ask
7 questions.

8 If you are from an organization, please
9 assign one representative from each group,
10 organization, or institution to speak on behalf
11 of the entire institution, because again, the
12 goal is for everyone to be heard. Each person
13 who wishes to speak will be afforded an
14 opportunity no matter what time you arrive at the
15 hearing.

16 We will have a structured order of
17 testimony: Elected officials, if there are any;
18 representatives of organizations; and
19 individuals. And we will again provide
20 commissioners an opportunity to comment or
21 question to bring to the floor. And we would
22 like commissioners to identify themselves before
23 speaking.

24 And so again, thank you so much for being
25 here. And we would like to identify any elected

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 officials and offer them an opportunity to
2 testify.

3 So we will first have Elias Holtz. Just to
4 let everyone know, in order to have the testimony
5 be as topic-focused as possible, as you might
6 have noticed, we asked you to state what area you
7 would like to focus on. And so panels have been
8 constructed that will have people testify on
9 similar areas of interest. And then there will
10 be questions at the close of each panel for,
11 again to make sure the commissioners have an
12 opportunity to ask questions and that everyone
13 has an opportunity to hear the specific questions
14 about an area. So we will have panels of four to
15 start.

16 And again, Mr. Elias Holtz, the Steering
17 Committee for the Campaign for the Elected
18 Civilian Review Board. After Mr. Holtz we will
19 have Juanita Young, Mothers for Justice; Alexis
20 Iwanisziw -- please make sure to correct me if I
21 mispronounce your last name -- and Noel Hidalgo.

22 So if it each of you would like to come up.
23 Thank you so much.

24 Mr. Holts?

25 MR. HOLTZ: Good evening, Commissioners, my

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 name is Elias Holtz and I'm on the Steering
2 Committee, as you said, for the NYC Campaign for
3 an Elected Civilian Review Board. We are a
4 coalition of over 25 organizations, prominent
5 individuals. And we are representing feedback
6 from New Yorkers from over three years of
7 neighborhood organizing. We are here to urge you
8 to present the voters an amendment for an
9 empowered and elected Civilian Review Board and
10 independent special prosecutor over the police.

11 As you know, we are in the middle of an
12 accountability crisis with the NYPD. BuzzFeed
13 News recently published an investigation in early
14 March about hundreds of NYPD officers who were
15 guilty of serious misconduct like brutality,
16 sexual abuse, lying on official reports and
17 perjury. These officers were not meaningfully
18 held accountable and remain in the department.
19 It's nearly four years since Eric Garner was
20 killed and almost two years since Delrawn Small
21 was killed. Yet the officers responsible for the
22 killing and misconduct in those cases haven't
23 been held accountable.

24 Our current Civilian Complaint Review Board
25 is supposed to hold police accountable; however,

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 its hands are tied. As many of you know, the
2 CCRB decisions only amount to recommendations to
3 the commissioner who can then reduce the penalty
4 or throw it out entirely. In 2017, 73 percent of
5 disciplinary recommendations by the CCRB's
6 Administrative Prosecution Unit were either
7 reduced or flat-out ignored. This fundamental
8 conflict of interest where the police are except
9 to police themselves is a total roadblock to
10 justice, to transparency, to accountability.
11 It's absolutely unacceptable that those who are
12 paid to serve and protect have open season on a
13 populous with no real consequence.

14 AUDIENCE MEMBER: Say it.

15 MR. HOLTZ: This is an insult to justice to
16 all of us who are accountable under the law. We
17 need real reform now and that's why we bring a
18 Charter amendment for an elected Civilian Review
19 Board and independent special prosecutor. This
20 Charter amendment is simple. It makes our
21 current appointed board elected and then empowers
22 that elected board to make binding decisions. So
23 instead of recommendations after in-depth
24 investigations and full due process for officers
25 involved, officers found guilty of misconduct are

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 held accountable with binding discipline.

2 There's no overturn, watering down of those
3 decisions by the commissioner.

4 In addition to a Review Board for police
5 officers involved in criminal offenses, our
6 Charter amendment establishes an independent
7 special prosecutor's office whose sole duty is to
8 investigate and prosecute those cases. This
9 clears up the conflict of interest that the DA's
10 office has when they are prosecuting their
11 co-workers, the police. We have drafted this
12 Charter amendment and have copies for the
13 Commission that are handed out to staffers.

14 This crisis of police accountability in our
15 city demands a big solution, the type of solution
16 a Charter Revision Commission has the duty to
17 bring. We think a review of the City Charter
18 without addressing the police accountability
19 crisis we believe is an incomplete job. We urge
20 this Commission to hear the call of the
21 community, to be leaders in the fight for police
22 accountability. Bring this change to the voters
23 of New York because without an empowered
24 mechanism to hold police accountable, we are
25 really only waiting for another death in the

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 headlines. Thank you.

2 MS. GODSIL: Thank you so much for your
3 testimony.

4 Mr. Hidalgo?

5 MR. HIDALGO: Hi, my name is Noel Hidalgo,
6 or you could call me Noel. It's an honor to have
7 this opportunity to represent New York City civic
8 technology and design and data community. I'm
9 the executive director of Make NYC. We are a
10 member-driven good government organization. And
11 in 2009, a group of concerned citizens started
12 meeting to talk about the future of municipal
13 open data. In 2012, we joined with Council
14 Member then Gale Brewer to support the city's
15 open data law. And over the last six years, our
16 4,700-plus members have fought to improve
17 people's lives through technology, data and
18 design.

19 In 2014, we published the people's roadmap
20 to New York City, outlined the need for our
21 government to adopt modern agile digital
22 practices to be efficient participatory,
23 transparent. Additionally, we outlined 34
24 different ideas that ended up producing nine new
25 laws and these laws have strengthened the city's

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 open data program and have helped shape the
2 Charter provisions around data and information
3 sharing. Based on our work with the Manhattan
4 Borough President Gale Brewer and Manhattan's 12
5 community boards and feedback from our over four
6 thousand members, I want to identify three core
7 areas that this Commission can use to improve our
8 collective democracy.

9 First of all, government should be digital.
10 Second, digital and data literacy are core
11 elements to a 21st century democracy. And we
12 need active civic participation. The testimony
13 that's written has a number of recommendations
14 and I will just briefly go over these. First of
15 all, paper and PDFs are super-expensive. They
16 limit access and privilege only the few. So we
17 would love to see the city Charter enable or
18 enshrine that all municipal information should be
19 accessible to all regardless of device.

20 We also need to rethink how the Charter kind
21 of delegates power out to the different agencies
22 around technology and data. So far we have DCAS,
23 we have DOIT, and then there are a number of
24 provisions within the Charter that say please do
25 something with data and technology. There's even

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 mentions of former names of DOIT in the city
2 Charter which is kind of frustrating because
3 it's, like, how can city planning work with an
4 agency that no longer exists?

5 We highly recommend that anything that's
6 within the City Charter actually reference the
7 piece of legislation that we got passed around
8 the city record, so that way data is available in
9 a nonproprietary, machine-readable format and a
10 human-readable format that's capable of being
11 downloadable in bulk.

12 Second, data and digital literacy are core
13 elements of a 21st century democracy. And
14 fundamentally, every single one of our community
15 boards and borough presidents are underresourced
16 in their ability to use technology data and
17 design. Second to that, there's a provision
18 within the city Charter that talks about COPIC,
19 the Commission on Public Information and
20 Communication. And then it's 29-year history,
21 it's met less than 29 times. Its charter
22 mandated it to meet once a year. It would be
23 great if we could figure out how to revive COPIC
24 or at least move it its powers to another agency.

25 Lastly, ideally we'd move civic

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 participation beyond the ballot box. That being
2 said, DOIT is currently not Charter-mandated to
3 respond to community board district needs. And
4 it would be great if DOIT can actually respond to
5 community boards and be able to facilitate their
6 technology data and design needs. And it would
7 be great if community boards were mandated to be
8 transparent as to who is on the board, how long
9 have they served, who is on which committee and a
10 general sense of how to communicate with them.
11 Right now there's next to zero transparency
12 within community boards.

13 MS. GODSIL: Thank you very much.

14 MR. HIDALGO: Thank you.

15 MS. GODSIL: Ms. Young?

16 MS. YOUNG: Good evening, everybody. My
17 name is Juanita Young. I'm with the Mothers for
18 Justice. My son was murdered in New York by the
19 NYPD in 2000. And going through the process of
20 finding out what happened with my son, I had to
21 deal with the CCRB. Through the years, I have
22 been out here for the past 18 years dealing with
23 other families that also dealt with the CCRB.
24 And we got very, very little results. We know
25 the CCRB answers to the mayor and to the

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 commissioner. We are saying take the CCRB out of
2 the hands of the mayor and the commissioner. Let
3 the people elect an independent person that would
4 have to answer to the people. You see when
5 something happens with the NYPD and the mayor is
6 involved, what happens? The NYPD stands up with
7 the mayor.

8 Now it's not fair to the families that have
9 to deal with such a tragedy, losing someone and
10 then having to find out the answer. And we don't
11 get no answers because of who we have to deal
12 with. We are saying if it there's an independent
13 person, the person is elected somebody from the
14 CCRB, I feel and many other families feel that
15 results might be better because why do we have to
16 suffer pain unnecessarily and then the people
17 that are supposed to serve and protect us are
18 protected by the mayor and by the commissioner?
19 What is it going to take people to wake up and
20 see the system is not working? It's time for the
21 people to say give us an independent elected
22 Review Board and give equal opportunity to the
23 victims. Thank you.

24 MS. GODSIL: Thank you so much for your
25 testimony.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 Ms. Iwanisziw?

2 MS. IWANISZIW: Good evening, my name is
3 Alexis Iwanisziw. I'm the deputy director of New
4 Economy Project and we are a group based here in
5 New York City. It works with community groups to
6 build and accommodate the works of all
7 New Yorkers based on principles of cooperation,
8 equity, ecological sustainability, and racial and
9 social justice.

10 For more than the past 20 years, we have
11 coordinated coalitions and campaigns that work to
12 eliminate discriminatory economic practices that
13 perpetuate inequality and poverty and
14 segregation, and to promote cooperative and
15 community-led development through community land
16 trusts, nonspeculative housing, worker and
17 financial cooperatives, and other strategies.

18 We see this Charter review process as
19 representing a really important opportunity in a
20 moment of compounding crises in the world,
21 ecological, economic, political, for New Yorkers.
22 We urge the Commission to take bold action to
23 defend New York and its residents against these
24 growing impacts and to advance equity,
25 resilience, transparency and accountability in

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 the City government.

2 We specifically urge the Commission to
3 advance the City Charter that incorporates
4 economic democracy in housing and land use,
5 public finance, and our economy as a whole. By
6 "economic democracy" we mean a paradigm for
7 development that prioritizes the public good, and
8 puts New Yorkers and their communities in the
9 driver's seat rather than wealthy investors and
10 developers.

11 Now specifically, we believe the Commission
12 should prioritize making Charter revisions that
13 first enshrine a right to housing for all the
14 New Yorkers and support strategies to achieve
15 this. And some examples include the disposition
16 of public land and housing should prioritize
17 public benefit over profit, ensure long-term
18 affordability and prevent the extraction of
19 public subsidy for affordable house. We also
20 believe the Commission should prioritize the
21 establishment of a municipal public bank for New
22 York City to hold public deposits and make loans
23 and investments that benefit all New York City
24 communities.

25 The Charter right now establishes a

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 three-member Banking Commission that sets
2 criteria for what banks the city will do business
3 with. And right now, New York City has billions
4 of dollars on deposit with Wall Street banks that
5 redline New York City neighborhoods, extract
6 untold millions of dollars in the financial
7 crisis, are contributing to climate change
8 through financing fossil fuels and so much more.

9 The Charter Commission should also revisit
10 the Banking Commission's structure and strengthen
11 standards for institutions that the city does
12 business with overall.

13 Finally, the Commission should support the
14 creation of democratically controlled
15 community-led strategies for development
16 including through supporting cooperative
17 financial institutions, housing, businesses and
18 more. As a key first step, the Charter Revision
19 Commission should consider the creation of a New
20 York City Office of Cooperative Economics to
21 explicitly support these fast-growing sectors of
22 movements and to coordinate learning and support
23 across New York City agencies and programs.
24 Analogous offices have been widely successful in
25 cities around the world, not to mention that New

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 York City is home to more than two thousand and
2 growing cooperative institutions.

3 Just to wrap up, a City Charter rooted in
4 economic democracy would not only advance racial
5 and economic justice in New York City
6 neighborhoods, but would also strengthen the
7 city's ability to address serious challenges
8 ranging from federal government to climate change
9 in the coming years. Thank you so much for the
10 opportunity to testify.

11 MS. GODSIL: Thank you for your testimony.

12 What any commissioner like to ask any
13 questions?

14 MR. SIEGAL: Good evening, John Siegal. I
15 also am currently a member of the CCRB. So I've
16 read quickly your proposal with great interest.
17 I want to ask you a couple of questions about it.
18 And I'm is not espousing a position on the
19 proposal. It's actually the first I have seen of
20 it this evening. First question is, it calls for
21 a 21-member Commission. How do you propose if
22 there were such a thing that a 21-member
23 commission would actually hear and decide cases?

24 MR. HOLTZ: The legislation outlines
25 guidelines for a panel that I believe would be --

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 have a quorum of at least three members who would
2 reside over each case.

3 MR. SIEGAL: Because I will tell you we
4 currently have panels of three, and the case
5 discussions are often very in-depth, very
6 fact-oriented and so that's why I asked that.
7 Are you aware of any other government body,
8 because you are proposing I think 17 district
9 representatives and then four selected other ways
10 where it doesn't really, to me, comport with one
11 person, one vote.

12 Are you aware of any other government
13 agencies that have district representatives and
14 then add additional representatives from certain
15 impacted districts?

16 MR. HOLTZ: I would have to ask the
17 legislative team where they found that precedent.
18 But for us, we think it makes a lot of sense
19 because of the kind of asymmetrical, like, crisis
20 of police accountability in certain districts, we
21 really wanted to bump up representation in areas
22 where police misconduct was, you know, really
23 acute.

24 MR. SIEGAL: I understand the modicum of
25 actually making it a practice including tonight

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 which I'm skipping to have community (inaudible)
2 with the highest greatest importance. One last
3 point and I'm not here to defend the current
4 system or to comment on your proposal because
5 there are certainly real issues with the current
6 system including most particularly the
7 prohibition under Civil Rights Law 50A. that
8 prevents citizens from knowing what's happening
9 in a police disciplinary case unless and until it
10 goes to trial which just makes no sense at all.

11 And I just want to comment on the
12 independence. And it's just a comment. I'm not
13 saying that more couldn't or shouldn't be done.
14 I'm just going to say this. I have been on the
15 CCRB for, I forgot how long, a year, year and a
16 half. I'm designated by the mayor. I've never
17 had a conversation about a case with anyone
18 outside the CCRB. Nobody in the Mayor's Office
19 has ever communicated with me about a case. I've
20 never had any contact with anyone in the police
21 department about a case. And I understand
22 perfectly fair-game to question how people are
23 appointed and what that means about independence.

24 But I'm certainly sure that the factual
25 determination case by case at this point is being

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 done independent of any political pressure or
2 oversight, for what that's worth. I appreciate
3 your interest and we will read through the
4 proposal more carefully.

5 MS. GODSIL: Any other questions from the
6 commissioners?

7 MR. HO: I just had a few questions as well
8 about the proposal to establish an elected
9 Civilian Review Board. It's the first time I've
10 heard of this idea, too, so I'm just trying to
11 understand some of the ideas here. I notice in
12 the proposal about how to form the 17 districts,
13 there are, it looks like specific city council
14 districts have been chosen to cluster together.
15 It's not just numerically one through three and
16 four through six. And I was just wondering how
17 the decision was made to cluster particular city
18 council districts together for purposes of
19 formulating the districts for this proposal.

20 MR. HIDALGO: My understanding is that it
21 was just geographical. And as I referenced
22 earlier, the assignment of extra representation
23 for certain districts would happen for districts
24 like really under a lot of strain of police
25 misconduct, so East New York, certain areas of

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 Staten Island.

2 MR. HO: Part of the reason I asked the
3 question is one of the things I look at in a
4 redistricting plan is whether or not the plan
5 will give adequate representation to different
6 communities, particularly communities of color.
7 And I was wondering if that had played into the
8 decision to put these particular City Council
9 districts together as opposed to these. But you
10 are saying it's just geographic, not any sort of
11 demographic analysis of city council districts to
12 see what happens when you aggregate them together
13 in threes?

14 MR. HIDALGO: I think our legislative team
15 would be happy to answer that question with more
16 clarity. I'm not sure exactly their criteria.

17 MR. HO: And then just one last question,
18 sorry. I notice you propose to exempt elected
19 board members from term limits under the City
20 Charter, and I was just wondering what the
21 thinking was behind that.

22 MR. HIDALGO: So we think in this type of
23 community-driven effort in highly politicized
24 races, we wanted to really prioritize
25 community-run people. And we think that term

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 limits can hinder grassroots efforts, really get
2 everyday people elected. So we thought once, you
3 know, it takes a lot of resources for a community
4 to run someone and for them to succeed. So if
5 they are doing a good job, we think the
6 continuity helps the board become effective.

7 MR. HO: Thank you.

8 MS. ARCHER: I was hoping you could talk a
9 little bit more about what an Office of
10 Cooperative Economics would do and how that will
11 help address economic inequality.

12 MS. IWANISZIW: Sure. We will be submitting
13 written testimony, too. We will definitely
14 elaborate a lot more then. There's a lot of
15 things a cooperative office will do. One of them
16 right now is to coordinate across various city
17 agencies and not-profit initiatives to support
18 cooperative development in New York. So the idea
19 is to get everything under one roof and
20 coordinated. And there are some really strong
21 examples in other cities including Montreal and
22 Barcelona where those cities have created those
23 offices to create success.

24 And more generally, we believe that
25 cooperative economic development worker

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 cooperatives, financial cooperatives address
2 issues of racial and economic injustice because
3 they are controlled and led by the workers and by
4 their members. And so the institutions operate
5 for the benefit of the people who are
6 participating in rather than being top-down.

7 MS. ARCHER: Thank you.

8 MS. GODSIL: Any additional questions?

9 Thank you all so much for your testimony.

10 Council Member Ben Kallos. Thank you so
11 much for testifying.

12 MR. KALLOS: Thank you. It's been a while
13 since the shoe's been on the other foot. Good
14 evening. I'm Council member Ben Kallos,
15 @benkallos, K-A-L-L-O-S, on Twitter. I will say
16 just to begin your executive director can testify
17 to this, but my number one priority is and always
18 has been campaign finance reform. Since its
19 inception in 1988, New York City's had the model
20 campaign finance system in the country. It's a
21 system that has survived court challenges. It's
22 been strengthened and perhaps weakened by
23 legislative changes and helped candidates like me
24 repeat and get elected.

25 It is a system I've invested in protecting

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 and improving upon during my time in the City
2 Council. But no system is perfect, especially
3 not one as complex and impactful as the campaign
4 finance. There is room for improvement. I offer
5 to this Commission proposals large and small that
6 will create a fair campaign finance system by
7 shifting the power away from the wealthy and back
8 towards the people it was designed to serve. I
9 urge the Charter Revision Commission to consider
10 modest changes to the existing campaign finance
11 system will not put it at risk while still having
12 a large impact. I am going to go through just
13 the executive summary and hit on one specific
14 item.

15 The first is to get big money out of New
16 York City politics and power small donors. We
17 can match every dollar with equal public match.
18 This means increasing from a public match of
19 55 percent of the spending limit to 85 percent of
20 the spending limit to match every small dollar.
21 We can increase the match on small doors over big
22 money. So that would mean matching small dollar
23 contributions of \$100 or less at a higher rate
24 than the larger contributions. We can lower
25 contribution limits from current \$4,950 which is

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 more than you can give to the President of the
2 United States. You can only give the President
3 2,700. I'm recommending 2,000 for citywide
4 across the board, 1,000 for City Council.

5 Another idea that folks really like because
6 a lot of folks don't make enough to actually
7 participate in the system is democracy vouchers.
8 Another piece is we need to change this to a
9 citizen legislature and empower residents to run
10 for office. One idea is ballot access reform and
11 allow people who qualify for public matching to
12 get on the ballot automatically as an alternative
13 to the archaic petition requirements.

14 We also need to end the revolving door
15 between New York City and New York State with
16 lifetime term limits. It's something that's
17 worked in Los Angeles. Right now we are seeing
18 musical chairs in the City Council. And
19 in-district residency requirement, candidates
20 under the New York State Constitution for
21 legislature must live mere for five years in
22 their district for one year. Currently there is
23 no requirement. You just have the have to live
24 here on the day of election.

25 We can empower the voices of residents over

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 big money. I have spent many hours arguing with
2 your executive director or discussing how we can
3 limit independent expenditures. There's room
4 within *Citizens United*. And if you are
5 interested in going big before going home, I
6 would also recommend just going for clean money,
7 clean elections.

8 And the last but not least, we are not too
9 far into the process, what you recommend must be
10 in effect for 2021. The next election after 2021
11 is 2029. There is a 98 percent incumbency rate.
12 I think I will be -- my testimony is available at
13 my website. You should have copies of my
14 testimony in writing, but I will just leave you
15 with one anecdote. Has any of you ever given
16 anyone \$4,950 without expecting anything in
17 return? I can tell you I've only given one thing
18 worth more than \$4,950 to one person, and I
19 expected her to spend the rest of her life with
20 me. So there's that.

21 MS. GODSIL: All right. Nice anecdote.

22 Any questions from the commissioners?

23 So I will begin. You have a number of
24 proposals and it sounds like more of the
25 testimony I look forward to reading. Of the many

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 proposals you have, if you had to identify the
2 three you think would be most important, which
3 would those three be?

4 MR. KALLOS: I would die on a hill for full
5 public matching. As a City Council member who
6 was turned down with 38 other City Council
7 members, I am terrified of 2021. I am terrified
8 of 38 people running for offices and raising
9 3,850 or \$4,950 from people. And those dollars
10 come from real estate. That's where it comes
11 from. And if you ever want to wonder how did
12 that neighborhood get so tall or how did those
13 developments happen there, you can literally just
14 follow the money of the people who needed to
15 raise it to run for a higher office.

16 And I am petrified of elected officials
17 selling out their communities for real estate
18 contributions to their campaigns and what our
19 city will look like coming out of the 2021 cycle,
20 because this council and borough presidents all
21 have a lot of power over the land use process.
22 And I'm now planning dispositions and concessions
23 chairing the Land Use Committee. And what I will
24 tell you is we are not using New York City for
25 city planning processes. We are using it to

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 bring money and people are making billions. And
2 that is a problem. Especially in the system
3 where you have chosen your residents over real
4 estate, I won't take that real estate money. And
5 that means that I would probably need to go to
6 300,000 people to ask for \$10 if I wanted to run
7 for mayor. And even then, there is no more
8 money. There's no public match. Like, it stops.

9 And I will also tell you that if you don't
10 reach your full maximum spending limit, you're
11 not competing. Your name may be on the ballot,
12 but that's it and you are getting nothing. So I
13 would say that is number one with the bullet.
14 And the other items in terms of lowering
15 contribution limits I think that would limit the
16 appearance of impropriety and increasing a match
17 for smaller dollars might incentivize somebody if
18 you had a ten to one match \$100, they would get
19 \$1,100. That might be better than getting 175
20 which comes out to 1225. And we want to
21 encourage people to get smaller dollars. It
22 would also change what elected officials do.
23 Right now they have this \$3 million hold when
24 they want to run for mayor and -- sorry, it's two
25 and a half million dollars. And so they are just

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 trying to find as many checks for \$4,950 they are
2 spending half their time dialing for dollars
3 trying to ask the people to given to every
4 mayoral candidate before. And you want your
5 elected officials spending time in the community,
6 asking for \$10 contributions, not chasing people
7 outside the district for checks for 9,540. Half
8 the money raised in 2013 were checks the maximum
9 amount under law. Guess what it was in 2017?
10 Half again.

11 MS. GODSIL: Thank you.

12 Any other questions?

13 MS. WEISER: I have one question. Do you
14 have any views on the spending limit? That
15 should be changed or changed under any
16 circumstances if that's sufficient?

17 MR. KALLOS: I know that some of my
18 colleagues -- not colleagues, but some folks in
19 good government and other places are concerned
20 about independent spending and the fact that
21 independent spending can outweigh spending
22 limits. But in 2013, there was a lot of
23 independent expenditure activity specifically by
24 real estate. And those dollars did not have the
25 same impact as when it was spent by a candidate.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 I can tell you that having run a competitive
2 race, \$168,000 was just about the right amount to
3 send seven flights of mail -- sorry, ten flights
4 of mail at which point the district was literally
5 drowning in mail and saying please stop. We were
6 getting calls: Please stop sending mail. And I
7 have one of the larger mailing universes in the
8 city. We were mailing to 18,000 households. We
9 had 16,000 people vote. Many districts have less
10 than 5,000 people voting. So 168, 182.

11 I didn't even expect that in my reelection.
12 I think I spent a fraction of that. And
13 \$7 million is an awful lot of money for
14 communicating to folks. So I think that those
15 numbers are just fine. And I don't think that
16 the independent money had the same effect that
17 other folks do.

18 MS. WEISER: Thank you.

19 MS. GODSIL: All right.

20 MR. SIEGAL: John Siegal. I appreciate your
21 longtime advocacy on this issue. I guess I kind
22 of think there isn't a really good reason to have
23 higher contribution limits in city elections than
24 in a statewide senate election or presidential
25 election. However, could you comment on this?

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 If you reduce the contribution limit, don't you
2 maximum the power and influence of people who can
3 bundle a large number of thousand or \$2,000
4 checks which, by the way, is where the real money
5 comes from?

6 MR. KALLOS: Good to see you, John.

7 Full disclosure: We have had the
8 opportunity to work with each other over the
9 years through the different Bar Associations, the
10 City Bar Association in particular.

11 Bundling is part of democracy. One of the
12 items that is something that I fought for and did
13 die on a hill for, is that the city shouldn't
14 match contributions that are bundled by people
15 doing business with the city or lobbyists. And
16 so we have seen a lot less bundling in 2017. If
17 you check the Campaign Finance Board, there's
18 just less of it happening today. If you create a
19 full public match, this is going to get really
20 esoteric very quickly, whenever you raise more
21 money than is the maximum spending limit, you end
22 up paying it back to the city.

23 So if you had a full public matching system,
24 any time you got more than \$175 from somebody, if
25 the City wrote you their full 85 percent match,

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 then what would end up happening is anything over
2 100 would get paid back to the city. So I would
3 like to live in a world where people aren't
4 bundling 1,000 and 2,000 or this current world of
5 \$5,000 checks. I would prefer to live in a world
6 where a community baseball team who is trying to
7 raise their baseball club manager or parents all
8 bundled, everyone on the team gives \$10 clean
9 money, clean elections, or \$100 match ten to one.

10 Or you had interest groups of people from
11 Sierra Club saying this person cares about the
12 environment and everyone, all 31,000 members we
13 are all going to do \$10 for this person and
14 that's going to be 300.

15 I think that's how democracy should work.
16 And I think in terms of (inaudible) whose work I
17 am a big fan of puts it, membership organizations
18 are very different than special interests because
19 special interests you have got money where one
20 person with a lot of money can have a larger
21 voice than many people with small dollars. So I
22 would hope that you do see bundling, but from
23 smaller amounts from many more people in
24 communities of interest. Thank you.

25 MS. GODSIL: One last question?

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 MS. ANGELO: Hi, Councilman, how are you?

2 MR. KALLOS: Good to see you.

3 MS. ANGELO: I thought I heard you say that
4 you were somewhat troubled by elected officials
5 after their term limit in the city go to the
6 state and visa versa. Was I clear on that?

7 MR. KALLOS: So I ran against a sitting
8 assembly member. They ran as an incumbent,
9 nobody willing to support me, and we won. And I
10 am not a fan of seeing people play musical
11 chairs. So to my north, one of my colleagues
12 Diana Ayala had to run against an assembly member
13 and we won. And I know that Antonio Reynoso ran
14 against an Assembly member; so did Carlos
15 Menchaca. So you can win and in my case, there
16 was a scandal that happened to the assembly
17 member. In other cases it was an uphill push.

18 But in every other case, in 2017, you saw
19 the assembly members coming in as very much all
20 incumbents raising and spending, in one case, I
21 think they spent a million dollars. And if you
22 have these musical chairs where people are going
23 back and forth, the communities never get an
24 opportunity to have other representation. And it
25 kind of defeats the whole purpose of term limits.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 So Michael was talking about how in
2 California people go from the State Assembly to
3 the State Senate to the City Council which is the
4 highest paid both here in and in Los Angeles and
5 they move on. And the community gets people who
6 are moving through the ranks. I don't think that
7 the city is well served by people playing musical
8 chairs.

9 And I think I believe in a citizen
10 legislature. And it changes the way you make
11 your decisions. If you are making decisions as
12 an elected official based on where am I getting
13 campaign contributions or what's my next job in
14 government or in real estate, which is too many
15 elected officials end up in real estate
16 afterwards or what's my next elected officials
17 job, what can the county organization give me,
18 that's a different sort of elected official than
19 you want.

20 You want somebody who has a profession, is
21 from the community, and when somebody threatens
22 them and says, if you do this, we don't support
23 you for that office, if you do this, we won't
24 give you campaign contributions, if you do that,
25 we won't give you a job in the administration.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 If the person is like, that's fine, I'm a lawyer,
2 I will go back to practicing law and make a lot
3 more money that way and I can sleep at night. I
4 think that's a good thing. But musical chairs is
5 bad for democracy.

6 MS. ANGELO: A specific proposal, how would
7 you do that?

8 MR. KALLOS: You get to serve for two
9 consecutive terms in an office, period, end of
10 story. And because of the redistricting coming
11 up in 2020, you would just have to say that for
12 the definition of the district, it would be
13 somewhere where there's 50 percent allowed
14 because every redistricting you could argue well
15 the district has changed. Let's just say no, if
16 it comprises 50 percent of the same people. But
17 you get to be a council member, once for two
18 terms, you get to be a public advocate, once for
19 two perms, borough president and so on, and you
20 don't have folks coming back.

21 MS. GODSIL: Thank you so much, Council
22 Member.

23 MR. KALLOS: Thank you so much for what you
24 are doing. I can't wait. I tried to get this
25 stuff through the City Council last time. And I

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 hope again. I hope to beat you to the punch in
2 the ballot in November, but if not, let's just
3 make it happen however we can. Thank you.

4 MS. GODSIL: So we would like to invite
5 Nancy Hanks, John Opdycke, Alvaader Frazier, and
6 Alex Camarda. I will repeat that. Nancy Hanks,
7 thank you.

8 Ms. Hanks? And I apologize for
9 mispronouncing your name.

10 Could someone hand Ms. Hanks the mic
11 microphone, please?

12 MS. HANKS: Hello, I'm Nancy Hanks. I live
13 in Sunnyside, Queens, and I earn my living as a
14 freelance grant writer for nonprofits. I'm a
15 lifelong community organizer. I am the
16 coordinator of the Queens Independence Club. And
17 I am an American revolutionary. I stand for and
18 will always stand for no taxation without
19 representation. As a registered independent in
20 New York, I am required to pay for participant
21 primaries in which I am not allowed to vote.

22 We have a system in which certain voters are
23 allowed to vote in the first round of a publicly
24 funded election process, and others are not.
25 It's wrong. It's unfair. Since I pay my taxes

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 which fund partisan primary elections, I should
2 be able to vote. No one should be forced to join
3 a party just to be able to vote. Every American
4 believes in our founding principle of no taxation
5 without representation. And we need to enforce
6 that principle today. This Commission could
7 create a proposal for nonparticipant municipal
8 elections to be voted on by the people of New
9 York City asking whether everyone should be
10 allowed to vote in the first round of voting
11 regardless of whether they are registered to vote
12 in a party or not.

13 I'm a strong believer in the rights of
14 political parties to organize and even their
15 assertion that as private associations, they
16 should be able to decide how their nominees are
17 chosen. However, they shouldn't have it both
18 ways. If they function as private associations,
19 then our collective tax dollars should not fund
20 their private activities. Taxpayer funds should
21 be used to benefit all our citizens and should
22 fund an election process that benefits and
23 includes all voters.

24 How do we justify funding a primary system
25 in which the taxpayers fund democratic and

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 republican primaries in New York City at a moment
2 when there are over a million independents in the
3 city which, by the way, is 300,000 more
4 independents than Republicans in the city? Thank
5 you.

6 MS. GODSIL: Thank you.

7 John Opdycke?

8 And please, everyone, correct me if I
9 mispronounce your name.

10 MR. OPDYCKE: Yes. Good evening,
11 Commissioners. My name is John Opdycke. I'm the
12 president of Open Primaries which is a national
13 advocacy group working to enact and protect open
14 and nonparticipant primary systems of municipal
15 state federal and presidential levels. Opponents
16 of nonpartisan elections have frequently pushed
17 back against advocates like myself by asserting,
18 as Nancy said, that political parties have this
19 unalienable right to determine who can and who
20 cannot participate in the selection of their
21 party nominees. We have already heard this at
22 primary hearings.

23 And to be fair, these opponents are on legal
24 grounds. The Supreme Court has ruled that when
25 the purpose of a primary is to select a party

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 nominee, the parties can determine who can and
2 cannot vote. But this argument, this party
3 rights argument is actually misdirection and has
4 nothing to do with your charge to improve
5 democracy in New York City.

6 And let me elaborate on that. There's
7 little distinction between primary elections and
8 general elections. They take place at public
9 schools and community centers. They are
10 administered by public election officials. They
11 are funded by taxpayers. It would make sense for
12 the parties to vocally assert their First
13 Amendment rights if they were conducting these
14 internal party selection processes with their own
15 money, their own time, their own methods.

16 And nowhere in the Supreme Court ruling did
17 they assert that parties have the right to have
18 their activities funded by the public. And also
19 in New York City, the primary is the election.
20 Let's just be very clear about that.

21 Ninety percent of the races in New York City, the
22 definitive election is the September primary, not
23 the November election. Nine out of ten
24 New Yorkers live in a neighborhood in which the
25 September election, not the November election,

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 decides who will represent them in City Hall and
2 on the City Council. And that is how it is. And
3 a growing number of New Yorkers are legally
4 barred from participating in that process.

5 One final or two final points. In
6 80 percent of the cities of this country, the
7 word "primary" has a very different meaning. It
8 means preliminary, not nominating contest. Most
9 cities let voters vote, all voters vote in the
10 first round of elections, whether that's primary
11 election or general election or a general
12 election in a run-off.

13 In most cities, the word "primary" has a
14 very different meaning than how we use the word
15 "presidential primary." Primaries are not
16 nominating contests. They are preliminary
17 elections and all voters get to participate in
18 those. New York, to be very clear, is an outlier
19 in how it conducts its municipal primaries.

20 And finally, you are considering a whole set
21 of democracy innovations and reforms including
22 the use of ranked choice voting. That's an
23 innovative system that could work well in
24 New York as it has in San Francisco and
25 Minneapolis and other cities. But it's important

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 to note that ranked choice voting has been
2 enacted in cities that already have an open and
3 equal system. In every city using ranked choice
4 voting, independent voters are not locked down in
5 the first round of voting. So ranked choice has
6 been implemented by local reformers looking to
7 improve systems that already treat voters
8 equally.

9 So my recommendation to you is that you give
10 ranked choice voting and other reforms and other
11 innovations and projects a fair chance by pairing
12 them with measures to create a level playing
13 field for all voters and candidates and end this
14 discrimination against independents.

15 MS. GODSIL: Thank you so much.

16 MR. SPEAKER: Thank you.

17 MS. GODSIL: Mr. Frazier?

18 MR. FRAZIER: Alvaader Frazier. Say it with
19 me, "Alvaader."

20 MS. GODSIL: Thank you.

21 MR. FRAZIER: Good evening. Thank you,
22 Commissioners, for the opportunity to address you
23 tonight. My name is Alvaader Frazier, a longtime
24 activist and independent political leader living
25 in Harlem. I was active in the civil rights

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 movement in my youth. I worked in the historic
2 1988 independent presidential campaign. I also
3 worked very hard in 2003 in the 2003 attempt to
4 pass nonpartisan elections for the City of
5 New York. I speak to you tonight as the leader
6 of the New York City Independence Clubs.

7 In New York City today, there are over one
8 million voters who are independent of the
9 Democratic or Republican parties. Closed party
10 primaries are a severe expression of voter
11 suppression, no less dangerous to our open
12 democracy and poll taxes, purging voter rolls,
13 and exclusionary voter ID laws. After the 2016
14 national presidential election, New York State
15 was called one of the most draconian and outdated
16 electoral systems in the whole of the United
17 States.

18 Let me tell you some facts about New York
19 City and who New York City's independents are.
20 25 percent of New York voters under 30 are
21 independents. Ten percent of African-American
22 voters and 16 percent of African-American voters
23 under 30 are independents. Seventeen percent of
24 Latino voters are independents with 25 percent of
25 Latino voters under 30 registering as

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 independents. Thirty-four percent of Asian
2 voters are independent, with 36 percent of Asian
3 voters under 40 becoming independents.

4 In New York City today, there are 384,880
5 more independent voters, so-called blind voters,
6 than there are Republican voters. Yet we are
7 barred from casting meaningful ballots in any
8 primary. And in over 90 percent of these races
9 in this city, the winner is determined by the
10 outcome of the primaries. Since taxpayers pay
11 for the primaries, independents face taxation
12 without representation.

13 We have fought for centuries in the United
14 States for voting rights for the African-American
15 community, for women, and the fight is now
16 focused on allowing independents to have full
17 voting rights. No American should be forced to
18 join a political party in order to be able to
19 vote. This Charter Revision Commission could
20 lead the way for independents to be fully
21 included in our city elections through placing
22 nonpartisan municipal elections on the ballot for
23 the voters' consideration.

24 I urge you to follow most major cities in
25 the United States that use nonpartisan elections

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 and give every New Yorker the right to
2 participate fully in the voting process. Thank
3 you.

4 MS. GODSIL: Thank you very much.

5 Mr. Camarda?

6 MR. CAMARDA: Good evening, Commissioners.
7 My name is Alex Camarda. I'm the senior policy
8 advisor for Reinvent Albany, and I'm here tonight
9 to discuss six recommendations we have on
10 campaign finance reform and one recommendation we
11 have pertaining to voting.

12 Our first recommendation on campaign finance
13 reform is to consolidate the very disaggregated
14 and fragmented system in New York City for
15 overseeing not only campaign finance but ethics
16 and lobbying and elections. We know of no other
17 locality that has a more fragmented system than
18 the one in the city. The city Clerk's Office
19 oversees lobbying. The Conflicts of Interests
20 Board oversees ethics laws. The Campaign Finance
21 Board oversees campaign finance. The Elections
22 Board oversees elections administration. And the
23 Mayor's Office of Contracts Services oversees the
24 Doing Business Database which also pertains to
25 campaign finance.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 So we would like to see consolidation of
2 these administrative functions, ideally in one
3 entity, that being the Campaign Finance Board.
4 But at the very least, we think that lobbying
5 oversight and regulation should be moved out of
6 the city Clerk's Office into the Conflicts of
7 Interest Board.

8 I can tell you that 35 other states, many of
9 which are smaller than New York City, actually
10 oversee ethics and lobbying. And in California,
11 their centralized entity which is called the Fair
12 Political Practices Commission, it's been in
13 place for 40 years. It's often held up as the
14 ideal, and it oversees all of those functions
15 that I previously mentioned. So we think that
16 would be something good that the Commission could
17 do if it's inclined.

18 And it's also something that's really needed
19 in New York and not often talked about, although
20 I will mention that in 2010, the Charter Revision
21 Commission at that time moved the Advisory
22 Committee and the Campaign Finance Board and
23 that's actually been a great success. So we have
24 already made small steps in that direction.

25 Our second recommendation was covered by

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 Council Member Kallos and previously by Represent
2 Us and Common Cause, and that is to increase the
3 public funds cap from 55 percent to 85 percent
4 which is effectively eliminating it. We think
5 that orienting candidates toward raising small
6 donations from the beginning of their campaigns
7 rather than seeking out the large contributions
8 of \$5,000 for campaign money for mayor.

9 And along the same lines, our third
10 recommendation is actually to only provide the
11 six-to-one public matching funds for small
12 contributions, those up to \$175 or something
13 equivalent to that. I think it's not really
14 widely known in the city except among candidates
15 that run for office you are actually matched six
16 to one on the first \$175 of any contribution. So
17 if a candidate is running for office, there's a
18 real incentive to just raise large contributions,
19 get the match on 175, the first 175, and then not
20 be inclined to raise money for smaller
21 contributions.

22 And then lastly, I will wrap up here, we had
23 two recommendations related to the Doing Business
24 Database, expanding it to include clients and
25 lobbyists as well as subcontractors which we

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 think is just a fairness issue. We believe
2 independent expenditures could be disclosed more
3 greatly by revealing the owners of the limited
4 liability companies which is something CFP
5 supports.

6 And then lastly on voting, we support
7 instant runoff voting. There's a bill that
8 applies it for citywide office for special
9 elections, and most importantly for military
10 overseas voters. We think the city is actually
11 vulnerable to a lawsuit on that. Military and
12 overseas voters cannot vote in the runoff because
13 there's not enough time for the Board of
14 Elections to send them a ballot and have overseas
15 voters complete it and send it back there two
16 weeks. And that's something where other states
17 have been sued and put in runoff voting.

18 MS. GODSIL: Thank you so much for your
19 testimony.

20 Questions from commissioners?

21 MS. WEISER: I have two questions. One is
22 for Mr. Opdycke, is that correct? And one is
23 more Mr. Camarda.

24 For Mr. Opdycke, I understand your arguments
25 relating to open primaries and independents. I'm

1 wondering if there's any research on how open
2 primaries impact party organizations that you are
3 aware of?

4 MR. OPDYCKE: Political parties do
5 wonderfully under a nonpartisan system. They
6 organize. They raise money. They recruit
7 candidates. They promote issues. There's
8 absolutely no barriers to political parties fully
9 participating in all the ways that they are
10 designed to do. I think the biggest difference
11 in a nonpartisan system is that those candidates
12 representing these various parties are free to
13 take their message to the total electorate
14 instead of just members of their own party. And
15 that process, I would argue, is very beneficial
16 and very healthy.

17 But political parties themselves are in no
18 way discriminated against by a nonpartisan
19 system. It's much more about giving voters equal
20 access than curtailing the First Amendment rights
21 of political organizations be they parties or any
22 other type of political organization.

23 MS. WEISER: My question for Mr. Camarda,
24 you indicated that moving the Voters Assistance
25 Advisory Commission to the Campaign Finance Board

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 was a success. I'm wondering if you can
2 elaborate on that. There was somebody else who
3 testified suggesting that it be moved into a new
4 office and that it was less (inaudible). I would
5 love to hear your thoughts on, you know, why that
6 was a success and how it benefitted the functions
7 of that office.

8 MR. CAMARDA: The Voters Systems Advisory
9 Commission put out a report in the last week that
10 details all of their work. And it revealed data
11 that I have never seen before for the city
12 showing trends in communities, voter
13 registration. And they did an extensive outreach
14 campaign and have done research on why people
15 don't vote. I don't believe anything was done
16 like that with that level of depth by the
17 previous committee.

18 And I think it speaks to the value of
19 consolidating these functions with one entity
20 which is you have economies of scale. You save
21 the city money. You pool expertise from people
22 who work in this field, generally. And I think
23 all of those things are beneficial not only for
24 providing voter assistance and citizen
25 engagement, but also for ethics and campaign

1 finance and lobbying enforcement.

2 MS. WEISER: And do you have a position on
3 the proposals that have been raised for, like, an
4 Office of Civic Engagement, how might that relate
5 to some of these consolidated functions that you
6 refer to?

7 MR. CAMARDA: That's not something we've
8 looked at in particular. We have looked at the
9 other states and other places and it seems that
10 many, many places consolidate those functions in
11 the very least ethics and lobbying oversight. So
12 I think that would be a good first step. As I
13 mentioned, I think California has been held up as
14 the ideal, but there are other states and
15 localities that actually have many of these
16 functions under one roof.

17 MS. WEISER: Thank you.

18 MS. GODSIL: Any other questions?

19 MR. SIEGAL: Alex, could you explain to me
20 what the proposal that you mentioned was about
21 LLC ownership disclosure.

22 MR. CAMARDA: So I should really give credit
23 to the Campaign Finance Board for this. And they
24 put out a proposed election report every four
25 years that has recommendations in it and we

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 obviously go through these and take a look at
2 them given their expertise. And so for
3 independent expenditures, the most that we can do
4 because of *Citizens United* and court cases that
5 preceded it is we can require robust disclosure.

6 And what we find is that with independent
7 expenditures, some independent expenditures that
8 donors reveal under the city's system is just an
9 LLC, a liability company. And so we don't know
10 who the parent company is for that LLC or we
11 don't know who the beneficial owner is of the
12 LLC. And the CFD has independently done analyses
13 that are in their 2013 report, for example, but
14 it takes time. The information is provided after
15 an election cycle, so it's not useful to voters
16 before they vote.

17 And we know that in state election law there
18 are provisions that say the true donor of the
19 contribution must be provided. And so we think
20 requiring that to the extent the city can do so
21 legally under the law in the Charter is something
22 that would be consistent with state election law.

23 MR. SIEGAL: Thank you.

24 MS. GODSIL: Any other questions?

25 Thank you all so much for your testimony.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 We would like to invite Sol Erdman, Jackie
2 Salit, Alison Hirsch, and Felix Figaro.

3 So Sal Erdman, please.

4 MR. ERDMAN: Thank you all so much. Thank
5 you for allowing me to speak to you today. I am
6 the founder of Center for Collaborative
7 Democracy. Our purpose is to try and promote
8 instructive resolution of very large divisions.
9 As everybody in this room is very well aware,
10 this country is now in the midst of perhaps the
11 most polarizing type of politics any of us have
12 seen in our lifetimes,

13 Now, New York City may have less of that
14 because this is, well, let's face it, pretty much
15 a one-party town. But that doesn't change the
16 fact that most elections, especially competitive
17 elections, are mostly negative campaigning. If
18 you have two top candidates for any office, the
19 easiest way to win is simply to undercut the
20 other candidate because to make a coherent
21 argument for a complex set of policy issues
22 requires an attention span that most voters don't
23 usually have.

24 There is, however, a proven technique for
25 almost eliminating the benefits of negative

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 campaigning, and that's ranked choice voting.
2 Seventeen cities have adopted it. The state of
3 Maine is about to adopt it, we hope, in June.
4 The results have been in the cities that have
5 adopted it that the way to win is to run an
6 issue-based campaign and to build a broad
7 coalition of voters across the spectrum, not
8 necessarily the entire spectrum, but a very broad
9 swath of it.

10 New York City is in a sense behind the curve
11 on that. Why would this city which is the leader
12 in so many areas not want to adopt a method of
13 voting basically to reward candidates talking
14 issues, trying to build coalitions across social,
15 economic and political lines and will result in
16 candidate the who win being much more
17 accountable? That is, in the next election,
18 where each candidate is elected face a lot more
19 competition and those have the opportunity to
20 rank candidates from their first choice to last,
21 the candidate makes more promises and doesn't
22 deliver is much more likely not to win the next
23 time around.

24 To be candid, those of you who are familiar
25 with ranked choice voting know it's a little more

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 complicated than the elections just pick one
2 candidate. But that, using that as an argument
3 to not use it is like the argument we should have
4 stopped the horses and not gone to cars and
5 subways and so on.

6 There really is an opportunity for the
7 Commission to make a significant difference in
8 the way city politics run. And I urge you all to
9 be in favor of ranked choice voting. Thank you.

10 MS. GODSIL: Thank you.

11 Jackie Salit?

12 MS. SALIT: Good evening, Commissioners, my
13 name is Jackie Salit. I'm the president of
14 Independent Voting which is a national
15 organization that represents independent voters.
16 I wanted to use my time this evening to bring
17 three issues to your attention. But I also
18 wanted to begin by saying that I appreciate your
19 work and that I think you have a very, very hard
20 job.

21 I was listening as Commissioner Godsil gave
22 the mandate from the mayor in terms of the focus
23 of this Commission leading to how democracy
24 works. I think we all know the answer to that --
25 not well. And what we are talking about here

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 tonight is in certain circumstances what we can
2 do to address that, so I wanted to share some
3 thoughts on that topic with a recognition that
4 some of these things are a heavy lift because
5 there's been a very long tradition of maintaining
6 a certain kind of political status quo in this
7 city.

8 But I think the pressure is coming from the
9 general mood both in the country and the state,
10 and the city requires some more open-minded
11 thinking about directions to go in. The first
12 issue that I want to raise here, frankly, I was
13 not originally planning to speak to you about
14 tonight, but given the events in Albany over the
15 last 48 hours and I think just a tremendous sense
16 of distress and helplessness on the part of the
17 voting public with respect to the behavior of
18 elected officials in this state and the
19 difficulty in holding them accountable, the level
20 of protection that goes on within the political
21 system is just abhorrent.

22 I want to propose that one of the issues
23 that the Commission take up in your consideration
24 for democracy reform is the mayor has requested
25 is the issue of recall. I think that the voters

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 of New York City should have the right to
2 directly recall elected officials. They don't
3 currently have that right under the city Charter.
4 But I think the level of frustration that the
5 public feels with how elected officials are
6 allowed to operate and the difficulty in calling
7 them to account makes the issue of recall a very
8 important and frankly a front-line issue for
9 people concerned with democracy to consider.

10 The second issue that I wanted to bring to
11 your attention and ask you to consider which is
12 related to the recall issue is the initiative
13 process itself in New York City. We are
14 fortunate in New York because, unlike the rest of
15 the state, we actually have the right to
16 initiative and referendum so that the voters can
17 initial elevate changes to the City Charter on
18 their own without having to go through the
19 legislature, except for the fact that when the
20 City Charter was written, the right to initiative
21 and referendum was dramatically curtailed by
22 first requiring that citizens present their
23 petitions to the City Council, then go back out
24 onto the street if the City Council doesn't act.

25 And further, the mayor then has the right to

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 preempt actions taken through the citizen
2 initiative process. Let's get rid of all of
3 those little interruptions and control mechanisms
4 and just let the people of New York City have the
5 direct route to citizens initiative on the
6 ballot.

7 The third question that I want to raise for
8 you very briefly, the prior panel spoke
9 extensively about the question of nonpartisan
10 primaries and open primaries, the independent
11 voter. The statistics were presented to you.
12 Here is what I don't understand. I don't
13 understand how the mayor -- I don't understand
14 how the City Council can ignore the fact that
15 there are one million independents in the City of
16 New York and are not prepared to do something to
17 empower those voters.

18 I ask all of you, the mayor has appointed
19 you to look at this issue. I ask you tonight if
20 you can to speak to the issue of how you see
21 those voters. What are you prepared to do for
22 nearly one million voters who are disenfranchised
23 under the current system? Thank you.

24 MS. GODSIL: Thank you so much.

25 Alison Hirsch?

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 MS. HIRSCH: Good evening, Vice Chair. Good
2 evening, Vice Chair Godsil and members. Thank
3 you for the opportunity to testify here tonight
4 and for your effort as well as holding these
5 hearings. My name is Alison Hirsch and I'm the
6 vice president and local director of 32BJ. Our
7 union is made up of 163,000 men and women who
8 make their living in property services.

9 Here in the city, our 85,000 members work
10 hard to keep residential buildings, schools,
11 offices, stadiums and airports safe and complete.
12 Our members hail from over 60 countries and speak
13 dozens of languages. But we are proudly united
14 in our fight to ensure that all workers along
15 with the families and the communities to which
16 they belong have the opportunity to thrive and
17 live with community respect.

18 Throughout these hearings we have heard many
19 valuable suggestions to strengthen our democracy
20 in New York City. On behalf of our membership, I
21 encourage you to give them your fullest
22 consideration. In order for government to be
23 responsive to the needs of all people, it's
24 essential that the broadest coalition of voices
25 possible is able to be heard in the democratic

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 process. If participation in our electoral is
2 narrowed, so too are the interests to which
3 government is held accountable. Cities can lead
4 the way in fighting back against these efforts to
5 exclude voters and ensure that the electoral
6 campaign laws within their jurisdiction is
7 clearly written to promote participation and
8 inclusion.

9 Our union works not only to empower our
10 members on the job, but also to serve as a
11 vehicle for civic engagement so that our members
12 can come together and fight for common interests.
13 The current city finance laws, however, impede
14 the ability of members to communicate with one
15 another about elections.

16 For example, the expenses the union incurs
17 to organize member-to-member canvasses is counted
18 as a campaign contribution if the candidate is
19 briefed by the union is present to speak to
20 members beforehand. If the union reaches its
21 maximum contribution limit, we then face the
22 options of either limiting member-to-member
23 engagement from the race all together, denying
24 members a valuable opportunity to meet with and
25 be inspired by a candidate, or pursue

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 alternatives such as media buys as independent
2 expenditures.

3 32BJ in the past mobilized our members to
4 join in efforts. The members were engaged and
5 inspired by their contact with the candidate and
6 broader campaign. Now our efforts are made
7 through the independent expenditures isolated
8 from those candidates. As Felix Figueroa who
9 will speak next can attest, this is confusing and
10 frustrating to our members and is actually a
11 disincentive to their active participation in the
12 democratic process. Other units have gone so far
13 as to give up mobilizing their members all
14 together with some paid media for door knocking
15 and phone banking in communities.

16 32BJ has a more detailed submission how the
17 law ham strange the ability to engage union
18 brothers and sisters in the political process.
19 Our submission includes a specific recommendation
20 to suitably amendment the Charter to promote
21 member-to-member communication.

22 In addition, I wish to briefly touch on
23 several other democracy enhancing initiatives
24 that are in effect elsewhere in America that we
25 recommend the Commission can start for New York.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 One, allow early voting. Voting in person at a
2 polling place on a Tuesday can be a major
3 impediment to the participation of working people
4 in the election process. These barriers are
5 particularly acute for low-income workers who
6 have less control over their work and personal
7 schedules. Simply opening polling places prior
8 to election day and allowing people to vote when
9 they could would allow people to get to their
10 voting and have their voices heard.

11 Two, allow same-day voter registration. The
12 public's engagement of elections including their
13 understanding of the issues of the state
14 assessment of the candidacies on the ballot
15 bills --

16 MS. GODSIL: Could I ask you to summarize?

17 MS. HIRSCH: Sorry. I will skip ahead.

18 Same-day voter registration, simplify the
19 nominating process so that it is actually easier
20 to get on the ballot and run for office. It's
21 confusing. Magnify small donor contributions
22 which I think has been spoken to ad nauseam
23 today. And we support that. Consider adding
24 base grants. The idea of base grants and finance
25 laws, those are two programs put in place

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 recently enacted in Washington, D.C. campaign
2 finance laws. And also consider enacting
3 democracy vouchers, a new program that Seattle
4 place recently for the 2017. Thank you so much.

5 MS. GODSIL: Mr. Figueroa?

6 MR. FIGUEROA: Good evening, Commissioners.
7 My name is Felix Figueroa. I am a 32BJ Long
8 Island City, Queens residents and community
9 activist. I am passionate about my union and my
10 neighborhood. Each year I get involved in
11 elections work like door knocking, giving out
12 fliers, phone banking to fight for issues that I
13 think will make New York great. I work closely
14 with Council Member Jimmy Van Bramer who is a
15 personal friend. I think he stands up for our
16 communities and I like that he wants to involve
17 more young Hispanics from Queens in political
18 process.

19 Campaign finance laws, member-to-member
20 communication make it hard for me to get other
21 union members active to support Jimmy or any
22 other candidates. If the union organized a
23 member-to-member canvassing, the cost is counted
24 as a campaign contribution. If the candidate has
25 been briefed by the union and is presented to

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 talk to members, this is a shame. Basically
2 young, young people who are disconnected from
3 politics need candidates to feel inspired and to
4 trust that they will fight for them. Because I
5 am active in both, my union and my community,
6 these laws can feel confusing to me.

7 During last year's election, there were
8 certain things I couldn't talk about with Jimmy.
9 There were certain events, even certain events
10 Jimmy had that I couldn't go to. I shouldn't
11 have to decide between campaigning with my union
12 and supporting a candidate I believe in. I want
13 to see changes in the Charter that will make sure
14 union members, members-to-members communication
15 is not counted as a contribution. That will help
16 me better talk with members I know and to get
17 more of them active to help this process.

18 MS. GODSIL: Thank you so much.

19 Any questions from the Commission?

20 MS. ANGELO: I'm not sure who would be able
21 to answer this, but are the laws, campaigning
22 finance laws directed at unions the same as those
23 that are directed at a corporation?

24 MS. HIRSCH: In some ways yes; in some ways
25 no. And I think the bottom-line issue is there

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 has sort of historically often been a false
2 equivalency between corporate charitable and
3 union employee members. Union members are, you
4 know, they it's a voluntary association. It's,
5 there are really part of one collective
6 organization in a way that, you know, a
7 corporation doesn't have the same kind of -- it's
8 not -- they are just not the same.

9 And corporations union members pool their
10 resources to move political action or their
11 collective bargaining action, whereas a
12 corporation is a for-profit entity that generally
13 a few people control.

14 MS. SEECHARRAN: My question is for Jackie.
15 I wonder if you could elaborate on your
16 recommendation around recall of those elected
17 office.

18 MS. SALIT: Well, I think the spectacle that
19 we are seeing in Albany right now is a situation
20 where you have, you know, a very significant
21 violation committed by an elected official. And
22 then you have a legislative body and the party
23 organizations trying to figure out how to get
24 themselves off the hook and replace this person
25 in such a way as so that they don't lose any

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 political power off of that shift. And this in
2 the face of, you know, fairly egregious actions
3 by the former Attorney General.

4 I think the recall issue, first of all, the
5 right to recall is a fundamental progressive
6 reform which gives the voters an opportunity to
7 judge and to hold elected officials accountable
8 in between elections. I think it becomes all the
9 more urgent and the reason I bring it up today is
10 because there's such a sense that there's so much
11 self-dealing that goes on within legislative
12 bodies and within political parties that even
13 holding elected officials accountable when they
14 violated the law is a compromised process.

15 And so I think the argument for recall which
16 is really a basic democracy argument becomes all
17 the more compelling given the levels of
18 corruption and self-dealing that go on.

19 MS. SEECHARRAN: So who would initiate the
20 recall?

21 MS. SALIT: You would initiate it by a
22 petition process. Yeah, yeah. And, you know,
23 there were in the 1990s, there was an effort
24 through the initiative, citizens initiative
25 process to bring recall before the voters which

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 did not make it all the way to the ballot booth.
2 So there's already been draft language that has
3 been looked at for how such a process would take
4 place. We could look at that and look at other
5 versions of that as well.

6 MS. SEECHARRAN: Thank you.

7 MS. GODSIL: Any additional questions?

8 MS. WEISER: One further question for
9 Ms. Hirsch and Mr. Figueroa, which is can you
10 elaborate a little bit precisely how restricting
11 member-to-member communication or ensuring that
12 member-to-member communications are independent
13 expenditures reduces engagement to members, how
14 that functions?

15 MS. HIRSCH: Sure. So first I would say
16 that, you know, in federal elections, you compare
17 the city elections to federal ones. Federal
18 elections, member-to-member communications are
19 not considered able to, you know, organize
20 volunteer activity from your members coordinating
21 with the candidate. And so the impact is that
22 our primary work, and I can speak for most
23 federal elections, the primary work we engage in
24 is talking to members about the importance of
25 candidates, trying to introduce them to those

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 candidates, recruit volunteers on a Saturday or a
2 Sunday to go to those candidates' office and
3 participate in volunteer activities, knock on
4 doors, all of that work.

5 Now, any cost associated with that, you
6 know, ends up having to be a contribution whether
7 it's, you know, paying for food or a van or
8 things like that. But the act of communicating
9 with our members and talking to our members and
10 introducing them to candidates is not -- is
11 separate and apart from any contribution limit.

12 In the city that's not the case. In the
13 city, any communication we have to our member, we
14 have to quantify staff time, material, all of
15 those things. And so what we have seen happen
16 since this was really enacted in post 2009 since
17 the interpretation that the Charter -- this was
18 the interpretation is in 2013 and 2017 even more
19 so, most unions decided, you know, if we are
20 going to have to do an independent expenditure
21 anyway in order to engage at all in this
22 election, then it's probably, like, we will get
23 more credit and we will do, you know, be seen
24 more probably if we are just spending a lot of
25 money on media and spending our cash instead of

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 focusing on talking to our members and
2 encouraging them to volunteer and educating them
3 about the process and introducing them to their
4 Council members and candidates, et cetera.

5 And so I think it's actually created a
6 perverse incentive away from focusing on what we
7 should be focused on which is engaging our own
8 members in the democratic process. Because if
9 you can't -- members don't go to campaign offices
10 or can't be seen, then you're not sort of
11 building that kind of relationship between
12 members or the union and candidates. And so we
13 try to make a splash.

14 MS. WEISER: Thank you.

15 MR. BRAGG: So I'm confused. Are you
16 talking about the expenses for the union to
17 communicate with the members, or are you talking
18 about the expenses that the union has to
19 communicate with members in a situation where
20 there are nonmember participants?

21 MS. HIRSCH: I'm simply talking about unions
22 communicating with members. So we currently, you
23 know, we have 85,000 members in New York City.
24 You know, to send one piece of mail to all 70,000
25 of those are registered to vote, so send one

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 piece of mail to 70,000 voters obviously breaks
2 every contribution limit in the city. And so
3 what we often will do is in our mail or
4 communications and at worksites we will send
5 staff to worksites, or Felix has often come off
6 of the job as a member organizer. He leaves his
7 worksite and for a month or two at a time will
8 work for the union, but being paid for by the
9 union, work for the union doing political
10 engagement and outreach to members.

11 So what he will do is -- Felix, correct me
12 if I am wrong -- you go to a worksite and talk
13 about the importance of city elections that are
14 coming up. And that's why it's so important to
15 volunteer. And so we don't pay our members to
16 volunteer. We ask them to do that on their own
17 time. So once that act, according to the New
18 York City, the current interpretation of the
19 campaign finance laws in New York City would be
20 considered an in-kind contribution if any member
21 that Felix speaks to to volunteer goes on his or
22 her own time to someone's office on a Saturday.

23 MR. BRAGG: Very detailed. Let me speak to
24 you offline. I don't think I'm up to date.

25 MS. GODSIL: Any additional questions?

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 Thank you all so much.

2 So we would like to invite Melissa Appleton,
3 Ilana Cohen, E. Beers-Dimitriadis, and Katherine
4 Molina-Powell. If anyone has written testimony
5 you would like to distribute, obviously please
6 feel free.

7 So Ms. Appleton?

8 MS. APPLETON: Good evening. Thank you for
9 your time and attention. My name is Melissa
10 Appleton. I work in the Participatory Budgeting
11 Project as a project manager and for the past
12 three cycles, I've supported New York City
13 council's PB process. On Monday you probably
14 heard my colleague Josh Learner, our co-executive
15 director, speak about why the Commission should
16 support the proposal that goes beyond traditional
17 elections, in particular for an Office of Civic
18 Engagement and for citywide PB.

19 I just want to say a little bit more about
20 how and why we think citywide PB could work. And
21 to start, I want to frame this by looking at its
22 track record. PB is a proven way to make
23 political participation more inclusive. We know
24 that PB voter participation has been more
25 representative of city demographics than for

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 traditional elections. It's been recognized as a
2 best practice for good governance by the former
3 White House and by Harvard. And when PB started
4 in New York City seven years ago, it was an
5 experiment, but it worked. And when experiments
6 work, you expand them. You apply them more
7 broadly, which is why we believe this should be
8 institutionalized in the Charter Revision.

9 And lastly, while 100,000 people or so voted
10 in City Council's PB process each year, we hear
11 consistently that they want to have more impact
12 to be able to make bigger and more meaningful
13 decisions. If the city wants people to trust
14 government, we believe that the city needs to
15 place its trust in the residents and share real
16 power. So for those reasons, we are proposing
17 that at least one percent of the city budget be
18 allocated to PB to build on the current
19 council-level process and the school process the
20 DOE is launching.

21 This would enable residents to vote on
22 projects for their schools, districts, borough,
23 and city. The funds should be for both capital
24 and expense. People have important and
25 innovative ideas for both and especially for

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 low-income communities being able to fund vital
2 programs and services will ensure PB can address
3 the most pressing needs. This following
4 precedents from cities like Seattle and Boston
5 that do have citywide PB processes and cities
6 like Paris that have invested significantly no
7 are in participatory budgeting.

8 In Paris, a city that has about a quarter of
9 our population, residents allocate about
10 100 million Euros every year. And lastly when
11 there's a central mandate and support for PB, we
12 see the quality of ideas tend to improve. It's
13 difficult and resource-intensive for Council
14 members and Council offices to run this process
15 successfully, and we see it works best with
16 dedicated central support. So our organization
17 would be happy to speak with you more and help if
18 there is anything that would further your work,
19 Commission. Thank you so much for your time.

20 MS. GODSIL: Ilana Cohen?

21 If you just want to go along the line.

22 MS. COHEN: Good evening, members of the
23 Commission and members of the public. Thank you
24 for the opportunity to testify. My name is Ilana
25 Cohen and I'm a high school senior. I am also

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 the founder and co-facilitator of the
2 Participatory Budgeting Youth League, a
3 student-led and organized group working to
4 increase youth voter engagement to participatory
5 budgeting process based in Council District 39.

6 My experience with PB youth and other
7 student-organized platforms has affirmed the
8 following: New York City students are already
9 making change. Yet there are clear ways our city
10 government can and should support us in these
11 efforts.

12 One such way is by establishing an Office of
13 Civic Engagement. Already New York City suffers
14 from low voter turnout. Fewer than 15 percent of
15 registered voters showed up to cast their ballots
16 in the primary election last September. This
17 poor turnout is indicative of disinterest and
18 distrust of city government. There's also a
19 misconception that the extent of one's civic duty
20 as a city resident is casting one's ballot when
21 elections come around.

22 Our democratic process extends far beyond
23 voting and politics and relies upon fostering
24 closer relationships between City agencies and
25 their constituents. Establishing an office

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 dedicated to engaging New Yorkers and public
2 initiatives would help redefine a broader sense
3 of civic duty, integrating civic engagement into
4 the fabric of our everyday lifers. More than the
5 one-time act of casting a ballot, city residents
6 could shape the institutions that shape our daily
7 experiences in time.

8 An Office of Civic Engagement could also
9 support and extend the work of New York City
10 students. Whether it be the public education or
11 transportation or housing systems, students'
12 daily experiences are shaped by the city civic
13 institutions as are those of our parents. Yet
14 student voices are ignored by both
15 representatives and government agencies because
16 they are excluded from the voting booth.

17 However, falling below the voting age does
18 not stop students from developing their own
19 initiatives and making their beliefs known. Our
20 students are facilitating PBNYC processes,
21 organizing student turnout and fighting for
22 citywide school integration. We are civically
23 minded and passionate, but many of us are not
24 public schools. Those students for whom
25 opportunities to engage are not readily available

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 would be able to find opportunities while already
2 active students can find new resources and
3 connections through an Office of Civic
4 Engagement. Such an office would not only
5 prepare new students to become change-makers in
6 their local communities, but also equip our
7 city's future voters with a more intimate
8 understanding of city issues and civic
9 structures.

10 Furthermore, an Office of Civic Engagement
11 could help support and expand PBNYC, a process
12 emblematic of democracy. PBNYC grants students a
13 voice at as early as age 11. It also involves
14 noncitizens or felons and people who are not
15 registered to vote in either state or federal
16 elections. In other words, it invites the voices
17 of those who might otherwise be excluded from
18 government processes into civic decision-making
19 with their neighbors, uniting New Yorkers of
20 diverse backgrounds and interests.

21 And the process also prioritizes
22 inclusivity, encouraging residents to use the
23 resources that the their disposal to positively
24 impact our community. An Office of Civic
25 Engagement could help engage more residents in

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 the PBNYC process and potentially launch new PB
2 pilot programs.

3 To this end, taking part in the City agency
4 as elected officials and nonprofit organizations
5 news an Office of Civic Engagement can bolster
6 both individual civic participation and overall
7 engagement in the city's local democratic
8 processes. With this office, New York City can
9 continue to serve as a beacon of activism and
10 engagement for the rest of the nation. Thank
11 you.

12 MS. GODSIL: Thank you so much.

13 MS. BEERS-DIMITRIADIS: Good evening,
14 Commissioners. Thank you for the opportunity to
15 testify in support of establishing an Office of
16 Civic Engagement and expansion of participatory
17 budgeting citywide. I'm Heather
18 Beers-Dimitriadis, president of the Citywide
19 Committee Participatory Budgeting and have served
20 as a participatory budget delegate to City
21 Council District 29 over the last three cycles on
22 the Education Committee.

23 This year our district saw an increase in
24 community participation resulting in 3,300 votes.
25 Eight hundred and eighty of those came from

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 first-time voters and Russell Sage Middle School,
2 JHS 190. As this year, the voting age was
3 increased to 11 years old. I echo the sentiments
4 from Monday evening's hearing. Young voters form
5 habits that last a lifetime. Participatory
6 budgeting gets students voting earlier and more
7 frequently reinforcing habits that we hope will
8 last a lifetime, habits that will go a long way
9 to addressing the voter turnout concerns of
10 everyone in this room.

11 Participatory budgeting impacts civic
12 engagement by engaging voters in decision-making
13 and problem-solving that directly impacts their
14 communities whether it be in the fall when
15 communities gather to brainstorm new and creative
16 ways to improve their community or in the winter
17 when select committees meet to turn those ideas
18 into projects that by spring find their way on to
19 ballots.

20 Throughout this process, residents turn into
21 community advocates. This year my community
22 voted for bus countdowns, public school bathroom
23 renovations and public school water fountains and
24 water refill stations. Eight schools in all
25 stand to see improvements due to the exercised

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 voice of my community. Participatory budgeting
2 essentially moves civic engagements from the
3 halls of government into the streets of our
4 communities. Throughout the participatory budget
5 process, a more educated voter and a more
6 invested voter is created.

7 As projects go to city agencies for
8 approval, you learn the lessons of limitations.
9 You learn how to work collaboratively with these
10 agencies. You gain a deeper appreciation of what
11 is required to make a capital project happen. As
12 you see the project through from conception to
13 ballot to selection, you become invested in
14 seeing this project through to fruition.

15 Over the past three years, the most
16 rewarding part of the participatory budget
17 process has been seeing people vote on final
18 projects. This year I handed a ballot to a new
19 U.S. citizen who got to cast her first vote ever.
20 There was also the excitement in a 12-year-old's
21 face when he realized that yes, he could vote.

22 And then there are the moments when people
23 want to vote, but then realize their district is
24 not participating this year. I would encourage
25 the Commission to consider expanding

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 participatory budgeting citywide, giving all
2 communities a voice in how funds are spent to
3 improve their neighborhoods.

4 And in the spirit of nonpartisan cooperation
5 and as the establishment of an Office of Civic
6 Engagement would facilitate this expansion in an
7 efficient manner. Thank you, Commissioners, for
8 your time this evening. I believe strongly in
9 participatory budgeting. It gives voice to the
10 voiceless, allowing the residents not simply
11 citizens to have a say. It takes democracy out
12 of City Hall and pushes it into our communities.
13 Again, thank you for your time.

14 MS. GODSIL: Thank you so much.

15 MS. MOLINA-POWELL: Good evening, my name is
16 Katherine Molina-Powell. I am speaking today
17 about participatory budgeting and advocacy for
18 the creation of an Office of Civic Engagement,
19 focused mostly on the process of PB as my peers
20 here at the table, but also I am speaking today
21 as a community member as a PB volunteer. I'm a
22 resident of the Bronx participating office in the
23 district team in the last few years. This last
24 year I've also joined the citywide committee to
25 help coordination across New York City.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 I've lived in New York since 2001, in the
2 Bronx since 2011. Both my children are Bronx
3 residents. And I am really invested in seeing
4 the kind of engagement and thriving, active,
5 thoughtful participation in the democratic
6 processes that I have seen through this process
7 almost exclusively. I've experienced voting
8 again in New York since the early 2000s. And I
9 think traditional voting for me has seemed
10 very -- it's been challenging as you heard from
11 former folks who have been up here speaking.

12 It's a process that requires a lot of time,
13 a lot of effort and a lot of, frankly,
14 bureaucracy that we don't necessarily have to
15 see. And I have never seen in my time in
16 New York anything on the level of passion and
17 local engagement that I have seen in my time of
18 working on the PB projects in New York. As an
19 volunteer, I have seen this truly amazing process
20 where community members and stakeholders have
21 come together directly to collaborate how to
22 invest the funds that have been allocated for
23 this process.

24 And every step in this process from the
25 creation of ideas to the work and research at the

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 delegate level, so the vetting and the creation
2 of the ballots, the ultimate vote of all these
3 ideas has been a step that promotes the
4 thoughtful and enthusiastic engagement of local
5 residents around concrete ideas for the
6 communities that we live in that we exist in and
7 that affect our daily lives.

8 Delegates and people who are really involved
9 in this tend to be local community advocates for
10 nonprofits or just very, very involved in our
11 communities. Sometimes, sometimes not
12 representative sort of a larger group of people
13 within the district. These delegates do a
14 tremendous amount of work and I think the
15 important part that I have seen speaking as a
16 delegate and volunteer has been the ability of
17 the delegates to lift our heads above our single
18 or sort of dual issue thoughts and actually start
19 to collaborate with our peers with other local
20 activists and leaders about how we can build a
21 total system of improvement and look for
22 opportunities to invest effectively in our
23 communities.

24 It's a really great collaborative experience
25 that doesn't necessarily have another forum to

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 happen. There's been a lot of talk about making
2 democracy better in this -- in tonight's forum
3 and in the other forums that happened. I think
4 this is really the place that you can actually
5 invest in a strategic way to see that happen
6 across all age groups and across all demographics
7 in the city. And I really hope that you will
8 give this the significant consideration that it
9 deserves.

10 MS. GODSIL: Thank you so much.

11 Any questions from the commissioners?

12 MS. MIROCZNIK: My question is directed to
13 Ms. Cohen. First of all, I want to thank you for
14 coming out with the exact example of engagement
15 that we need as a city and society. You have to
16 be thanked. My question to you, Ms. Cohen, is,
17 in school, was this done by the councilmanic from
18 the 39th District Council person? Was the school
19 principal and teacher on board? Was this part of
20 a civics class? If yes or no, what should the
21 schools be doing to encourage this?

22 MS. COHEN: So the Participatory Budgeting
23 Youth Committee is not school-based. I interned
24 for Council Member Lander and founded it years
25 ago with some friends. Since then we have been

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 able to reach out across the city to students
2 across the city and different boroughs. And I
3 think PB should be expanded both on a citywide
4 level in terms of city council districts and also
5 in schools which is part of the civics -- sorry,
6 am I answering your question? Yes, was this
7 about this specific committee or about what type
8 of expansion of PB?

9 MS. MIROCZNIK: You answered perfect.

10 MS. SPEAKER: Okay.

11 MS. MIROCZNIK: My main concern is civics in
12 school in class --

13 MS. SPEAKER: Yeah.

14 MS. MIROCZNIK: -- history class, civics
15 class. Are the teachers and the principal in the
16 school encouraging young people like yourself to
17 come out and engage in participatory budget so
18 you can have civic engagement? Like testifying
19 tonight, it's not easy sitting in the hot seat in
20 a crowded room testifying coming from Brooklyn
21 tonight. Who is encouraging you to do it? It's
22 a wonderful thing.

23 MS. COHEN: My council member is a
24 wonderful. I have a really supportive school
25 environment. But to be honest, I think New York

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 City Public Schools, in my experience, are
2 incredibly lacking in terms of civic engagement.
3 I mean, we learn about the founding of the
4 national Constitution, but we learn nothing about
5 state or city government, which is why I love
6 participatory budgeting, because anyone can get
7 involved and you can vote starting at age 11.

8 And I have seen middle school students my
9 little sister get involved themselves. And I
10 think it provides a level of civic education that
11 honestly could be implemented in the public
12 school system. So while that wasn't directly in
13 my testimony, I think an Office of Civic
14 Engagement could seriously help with that
15 initiative in fostering better relationships
16 between city agencies, public schools and
17 ensuring that students are opened up to these
18 types of students, especially because I come from
19 Brooklyn from Park Slope and I go to school in
20 Midtown Manhattan. So I see a lot of more of
21 these opportunities than many of my peers do in
22 other areas of the city, and I think they should
23 have equal opportunity and access to them.

24 MS. MIROCZNIK: Answered my question as with
25 the schooling, and you corroborated my thoughts

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 regarding the right to vote. I appreciate the
2 comments.

3 MS. SPEAKER: Do you mind if I added on to
4 that? It was my experience students of this age
5 could vote. I rolled it out at my children's
6 school. I have twin 11-year-olds. And I think
7 to completely reinforce it, at this school, they
8 nearly did the voting as a sort of task, a
9 homeroom task. And I think that was unfortunate
10 because I think looking at her, she is a mindful
11 young woman who understands what she is voting
12 for. And that's what we want to raise up.

13 And I think we have an opportunity in our
14 schools to do that. And I think if we worked
15 with the DOE to implement this as a part of a
16 civics or a social studies class where they
17 understand more and they are mindful, then we are
18 able to really grow this and we are able to have
19 a generation that will actually think about what
20 they are doing and are more mindful of what the
21 impact of their actions are. So I would say that
22 we are lacking there right now, but I think
23 that's partly because this is the first year we
24 have had voters who were 11.

25 MS. GODSIL: Any additional questions from

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 commissioners?

2 MS. ANGELO: Can you tell me how many
3 council districts are participating in the
4 participatory budgeting?

5 MS. SPEAKER: The question is how many
6 council districts are participating? There's 27
7 this year. It's been up to 31 in the past. But
8 because the political transitions this year, that
9 number changed. More than half the city, but
10 there's a lot of room for growth. I would also
11 like to see this beyond the council level.

12 MS. GODSIL: Thank you all so much. Very
13 impressive.

14 So we would like to invite Roxanne Delgado,
15 Cristina Gonzalez, Frank Morano, and Jenny
16 Akchin.

17 You want to go first, Ms. Delgado?

18 MS. DELGADO: Okay, hi. I would just like
19 to say the issue -- I'm sorry, the issue isn't
20 voter registration or education. It's a lack of
21 competition where even before the race begins,
22 most people know the outcome. The campaign
23 finance has made races less competitive, and as a
24 result there's a lower voter turnout. As I
25 stated last week, there has been lots of abuses

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 of campaign matching funds. In the case with
2 City Council Member Ben Kallos took over 125,000
3 in public funds even though he outraced his
4 combined opponents by over 2,000 percent. His
5 opponents didn't receive any public money and he
6 won reelection by over 80 percent.

7 There are some city council members who want
8 to increase the gap in such scenarios by
9 increasing the matching funds or fully financing
10 these races. Not only does that increase the gap
11 between established and grassroots candidate, but
12 it's a waste of money. The way to stop this
13 abuse is by not matching any race with other
14 opponents not eligible for public funds and raise
15 50 percent less than their opponent.

16 And then I would like to say quickly also
17 regarding special elections, over half of the
18 elected officials came into office through
19 special elections certain voters so this also
20 needs to be ended because there's too many people
21 don't vote because they realize that the system
22 is already rigged.

23 Regarding community boards, I support term
24 limits for community board members because in
25 some districts it's very hard to find people who

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 are free time or interest in serving on the
2 board. However, I do support term limits for
3 community board leadership to two terms so other
4 members can have a chance to lead as well.
5 Community board members with poor attendance
6 should be automatically removed from the board
7 and not at the discretion of the other community
8 board members.

9 Currently I have board members who have over
10 90 percent attendance failure but still are on
11 the Board because they are political appointees.
12 And a community board should not be allowed to
13 vote on any issue not on the agenda at last 24
14 hours before the meeting. This happened in my
15 community board.

16 And lastly regarding the ranked choice
17 voting, I think that I would recommend you to
18 cause a low turnout, lowering the 40 percent of
19 the vote threshold to 30 percent of the vote in
20 citywide races to avoid runoff because the Board
21 of Elections is too inept to handle ranked choice
22 voting. They don't have the funds and they are
23 just inept. Thank you.

24 MS. GODSIL: Thank you.

25 MS. GONZALEZ: Hi, good evening. Thank you

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 for having us today and giving us the opportunity
2 to testify. My name is Cristina Gonzalez. I'm
3 one of the co-founders of Women of Color for
4 Progress. We are a multi-strategy organization
5 that works to create more transparency and equity
6 in our government to allow women of color to
7 excel, lead, and be heard in government.

8 While we have presented a few proposals
9 regarding land use, housing, transparency, I'm
10 here today to testify on and speak on the
11 expansion of paid leave specifically as it
12 pertains to paid parental leave and bereavement
13 leave. Our first proposal is to expand parental
14 leave to all City employees. As it currently
15 stands, only 20,000 of the currently -- of the
16 employees in the city qualify for paid parental
17 leave, even though there are over 294,000
18 full-time City employees.

19 In the year between 2015 and 2017 that we
20 had paid parental leave, only 436 people who
21 qualified for paid parental leave actually
22 accessed it, which is only two percent of the
23 20,000 people that qualify for it. Expanding it
24 would mean that people who are teachers, City
25 employees that are unionized members would be

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 able to access paid parental leave and not have
2 to utilize paid sick days or vacation days if
3 they had to go for parental leave.

4 I would additionally like to expand
5 bereavement leave, specifically the part that --
6 the way that family is identified. So as it
7 stands, every agency gets to define what is
8 family. So if you have a death in the family,
9 that means if your agency does not cover that,
10 like your grandparent, you have to also utilize
11 your vacation time to bereave your family member.

12 So we are proposing that this term of
13 families that hasn't really been revised since
14 2004. And obviously the way that we view
15 families has changed in the 14 years since we
16 have revised the term to expand these different
17 definitions of family to further grant these
18 rights, to access the bereavement leave.

19 And we are also proposing that this
20 definition of family also extend to sick leave so
21 that if someone needs to take care of their
22 family member, the way that we define family is
23 also expanded for that as well.

24 MS. GODSIL: Thank you so much.

25 MR. MORANO: Good evening, Commissioners.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 My name is Frank Morano. Thank you for the
2 opportunity to be heard this evening. You were
3 so kind to thank us for coming out here. Thank
4 you for all the work that you have done. I think
5 anybody that's watched the Charter revision
6 process not only this year but previously years
7 knows the endless amounts of time, effort, and
8 energy that you guys put into this without
9 getting paid, without becoming famous, and a lot
10 of times it seems thankless. But thank you. It
11 is appreciated by those of you that are working
12 towards making democracy a bit better.

13 I wanted to -- I heard a lot of great ideas
14 today and I am going to try and not repeat too
15 much of what other folks said. And for other
16 similar ideas that folks mentioned, I want to
17 emphasize a couple of different reasons that I
18 think you should consider them.

19 With respect to campaign finance, which I
20 know a lot of people have spoken about and you've
21 indicated you are exploring a number of
22 solutions, you know, I really do want to dispel
23 the notion that the current campaign finance
24 system is working in New York City. It is
25 absolutely not. It was designed to make it

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 easier for regular people to run for office. It
2 has done completely the opposite. It has done
3 nothing but become -- but create a new cottage
4 industry of accountants, of lawyers, consultants,
5 and people that know how to game the system in
6 order to fill out the right forms and match
7 properly with the right donors.

8 If you are a regular person trying to
9 navigate the morass of the campaign finance
10 system in this city, you are rewarded with fines
11 for innocuous mistakes and hours and hours' worth
12 of paperwork in which you can spend campaigning.
13 It is absolutely impossible to do that.
14 Additionally, the same people end up as the
15 donors. Regular people don't end up donating to
16 grassroots candidates.

17 Instead, what I would suggest, and Council
18 Member Kallos alluded to this, is a proposal
19 similar to what Seattle has done with democracy
20 vouchers. Maybe start it on a pilot level here
21 in New York City where rather than go to the same
22 real estate and financial services industries for
23 the same donors, instead give every New Yorker
24 \$250 vouchers that they can use to contribute to
25 any campaign. If they choose not to use it, it's

1 not used. But what it does is it forces all of
2 these candidates to go to regular people, not big
3 money bundles.

4 Additionally, I know you've heard a lot of
5 talk about ranked choice voting. One area beyond
6 the case of saving the cost of a whole separate
7 second runoff election that I urge you to
8 consider is you guys have the opportunity to
9 absolutely abolish that term spoiler in city
10 elections.

11 If you listen to the discussion of the
12 governor's race right now, everyone is talking
13 about oh, is Cynthia Nixon going to be a spoiler?
14 And I will wrap up with this. The consequence
15 for voting your conscience shouldn't be the
16 candidate that you like the least getting
17 elected. Do away with the whole spoiler process.
18 You have an unprecedented ability to do that.

19 Lastly, if you talk about a time when New
20 York City Council was really at a golden age in
21 terms of electing minorities, when I say
22 "minorities," I don't just mean ethnic and
23 gender-based minorities, but working minorities,
24 it was the 12 years that New York City had
25 proportional representation from 1933 to 1945.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 You saw a body in this city that was much more
2 representative of how the public voted.

3 So I would encourage you when you have your
4 expert testimony hearings in June, have at least
5 one evening dedicated to proportional
6 representation. Can it be implemented in 2018 in
7 a practical level in compliance with the Voters
8 Rights Act and should it be? Just one evenings
9 of experts on proportional representation, how it
10 worked in New York City and then in the '30s and
11 '40s and how it could work in the 2020s. I think
12 you would see a world of really, really
13 incredible ideas. Thank you.

14 MS. GODSIL: Thank you.

15 Any question from the commissioners?

16 All right. Thank you all so much for your
17 contributions.

18 MR. SPEAKER: Commissioner Weiser looked
19 like she wanted to ask a question.

20 MS. GODSIL: I think we all want to ask many
21 questions, but we are listening and talking.
22 Thank you so much.

23 We would like to invite Angela Connors,
24 Towaki Komatsa, Matthew Shapiro, and Jerry
25 Goldfeder.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 MR. SHAPIRO: All right. I will go first.
2 Thank you for the opportunity to testify. Good
3 evening. My name is Matt Shapiro and I'm the
4 legal director of the Street Vendor Project at
5 the Urban Justice Center. Street Vendor Project
6 is a membership-based organization with more than
7 2,000 members that sell food, merchandise and
8 artwork from trucks, carts, and tables across the
9 city. We organize vendors to make their voices
10 heard, provide legal representation, and small
11 business assistance.

12 I'm here to recommend that the New York City
13 Charter be updated to address a grave injustice
14 to the current system for allocating mobile food
15 vendors permits. Since 1983, the number of
16 citywide mobile food vending permits has been
17 capped at 3,000 by local law. These are held in
18 perpetuity by former vendors who rent them out in
19 underground market to people who are actually
20 vending from food carts and trucks on streets and
21 sidewalks.

22 The permit holders pay \$200 to the city
23 every two years, and then charge actual vendor 20
24 to \$25,000 on this underground market. The cap
25 on permits enacted more than 30 years ago has

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 allowed the secondary market to expand and thrive
2 with no benefit to the city or the vendors. As a
3 result, only those people with enough capital to
4 afford this inflated price have the right to be
5 food vendors in the city. Other vendors take
6 dangerous risks and sell without permits
7 resulting in arrests and thousand-dollar fines.

8 Street vending in New York City has always
9 been a means for mostly new immigrants to get a
10 foothold in the small business community. The
11 same vending system that once launch Fairway and
12 other beloved New York City businesses now
13 results in many vendors taking a dangerous risk
14 selling without permits on being paid a low wage
15 to work for someone who has enough capital to
16 rent a permit from the underground market price.

17 The New York City Charter should be updated
18 to require the city issue new mobile food vending
19 permits at certain intervals to eliminate this
20 underground market and provide opportunities for
21 immigrants and others looking to start a small
22 business. While there have been previous efforts
23 of the City Council to legislatively increase the
24 number of permits, those efforts were diffused by
25 a small powerful group of special interests who

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 have been historically opposed to street vendors.

2 On the contrary, we know that average
3 New Yorkers love street vendors. You just have
4 to look at the lines that form in front of the
5 coffee carts in the morning or the vendors
6 selling falafel for lunch. If they have the
7 chance, the majority of the voters would likely
8 support increasing the number of permits
9 available to provide better opportunities for
10 these small businesses struggling to achieve the
11 American dream. Thank you for the opportunity to
12 testify today.

13 MS. GODSIL: Thank you.

14 MR. KOMATSA: Hi, I'm Towaki Komatsa. I'm a
15 U.S. Navy veteran. To begin my testimony, let me
16 use testimony I gave at City Hall on March 28th
17 before Steven Levin, the Chairperson of the
18 General Welfare Committee. It was in regards to
19 Steven Banks, the commissioner of HRA. So I will
20 just play back a clip of the video.

21 (Holding up a tablet.)

22 MS. GODSIL: I'm not sure if it we can hear
23 this. I'm sorry, sir.

24 MR. KOMATSA: I will quickly summarize it.
25 So basically I had a conversation with Steven

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 Banks on December 14th at the end of the mayor's
2 town hall meeting in Brooklyn. I recorded him on
3 audio. I live in a shelter for military
4 veterans. I got assaulted. I got punched in my
5 left temple only because HRA failed to act.
6 There was an attempted assault. The landlord,
7 they are going to have a fundraiser tomorrow
8 night. They essentially did a bait and switch
9 with the apartment lease agreements with everyone
10 who lives in that building. Taxpayers pay for
11 those leases.

12 So the question is if HRA is supposed to be
13 providing oversight, they have been in the news
14 in the last three weeks and the daily news for
15 essentially committing fraud with respect to the
16 OCA, the City agency, I had asked Mr. Carrion
17 previously HRA if taxpayers are essentially
18 footing the bill and there's no oversight, people
19 like me get concussions because of that assault.

20 HRA is doing business with a company six
21 years ago. I had a conversation with Steven
22 Banks in Kew Gardens asking him if the taxpayers
23 are paying for the contracts, an ITT company
24 that's the one six years ago for which I still
25 haven't been paid, for which I have active

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 litigation, can you as a commissioner make a
2 responsible decision for procurement?

3 Stop making the people in this room
4 (inaudible) to have bank accounts of this
5 company. That still hasn't paid me for the past
6 six years and for which I need to provide
7 financial assistance for my family members.

8 Also when I met Steven Banks on March 1st at
9 the Yale Club, I told him that (inaudible)
10 judicial misconduct against me. If you take a
11 look at the report, there were 2,143 complaints
12 against state judges, only about 60 percent
13 disciplinary. So if there's no -- if there's
14 inadequate oversight of the judges throughout
15 New York State -- Mr. Bank's wife is the
16 supervisor for the Housing Courts -- isn't there
17 a conflict of interest between Mr. Banks and his
18 wife such that he should never have been
19 considered for his current position given the
20 fact if his wife is improperly supervising
21 judges?

22 Then people get illegally evicted from their
23 homes. And I have a mentally unstable roommate
24 who is now working for the Department of
25 Education. Yeah, prone to essentially assaulting

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 school kids because there's no oversight.

2 MS. GODSIL: Thank you.

3 MR. GOLDFEDER: Good evening. Thank you for
4 the opportunity to testify, Commissioners. You
5 have a daunting task to look at the entire
6 charter of the State of New York. And I'm sure
7 you are up for it. I wanted to congratulate
8 Cesar for his role, but he's not here, so I do so
9 in absentia.

10 As an election practitioner and adjunct
11 professor of election law at Fordham Law School
12 and University of Pennsylvania Law School, I
13 studied the Charter, the City Charter of New York
14 and Charter revision quite closely for over
15 30 years.

16 I've participated in what we call the
17 Citizens Charter Change in the mid-1980s and led
18 a group to initiate a Citizens Charter Commission
19 pursuant to Section 363 of the New York Municipal
20 Home Rule Law. I testified in various charity
21 revision commissions over the last number of
22 decades and have written and lectured extensively
23 on a variety of proposals for inclusion as
24 charter amendments.

25 With that in mind, I offered an amendment

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 that the Commission ought to seriously consider.
2 The accompanying democracy agenda for New York
3 City, fashioned as proposed Section 1057-F of the
4 Charter which I've attached to the testimony that
5 I have handed up. Its provisions include
6 enhanced registration and enrollment
7 opportunities, early voting, instant runoffs, and
8 no excuse absentee ballot.

9 With one bold and comprehensive stroke, this
10 democracy agenda offers the people of the City of
11 New York an opportunity to create more robust
12 elections by making it easier to vote, to
13 register and to vote. The City of New York, I
14 think the predicate question that you need to
15 face is whether or not the City of New York has
16 the authority to enact such reforms in municipal
17 elections.

18 You do. It's been articulated by various
19 experts and disinterested parties including the
20 courts a former New York Attorney General and a
21 former New York City Corporation Counsel.
22 Indeed, I testified myself before the previous
23 Commission to this effect in 2010. Over the
24 years we have established in our municipal
25 elections a highly regarded campaign finance

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 program term limits reduced petition requirements
2 and nonpartisan elections for vacancies.

3 The proposed democracy agenda will allow the
4 city to take the crucial next step in easing the
5 voting process. Thirty-seven states already have
6 early voting. New York City should join them.
7 Twelve states and the District of Columbia have
8 enacted automatic registration. New York City
9 should at least provide the opportunity to
10 register on the eve of elections. Twenty-six
11 states and Washington, D.C. allow no excuse
12 absentee voting. We should permit that as well.

13 There are many states that allow primaries.
14 I'm not in favor of open primaries, but New York
15 City voters should not have to wait almost a year
16 to change political party affiliation in order to
17 vote in a primary. An instant runoff voting
18 using 15 cities in the state of Maine would
19 eliminate an extra trip to the polls and save
20 taxpayer dollars. This was used in New York City
21 in our Board of Election -- sorry, School Board
22 elections during the 1980s and 1990s. We should
23 embrace this voting procedure for all municipal
24 elections.

25 Each of these reforms and all taken together

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 would prove to be a giant step for democracy in
2 New York City. I urge you to seriously consider
3 them. And after the -- as I said, after the
4 testimony, I actually have written out
5 Section 1057-F for your consideration with an
6 executive summary so that you can see how the
7 various proposed reforms can come into play if
8 the Charter is amended. I welcome any questions
9 or comments you have about the process, your
10 authority, and your views with regard to these
11 particular proposals.

12 MS. GODSIL: Any questions?

13 MR. SIEGAL: Thanks for coming and for doing
14 all this work. Having been friends for a long
15 time, I cannot resist having you on the witness
16 stand. So --

17 MR. GOLDFEDER: Do I need a lawyer?

18 MR. SIEGAL: You will do fine. So first
19 off, on instant runoff, I really can't believe
20 you are citing School Board elections as any
21 indication of a positive for democracy. They
22 were universally reviled so much that we
23 eliminated them and I just don't think that's a
24 good example.

25 MR. GOLDFEDER: We didn't eliminate School

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 Board elections because of instant runoff. We
2 eliminated School Board elections because three
3 people voted. Nobody voted and there was
4 corruption among those school boards. It wasn't
5 the process of the election. It was the fact
6 that these particular boards functioned
7 inappropriately.

8 MR. SIEGAL: Agreed, but they were widely
9 viewed as the most controlled elections there
10 were. But let me get to the point because I
11 think you made a very positive contribution and I
12 want to ask a bigger question which is, we are
13 charged with enhancing democracy. If you look at
14 the trends, they are abysmal in the city, that
15 the plunge in voter anticipation since 1969 is
16 more than half the people who voted 40 years ago
17 don't vote.

18 We are on the verge of having mayoral
19 elections to continue with less than a million
20 voters, when we used to have two and a half
21 million voters. Since 1989, a period in which we
22 had public financing, term limits, voter
23 assistance commission, a whole panoply of
24 pro-democracy reforms, voter participation has
25 again dropped almost by half.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 So my question is, why are we to think that
2 any of these reforms particularly instant runoff
3 are going to somehow enhance participation, and
4 how do we know the irony that those advocating
5 instant runoff are saying the solution to
6 democracy is fewer elections? Because the one
7 place where there has not been -- where there is
8 not a drop-off in voter participation is in
9 mayoral runoff elections.

10 MR. GOLDFEDER: Well, I think you raise the
11 broad question about the purpose of electoral
12 reforms. And I think you're right to raise that.
13 I don't know that instant runoff is going to
14 increase voter turnout. That's the purpose. The
15 purpose is to save taxpayer dollars, to make the
16 elections more efficient. Increased registration
17 opportunities allowing people to register up to
18 ten days before a primary or special or a general
19 will get us more people registering.

20 Will that increase turnout? Perhaps. But
21 at least it will allow people who wake up on the
22 eve of an election to register. Changing --
23 allowing the ability to change political parties
24 or change from a blank to a party member closer
25 to the election might very well increase voter

1 turnout.

2 As of now, people need to, if I want to vote
3 in this June 26, 2018, primary for Congress, and
4 I change parties, I had to have changed parties
5 25 days before the last general election. Well,
6 that's absurd. It's been upheld by the Supreme
7 Court of the United States, but that doesn't mean
8 it's wise. It that doesn't mean we should
9 continue just because it's not unconstitutional.

10 If we give people the opportunity to change
11 parties because people are energized and they
12 want to vote in a political primary, I'm not
13 suggesting that people be allowed to do so on the
14 day of the primary. But I am suggesting that
15 they allow -- they be allowed to do it within
16 30 days of that primary. That at least prevents
17 the kind of party-raiding that the laws address.

18 But it gives people an opportunity to be
19 involved in an election that they want to be
20 involved in because of charismatic candidates or
21 because of political issues and so on. So
22 whether or not those kinds of reforms will
23 increase turnout is unknown. I think it will,
24 but at least it gives people more of an
25 opportunity to be involved. And that's the

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 candid answer. I wouldn't say that one thing
2 leads to the next automatically. That would
3 be -- that just wouldn't be honest.

4 MS. WEISER: I have a question for
5 Mr. Goldfeder which is, have you thought
6 mechanically or as you know, party registration
7 deadlines are set by state law, not by city law.
8 Have you thought of the mechanics of how your
9 proposal would function? Are you suggesting
10 there would be sort of a separate party
11 registration roll that's applicable only for
12 municipal elections and would that be a request
13 for registration change also for state elections?

14 MR. GOLDFEDER: Right. So the mechanics are
15 tricky. The way this would function whether it's
16 early voting or enhanced registration or changing
17 parties, we would need a separate municipal
18 ballot. Think about it this way. A primary for
19 mayor in September, in the same primary election,
20 you might also have a primary for District
21 Attorney or for judicial delegate or for
22 Republican Party district leader or whatnot. You
23 have the authority through Charter revision to
24 make changes affect municipal elections.

25 But you can't change the election procedures

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 as they relate to a District Attorney's justice
2 for the Supreme Court, Civil Court or whatnot.
3 So you need two separate pieces of paper. You
4 need two separate ballots. And we have that on
5 occasion already. And if I change my enrollment
6 or if I register later than the state law
7 currently allows me to, I can theoretically I can
8 vote my municipal ballot, but I can't vote my
9 District Attorney ballot.

10 MS. WEISER: Are you suggesting a separate
11 registration roll as well?

12 MR. GOLDFEDER: Well, no, you mark down --
13 you don't have a separate registration
14 enrollment. What you have is an indication on
15 the voter enrollment book -- voter registration
16 book. You have an indication of when the
17 registration takes effect, when the registration
18 is done. And therefore, it could take effect for
19 the municipal ballot, but not yet take effect for
20 the District Attorney ballot.

21 And so that person is now registered and can
22 vote for mayor, but can't vote for District
23 Attorney, but can come back for the next election
24 and then vote. Same is true if there's a change
25 in enrollment. If you change parties close to

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 the primary, you can only vote for municipal
2 election, but you can't vote for District
3 Attorney because the law pertaining to the state
4 election, the nonmunicipal election doesn't allow
5 you. And that would be in the voter book. So
6 the poll workers know to give you one ballot, but
7 not the other.

8 MS. WEISER: So it's just changing what's
9 listed on the printed voter book to include the
10 enrollment?

11 MR. GOLDFEDER: That's right.

12 MR. HO: Just one really quick question
13 about the proposal to change the registration
14 cutoff date for municipal elections to ten days
15 prior to the election. Is it your understanding
16 that New York State Constitution, Article II,
17 Section 5 about the registration for state
18 elections in New York having to be completed ten
19 days before the election would prohibit the City
20 from setting an even shorter cutoff period for
21 the purposes of municipal elections?

22 MR. GOLDFEDER: No, but I'm not doing that
23 for the very reason you suggested, because it's
24 the New York State Constitution that says ten
25 days before. Everything relating to registration

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 needs to be finalized ten days before. So my
2 suggestion is that we move up the ability to
3 register.

4 So, so you can't do it later than ten days
5 before, but now the law is 25 days before. So
6 what I'm suggesting is let's make it ten days
7 before. So that's consistent with the
8 Constitution.

9 MR. HO: Yeah, no, no, I understand that.
10 Are you saying the City couldn't go beyond that?
11 Because one way --

12 MR. GOLDFEDER: Are you asking me whether we
13 can have same-day registration?

14 MR. HO: Or something shorter than ten days.

15 MR. GOLDFEDER: Only if we amend the
16 New York State Constitution. You folks can't do
17 that. That's my view. If you have a different
18 view and you want to impose same-day
19 registration, God bless you. I will vote for it.

20 MR. HO: Thank you. Thank you all so much.

21 MS. GODSIL: So our final panel is Teri
22 Hagedorn, Harpreet Toor, Bitsy Bentley, Robert
23 Hollander, and I think we will have the final
24 person in this panel as well, Rebecca Lamorte.
25 All right.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 So thank you all so much. You have the
2 honor of being our final panel. So we can hear
3 from -- why don't we just start here and go all
4 the way down.

5 MS. LAMORTE: Hello, my name is Rebecca
6 Lamorte. I am one of CBA secretaries and I would
7 like to read testimony on behalf of the Chair of
8 Manhattan Community Board 8. The City Charter
9 sets out the role of 59 community boards
10 throughout City of New York. CBA would like to
11 emphasize the importance of community boards to
12 the effective responsive governance of the city.

13 New York City is an extremely diverse city
14 and not only racially, religiously, ethnically,
15 and geographically. City determinations affect
16 each neighborhoods differently. By virtue of
17 this great urban diversity, we are as a community
18 uniquely able to inform and advise the city of
19 the needs for city services, the impact of city
20 decisions, and the potential effect of these new
21 policies.

22 Community boards are vital links between the
23 public, both business and residents, and the city
24 administration. We see from the ground level the
25 localized impact of potential city policies. We

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 are able to respond quickly to the public's
2 concerns. We are the liaison between the public
3 and the city agencies and elected officials.
4 Giving our community a voice, we need to have the
5 city maintain and even strengthen its ear.

6 Each policy and decision potentially has a
7 different impact on each of the 59 diverse
8 geographic areas of the community boards. We are
9 the most effective way to communicate the effect
10 of those policies and decisions on our
11 communities and the public's concerns. Living or
12 working in these areas, we see the disparate
13 effect of various policies on different
14 neighborhoods. Inviting the public to come see
15 us with their views and city-related problems, we
16 are the voice of the public.

17 As such, we play an essential advisory role
18 to the city agencies that do not have the funds,
19 time, or manpower to assess each policy's impact
20 on each community. Community boards are vital.
21 Without expressing a view at this time towards
22 either City Charter Commission or any of the
23 Charter provisions, we urge that, in the request
24 to examine the City Charter, the important role
25 of community boards be respected and

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 strengthened. Thank you.

2 MS. GODSIL: Thank you.

3 MR. HOLLANDER: Good evening, Commissioners.
4 Thank you for the important work that you are
5 doing and the time that you are putting into it.
6 My name is Rob Hollander. I am a professor of
7 linguistics at City University at Hunter College
8 and John Jay College of Criminal Justice.
9 Tonight I am here as the secretary of the
10 Chinatown Working Group which is a community
11 planning process group based in Chinatown.

12 My testimony concerns the obstacles that the
13 City places on a community planning process.
14 These plans reflect broad community consensus.
15 The Chinatown Working Group includes 63 community
16 organizations in this Chinatown in the Lower East
17 Side. The city processing costs of implementing
18 these plans set impossible hurdles for low-income
19 communities, while the Sutton Place community
20 with its deep pockets was able to promote its own
21 rezoning. The Chinatown Working Group does not
22 have the resources for that kind of a process.

23 Specifically for the process, the
24 environmental impact statements, this is I think
25 a fundamental injustice because it allows

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 communities of wealth to have self-determination
2 and it prevents self-determination for
3 communities of low-income. And is sort of
4 aggravates the problem that, you know, community
5 of wealth has in the marketplace greater options
6 in the first place for self-determination and
7 here the government is actually following that
8 grain and tilting the playing field even further
9 rather than trying to level the field.

10 So we would like to see the costs of the
11 environmental impact statement removed from that
12 process. I think there are a number of different
13 ways that the Charter could do that. It would be
14 possible for an independent assessment made of a
15 community planning process where a report could
16 be issued on whether the planning process is
17 actually viable and of the consequences would be
18 that would be a very inexpensive way to show that
19 this process is a useful process.

20 Currently, the only waiver for the process
21 is highly politicized because it can only be done
22 through the borough president. The borough
23 president appoints all the community board
24 members and this, and the community board members
25 are not elected. So this is a kind of incestuous

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 political process for the community board
2 themselves include other neighborhoods than a
3 specific neighborhood that might be rezoned. So
4 the entire thing is much more politically
5 complex.

6 But you could also ask that a certain
7 percentage of local residents of the rezoning
8 area are signed off on some kind of petition and
9 that would be part of the way to move forward a
10 community-based planning process. Chinatown
11 Working Group as I said is, you know, 60-plus
12 organizations, local organizations. We worked
13 for seven years to come up with a planning
14 process, and we cannot move it forward because we
15 simply don't have the money.

16 MS. GODSIL: Thank you so much.

17 MS. BENTLEY: Hi, I'm Bitsy Bentley and this
18 is my very first time attending one of these
19 things. And it's been totally fascinating and
20 I've learned so much. And it's been super-cool
21 to, like, hear everybody's thoughts about things.
22 And the reason why I wanted to come tonight is
23 because I have this fantasy that, like, 150 years
24 from now, everybody when they graduate from high
25 school, they do a couple of years of civil

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 service and they use that for college and a big
2 part of what they do in that process is to
3 actually implement participatory democracy
4 processes.

5 And so when I found out about Lander's
6 proposal for the Office of Civic Engagement, I
7 was like oh, my goodness, this is, like, the
8 coolest thing. This is perfectly exactly putting
9 us on the path to my dream 150 years from now.
10 And so I just wanted to be here to voice my
11 support for that.

12 And then two things that for me were really
13 interesting and compelling about that proposal
14 were the expansion of participatory budgeting as
15 well as the year in service. And the year in
16 service in particular I think is really, really
17 important because one of the things that I see an
18 awful lot is that it takes a lot of privilege to
19 be able to sit here at this microphone and be
20 here on a Wednesday night and actually have the
21 time.

22 It takes a lot of privilege for me to
23 actually be able to, like, read the entire
24 Charter because I've got enough time to do it. I
25 have the education and the resources and the

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 support to do those things and there are so many
2 people in our communities with so much less than
3 I have that aren't able to be here. And for me,
4 things like a year in service, things like the
5 Office of Civic Engagement, those are the things
6 that provide the path for people to be able to
7 have that kind of engagement.

8 There's so much dissatisfaction right now
9 with our government. There's so much
10 dissatisfaction with the way that our communities
11 are being managed. And I think for a lot of
12 people it's because there's just a lack of
13 exposure and a lack of experience.

14 When I talk to people who work in city
15 government, when I talk to people who are civil
16 servants, these are amazing folks that are trying
17 to make the world a better place. And that's a
18 really wonderful and beautiful thing. But
19 there's so little exposure that we have as
20 average everyday citizens. A few years ago, I
21 have been living in New York for 12 years. And a
22 few years ago, I had this realization that, like,
23 when I was agreeing up in a small town in
24 Minnesota, my mom taught the kids in the
25 community that I grew up in and my dad went to

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 the power plant, the electricity for the
2 community that I grew up in.

3 And I live in New York City and at the time
4 I was a market research executive and I could
5 have done my job anywhere. I didn't have any
6 kind of relationship with my city. I didn't have
7 any kind of relationship with my community. So
8 I'm really excited at the idea of something like
9 an Office of Civic Engagement because it provides
10 the opportunity for people like me to be able to
11 engage in the community. But even more
12 importantly than that, it gives an opportunity
13 for people with less resources than I have to
14 actually be a part of city government.

15 MR. TOOR: Thank you. My name is Harpreet
16 Toor. You have a problem pronouncing it; it's
17 not the first time. Everybody does. Thank you,
18 Commissioners, for giving me this opportunity.
19 Basically, you know, I have been listening. I
20 came with something else to say, but after
21 listening to people here, there are a few things
22 which from my personal experience I am going to
23 share which I am definitely you need to look at
24 when you sit down and look at those revisions for
25 the Charter.

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 The 2020 Census, even though the consulate
2 said that redistricting will take place in 2020,
3 it will be in 2022. Last time the Census took
4 place, redistricting when we walked down,
5 literally we were told that the area which we
6 were planning to have together it was divided
7 into six sections.

8 The councilman who was literally walking on
9 the street while he has (inaudible) he got
10 elected finally he is behind the bars right now.
11 So those kind of people who run, there should be
12 some sort of checks. We are talking what I've
13 seen happen in India. This is definitely a
14 better place, but these things are happening.
15 Seeing what happened in India, criminal and you
16 run over here, a criminal over here. And he won.
17 Those, the way the Census is conducted and how
18 those numbers are used in redistricting, that is
19 one I would definitely like you to look at.

20 Number two is linguistic participation.
21 Reading about it, but I found out there's a
22 hearing going on and this whole thing for me, it
23 was, like, in the last 24, 36 hours I will go and
24 do it. Linguistically, we can talk a million
25 plans here. If linguistically those people we

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 are working for whom we are trying to make the
2 life easy, if they cannot understand what the
3 city is trying to do, how they will participate
4 and tell you or me or anybody what they are
5 looking for.

6 That's number three, and I know the time is
7 really constrained and I'm -- I will try to say
8 it in three and a half minutes. And the other
9 thing is that the way the redistricting come from
10 the federal and the state, I literally have seen
11 because in 2010 Census. I worked in southeast
12 Queens. The whole southeast Queens, I have seen
13 literally walking street after street which was
14 not in even paved, not taken care of because
15 funds do not get directed.

16 Based on those communities, they do not
17 participate. The reason they do not
18 participation is because they did not know about
19 it, but they do not understand those things.

20 MS. GODSIL: Thank you very much. I think
21 we are going to switch the microphone.

22 MS. HAGEDORN: Hi. Thank you for the chance
23 to testify. I know everybody's tired and hungry,
24 so I will make this very fast. My name is Teri
25 Hagedorn and I am a volunteer member of the

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 New York chapter of Represent Us which is a
2 national anticorruption organization. And our
3 mission is to pass tough anticorruption laws in
4 cities and states across America and to end the
5 legalized corruption that has come to define
6 modern politics the it's a big task. A big
7 component of our efforts is campaign finance
8 reform. Obviously it's a priority for the mayor
9 and for you as well.

10 And as we have been talking about tonight,
11 even though New York has one of the best public
12 match systems in America with up to 55 percent of
13 the campaign spending provided by the public
14 funds, we are still seeing a lot more wealthy
15 donors than we really should. And Represent Us
16 New York did a study with Reinvent Albany and
17 found in 2017, 68 percent of council members'
18 campaign funds came from donations over \$500, and
19 54 percent came from donations over \$1,000. So
20 it's obviously a lot of money, and especially
21 when you consider that 60 percent of New Yorkers
22 haven't saved even three months' savings.

23 So one of the solutions to the problem is to
24 increase the amount of available public spending.
25 And it's something that Mayor de Blasio mentioned

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 in his State of the State address when he said
2 our goal is for elections to be funded primarily
3 by public dollars, thereby greatly reducing the
4 power of big money. So there's an existing bill.
5 And we actually have the man up here tonight. I
6 did not know we would. Ben Kallos, his bill, the
7 introduction of 732 which would raise the public
8 financing cap up to 85 percent.

9 Personally I like the voucher program, in
10 Seattle as well. But I feel like this bill is
11 it's a manageable, incremental step. And I feel
12 like if New Yorkers have a chance to have
13 matching funds in their elections they would vote
14 yes, and that it would help to bring in new
15 candidates, more civic engagement and build
16 greater faith in our elected officials.

17 And there's actually a study released in
18 June 2017 talking about the benefits and campaign
19 finance reform which included greater racial and
20 class diversity among donors, more women running
21 for office, and increased number of donors and
22 more quality time with constituents. I have in
23 my testimony some of the other descriptions of
24 these types of campaign finance programs.

25 And just on a personal notes because I have

2018 CHARTER REVISION - 5/9/2018 - MANHATTAN

1 40 seconds, I'm from a small town in
2 North Carolina where, you know, a state like has
3 to be dragged into the next century. And I moved
4 to New York because of its progressive politics
5 and I'm excited to see what this council, this
6 Commission can bring forward. Thank you.

7 MS. GODSIL: Thank you all.

8 Any questions from the commissioners?

9 Thank you all so much. And thanks to
10 everyone for staying here tonight. It's been an
11 amazingly informative and value opportunity for
12 us to hear from people. And please come up to
13 further meetings we will be having going forward.
14 And again, thanks everyone. Good evening.

15 Is there a motion to adjourn?

16 MR. BRAGG: So moved.

17 MS. GODSIL: And a vote? All in favor?

18 (A chorus of ayes.)

19 MS. GODSIL: Any opposed?

20 The meeting is adjourned.

21 (Whereupon, at 8:56 p.m., the above matter
22 was concluded.)

23

24 o o o o

25

\$	1st [1] - 103:8	32BJ [5] - 3:21, 62:6, 64:3, 64:16, 66:7	A
\$1,000 [1] - 125:19 \$1,100 [1] - 32:19 \$10 [4] - 32:6, 33:6, 36:8, 36:13 \$100 [3] - 28:23, 32:18, 36:9 \$168,000 [1] - 34:2 \$175 [3] - 35:24, 50:12, 50:16 \$2,000 [1] - 35:3 \$200 [1] - 99:22 \$25,000 [1] - 99:24 \$250 [1] - 96:24 \$4,950 [5] - 28:25, 30:16, 30:18, 31:9, 33:1 \$5,000 [2] - 36:5, 50:8 \$500 [1] - 125:18	2	34 [1] - 13:23 35 [1] - 49:8 36 [2] - 47:2, 123:23 363 [1] - 104:19 38 [2] - 31:6, 31:8 384,880 [1] - 47:4 39 [1] - 77:5 39th [1] - 86:18	abhorrent [1] - 59:21 ability [8] - 15:16, 21:7, 63:14, 64:17, 85:16, 97:18, 109:23, 114:2 able [24] - 7:10, 16:5, 41:2, 41:3, 41:16, 47:18, 62:25, 67:20, 70:19, 75:12, 76:1, 79:1, 87:1, 89:18, 94:1, 115:18, 116:1, 117:20, 120:19, 120:23, 121:3, 121:6, 122:10 abolish [1] - 97:9 about [69] - 3:11, 4:14, 5:5, 5:23, 7:25, 9:14, 10:14, 13:12, 15:18, 21:17, 23:17, 23:19, 23:21, 23:23, 24:8, 24:12, 26:9, 33:20, 34:2, 36:11, 38:1, 43:20, 46:18, 49:19, 52:19, 54:20, 57:3, 58:25, 59:11, 59:13, 61:9, 63:15, 66:9, 67:8, 70:24, 72:3, 72:16, 72:18, 72:21, 73:13, 74:15, 74:19, 76:8, 76:9, 83:17, 85:20, 86:1, 87:7, 88:3, 88:4, 89:19, 95:20, 97:5, 97:13, 97:19, 103:12, 107:9, 109:11, 111:18, 113:13, 113:17, 119:21, 120:5, 120:13, 123:21, 124:18, 125:10, 126:18 above [3] - 85:17, 127:21, 128:8 absentee [2] - 105:8, 106:12 absentia [1] - 104:9 absolutely [5] - 11:11, 52:8, 95:25, 96:13, 97:9 absurd [1] - 110:6 abuse [2] - 10:16, 91:13 abuses [1] - 90:25 abysmal [1] - 108:14 access [7] - 3:14, 14:16, 29:10, 52:20, 88:23, 94:1, 94:18 accessed [1] - 93:22 accessible [2] - 4:12, 14:19 accommodate [1] - 18:6 accompanying [1] - 105:2 according [1] - 73:17 account [1] - 60:7 accountability [7] - 10:12, 11:10, 12:14, 12:18, 12:22, 18:25, 22:20 accountable [11] - 10:18, 10:23, 10:25, 11:16, 12:1, 12:24, 57:17, 59:19, 63:3, 69:7, 69:13 accountants [1] - 96:4
'	3	4	
'30s [1] - 98:10 '40s [1] - 98:11	2,000 [4] - 29:3, 36:4, 91:4, 99:7 2,143 [1] - 103:11 2,700 [1] - 29:3 20 [2] - 18:10, 99:23 20,000 [2] - 93:15, 93:23 2000 [1] - 16:19 2000s [1] - 84:8 2001 [1] - 84:1 2003 [2] - 46:3 2004 [1] - 94:14 2009 [2] - 13:11, 71:16 2010 [3] - 49:20, 105:23, 124:11 2011 [1] - 84:2 2012 [1] - 13:13 2013 [4] - 33:8, 33:22, 55:13, 71:18 2014 [1] - 13:19 2015 [1] - 93:19 2016 [1] - 46:13 2017 [9] - 11:4, 33:9, 35:16, 37:18, 66:4, 71:18, 93:19, 125:17, 126:18 2018 [7] - 1:1, 1:6, 2:2, 2:4, 98:6, 110:3, 128:15 2020 [3] - 39:11, 123:1, 123:2 2020s [1] - 98:11 2021 [4] - 30:10, 31:7, 31:19 2022 [1] - 123:3 2029 [1] - 30:11 21-member [2] - 21:21, 21:22 21st [2] - 14:11, 15:13 24 [2] - 92:13, 123:23 25 [5] - 10:4, 46:20, 46:24, 110:5, 114:5 26 [1] - 110:3 27 [1] - 90:6 28th [1] - 101:16 29 [2] - 15:21, 80:21 29-year [1] - 15:20 294,000 [1] - 93:17	5	
1		6	
1,000 [2] - 29:4, 36:4 100 [2] - 36:2, 76:10 100,000 [1] - 75:9 10018 [1] - 1:4 1057-F [2] - 105:3, 107:5 10th [1] - 128:15 11 [4] - 79:13, 81:3, 88:7, 89:24 11-year-olds [1] - 89:6 12 [3] - 14:4, 97:24, 121:21 12-year-old's [1] - 82:20 1225 [1] - 32:20 125,000 [1] - 91:2 14 [1] - 94:15 14th [1] - 102:1 15 [2] - 77:14, 106:18 150 [2] - 119:23, 120:9 16 [1] - 46:22 16,000 [1] - 34:9 163,000 [1] - 62:7 168 [1] - 34:10 17 [2] - 22:8, 24:12 175 [3] - 32:19, 50:19 18 [1] - 16:22 18,000 [1] - 34:8 182 [1] - 34:10 190 [1] - 81:2 1933 [1] - 97:25 1945 [1] - 97:25 1969 [1] - 108:15 1980s [1] - 106:22 1983 [1] - 99:15 1988 [2] - 27:19, 46:2 1989 [1] - 108:21 1990s [2] - 69:23, 106:22	3 [1] - 32:23 3,000 [1] - 99:17 3,300 [1] - 80:24 3,850 [1] - 31:9 30 [7] - 46:20, 46:23, 46:25, 92:19, 99:25, 104:15, 110:16 300 [1] - 36:14 300,000 [2] - 32:6, 42:3 31 [1] - 90:7 31,000 [1] - 36:12	7	
		8	
		9	
		4,700-plus [1] - 13:16 40 [5] - 47:3, 49:13, 92:18, 108:16, 127:1 436 [1] - 93:20 476 [1] - 1:4 48 [1] - 59:15	
		5 [1] - 113:17 5,000 [1] - 34:10 50 [3] - 39:13, 39:16, 91:15 50A [1] - 23:7 54 [1] - 125:19 55 [3] - 28:19, 50:3, 125:12 59 [2] - 115:9, 116:7 5th [1] - 1:4	
		60 [3] - 62:12, 103:12, 125:21 60-plus [1] - 119:11 63 [1] - 117:15 68 [1] - 125:17 6:00 [1] - 2:4 6:13 [1] - 1:6	
		7 [1] - 34:13 70,000 [2] - 72:24, 73:1 73 [1] - 11:4 732 [1] - 126:7	
		8 [1] - 115:8 80 [2] - 44:6, 91:6 85 [4] - 28:19, 35:25, 50:3, 126:8 85,000 [2] - 62:9, 72:23 8:56 [1] - 127:21	
		9 [2] - 1:6, 2:4 9,540 [1] - 33:7 90 [2] - 47:8, 92:10 98 [1] - 30:11	

<p>accounts [1] - 103:4 achieve [2] - 19:14, 101:10 ACLU's [1] - 4:10 across [12] - 20:23, 26:16, 29:4, 57:7, 57:14, 83:25, 86:6, 87:1, 87:2, 99:8, 125:4 Act [1] - 98:8 act [5] - 60:24, 71:8, 73:17, 78:5, 102:5 action [4] - 18:22, 68:10, 68:11, 128:11 actions [3] - 61:1, 69:2, 89:21 active [9] - 14:12, 45:25, 64:11, 66:21, 67:5, 67:17, 79:2, 84:4, 102:25 activism [1] - 80:9 activist [2] - 45:24, 66:9 activists [1] - 85:20 activities [3] - 41:20, 43:18, 71:3 activity [2] - 33:23, 70:20 actual [1] - 99:23 actually [31] - 15:6, 16:4, 21:19, 21:23, 22:25, 29:6, 43:3, 49:9, 49:23, 50:10, 50:15, 51:10, 54:15, 60:15, 64:10, 65:19, 72:5, 85:18, 86:4, 89:19, 93:21, 99:19, 107:4, 118:7, 118:17, 120:3, 120:20, 120:23, 122:14, 126:5, 126:17 acute [2] - 22:23, 65:5 ad [1] - 65:22 add [1] - 22:14 added [1] - 89:3 adding [1] - 65:23 addition [2] - 12:4, 64:22 additional [6] - 7:17, 22:14, 27:8, 70:7, 73:25, 89:25 additionally [4] - 13:23, 94:4, 96:14, 97:4 address [10] - 2:17, 21:7, 26:11, 27:1, 45:22, 59:2, 76:2, 99:13, 110:17, 126:1 addressing [2] - 12:18, 81:9 adequate [1] - 25:5 adjourn [1] - 127:15 adjourned [1] - 127:20 adjunct [1] - 104:10 administered [1] - 43:10 administration [3] - 38:25, 48:22, 115:24 Administrative [1] - 11:6 administrative [1] - 49:2 adopt [3] - 13:21, 57:3, 57:12 adopted [2] - 57:2, 57:5 advance [4] - 6:4, 18:24, 19:3, 21:4</p>	<p>advise [1] - 115:18 advisor [1] - 48:8 Advisory [3] - 49:21, 52:25, 53:8 advisory [1] - 116:17 advocacy [3] - 34:21, 42:13, 83:17 advocate [1] - 39:18 advocates [3] - 42:17, 81:21, 85:9 advocating [1] - 109:4 affect [3] - 85:7, 111:24, 115:15 affiliation [1] - 106:16 affirmed [1] - 77:7 afford [1] - 100:4 affordability [1] - 19:18 affordable [1] - 19:19 afforded [1] - 8:13 African [3] - 46:21, 46:22, 47:14 African-American [3] - 46:21, 46:22, 47:14 after [11] - 2:4, 9:18, 11:23, 30:10, 37:5, 46:13, 55:14, 107:3, 122:20, 124:13 afterwards [1] - 38:16 again [17] - 4:19, 6:2, 7:9, 7:13, 7:20, 7:24, 8:11, 8:19, 8:24, 9:11, 9:16, 33:10, 40:1, 83:13, 84:8, 108:25, 127:14 against [10] - 18:23, 37:7, 37:12, 37:14, 42:17, 45:14, 52:18, 63:4, 103:10, 103:12 age [7] - 78:17, 79:13, 81:2, 86:6, 88:7, 89:4, 97:20 agencies [11] - 14:21, 20:23, 22:13, 26:17, 77:24, 78:15, 82:7, 82:10, 88:16, 116:3, 116:18 agency [6] - 15:4, 15:24, 80:3, 94:7, 94:9, 102:16 agenda [4] - 92:13, 105:2, 105:10, 106:3 aggravates [1] - 118:4 aggregate [1] - 25:12 agile [1] - 13:21 ago [8] - 75:4, 86:25, 99:25, 102:21, 102:24, 108:16, 121:20, 121:22 agreed [1] - 108:8 agreeing [1] - 121:23 agreements [1] - 102:9 ahead [1] - 65:17 airports [1] - 62:11 Akchin [1] - 90:16 Albany [4] - 48:8, 59:14, 68:19, 125:16</p>	<p>Alex [3] - 40:6, 48:7, 54:19 Alexis [2] - 9:19, 18:3 Alison [3] - 56:2, 61:25, 62:5 all [79] - 2:5, 3:1, 3:14, 4:8, 4:19, 5:5, 5:23, 6:5, 7:4, 11:16, 14:9, 14:15, 14:18, 14:19, 18:6, 19:13, 19:23, 23:10, 27:9, 30:21, 31:20, 34:19, 36:7, 36:12, 36:13, 37:19, 41:21, 41:23, 44:9, 44:17, 45:13, 49:14, 52:9, 53:10, 53:23, 55:25, 56:4, 58:8, 58:24, 61:2, 61:18, 62:14, 62:23, 63:23, 64:13, 69:4, 69:8, 69:16, 70:1, 71:4, 71:14, 71:21, 72:24, 74:1, 81:24, 83:1, 85:2, 86:6, 86:13, 90:12, 93:14, 95:4, 97:1, 98:16, 98:20, 99:1, 106:23, 106:25, 107:14, 114:20, 114:25, 115:1, 115:3, 118:23, 127:7, 127:9, 127:17 allocate [1] - 76:9 allocated [2] - 75:18, 84:22 allocating [1] - 99:14 allow [11] - 29:11, 65:1, 65:9, 65:11, 93:6, 106:3, 106:11, 106:13, 109:21, 110:15, 113:4 allowed [9] - 39:13, 40:21, 40:23, 41:10, 60:6, 92:12, 100:1, 110:13, 110:15 allowing [6] - 47:16, 56:5, 65:8, 83:10, 109:17, 109:23 allows [3] - 8:4, 112:7, 117:25 alluded [1] - 96:18 almost [5] - 10:20, 56:25, 84:7, 106:15, 108:25 along [3] - 50:9, 62:14, 76:21 already [12] - 2:8, 42:21, 45:2, 45:7, 49:24, 70:2, 77:8, 77:13, 79:1, 91:22, 106:5, 112:5 also [40] - 2:21, 14:20, 16:23, 19:19, 20:9, 21:6, 21:15, 29:14, 30:6, 32:9, 32:22, 43:18, 46:2, 48:24, 49:18, 53:25, 58:17, 63:10, 66:2, 76:25, 77:18, 78:8, 79:6, 79:13, 79:21, 82:20, 83:20, 83:24, 87:4, 90:10, 91:16, 91:19, 94:10, 94:19, 94:20, 94:23, 103:8, 111:13, 111:20, 119:6 alternative [1] - 29:12 alternatives [1] - 64:1 although [1] - 49:19</p>	<p>Alvaader [4] - 40:5, 45:18, 45:19, 45:23 always [3] - 27:17, 40:18, 100:8 am [35] - 2:20, 3:3, 3:7, 21:15, 28:12, 31:7, 31:16, 36:17, 37:10, 38:12, 40:15, 40:17, 40:20, 40:21, 56:5, 66:7, 66:9, 67:5, 73:12, 76:25, 83:16, 83:20, 84:3, 87:6, 95:14, 110:14, 115:6, 117:6, 117:9, 122:22, 122:23, 124:25, 128:10, 128:12 amazing [2] - 84:19, 121:16 amazingly [1] - 127:11 amend [2] - 5:9, 114:15 amended [1] - 107:8 amendment [7] - 10:8, 11:18, 11:20, 12:6, 12:12, 64:20, 104:25 Amendment [2] - 43:13, 52:20 amendments [1] - 104:24 America [3] - 64:24, 125:4, 125:12 American [7] - 40:17, 41:3, 46:21, 46:22, 47:14, 47:17, 101:11 among [3] - 50:14, 108:4, 126:20 amount [5] - 11:2, 33:9, 34:2, 85:14, 125:24 amounts [2] - 36:23, 95:7 analogous [1] - 20:24 analyses [1] - 55:12 analysis [1] - 25:11 anecdote [2] - 30:15, 30:21 Angela [1] - 98:23 Angeles [2] - 29:17, 38:4 ANGELO [7] - 1:15, 3:6, 37:1, 37:3, 39:6, 67:20, 90:2 Angelo [2] - 3:5, 3:7 Annetta [1] - 3:25 ANNETTA [1] - 1:18 another [6] - 12:25, 15:24, 29:5, 29:8, 63:15, 85:25 answer [6] - 17:4, 17:10, 25:15, 58:24, 67:21, 111:1 answered [2] - 87:9, 88:24 answering [1] - 87:6 answers [2] - 16:25, 17:11 anticipation [1] - 108:15 anticorruption [2] - 125:2, 125:3 Antonio [1] - 37:13 any [53] - 5:12, 7:25, 8:17, 8:25, 21:12, 22:7, 22:12, 23:20, 24:1, 24:5, 25:10,</p>
--	---	---	--

<p>27:8, 30:15, 30:22, 33:12, 33:14, 33:15, 35:24, 47:7, 50:16, 52:1, 52:21, 54:18, 55:24, 56:11, 56:18, 66:21, 67:19, 68:25, 70:7, 71:5, 71:11, 71:13, 73:20, 73:25, 86:11, 89:25, 91:5, 91:13, 92:13, 96:25, 98:15, 107:8, 107:12, 107:20, 109:2, 116:22, 122:5, 122:7, 127:8, 127:19, 128:10 anybody [2] - 95:5, 124:4 anyone [6] - 7:22, 23:17, 23:20, 30:16, 74:4, 88:6 anything [6] - 15:5, 30:16, 36:1, 53:15, 76:18, 84:16 anyway [1] - 71:21 anywhere [1] - 122:5 apart [1] - 71:11 apartment [1] - 102:9 apologize [1] - 40:8 appearance [1] - 32:16 appleton [1] - 74:7 Appleton [2] - 74:2, 74:10 APPLETON [1] - 74:8 applicable [1] - 111:11 applies [1] - 51:8 apply [1] - 75:6 appoint [1] - 4:22 appointed [4] - 5:14, 11:21, 23:23, 61:18 appointees [1] - 92:11 appoints [1] - 118:23 appreciate [4] - 24:2, 34:20, 58:18, 89:1 appreciated [1] - 95:11 appreciation [1] - 82:10 approval [1] - 82:8 archaic [1] - 29:13 ARCHER [4] - 1:16, 4:16, 26:8, 27:7 Archer [1] - 4:17 are [208] - 2:2, 2:6, 3:1, 5:25, 7:2, 7:16, 7:25, 8:8, 8:17, 10:3, 10:5, 10:7, 10:11, 11:1, 11:8, 11:25, 12:10, 12:13, 12:24, 13:9, 14:10, 14:15, 14:23, 15:12, 15:15, 17:1, 17:12, 17:17, 18:4, 20:7, 22:5, 22:7, 22:8, 22:12, 23:5, 23:22, 24:13, 25:10, 26:5, 26:20, 27:3, 29:17, 30:4, 30:8, 31:24, 31:25, 32:1, 32:12, 32:25, 33:1, 33:19, 34:15, 35:14, 36:13, 36:18, 37:22, 38:11, 39:24, 40:22, 40:24, 41:11, 41:16, 42:2, 42:23, 43:9, 43:11, 44:3, 44:15, 44:16, 44:20, 45:4, 46:7, 46:10,</p>	<p>46:19, 46:20, 46:23, 46:24, 47:2, 47:4, 47:6, 49:9, 50:15, 52:2, 52:9, 52:12, 52:17, 53:23, 54:14, 55:13, 55:18, 56:17, 58:25, 59:4, 60:5, 60:13, 61:15, 61:16, 62:13, 63:2, 64:6, 64:24, 65:4, 65:25, 67:21, 67:23, 68:3, 68:5, 68:8, 68:19, 70:12, 70:18, 71:19, 71:24, 72:15, 72:17, 72:20, 72:25, 73:13, 75:16, 76:7, 77:8, 77:9, 78:12, 78:13, 78:14, 78:16, 78:20, 78:22, 78:23, 78:25, 82:22, 83:2, 84:2, 87:15, 88:1, 88:17, 89:17, 89:18, 89:20, 89:21, 89:22, 90:3, 90:6, 91:7, 92:10, 92:11, 92:22, 93:4, 93:17, 93:25, 94:12, 94:19, 95:11, 95:21, 96:8, 96:10, 98:21, 99:17, 102:7, 102:17, 102:23, 104:7, 106:13, 107:20, 108:12, 108:14, 108:18, 109:1, 109:3, 109:5, 110:11, 111:7, 111:9, 111:14, 112:10, 114:10, 114:12, 115:17, 115:22, 116:1, 116:2, 116:8, 116:16, 116:20, 117:4, 117:5, 118:12, 118:25, 119:8, 121:1, 121:5, 121:11, 121:16, 122:21, 123:12, 123:14, 123:18, 124:1, 124:4, 124:21, 125:14 area [5] - 9:6, 9:14, 97:5, 119:8, 123:5 areas [8] - 9:9, 14:7, 22:21, 24:25, 57:12, 88:22, 116:8, 116:12 aren't [2] - 36:3, 121:3 argue [2] - 39:14, 52:15 arguing [1] - 30:1 argument [7] - 43:2, 43:3, 56:21, 58:2, 58:3, 69:15, 69:16 arguments [1] - 51:24 around [8] - 14:2, 14:22, 15:7, 20:25, 57:23, 68:16, 77:21, 85:5 arrests [1] - 100:7 arrive [1] - 8:14 Article [1] - 113:16 articulated [1] - 105:18 artwork [1] - 99:8 as [128] - 2:15, 2:19, 2:24, 4:20, 5:15, 6:20, 6:25, 7:2, 7:5, 7:6, 7:17, 7:24, 8:1, 9:5, 10:2, 10:11, 11:1,</p>	<p>16:8, 18:18, 19:5, 20:18, 24:7, 24:21, 25:9, 28:3, 29:12, 31:5, 33:1, 33:25, 37:8, 37:19, 38:11, 40:13, 40:19, 41:15, 41:18, 42:18, 44:24, 46:5, 46:25, 49:13, 50:25, 54:12, 54:13, 56:9, 58:2, 58:21, 62:4, 63:10, 63:18, 64:1, 64:8, 64:13, 66:24, 67:15, 67:22, 68:25, 70:5, 73:6, 74:11, 75:1, 77:20, 78:13, 79:13, 80:4, 80:9, 80:20, 81:2, 82:7, 82:11, 83:5, 83:19, 83:21, 84:10, 84:18, 85:15, 86:15, 88:24, 89:8, 89:15, 90:23, 90:24, 92:4, 93:11, 93:14, 94:6, 94:23, 96:14, 100:2, 103:1, 104:10, 104:23, 105:3, 106:12, 107:3, 107:20, 108:9, 110:2, 111:6, 112:1, 112:11, 114:24, 115:17, 116:17, 117:9, 119:11, 120:14, 120:15, 121:19, 125:9, 125:10, 126:10 Asian [2] - 47:1, 47:2 ask [16] - 8:6, 9:12, 21:12, 21:17, 22:16, 32:6, 33:3, 60:11, 61:18, 61:19, 65:16, 73:16, 98:19, 98:20, 108:12, 119:6 asked [4] - 9:6, 22:6, 25:2, 102:16 asking [4] - 33:6, 41:9, 102:22, 114:12 aspects [1] - 8:1 assault [2] - 102:6, 102:19 assaulted [1] - 102:4 assaulting [1] - 103:25 assembly [4] - 37:8, 37:12, 37:16, 37:19 Assembly [2] - 37:14, 38:2 assert [2] - 43:12, 43:17 asserting [1] - 42:17 assertion [1] - 41:15 assess [1] - 116:19 assessment [2] - 65:14, 118:14 assign [1] - 8:9 assignment [1] - 24:22 Assistance [1] - 52:24 assistance [4] - 53:24, 99:11, 103:7, 108:23 associated [1] - 71:5 association [2] - 35:10, 68:4 associations [2] - 41:15, 41:18 Associations [1] - 35:9 asymmetrical [1] - 22:19</p>	<p>at [84] - 2:4, 2:8, 2:9, 2:15, 2:16, 2:21, 3:7, 3:18, 4:6, 4:7, 4:17, 5:12, 5:17, 5:23, 6:23, 8:2, 8:14, 9:10, 15:24, 22:1, 23:10, 23:25, 25:3, 28:11, 28:23, 30:12, 34:4, 39:3, 42:1, 42:21, 43:8, 49:4, 49:21, 54:8, 55:1, 61:19, 65:1, 67:22, 67:23, 70:3, 70:4, 71:21, 73:4, 73:7, 74:21, 75:17, 79:13, 83:20, 84:25, 88:7, 89:5, 89:7, 89:10, 92:7, 92:13, 97:20, 98:4, 99:4, 99:17, 100:19, 101:4, 101:16, 102:1, 103:8, 103:11, 104:5, 104:11, 106:9, 108:13, 109:21, 110:16, 110:24, 116:21, 117:7, 120:19, 122:3, 122:8, 122:23, 122:24, 123:19, 127:21 attached [1] - 105:4 attempt [1] - 46:3 attempted [1] - 102:6 attendance [2] - 92:5, 92:10 attending [1] - 119:18 attention [4] - 56:22, 58:17, 60:11, 74:9 attest [1] - 64:9 Attorney [7] - 69:3, 105:20, 111:21, 112:9, 112:20, 112:23, 113:3 Attorney's [1] - 112:1 AUDIENCE [1] - 11:14 audio [1] - 102:3 authority [3] - 105:16, 107:10, 111:23 automatic [1] - 106:8 automatically [3] - 29:12, 92:6, 111:2 available [8] - 7:6, 7:9, 7:12, 15:8, 30:12, 78:25, 101:9, 125:24 Avenue [1] - 1:4 average [2] - 101:2, 121:20 avoid [1] - 92:20 aware [4] - 22:7, 22:12, 52:3, 56:9 away [3] - 28:7, 72:6, 97:17 awful [2] - 34:13, 120:18 Ayala [1] - 37:12 eyes [1] - 127:18</p>
B			
<p>back [12] - 28:7, 35:22, 36:2, 37:23, 39:2, 39:20, 42:17, 51:15, 60:23, 63:4, 101:20, 112:23</p>			

<p>backgrounds [1] - 79:20 bad [1] - 39:5 bait [1] - 102:8 ballot [22] - 16:1, 29:10, 29:12, 32:11, 40:2, 47:22, 51:14, 61:6, 65:14, 65:20, 70:1, 77:20, 78:5, 82:13, 82:18, 105:8, 111:18, 112:8, 112:9, 112:19, 112:20, 113:6 ballots [5] - 47:7, 77:15, 81:19, 85:2, 112:4 bank [2] - 19:21, 103:4 bank's [1] - 103:15 banking [2] - 64:15, 66:12 Banking [2] - 20:1, 20:10 Banks [4] - 101:19, 102:1, 102:22, 103:8 banks [3] - 20:2, 20:4, 103:17 Bar [1] - 35:9 bar [1] - 35:10 Barcelona [1] - 26:22 bargaining [1] - 68:11 barred [2] - 44:4, 47:7 barriers [2] - 52:8, 65:4 bars [1] - 123:10 base [2] - 65:24 baseball [2] - 36:6, 36:7 based [13] - 2:18, 14:3, 18:4, 18:7, 38:12, 57:6, 77:5, 86:23, 97:23, 99:6, 117:11, 119:10, 124:16 basic [1] - 69:16 basically [4] - 57:13, 67:1, 101:25, 122:19 bathroom [1] - 81:22 be [135] - 3:3, 5:10, 5:19, 5:20, 6:1, 6:21, 7:19, 7:20, 8:5, 8:12, 8:13, 9:5, 9:10, 12:21, 13:22, 14:9, 14:18, 15:22, 16:4, 16:5, 16:7, 17:15, 21:25, 23:13, 25:15, 26:12, 30:9, 30:12, 31:2, 31:3, 32:11, 32:19, 33:15, 36:14, 39:12, 39:17, 39:18, 41:2, 41:3, 41:8, 41:9, 41:16, 41:21, 42:23, 43:20, 44:18, 47:17, 47:18, 47:20, 49:5, 49:16, 50:20, 51:2, 52:21, 53:3, 54:12, 55:19, 55:22, 57:24, 58:9, 62:22, 62:25, 63:25, 65:2, 67:20, 71:6, 71:23, 72:7, 72:10, 73:19, 75:7, 75:12, 75:17, 75:23, 76:17, 78:10, 79:1, 79:17, 81:14, 85:9, 86:16, 86:21, 87:3, 87:25, 88:11, 91:20, 92:6, 92:12, 93:7, 93:25, 95:2, 97:13, 97:15,</p>	<p>98:6, 98:8, 99:13, 100:4, 100:17, 102:12, 107:1, 110:13, 110:15, 110:18, 110:19, 110:25, 111:3, 111:10, 111:12, 113:5, 113:18, 114:1, 116:25, 118:13, 118:16, 118:17, 118:18, 118:21, 119:3, 119:9, 120:10, 120:19, 120:23, 121:3, 121:6, 122:10, 122:14, 123:3, 123:11, 126:2, 127:3, 127:13 beacon [1] - 80:9 beat [1] - 40:1 beautiful [3] - 3:13, 121:18 because [63] - 4:20, 8:11, 12:23, 15:2, 17:11, 17:15, 22:3, 22:8, 22:19, 23:4, 27:2, 29:5, 31:20, 36:18, 39:10, 39:14, 51:12, 55:4, 56:14, 56:20, 59:4, 60:14, 67:4, 69:10, 72:8, 78:15, 88:6, 88:18, 89:10, 89:23, 90:8, 91:20, 91:21, 91:24, 92:11, 92:20, 102:5, 102:19, 104:1, 108:1, 108:2, 108:10, 109:6, 110:9, 110:11, 110:20, 110:21, 113:3, 113:23, 114:11, 117:25, 118:21, 119:14, 119:23, 120:17, 120:24, 121:12, 122:9, 124:11, 124:14, 124:18, 126:25, 127:4 become [5] - 7:6, 26:6, 79:5, 82:13, 96:3 becomes [2] - 69:8, 69:16 becoming [2] - 47:3, 95:9 been [57] - 6:7, 6:10, 6:11, 9:7, 10:23, 16:22, 20:24, 23:14, 24:14, 27:12, 27:13, 27:18, 27:22, 45:1, 45:6, 49:12, 49:23, 51:17, 54:3, 54:13, 57:4, 59:5, 65:22, 66:25, 68:1, 70:2, 70:3, 74:24, 75:1, 82:17, 84:10, 84:11, 84:22, 85:3, 85:16, 86:1, 86:25, 90:7, 90:25, 94:13, 99:16, 100:9, 100:22, 101:1, 102:13, 102:25, 103:18, 105:18, 107:14, 109:7, 110:6, 119:19, 119:20, 121:21, 122:19, 125:10, 127:10 BEERS [1] - 80:13 Beers [2] - 74:3, 80:18 BEERS-DIMITRIADIS [1] - 80:13 Beers-Dimitriadis [2] - 74:3,</p>	<p>80:18 before [18] - 8:22, 30:5, 33:4, 53:11, 55:16, 69:25, 90:21, 92:14, 101:17, 105:22, 109:18, 110:5, 113:19, 113:25, 114:1, 114:5, 114:7 beforehand [1] - 63:20 begin [4] - 27:16, 30:23, 58:18, 101:15 beginning [1] - 50:6 begins [1] - 90:21 behalf [3] - 8:10, 62:20, 115:7 behavior [1] - 59:17 behind [3] - 25:21, 57:10, 123:10 being [15] - 2:5, 4:20, 6:23, 8:24, 15:10, 16:1, 23:25, 27:6, 49:3, 57:16, 73:8, 76:1, 100:14, 115:2, 121:11 beliefs [1] - 78:19 believe [13] - 12:19, 19:11, 19:20, 21:25, 26:24, 38:9, 51:1, 53:15, 67:12, 75:7, 75:14, 83:8, 107:19 believer [1] - 41:13 believes [1] - 41:4 belong [1] - 62:16 beloved [1] - 100:12 below [1] - 78:17 Ben [4] - 27:10, 27:14, 91:2, 126:6 beneficial [3] - 52:15, 53:23, 55:11 benefit [5] - 19:17, 19:23, 27:5, 41:21, 100:2 benefits [3] - 41:22, 56:25, 126:18 benefitted [1] - 53:6 benkallos [1] - 27:15 BENTLEY [1] - 119:17 Bentley [2] - 114:22, 119:17 bereave [1] - 94:11 bereavement [3] - 93:12, 94:5, 94:18 best [3] - 75:2, 76:15, 125:11 better [9] - 17:15, 32:19, 67:16, 86:2, 88:15, 95:12, 101:9, 121:17, 123:14 between [13] - 29:15, 43:7, 67:11, 68:2, 69:8, 72:11, 77:24, 88:16, 91:11, 93:19, 103:17, 115:22, 116:2 beyond [6] - 16:1, 74:16, 77:22, 90:11, 97:5, 114:10 bias [2] - 2:17, 2:18 big [11] - 12:15, 28:15, 28:21, 30:1, 30:5, 36:17, 97:2,</p>	<p>120:1, 125:6, 126:4 bigger [2] - 75:12, 108:12 biggest [1] - 52:10 bill [5] - 51:7, 102:18, 126:4, 126:6, 126:10 billions [2] - 20:3, 32:1 bills [1] - 65:15 binding [2] - 11:22, 12:1 bit [4] - 26:9, 70:10, 74:19, 95:12 Bitsy [2] - 114:22, 119:17 blank [1] - 109:24 Blasio [2] - 5:16, 125:25 blast [1] - 6:10 bless [1] - 114:19 blind [1] - 47:5 blood [1] - 128:11 board [20] - 11:21, 11:22, 16:3, 16:8, 25:19, 26:6, 29:4, 86:19, 91:24, 92:2, 92:3, 92:5, 92:6, 92:8, 92:9, 92:12, 92:15, 118:23, 118:24, 119:1 Board [27] - 2:20, 9:18, 10:3, 10:9, 10:24, 11:19, 12:4, 17:22, 24:9, 35:17, 48:20, 48:21, 48:22, 49:3, 49:7, 49:22, 51:13, 52:25, 54:23, 92:11, 92:20, 106:21, 107:20, 108:1, 108:2, 115:8 boards [16] - 6:14, 6:15, 14:5, 15:15, 16:5, 16:7, 16:12, 91:23, 108:4, 108:6, 115:9, 115:11, 115:22, 116:8, 116:20, 116:25 bodies [1] - 69:12 body [3] - 22:7, 68:22, 98:1 bold [2] - 18:22, 105:9 bolster [1] - 80:5 book [4] - 112:15, 112:16, 113:5, 113:9 booth [2] - 70:1, 78:16 borough [6] - 15:15, 31:20, 39:19, 75:22, 118:22 Borough [1] - 14:4 boroughs [2] - 2:7, 87:2 Boston [1] - 76:4 both [11] - 38:4, 41:17, 59:9, 67:5, 75:23, 75:25, 78:14, 80:6, 84:2, 87:3, 115:23 bottom [1] - 67:25 bottom-line [1] - 67:25 box [1] - 16:1 Bragg [1] - 3:20 BRAGG [5] - 1:16, 3:20, 72:15, 73:23, 127:16 brainstorm [1] - 81:15 Bramer [1] - 66:14 breaks [1] - 73:1</p>
--	--	--	--

<p>Brennan [1] - 4:6 Brewer [2] - 13:14, 14:4 briefed [2] - 63:19, 66:25 briefly [3] - 14:14, 61:8, 64:22 bring [12] - 5:7, 8:21, 11:17, 12:17, 12:22, 32:1, 58:16, 60:10, 69:9, 69:25, 126:14, 127:6 broad [4] - 57:6, 57:8, 109:11, 117:14 broader [2] - 64:6, 78:2 broadest [1] - 62:24 broadly [2] - 6:20, 75:7 Bronx [4] - 7:1, 83:22, 84:2 Brooklyn [3] - 87:20, 88:19, 102:2 brothers [1] - 64:18 brutality [1] - 10:15 budget [6] - 3:11, 75:17, 80:20, 82:4, 82:16, 87:17 Budgeting [4] - 74:10, 77:2, 80:19, 86:22 budgeting [12] - 76:7, 77:5, 80:17, 81:6, 81:11, 82:1, 83:1, 83:9, 83:17, 88:6, 90:4, 120:14 build [6] - 18:6, 57:6, 57:14, 75:18, 85:20, 126:15 building [3] - 3:13, 72:11, 102:10 buildings [1] - 62:10 built [1] - 3:1 bulk [1] - 15:11 bullet [1] - 32:13 bump [1] - 22:21 bundle [1] - 35:3 bundled [2] - 35:14, 36:8 bundles [1] - 97:3 bundling [4] - 35:11, 35:16, 36:4, 36:22 bureaucracy [1] - 84:14 bus [1] - 81:22 Business [2] - 48:24, 50:23 business [8] - 20:2, 20:12, 35:15, 99:11, 100:10, 100:22, 102:20, 115:23 businesses [3] - 20:17, 100:12, 101:10 but [83] - 5:4, 5:13, 21:6, 22:18, 23:24, 25:9, 27:17, 28:2, 30:8, 30:14, 32:12, 33:18, 33:22, 36:22, 37:18, 39:4, 39:16, 40:2, 43:2, 44:25, 48:15, 49:4, 52:17, 53:25, 54:14, 55:13, 56:15, 57:8, 58:2, 58:17, 59:8, 59:14, 60:4, 62:13, 63:10, 67:21, 71:8, 73:8, 75:5, 78:23, 79:6, 82:23, 83:20,</p>	<p>87:25, 88:4, 89:22, 90:7, 90:9, 91:11, 92:10, 95:6, 95:10, 96:3, 97:1, 97:23, 98:21, 104:8, 106:14, 108:8, 108:10, 109:20, 110:7, 110:14, 110:18, 110:24, 111:25, 112:8, 112:19, 112:22, 112:23, 113:2, 113:6, 113:22, 114:5, 119:6, 121:18, 122:11, 122:20, 123:14, 123:21, 124:19, 126:10 buys [1] - 64:1 BuzzFeed [1] - 10:12 by [70] - 11:5, 12:3, 16:18, 17:18, 19:5, 23:16, 23:25, 27:3, 27:22, 28:6, 33:23, 33:25, 35:4, 35:14, 37:4, 38:7, 41:8, 42:3, 42:17, 43:10, 43:11, 43:18, 45:6, 45:11, 47:9, 49:25, 50:1, 51:3, 52:18, 53:16, 58:18, 60:21, 63:19, 63:25, 64:5, 66:25, 68:21, 69:3, 69:21, 73:8, 74:21, 75:2, 75:3, 77:12, 78:12, 78:14, 81:12, 81:18, 86:17, 91:4, 91:6, 91:8, 91:13, 95:11, 99:17, 99:18, 100:24, 105:12, 105:18, 108:25, 110:6, 111:7, 115:16, 125:13, 126:3, 128:11</p>	<p>96:9, 96:25, 105:25, 125:7, 125:13, 125:18, 126:18, 126:24 campaigning [5] - 56:17, 57:1, 67:11, 67:21, 96:12 campaigns [3] - 18:11, 31:18, 50:6 can [72] - 4:14, 5:12, 5:20, 11:3, 14:7, 15:3, 16:4, 26:1, 27:16, 28:17, 28:21, 28:24, 29:1, 29:2, 29:25, 30:2, 30:17, 31:13, 33:21, 34:1, 35:2, 36:20, 37:15, 38:17, 39:3, 40:3, 42:19, 43:1, 49:8, 53:1, 55:3, 55:5, 55:20, 59:1, 60:16, 61:14, 61:20, 63:3, 63:12, 64:9, 64:25, 65:2, 67:6, 70:22, 76:2, 77:10, 79:2, 80:5, 80:8, 85:20, 86:4, 87:18, 88:6, 88:7, 92:4, 96:12, 96:24, 98:6, 101:22, 107:6, 107:7, 112:7, 112:21, 112:23, 113:1, 114:13, 115:2, 118:21, 123:24, 127:6 can you [3] - 70:9, 90:2, 103:1 can't [10] - 39:24, 72:9, 72:10, 107:19, 111:25, 112:8, 112:22, 113:2, 114:4, 114:16 candid [2] - 57:24, 111:1 candidacies [1] - 65:14 candidate [16] - 33:4, 33:25, 50:17, 56:20, 57:16, 57:18, 57:21, 58:2, 63:18, 63:25, 64:5, 66:24, 67:12, 70:21, 91:11, 97:16 candidates [22] - 27:23, 29:19, 45:13, 50:5, 50:14, 52:7, 52:11, 56:18, 57:13, 57:20, 64:8, 66:22, 67:3, 70:25, 71:1, 71:10, 72:4, 72:12, 96:16, 97:2, 110:20, 126:15 candidates' [1] - 71:2 cannot [6] - 42:20, 43:2, 51:12, 107:15, 119:14, 124:2 canvasses [1] - 63:17 canvassing [1] - 66:23 cap [3] - 50:3, 99:24, 126:8 capable [1] - 15:10 capital [4] - 75:23, 82:11, 100:3, 100:15 capped [1] - 99:17 care [2] - 94:21, 124:14 carefully [1] - 24:4 cares [1] - 36:11</p>	<p>Carlos [1] - 37:14 Carolina [1] - 127:2 Carrion [1] - 102:16 cars [1] - 58:4 carts [3] - 99:8, 99:20, 101:5 case [14] - 22:2, 22:4, 23:9, 23:17, 23:19, 23:21, 23:25, 37:15, 37:18, 37:20, 71:12, 91:1, 97:6 cases [5] - 10:22, 12:8, 21:23, 37:17, 55:4 cash [1] - 71:25 cast [2] - 77:15, 82:19 casting [3] - 47:7, 77:20, 78:5 Cause [1] - 50:2 cause [1] - 92:18 CBA [2] - 115:6, 115:10 CCRB [9] - 11:2, 16:21, 16:23, 16:25, 17:1, 17:14, 21:15, 23:15, 23:18 CCRB's [1] - 11:5 Census [4] - 123:1, 123:3, 123:17, 124:11 Center [3] - 4:7, 56:6, 99:5 centers [1] - 43:9 central [2] - 76:11, 76:16 centralized [1] - 49:11 centuries [1] - 47:13 century [3] - 14:11, 15:13, 127:3 certain [13] - 22:14, 22:20, 24:23, 24:25, 40:22, 59:1, 59:6, 67:8, 67:9, 91:19, 100:19, 119:6 certainly [3] - 6:20, 23:5, 23:24 certify [2] - 128:7, 128:10 Cesar [1] - 104:8 cetera [1] - 72:4 CFD [1] - 55:12 CFP [1] - 51:4 Chair [6] - 1:15, 2:12, 2:19, 62:1, 62:2, 115:7 CHAIR [1] - 2:1 chairing [1] - 31:23 Chairperson [1] - 101:17 chairs [5] - 29:18, 37:11, 37:22, 38:8, 39:4 challenges [2] - 21:7, 27:21 challenging [2] - 2:23, 84:10 chance [5] - 45:11, 92:4, 101:7, 124:22, 126:12 change [19] - 12:22, 20:7, 21:8, 29:8, 32:22, 56:15, 77:9, 79:5, 106:16, 109:23, 109:24, 110:4, 110:10, 111:13, 111:25, 112:5, 112:24, 112:25, 113:13 Change [1] - 104:17</p>
	<p>C</p> <p>C [3] - 1:10, 128:1 California [3] - 38:2, 49:10, 54:13 call [4] - 2:2, 12:20, 13:6, 104:16 called [4] - 5:11, 46:15, 47:5, 49:11 calling [1] - 60:6 calls [2] - 21:20, 34:6 Camarda [5] - 40:6, 48:5, 48:7, 51:23, 52:23 CAMARDA [4] - 48:6, 53:8, 54:7, 54:22 came [5] - 80:25, 91:18, 122:20, 125:18, 125:19 Campaign [8] - 9:17, 10:2, 35:17, 48:20, 49:3, 49:22, 52:25, 54:23 campaign [37] - 27:18, 27:20, 28:3, 28:6, 28:10, 38:13, 38:24, 46:2, 48:10, 48:12, 48:15, 48:21, 48:25, 50:8, 53:14, 53:25, 57:6, 63:6, 63:18, 64:6, 66:1, 66:19, 66:24, 72:9, 73:19, 90:22, 91:1, 95:19, 95:23,</p>		

<p>change-makers [1] - 79:5 changed [6] - 33:15, 39:15, 90:9, 94:15, 110:4 changes [6] - 27:23, 28:10, 38:10, 60:17, 67:13, 111:24 changing [3] - 109:22, 111:16, 113:8 chapter [1] - 125:1 charge [2] - 43:4, 99:23 charged [1] - 108:13 charismatic [1] - 110:20 charitable [1] - 68:2 charity [1] - 104:20 charter [3] - 15:21, 104:6, 104:24 CHARTER [1] - 1:1 Charter [62] - 2:3, 2:12, 4:22, 4:23, 5:6, 5:9, 5:12, 5:13, 5:14, 7:25, 8:1, 11:18, 11:20, 12:6, 12:12, 12:16, 12:17, 14:2, 14:17, 14:20, 14:24, 15:2, 15:6, 15:18, 16:2, 18:18, 19:3, 19:12, 19:25, 20:9, 20:18, 21:3, 25:20, 28:9, 47:19, 49:20, 55:21, 60:3, 60:17, 60:20, 64:20, 67:13, 71:17, 75:8, 95:5, 99:13, 100:17, 104:13, 104:14, 104:17, 104:18, 105:4, 107:8, 111:23, 115:8, 116:22, 116:23, 116:24, 118:13, 120:24, 122:25 Charter-mandated [1] - 16:2 chasing [1] - 33:6 check [1] - 35:17 checks [6] - 33:1, 33:7, 33:8, 35:4, 36:5, 123:12 Chhaya [1] - 4:1 children [1] - 84:2 children's [1] - 89:5 Chinatown [6] - 117:10, 117:11, 117:15, 117:16, 117:21, 119:10 choice [12] - 44:22, 45:1, 45:3, 45:5, 45:10, 57:1, 57:20, 57:25, 58:9, 92:16, 92:21, 97:5 choose [1] - 96:25 chorus [1] - 127:18 chosen [3] - 24:14, 32:3, 41:17 circumstances [2] - 33:16, 59:1 cities [16] - 20:25, 26:21, 26:22, 44:6, 44:9, 44:13, 44:25, 45:2, 47:24, 57:2, 57:4, 63:3, 76:4, 76:5, 106:18, 125:4</p>	<p>citing [1] - 107:20 citizen [5] - 29:9, 38:9, 53:24, 61:1, 82:19 Citizens [4] - 30:4, 55:4, 104:17, 104:18 citizens [8] - 13:11, 23:8, 41:21, 60:22, 61:5, 69:24, 83:11, 121:20 city [102] - 2:23, 3:9, 5:22, 12:15, 14:17, 15:1, 15:3, 15:8, 15:18, 20:2, 20:11, 24:13, 24:17, 25:11, 26:16, 31:19, 31:25, 34:8, 34:23, 35:13, 35:15, 35:22, 36:2, 37:5, 38:7, 42:3, 42:4, 45:3, 47:9, 47:21, 48:18, 49:6, 50:14, 51:10, 53:11, 53:21, 55:20, 57:11, 58:8, 59:7, 59:10, 60:3, 62:9, 63:13, 70:17, 71:12, 71:13, 73:2, 73:13, 74:25, 75:13, 75:14, 75:17, 75:23, 76:8, 77:9, 77:18, 77:20, 78:5, 78:12, 79:8, 82:7, 86:7, 86:15, 87:1, 87:2, 87:4, 88:5, 88:16, 88:22, 90:9, 91:7, 93:16, 96:10, 97:9, 98:1, 99:9, 99:22, 100:2, 100:5, 100:18, 106:4, 108:14, 111:7, 115:12, 115:13, 115:15, 115:18, 115:19, 115:23, 115:25, 116:3, 116:5, 116:15, 116:18, 117:17, 121:14, 122:6, 122:14, 124:3 City [116] - 4:15, 4:24, 5:6, 5:14, 6:7, 6:12, 12:17, 13:7, 13:20, 15:6, 18:5, 19:1, 19:3, 19:22, 19:23, 20:3, 20:5, 20:20, 20:23, 21:1, 21:3, 21:5, 25:8, 25:19, 28:1, 28:16, 29:4, 29:15, 29:18, 31:5, 31:6, 31:24, 35:10, 35:25, 38:3, 39:25, 41:9, 42:1, 43:5, 43:19, 43:21, 44:1, 44:2, 46:4, 46:6, 46:7, 46:19, 47:4, 48:14, 49:9, 56:13, 57:10, 60:1, 60:13, 60:17, 60:20, 60:23, 60:24, 61:4, 61:14, 61:15, 62:20, 66:8, 72:23, 73:18, 73:19, 74:12, 75:4, 75:10, 77:8, 77:13, 77:24, 78:9, 80:3, 80:8, 80:20, 83:12, 83:25, 88:1, 91:2, 93:14, 93:18, 93:24, 95:24, 96:21, 97:20, 97:24, 98:10, 99:12, 100:8, 100:12, 100:17, 100:23, 101:16, 102:16, 104:13,</p>	<p>105:3, 105:10, 105:13, 105:15, 105:21, 106:6, 106:8, 106:15, 106:20, 107:2, 113:19, 114:10, 115:8, 115:10, 115:13, 116:22, 116:24, 117:7, 117:13, 122:3 city's [6] - 13:14, 13:25, 21:7, 55:8, 79:7, 80:7 City's [3] - 4:23, 27:19, 46:19 city-related [1] - 116:15 Citywide [1] - 80:18 citywide [12] - 29:3, 51:8, 74:18, 74:20, 76:5, 78:22, 80:17, 83:1, 83:24, 87:3, 92:20, 99:16 Civic [15] - 54:4, 74:17, 77:13, 78:8, 79:3, 79:10, 79:24, 80:5, 80:16, 83:5, 83:18, 88:13, 120:6, 121:5, 122:9 civic [17] - 13:7, 14:12, 15:25, 63:11, 77:19, 78:3, 78:12, 79:8, 79:18, 80:6, 81:11, 82:2, 87:18, 88:2, 88:10, 126:15 civically [1] - 78:22 civics [5] - 86:20, 87:5, 87:11, 87:14, 89:16 civil [3] - 45:25, 119:25, 121:15 Civil [2] - 23:7, 112:2 Civilian [6] - 9:18, 10:3, 10:9, 10:24, 11:18, 24:9 clarity [1] - 25:16 class [6] - 86:20, 87:12, 87:14, 87:15, 89:16, 126:20 clean [4] - 30:6, 30:7, 36:8, 36:9 clear [4] - 37:6, 43:20, 44:18, 77:9 clearly [1] - 63:7 clears [1] - 12:9 Clerk's [2] - 48:18, 49:6 clients [1] - 50:24 climate [2] - 20:7, 21:8 clip [1] - 101:20 clock [1] - 8:4 close [2] - 9:10, 112:25 closed [1] - 46:9 closely [2] - 66:13, 104:14 closer [2] - 77:24, 109:24 club [1] - 36:7 Club [3] - 36:11, 40:16, 103:9 Clubs [1] - 46:6 cluster [2] - 24:14, 24:17 co [5] - 3:4, 12:11, 74:14, 77:1, 93:3 co-commissioner [1] - 3:4</p>	<p>co-executive [1] - 74:14 co-facilitator [1] - 77:1 co-founders [1] - 93:3 co-workers [1] - 12:11 coalition [3] - 10:4, 57:7, 62:24 coalitions [2] - 18:11, 57:14 coffee [1] - 101:5 Cohen [5] - 74:3, 76:20, 76:25, 86:13, 86:16 COHEN [3] - 76:22, 86:22, 87:23 coherent [1] - 56:20 collaborate [2] - 84:21, 85:19 collaborative [1] - 85:24 Collaborative [1] - 56:6 collaboratively [1] - 82:9 colleague [1] - 74:14 colleagues [3] - 33:18, 37:11 collective [4] - 14:8, 41:19, 68:5, 68:11 college [1] - 120:1 College [3] - 4:4, 117:7, 117:8 Color [1] - 93:3 color [2] - 25:6, 93:6 Columbia [1] - 106:7 combined [1] - 91:4 come [18] - 5:2, 5:8, 9:22, 31:10, 63:12, 73:5, 77:21, 84:21, 87:17, 88:18, 107:7, 112:23, 116:14, 119:13, 119:22, 124:9, 125:5, 127:12 comes [3] - 31:10, 32:20, 35:5 coming [12] - 4:8, 21:9, 31:19, 37:19, 39:10, 39:20, 59:8, 73:14, 86:14, 87:20, 95:3, 107:13 comment [5] - 8:20, 23:4, 23:11, 23:12, 34:25 comments [4] - 5:2, 7:25, 89:2, 107:9 commission [3] - 3:3, 21:23, 108:23 COMMISSION [1] - 1:1 Commission [46] - 2:3, 2:12, 3:15, 4:23, 5:8, 5:11, 5:14, 6:19, 7:16, 12:13, 12:16, 12:20, 14:7, 15:19, 18:22, 19:2, 19:11, 19:20, 20:1, 20:9, 20:13, 20:19, 21:21, 28:5, 28:9, 41:6, 47:19, 49:12, 49:16, 49:21, 52:25, 53:9, 58:7, 58:23, 59:23, 64:25, 67:19, 74:15, 76:19, 76:23, 82:25, 104:18, 105:1, 105:23, 116:22,</p>
--	---	--	--

<p>127:6 Commission's [2] - 6:8, 20:10 Commissioner [2] - 58:21, 98:18 commissioner [9] - 3:4, 11:3, 12:3, 17:1, 17:2, 17:18, 21:12, 101:19, 103:1 commissioners [12] - 3:17, 8:6, 8:20, 8:22, 9:11, 24:6, 30:22, 51:20, 86:11, 90:1, 98:15, 127:8 Commissioners [12] - 9:25, 42:11, 45:22, 48:6, 58:12, 66:6, 80:14, 83:7, 94:25, 104:4, 117:3, 122:18 COMMISSIONERS [1] - 1:13 commissions [1] - 104:21 committed [1] - 68:21 committee [4] - 16:9, 53:17, 83:24, 87:7 Committee [8] - 9:17, 10:2, 31:23, 49:22, 80:19, 80:22, 86:23, 101:18 committees [1] - 81:17 committing [1] - 102:15 Common [1] - 50:2 common [1] - 63:12 communicate [5] - 16:10, 63:14, 72:17, 72:19, 116:9 communicated [1] - 23:19 communicating [3] - 34:14, 71:8, 72:22 communication [5] - 64:21, 66:20, 67:14, 70:11, 71:13 Communication [1] - 15:20 communications [3] - 70:12, 70:18, 73:4 communities [28] - 19:8, 19:24, 25:6, 31:17, 36:24, 37:23, 53:12, 62:15, 64:15, 66:16, 76:1, 79:6, 81:14, 81:15, 82:4, 83:2, 83:12, 85:6, 85:11, 85:23, 116:11, 117:19, 118:1, 118:3, 121:2, 121:10, 124:16 community [70] - 6:12, 6:14, 6:15, 12:21, 13:8, 14:5, 15:14, 16:3, 16:5, 16:7, 16:12, 18:5, 18:15, 20:15, 23:1, 25:23, 25:25, 26:3, 33:5, 36:6, 38:5, 38:21, 40:15, 43:9, 47:15, 62:17, 66:8, 67:5, 79:24, 80:24, 81:16, 81:21, 82:1, 83:21, 84:20, 85:9, 91:23, 91:24, 92:3, 92:7, 92:12, 92:15, 100:10, 115:9, 115:11, 115:17, 115:22, 116:4,</p>	<p>116:8, 116:20, 116:25, 117:10, 117:13, 117:14, 117:15, 117:19, 118:4, 118:15, 118:23, 118:24, 119:1, 119:10, 121:25, 122:2, 122:7, 122:11 Community [3] - 4:1, 92:5, 115:8 community-based [1] - 119:10 community-driven [1] - 25:23 community-led [2] - 18:15, 20:15 community-run [1] - 25:25 companies [1] - 51:4 company [5] - 55:9, 55:10, 102:20, 102:23, 103:5 compare [1] - 70:16 compelling [2] - 69:17, 120:13 competing [1] - 32:11 competition [2] - 57:19, 90:21 competitive [3] - 34:1, 56:16, 90:23 Complaint [1] - 10:24 complaints [1] - 103:11 complete [2] - 51:15, 62:11 completed [1] - 113:18 completely [2] - 89:7, 96:2 complex [3] - 28:3, 56:21, 119:5 compliance [1] - 98:7 complicated [1] - 58:1 component [1] - 125:7 comport [1] - 22:10 compounding [1] - 18:20 comprehensive [1] - 105:9 comprises [1] - 39:16 compromised [1] - 69:14 conception [1] - 82:12 concern [2] - 5:7, 87:11 concerned [3] - 13:11, 33:19, 60:9 concerns [4] - 81:9, 116:2, 116:11, 117:12 concessions [1] - 31:22 concluded [1] - 127:22 concrete [1] - 85:5 concussions [1] - 102:19 conducted [2] - 6:4, 123:17 conducting [1] - 43:13 conducts [1] - 44:19 conflict [3] - 11:8, 12:9, 103:17 Conflicts [2] - 48:19, 49:6 confused [1] - 72:15 confusing [3] - 64:9, 65:21,</p>	<p>67:6 congratulate [1] - 104:7 Congress [1] - 110:3 connections [1] - 79:3 Connors [1] - 98:23 conscience [1] - 97:15 consecutive [1] - 39:9 consensus [1] - 117:14 consequence [2] - 11:13, 97:14 consequences [1] - 118:17 consider [12] - 20:19, 28:9, 60:9, 60:11, 65:23, 66:2, 82:25, 95:18, 97:8, 105:1, 107:2, 125:21 consideration [5] - 47:23, 59:23, 62:22, 86:8, 107:5 considered [3] - 70:19, 73:20, 103:19 considering [1] - 44:20 consistent [2] - 55:22, 114:7 consistently [1] - 75:11 consolidate [2] - 48:13, 54:10 consolidated [1] - 54:5 consolidating [1] - 53:19 consolidation [1] - 49:1 constituents [2] - 77:25, 126:22 Constitution [7] - 4:24, 29:20, 88:4, 113:16, 113:24, 114:8, 114:16 constrained [1] - 124:7 constructed [1] - 9:8 consulate [1] - 123:1 consultants [1] - 96:4 contact [2] - 23:20, 64:5 contest [1] - 44:8 contests [1] - 44:16 continue [5] - 6:19, 7:3, 80:9, 108:19, 110:9 continuity [1] - 26:6 contracts [1] - 102:23 Contracts [1] - 48:23 contrary [1] - 101:2 contribute [1] - 96:24 contributing [1] - 20:7 contribution [15] - 28:25, 32:15, 34:23, 35:1, 50:16, 55:19, 63:18, 63:21, 66:24, 67:15, 71:6, 71:11, 73:2, 73:20, 108:11 contributions [13] - 28:23, 28:24, 31:18, 33:6, 35:14, 38:13, 38:24, 50:7, 50:12, 50:18, 50:21, 65:21, 98:17 control [3] - 61:3, 65:6, 68:13 controlled [3] - 20:14, 27:3, 108:9</p>	<p>conversation [3] - 23:17, 101:25, 102:21 cool [1] - 119:20 coolest [1] - 120:8 cooperation [2] - 18:7, 83:4 Cooperative [2] - 20:20, 26:10 cooperative [6] - 18:14, 20:16, 21:2, 26:15, 26:18, 26:25 cooperatives [3] - 18:17, 27:1 coordinate [2] - 20:22, 26:16 coordinated [2] - 18:11, 26:20 coordinating [1] - 70:20 coordination [1] - 83:25 coordinator [1] - 40:16 COPIC [2] - 15:18, 15:23 copies [2] - 12:12, 30:13 core [3] - 14:6, 14:10, 15:12 corporate [1] - 68:2 Corporation [2] - 4:1, 105:21 corporation [3] - 67:23, 68:7, 68:12 corporations [1] - 68:9 correct [5] - 9:20, 42:8, 51:22, 73:11, 128:8 corroborated [1] - 88:25 corruption [3] - 69:18, 108:4, 125:5 cost [3] - 66:23, 71:5, 97:6 costs [2] - 117:17, 118:10 cottage [1] - 96:3 could [32] - 3:18, 13:6, 15:23, 26:8, 34:25, 39:14, 40:10, 41:6, 44:23, 47:19, 49:16, 51:2, 54:19, 65:9, 65:16, 68:15, 70:4, 74:20, 78:6, 78:8, 79:11, 79:25, 82:21, 88:11, 88:14, 89:5, 98:11, 112:18, 118:13, 118:15, 119:6, 122:4 couldn't [4] - 23:13, 67:8, 67:10, 114:10 Council [29] - 13:13, 25:8, 27:10, 27:14, 28:2, 29:4, 29:18, 31:5, 31:6, 38:3, 39:21, 39:25, 44:2, 50:1, 60:23, 60:24, 61:14, 66:14, 72:4, 76:13, 76:14, 77:5, 80:21, 86:18, 86:24, 91:2, 96:17, 97:20, 100:23 council [14] - 24:13, 24:18, 25:11, 31:20, 39:17, 75:19, 87:4, 87:23, 90:3, 90:6, 90:11, 91:7, 125:17, 127:5 council's [1] - 74:13 Council's [1] - 75:10 council-level [1] - 75:19</p>
--	--	--	---

<p>councilman [1] - 123:8 Councilman [1] - 37:1 councilmanic [1] - 86:17 Counsel [1] - 105:21 countdowns [1] - 81:22 counted [3] - 63:17, 66:23, 67:15 countries [1] - 62:12 country [4] - 27:20, 44:6, 56:10, 59:9 COUNTY [1] - 128:4 county [1] - 38:17 couple [3] - 21:17, 95:17, 119:25 course [2] - 4:21, 6:5 court [2] - 27:21, 55:4 Court [5] - 42:24, 43:16, 110:7, 112:2 Courts [1] - 103:16 courts [1] - 105:20 cover [1] - 94:9 covered [1] - 49:25 create [8] - 26:23, 28:6, 35:18, 41:7, 45:12, 93:5, 96:3, 105:11 created [3] - 26:22, 72:5, 82:6 creation [5] - 20:14, 20:19, 83:18, 84:25, 85:1 creative [1] - 81:15 credit [2] - 54:22, 71:23 Criminal [1] - 117:8 criminal [3] - 12:5, 123:15, 123:16 crises [1] - 18:20 crisis [5] - 10:12, 12:14, 12:19, 20:7, 22:19 Cristina [2] - 90:15, 93:2 criteria [2] - 20:2, 25:16 critical [1] - 5:24 crowded [1] - 87:20 crucial [1] - 106:4 cull [1] - 5:5 CUNY's [1] - 3:7 current [13] - 10:24, 11:21, 23:3, 23:5, 28:25, 36:4, 61:23, 63:13, 73:18, 75:18, 95:23, 99:14, 103:19 currently [12] - 3:7, 16:2, 21:15, 22:4, 29:22, 60:3, 72:22, 92:9, 93:14, 93:15, 112:7, 118:20 curtailed [1] - 60:21 curtailing [1] - 52:20 curve [1] - 57:10 cutoff [2] - 113:14, 113:20 cycle [2] - 31:19, 55:15 cycles [2] - 74:12, 80:21 Cynthia [1] - 97:13</p>	<p style="text-align: center;">D</p> <p>D.C [2] - 66:1, 106:11 DA's [1] - 12:9 dad [1] - 121:25 daily [4] - 78:6, 78:12, 85:7, 102:14 DALE [1] - 1:17 Dale [1] - 4:9 dangerous [3] - 46:11, 100:6, 100:13 data [14] - 13:8, 13:13, 13:15, 13:17, 14:1, 14:2, 14:10, 14:22, 14:25, 15:8, 15:12, 15:16, 16:6, 53:10 Database [2] - 48:24, 50:24 date [2] - 73:24, 113:14 daunting [1] - 104:5 day [8] - 29:24, 65:8, 65:11, 65:18, 110:14, 114:13, 114:18, 128:15 days [13] - 94:2, 109:18, 110:5, 110:16, 113:14, 113:19, 113:25, 114:1, 114:4, 114:5, 114:6, 114:14 DCAS [1] - 14:22 de [2] - 5:16, 125:25 deadlines [1] - 111:7 deal [3] - 16:21, 17:9, 17:11 dealing [3] - 16:22, 69:11, 69:18 dealt [1] - 16:23 death [2] - 12:25, 94:8 DEBORAH [1] - 1:16 Deborah [1] - 4:17 decades [1] - 104:22 December [1] - 102:1 decide [3] - 21:23, 41:16, 67:11 decided [1] - 71:19 decides [1] - 44:1 decision [6] - 24:17, 25:8, 79:18, 81:12, 103:2, 116:6 decision-making [2] - 79:18, 81:12 decisions [8] - 11:2, 11:22, 12:3, 38:11, 75:13, 115:20, 116:10 dedicated [5] - 3:13, 4:11, 76:16, 78:1, 98:5 deep [1] - 117:20 deeper [1] - 82:10 defeats [1] - 37:25 defend [2] - 18:23, 23:3 Defense [1] - 2:21 define [3] - 94:7, 94:22, 125:5 definitely [4] - 26:13, 122:23, 123:13, 123:19</p>	<p>definition [2] - 39:12, 94:20 definitions [1] - 94:17 definitive [1] - 43:22 delegate [4] - 80:20, 85:1, 85:16, 111:21 delegates [4] - 14:21, 85:8, 85:13, 85:17 Delgado [2] - 90:14, 90:17 DELGADO [1] - 90:18 delighted [2] - 3:4, 6:22 deliver [1] - 57:22 Delrawn [1] - 10:20 demands [1] - 12:15 democracy [36] - 4:6, 5:17, 14:8, 14:11, 15:13, 19:4, 19:6, 21:4, 29:7, 35:11, 36:15, 39:5, 43:5, 44:21, 46:12, 58:23, 59:24, 60:9, 62:19, 64:23, 66:3, 69:16, 79:12, 83:11, 86:2, 95:12, 96:19, 105:2, 105:10, 106:3, 107:1, 107:21, 108:13, 108:24, 109:6, 120:3 Democracy [1] - 56:7 democratic [8] - 5:22, 41:25, 62:25, 64:12, 72:8, 77:22, 80:7, 84:5 Democratic [1] - 46:9 democratically [1] - 20:14 demographic [1] - 25:11 demographics [2] - 74:25, 86:6 denying [1] - 63:23 department [2] - 10:18, 23:21 Department [1] - 103:24 deposit [1] - 20:4 deposits [1] - 19:22 depth [3] - 11:23, 22:5, 53:16 deputy [1] - 18:3 descriptions [1] - 126:23 deserves [1] - 86:9 design [4] - 13:8, 13:18, 15:17, 16:6 designated [1] - 23:16 designed [3] - 28:8, 52:10, 95:25 detailed [2] - 64:16, 73:23 details [1] - 53:10 determination [4] - 23:25, 118:1, 118:2, 118:6 determinations [1] - 115:15 determine [2] - 42:19, 43:1 determined [1] - 47:9 develop [1] - 3:2 developers [1] - 19:10 developing [1] - 78:18 development [5] - 18:15, 19:7, 20:15, 26:18, 26:25</p>	<p>Development [1] - 4:1 developments [1] - 31:13 device [1] - 14:19 devices [1] - 7:9 dialing [1] - 33:2 Diana [1] - 37:12 did [11] - 3:1, 33:24, 35:12, 37:14, 53:13, 70:1, 89:8, 102:8, 124:18, 125:16, 126:6 did they [1] - 43:16 didn't [5] - 34:11, 91:5, 107:25, 122:5, 122:6 die [2] - 31:4, 35:13 difference [2] - 52:10, 58:7 different [16] - 5:3, 13:24, 14:21, 25:5, 35:9, 36:18, 38:18, 44:7, 44:14, 87:2, 94:16, 95:17, 114:17, 116:7, 116:13, 118:12 differently [1] - 115:16 difficult [1] - 76:13 difficulty [2] - 59:19, 60:6 diffused [1] - 100:24 digital [4] - 13:21, 14:9, 14:10, 15:12 Dimitriadis [2] - 74:3, 80:18 DIMITRIADIS [1] - 80:13 direct [2] - 4:6, 61:5 directed [4] - 67:22, 67:23, 86:12, 124:15 direction [1] - 49:24 directions [1] - 59:11 directly [4] - 60:2, 81:13, 84:21, 88:12 director [9] - 3:25, 4:10, 13:9, 18:3, 27:16, 30:2, 62:6, 74:15, 99:4 disaggregated [1] - 48:13 disciplinary [3] - 11:5, 23:9, 103:13 discipline [1] - 12:1 disclosed [1] - 51:2 disclosure [3] - 35:7, 54:21, 55:5 disconnected [1] - 67:2 discretion [1] - 92:7 discriminated [1] - 52:18 discrimination [1] - 45:14 discriminatory [1] - 18:12 discuss [2] - 7:18, 48:9 discussing [1] - 30:2 discussion [1] - 97:11 discussions [1] - 22:5 disenfranchised [1] - 61:22 disinterested [1] - 64:11 disinterested [1] - 77:17 disinterested [1] - 105:19 disparate [1] - 116:12</p>
---	--	---	--

<p>dispel [1] - 95:22 disposal [1] - 79:23 disposition [1] - 19:15 dispositions [1] - 31:22 dissatisfaction [2] - 121:8, 121:10 distinction [1] - 43:7 distress [1] - 59:16 distribute [1] - 74:5 District [10] - 77:5, 80:21, 86:18, 106:7, 111:20, 112:1, 112:9, 112:20, 112:22, 113:2 district [14] - 16:3, 22:8, 22:13, 29:19, 29:22, 33:7, 34:4, 39:12, 39:15, 80:23, 82:23, 83:23, 85:13, 111:22 districts [16] - 22:15, 22:20, 24:12, 24:14, 24:18, 24:19, 24:23, 25:9, 25:11, 34:9, 75:22, 87:4, 90:3, 90:6, 91:25 distrust [1] - 77:18 diverse [3] - 79:20, 115:13, 116:7 diversity [2] - 115:17, 126:20 divided [1] - 123:6 divisions [1] - 56:8 do [58] - 4:14, 14:24, 17:15, 20:2, 26:10, 26:15, 32:22, 34:17, 36:13, 36:22, 38:22, 38:23, 38:24, 39:7, 43:4, 49:17, 52:4, 52:10, 55:3, 55:20, 59:2, 61:16, 61:21, 71:20, 73:3, 73:11, 73:16, 76:5, 85:13, 87:21, 88:21, 89:14, 92:2, 95:22, 96:13, 97:17, 97:18, 104:8, 105:18, 107:17, 107:18, 110:13, 110:15, 114:4, 114:16, 116:18, 118:13, 119:25, 120:2, 120:24, 121:1, 123:24, 124:3, 124:15, 124:16, 124:17, 124:19, 128:7 do you [4] - 33:13, 54:2, 71:23, 89:3 DOE [2] - 75:20, 89:15 does [6] - 20:11, 78:17, 94:9, 97:1, 117:21, 122:17 does that [1] - 91:10 doesn't [9] - 22:10, 56:15, 57:21, 60:24, 68:7, 85:25, 110:7, 110:8, 113:4 Doing [2] - 48:24, 50:23 doing [10] - 26:5, 35:15, 39:24, 73:9, 86:21, 89:20, 102:20, 107:13, 113:22, 117:5</p>	<p>DOIT [4] - 14:23, 15:1, 16:2, 16:4 dollar [4] - 28:17, 28:20, 28:22, 100:7 dollars [14] - 20:4, 20:6, 31:9, 32:17, 32:21, 32:25, 33:2, 33:24, 36:21, 37:21, 41:19, 106:20, 109:15, 126:3 don't [32] - 17:10, 29:6, 32:9, 34:15, 35:1, 38:6, 38:22, 39:20, 53:15, 55:9, 55:11, 56:22, 60:2, 61:12, 61:13, 68:25, 72:9, 73:15, 73:24, 84:14, 91:21, 92:22, 96:15, 97:22, 107:23, 108:17, 109:13, 112:13, 115:3, 119:15 donating [1] - 96:15 donations [3] - 50:6, 125:18, 125:19 done [13] - 23:13, 24:1, 53:14, 53:15, 55:12, 86:17, 95:4, 96:2, 96:19, 112:18, 118:21, 122:5 donor [2] - 55:18, 65:21 donors [8] - 28:16, 55:8, 96:7, 96:15, 96:23, 125:15, 126:20, 126:21 door [3] - 29:14, 64:14, 66:11 doors [2] - 28:21, 71:4 down [8] - 12:2, 27:6, 31:6, 45:4, 112:12, 115:4, 122:24, 123:4 downloadable [1] - 15:11 dozens [1] - 62:13 draconian [1] - 46:15 draft [1] - 70:2 drafted [1] - 12:11 dragged [1] - 127:3 dramatically [1] - 60:21 dream [2] - 101:11, 120:9 driven [2] - 13:10, 25:23 driver's [1] - 19:9 drop [1] - 109:8 drop-off [1] - 109:8 dropped [1] - 108:25 drowning [1] - 34:5 dual [1] - 85:18 due [2] - 11:24, 81:25 during [3] - 28:1, 67:7, 106:22 duty [4] - 12:7, 12:16, 77:19, 78:3</p>	<p>each [16] - 2:7, 8:9, 8:12, 9:10, 9:22, 22:2, 35:8, 57:18, 66:10, 75:10, 106:25, 115:16, 116:6, 116:7, 116:19, 116:20 ear [1] - 116:5 earlier [2] - 24:22, 81:6 early [8] - 5:23, 10:13, 65:1, 79:13, 84:8, 105:7, 106:6, 111:16 earn [1] - 40:13 easier [3] - 65:19, 96:1, 105:12 easiest [1] - 56:19 easing [1] - 106:4 East [2] - 24:25, 117:16 easy [2] - 87:19, 124:2 echo [1] - 81:3 ecological [2] - 18:8, 18:21 economic [10] - 18:12, 18:21, 19:4, 19:6, 21:4, 21:5, 26:11, 26:25, 27:2, 57:15 Economics [2] - 20:20, 26:10 economies [1] - 53:20 economy [1] - 19:5 Economy [1] - 18:4 educated [1] - 82:5 educating [1] - 72:2 education [4] - 78:10, 88:10, 90:20, 120:25 Education [2] - 80:22, 103:25 EDWARDS [2] - 128:6, 128:19 effect [10] - 30:10, 34:16, 64:24, 105:23, 112:17, 112:18, 112:19, 115:20, 116:9, 116:13 effective [3] - 26:6, 115:12, 116:9 effectively [2] - 50:4, 85:22 efficient [3] - 13:22, 83:7, 109:16 effort [5] - 25:23, 62:4, 69:23, 84:13, 95:7 efforts [8] - 26:1, 63:4, 64:4, 64:6, 77:11, 100:22, 100:24, 125:7 egregious [1] - 69:2 Eight [1] - 80:25 eight [1] - 81:24 eighty [1] - 80:25 either [4] - 11:6, 63:22, 79:15, 116:22 elaborate [5] - 26:14, 43:6, 53:2, 68:15, 70:10 elect [1] - 17:3 Elected [2] - 9:17, 10:3</p>	<p>elected [35] - 8:17, 8:25, 10:9, 11:18, 11:21, 11:22, 17:13, 17:21, 24:8, 25:18, 26:2, 27:24, 31:16, 32:22, 33:5, 37:4, 38:12, 38:15, 38:16, 38:18, 57:18, 59:18, 60:2, 60:5, 68:16, 68:21, 69:7, 69:13, 80:4, 91:18, 97:17, 116:3, 118:25, 123:10, 126:16 electing [1] - 97:21 election [42] - 29:24, 30:10, 34:24, 34:25, 40:24, 41:22, 43:10, 43:19, 43:22, 43:23, 43:25, 44:11, 44:12, 46:14, 54:24, 55:15, 55:17, 55:22, 57:17, 65:4, 65:8, 67:7, 71:22, 77:16, 97:7, 104:10, 104:11, 108:5, 109:22, 109:25, 110:5, 110:19, 111:19, 111:25, 112:23, 113:2, 113:4, 113:15, 113:19 Election [1] - 106:21 elections [61] - 4:12, 5:19, 30:7, 34:23, 36:9, 41:1, 41:8, 42:16, 43:7, 43:8, 44:10, 44:17, 46:4, 47:21, 47:22, 47:25, 48:16, 48:22, 51:9, 56:16, 56:17, 58:1, 63:15, 65:12, 66:11, 69:8, 70:16, 70:17, 70:18, 70:23, 73:13, 74:17, 75:1, 77:21, 79:16, 91:17, 91:19, 97:10, 105:12, 105:17, 105:25, 106:2, 106:10, 106:22, 106:24, 107:20, 108:1, 108:2, 108:9, 108:19, 109:6, 109:9, 109:16, 111:12, 111:13, 111:24, 113:14, 113:18, 113:21, 126:2, 126:13 Elections [3] - 48:21, 51:14, 92:21 electoral [4] - 46:16, 63:1, 63:5, 109:11 electorate [1] - 52:13 electricity [1] - 122:1 elements [2] - 14:11, 15:13 elevate [1] - 60:17 Elias [3] - 9:3, 9:16, 10:1 eligible [1] - 91:14 eliminate [4] - 18:12, 100:19, 106:19, 107:25 eliminated [2] - 107:23, 108:2 eliminating [2] - 50:4, 56:25 else [2] - 53:2, 122:20 elsewhere [1] - 64:24 emblematic [1] - 79:12</p>
	E		
	<p>e [1] - 6:10 E [5] - 1:10, 74:3, 128:1 e-mails [1] - 6:10</p>		

<p>embrace [1] - 106:23 emphasize [2] - 95:17, 115:11 employee [1] - 68:3 employees [4] - 93:14, 93:16, 93:18, 93:25 empower [4] - 29:9, 29:25, 61:17, 63:9 empowered [2] - 10:9, 12:23 empowers [1] - 11:21 enable [2] - 14:17, 75:21 enact [2] - 42:13, 105:16 enacted [5] - 45:2, 66:1, 71:16, 99:25, 106:8 enacting [1] - 66:2 encourage [5] - 32:21, 62:21, 82:24, 86:21, 98:3 encouraging [4] - 72:2, 79:22, 87:16, 87:21 end [12] - 3:18, 29:14, 35:21, 36:1, 38:15, 39:9, 45:13, 80:3, 96:14, 96:15, 102:1, 125:4 ended [2] - 13:24, 91:20 endless [1] - 95:7 ends [1] - 71:6 energized [1] - 110:11 energy [1] - 95:8 enforce [1] - 41:5 enforcement [1] - 54:1 engage [8] - 5:18, 64:17, 70:23, 71:21, 78:25, 79:25, 87:17, 122:11 engaged [1] - 64:4 engagement [19] - 53:25, 63:11, 63:23, 65:12, 70:13, 73:10, 77:4, 78:3, 80:7, 80:10, 81:12, 84:4, 84:17, 85:4, 86:14, 87:18, 88:2, 121:7, 126:15 Engagement [15] - 54:4, 74:18, 77:13, 78:8, 79:4, 79:10, 79:25, 80:5, 80:16, 83:6, 83:18, 88:14, 120:6, 121:5, 122:9 engagements [1] - 82:2 engaging [3] - 72:7, 78:1, 81:12 enhance [1] - 109:3 enhanced [2] - 105:6, 111:16 enhancing [2] - 64:23, 108:13 enough [5] - 29:6, 51:13, 100:3, 100:15, 120:24 enrollment [6] - 105:6, 112:5, 112:14, 112:15, 112:25, 113:10 enshrine [2] - 14:18, 19:13 ensure [5] - 6:19, 19:17, 62:14, 63:5, 76:2</p>	<p>ensuring [2] - 70:11, 88:17 entered [1] - 6:16 enthusiastic [2] - 5:25, 85:4 entire [6] - 5:12, 8:11, 57:8, 104:5, 119:4, 120:23 entirely [1] - 11:4 entity [4] - 49:3, 49:11, 53:19, 68:12 environment [2] - 36:12, 87:25 environmental [4] - 2:13, 2:22, 117:24, 118:11 equal [6] - 3:14, 17:22, 28:17, 45:3, 52:19, 88:23 equally [1] - 45:8 equip [1] - 79:6 equity [3] - 18:8, 18:24, 93:5 equivalency [1] - 68:2 equivalent [1] - 50:13 Erdman [2] - 56:1, 56:3 ERDMAN [1] - 56:4 Eric [1] - 10:19 esoteric [1] - 35:20 especially [6] - 28:2, 32:2, 56:16, 75:25, 88:18, 125:20 espousing [1] - 21:18 essential [2] - 62:24, 116:17 essentially [7] - 4:24, 5:4, 82:2, 102:8, 102:15, 102:17, 103:25 establish [1] - 24:8 established [2] - 91:11, 105:24 establishes [2] - 12:6, 19:25 establishing [3] - 77:12, 77:25, 80:15 establishment [2] - 19:21, 83:5 estate [8] - 31:10, 31:17, 32:4, 33:24, 38:14, 38:15, 96:22 et [1] - 72:4 ethics [5] - 48:15, 48:20, 49:10, 53:25, 54:11 ethnic [2] - 6:14, 97:22 ethnically [1] - 115:14 ethnicity [1] - 2:18 Euros [1] - 76:10 eve [2] - 106:10, 109:22 even [18] - 14:25, 32:7, 34:11, 41:14, 67:9, 69:12, 71:18, 90:21, 91:3, 93:17, 113:20, 116:5, 118:8, 122:11, 123:1, 124:14, 125:11, 125:22 evening [34] - 3:6, 3:20, 3:24, 4:2, 4:8, 4:9, 4:16, 9:25, 16:16, 18:2, 21:14, 21:20, 27:14, 42:10, 45:21, 48:6,</p>	<p>58:12, 58:16, 62:1, 62:2, 66:6, 74:8, 76:22, 80:13, 83:8, 83:15, 92:25, 94:25, 95:2, 98:5, 99:3, 104:3, 117:3, 127:14 evenings [1] - 81:4 evenings [1] - 98:8 events [3] - 59:14, 67:9 ever [4] - 23:19, 30:15, 31:11, 82:19 every [19] - 4:21, 5:13, 6:11, 15:14, 28:17, 28:20, 33:3, 37:18, 39:14, 41:3, 45:3, 48:1, 54:24, 73:2, 76:10, 84:24, 94:7, 96:23, 99:23 everybody [4] - 16:16, 56:9, 119:24, 122:17 everybody's [2] - 119:21, 124:23 everyday [3] - 26:2, 78:4, 121:20 everyone [15] - 2:1, 7:10, 8:4, 8:12, 9:4, 9:12, 36:8, 36:12, 41:9, 42:8, 81:10, 97:12, 102:9, 127:10, 127:14 everything [2] - 26:19, 113:25 evicted [1] - 103:22 exact [1] - 86:14 exactly [2] - 25:16, 120:8 examine [1] - 116:24 example [4] - 55:13, 63:16, 86:14, 107:24 examples [2] - 19:15, 26:21 excel [1] - 93:7 except [3] - 11:8, 50:14, 60:19 excited [2] - 122:8, 127:5 excitement [1] - 82:20 exclude [1] - 63:5 excluded [2] - 78:16, 79:17 exclusionary [1] - 46:13 exclusively [1] - 84:7 excuse [2] - 105:8, 106:11 executive [8] - 3:25, 13:9, 27:16, 28:13, 30:2, 74:14, 107:6, 122:4 exempt [1] - 25:18 exercised [1] - 81:25 exist [1] - 85:6 existing [2] - 28:10, 126:4 exists [1] - 15:4 expand [6] - 75:6, 79:11, 93:13, 94:4, 94:16, 100:1 expanded [2] - 87:3, 94:23 expanding [3] - 50:24, 82:25, 93:23 expansion [5] - 80:16, 83:6, 87:8, 93:11, 120:14</p>	<p>expect [1] - 34:11 expected [1] - 30:19 expecting [1] - 30:16 expenditure [2] - 33:23, 71:20 expenditures [8] - 30:3, 51:2, 55:3, 55:7, 64:2, 64:7, 70:13 expense [1] - 75:24 expenses [3] - 63:16, 72:16, 72:18 expensive [1] - 14:15 experience [6] - 77:6, 85:24, 88:1, 89:4, 121:13, 122:22 experienced [1] - 84:7 experiences [2] - 78:7, 78:12 experiment [1] - 75:5 experiments [1] - 75:5 expert [2] - 7:18, 98:4 expertise [3] - 5:3, 53:21, 55:2 experts [2] - 98:9, 105:19 explain [1] - 54:19 explicitly [1] - 20:21 exploring [1] - 95:21 exposure [2] - 121:13, 121:19 expressing [1] - 116:21 expression [1] - 46:10 extend [2] - 78:9, 94:20 extends [1] - 77:22 extensive [2] - 6:4, 53:13 extensively [2] - 61:9, 104:22 extent [2] - 55:20, 77:19 extra [2] - 24:22, 106:19 extract [1] - 20:5 extraction [1] - 19:18 extremely [1] - 115:13</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>F [1] - 128:1 fabric [1] - 78:4 face [7] - 47:11, 56:14, 57:18, 63:21, 69:2, 82:21, 105:15 Facebook [1] - 6:17 facilitate [2] - 16:5, 83:6 facilitating [1] - 78:20 facilitator [1] - 77:1 fact [7] - 22:6, 33:20, 56:16, 60:19, 61:14, 103:20, 108:5 fact-oriented [1] - 22:6 facts [1] - 46:18 factual [1] - 23:24 failed [1] - 102:5 failure [1] - 92:10 Fair [1] - 49:11</p>
---	---	---	--

<p>fair [6] - 4:13, 17:8, 23:22, 28:6, 42:23, 45:11 fair-game [1] - 23:22 fairly [1] - 69:2 fairness [1] - 51:1 Fairway [1] - 100:11 faith [1] - 126:16 falafel [1] - 101:6 fall [1] - 81:14 falling [1] - 78:17 false [1] - 68:1 familiar [1] - 57:24 families [6] - 16:23, 17:8, 17:14, 62:15, 94:13, 94:15 family [9] - 94:6, 94:8, 94:11, 94:17, 94:20, 94:22, 103:7 famous [1] - 95:9 fan [2] - 36:17, 37:10 fantasy [1] - 119:23 far [4] - 14:22, 30:9, 64:12, 77:22 fascinating [1] - 119:19 fashioned [1] - 105:3 fast [2] - 20:21, 124:24 fast-growing [1] - 20:21 favor [3] - 58:9, 106:14, 127:17 federal [8] - 21:8, 42:15, 70:16, 70:17, 70:23, 79:15, 124:10 feedback [2] - 10:5, 14:5 feel [7] - 17:14, 67:3, 67:6, 74:6, 126:10, 126:11 feels [1] - 60:5 Felix [6] - 56:2, 64:8, 66:7, 73:5, 73:11, 73:21 felons [1] - 79:14 few [8] - 14:16, 24:7, 68:13, 83:23, 93:8, 121:20, 121:22, 122:21 fewer [2] - 77:14, 109:6 field [4] - 45:13, 53:22, 118:8, 118:9 Figaro [1] - 56:2 fight [6] - 12:21, 47:15, 62:14, 63:12, 66:12, 67:4 fighting [2] - 63:4, 78:21 Figuroa [4] - 64:8, 66:5, 66:7, 70:9 FIGUEROA [1] - 66:6 figure [2] - 15:23, 68:23 fill [1] - 96:6 final [6] - 44:5, 82:17, 114:21, 114:23, 115:2 finalized [1] - 114:1 finally [3] - 20:13, 44:20, 123:10 Finance [6] - 35:17, 48:20, 49:3, 49:22, 52:25, 54:23</p>	<p>finance [26] - 19:5, 27:18, 27:20, 28:4, 28:6, 28:10, 48:10, 48:12, 48:15, 48:21, 48:25, 54:1, 63:13, 65:24, 66:2, 66:19, 67:22, 73:19, 90:23, 95:19, 95:23, 96:9, 105:25, 125:7, 126:19, 126:24 financial [6] - 18:17, 20:6, 20:17, 27:1, 96:22, 103:7 financing [4] - 20:8, 91:9, 108:22, 126:8 find [7] - 17:10, 33:1, 55:6, 79:1, 79:2, 81:18, 91:25 finding [1] - 16:20 fine [3] - 34:15, 39:1, 107:18 finest [2] - 96:10, 100:7 first [34] - 6:25, 9:3, 14:9, 14:14, 19:13, 20:18, 21:19, 21:20, 24:9, 28:15, 40:23, 41:10, 44:10, 45:5, 48:12, 50:16, 50:19, 54:12, 57:20, 59:11, 60:22, 69:4, 70:15, 81:1, 82:19, 86:13, 89:23, 90:17, 93:13, 99:1, 107:18, 118:6, 119:18, 122:17 First [2] - 43:12, 52:20 first-time [1] - 81:1 fitting [1] - 3:15 five [3] - 2:6, 2:7, 29:21 flat [1] - 11:7 flat-out [1] - 11:7 fliers [1] - 66:12 flights [2] - 34:3 floor [1] - 8:21 focus [4] - 2:13, 2:15, 9:7, 58:22 focused [7] - 4:21, 6:13, 7:21, 9:5, 47:16, 72:7, 83:19 focusing [3] - 2:22, 72:1, 72:6 folks [12] - 4:14, 29:5, 29:6, 33:18, 34:14, 34:17, 39:20, 84:11, 95:15, 95:16, 114:16, 121:16 follow [3] - 6:18, 31:14, 47:24 followed [1] - 6:5 following [3] - 76:3, 77:8, 118:7 food [7] - 71:7, 99:7, 99:14, 99:16, 99:20, 100:5, 100:18 foot [1] - 27:13 foothold [1] - 100:10 footing [1] - 102:18 for [323] - 2:5, 2:25, 3:12, 3:14, 3:15, 4:7, 4:8, 4:20, 4:24, 5:18, 7:2, 7:16, 7:18,</p>	<p>8:6, 8:12, 8:24, 9:10, 9:17, 9:19, 10:2, 10:8, 10:21, 11:18, 11:24, 12:4, 12:12, 12:21, 12:25, 13:2, 13:20, 16:17, 16:22, 17:20, 17:24, 18:10, 18:21, 19:6, 19:13, 19:19, 19:21, 20:2, 20:11, 20:15, 21:9, 21:11, 21:20, 21:25, 22:18, 23:15, 24:2, 24:18, 24:19, 24:23, 26:3, 26:4, 27:5, 27:9, 27:11, 28:4, 29:3, 29:4, 29:10, 29:11, 29:20, 29:21, 29:22, 30:6, 30:10, 31:4, 31:8, 31:15, 31:17, 31:24, 32:6, 32:7, 32:17, 32:24, 33:1, 33:2, 33:6, 33:7, 34:13, 35:12, 35:13, 36:13, 38:23, 39:5, 39:8, 39:11, 39:17, 39:18, 39:23, 40:8, 40:14, 40:17, 40:18, 40:20, 41:7, 43:11, 45:13, 45:22, 46:4, 47:11, 47:13, 47:14, 47:15, 47:20, 47:22, 48:8, 48:14, 49:13, 50:8, 50:11, 50:15, 50:17, 50:20, 51:8, 51:9, 51:13, 51:18, 51:22, 51:24, 52:23, 53:11, 53:23, 53:25, 54:3, 54:23, 55:2, 55:10, 55:13, 55:25, 56:5, 56:6, 56:18, 56:21, 56:24, 58:6, 59:24, 60:8, 60:19, 61:7, 61:21, 62:3, 62:4, 62:22, 63:11, 63:12, 63:16, 64:14, 64:25, 65:5, 65:20, 66:4, 66:12, 66:15, 66:20, 67:4, 68:12, 68:14, 69:15, 70:3, 70:8, 70:22, 71:7, 72:16, 73:7, 73:8, 73:9, 74:8, 74:11, 74:17, 74:18, 74:25, 75:2, 75:16, 75:22, 75:23, 75:25, 76:11, 76:13, 76:19, 76:24, 78:21, 78:24, 80:10, 80:14, 81:22, 82:7, 83:7, 83:13, 83:17, 84:9, 84:22, 85:5, 85:9, 85:21, 86:13, 86:24, 89:12, 90:10, 91:14, 91:24, 92:2, 93:1, 93:3, 93:16, 93:21, 93:23, 94:3, 94:23, 95:1, 95:3, 95:4, 95:15, 96:1, 96:11, 96:22, 97:15, 98:16, 99:2, 99:14, 100:9, 100:15, 100:20, 101:6, 101:9, 101:11, 102:3, 102:10, 102:14, 102:23, 102:24, 102:25, 103:2, 103:5, 103:6, 103:7, 103:16, 103:19, 103:24, 104:3, 104:7, 104:8, 104:14, 104:23, 105:2, 106:2, 106:23, 107:1,</p>	<p>107:5, 107:13, 107:14, 107:21, 110:3, 111:4, 111:11, 111:13, 111:18, 111:20, 111:21, 112:2, 112:18, 112:19, 112:22, 112:23, 113:1, 113:2, 113:14, 113:17, 113:20, 113:23, 114:19, 115:19, 117:4, 117:18, 117:22, 117:23, 118:2, 118:6, 118:14, 118:20, 119:1, 119:13, 120:1, 120:6, 120:11, 120:12, 120:22, 121:3, 121:6, 121:11, 121:21, 122:1, 122:10, 122:13, 122:18, 122:24, 123:22, 124:1, 124:5, 124:22, 125:8, 125:9, 126:2, 126:21, 127:10, 127:11, 128:6 for-profit [1] - 68:12 forced [2] - 41:2, 47:17 forces [1] - 97:1 Fordham [1] - 104:11 forgot [1] - 23:15 form [3] - 24:12, 81:4, 101:4 format [2] - 15:9, 15:10 former [8] - 2:19, 15:1, 69:3, 75:2, 84:11, 99:18, 105:20, 105:21 forms [1] - 96:6 formulating [1] - 24:19 forth [1] - 37:23 fortunate [1] - 60:14 forum [2] - 85:25, 86:2 forums [1] - 86:3 forward [6] - 4:13, 30:25, 119:9, 119:14, 127:6, 127:13 fossil [1] - 20:8 fostering [2] - 77:23, 88:15 fought [3] - 13:16, 35:12, 47:13 found [5] - 11:25, 22:17, 120:5, 123:21, 125:17 founded [1] - 86:24 founder [2] - 56:6, 77:1 founders [1] - 93:3 founding [2] - 41:4, 88:3 fountains [1] - 81:23 four [7] - 9:14, 10:19, 14:5, 22:9, 24:16, 47:1, 54:24 fraction [1] - 34:12 fragmented [2] - 48:14, 48:17 frame [1] - 74:21 Francisco [1] - 44:24 Frank [2] - 90:15, 95:1 frankly [3] - 59:12, 60:8, 84:13</p>
---	--	---	--

<p>fraud [1] - 102:15 Frazier [4] - 40:5, 45:17, 45:18, 45:23 FRAZIER [2] - 45:18, 45:21 free [3] - 52:12, 74:6, 92:1 freelance [1] - 40:14 frequently [2] - 42:16, 81:7 friend [1] - 66:15 friends [2] - 86:25, 107:14 from [84] - 4:13, 5:23, 8:8, 8:9, 10:6, 14:5, 17:13, 21:8, 22:14, 23:8, 24:5, 25:19, 28:7, 28:18, 28:25, 30:22, 31:9, 31:10, 31:11, 35:5, 35:24, 36:10, 36:22, 36:23, 38:2, 38:21, 44:4, 47:7, 50:3, 50:6, 51:20, 53:21, 57:20, 58:22, 59:8, 62:12, 63:23, 64:8, 66:17, 67:2, 67:19, 70:20, 71:11, 72:6, 76:4, 77:14, 78:16, 78:18, 79:17, 80:25, 81:4, 82:2, 82:12, 84:10, 84:24, 86:11, 86:17, 87:20, 88:18, 88:19, 89:25, 92:6, 97:25, 98:15, 99:8, 99:20, 100:16, 103:22, 109:24, 113:20, 115:3, 115:24, 118:11, 119:24, 120:9, 122:22, 124:9, 125:18, 125:19, 127:1, 127:8, 127:12 front [2] - 60:8, 101:4 front-line [1] - 60:8 fruit [1] - 82:14 frustrating [2] - 15:2, 64:10 frustration [1] - 60:4 fuels [1] - 20:8 full [9] - 11:24, 31:4, 32:10, 35:7, 35:19, 35:23, 35:25, 47:16, 93:18 full-time [1] - 93:18 fullest [1] - 62:21 fully [4] - 47:20, 48:2, 52:8, 91:9 function [3] - 41:18, 111:9, 111:15 functioned [1] - 108:6 functions [8] - 49:2, 49:14, 53:6, 53:19, 54:5, 54:10, 54:16, 70:14 fund [5] - 41:1, 41:19, 41:22, 41:25, 76:1 Fund [1] - 2:21 fundamental [3] - 11:7, 69:5, 117:25 fundamentally [1] - 15:14 funded [4] - 40:24, 43:11, 43:18, 126:2 funding [1] - 41:24 fundraiser [1] - 102:7</p>	<p>funds [16] - 41:20, 50:3, 50:11, 75:23, 83:2, 84:22, 91:1, 91:3, 91:9, 91:14, 92:22, 116:18, 124:15, 125:14, 125:18, 126:13 further [7] - 60:25, 70:8, 76:18, 94:17, 118:8, 127:13, 128:10 furthermore [1] - 79:10 future [2] - 13:12, 79:7</p>	<p>go [27] - 14:14, 28:12, 32:5, 37:5, 38:2, 39:2, 55:1, 59:11, 60:18, 60:23, 67:10, 69:18, 71:2, 72:9, 73:12, 76:21, 81:8, 82:7, 88:19, 90:17, 94:3, 96:21, 97:2, 99:1, 114:10, 115:3, 123:23 goal [3] - 7:22, 8:12, 126:2 God [1] - 114:19 GODSIL [53] - 1:15, 2:1, 3:16, 4:19, 13:2, 16:13, 16:15, 17:24, 21:11, 24:5, 27:8, 30:21, 33:11, 34:19, 36:25, 39:21, 40:4, 42:6, 45:15, 45:17, 45:20, 48:4, 51:18, 54:18, 55:24, 58:10, 61:24, 65:16, 66:5, 67:18, 70:7, 73:25, 76:20, 80:12, 83:14, 86:10, 89:25, 90:12, 92:24, 94:24, 98:14, 98:20, 101:13, 101:22, 104:2, 107:12, 114:21, 117:2, 119:16, 124:20, 127:7, 127:17, 127:19 Godsil [3] - 2:11, 58:21, 62:2 goes [5] - 23:10, 59:20, 69:11, 73:21, 74:16 going [21] - 16:19, 17:19, 23:14, 28:12, 30:5, 30:6, 35:19, 36:13, 36:14, 37:22, 71:20, 95:14, 97:13, 102:7, 109:3, 109:13, 122:22, 123:22, 124:21, 127:13 golden [1] - 97:20 GOLDFEDER [10] - 104:3, 107:17, 107:25, 109:10, 111:14, 112:12, 113:11, 113:22, 114:12, 114:15 Goldfeder [2] - 98:25, 111:5 gone [2] - 58:4, 64:12 Gonzalez [2] - 90:15, 93:2 GONZALEZ [1] - 92:25 good [39] - 3:6, 3:20, 3:24, 4:2, 4:9, 4:16, 9:25, 13:10, 16:16, 18:2, 19:7, 21:14, 26:5, 27:13, 33:19, 34:22, 35:6, 37:2, 39:4, 42:10, 45:21, 48:6, 49:16, 54:12, 58:12, 62:1, 66:6, 74:8, 75:2, 76:22, 80:13, 83:15, 92:25, 94:25, 104:3, 107:24, 117:3, 127:14 Good [1] - 99:2 goodness [1] - 120:7 got [9] - 15:7, 16:24, 35:24, 36:19, 82:19, 102:4, 120:24, 123:9 governance [2] - 75:2, 115:12</p>	<p>government [25] - 3:10, 13:10, 13:21, 14:9, 19:1, 21:8, 22:7, 22:12, 33:19, 38:14, 62:22, 63:3, 75:14, 77:10, 77:18, 78:15, 79:18, 82:3, 88:5, 93:6, 93:7, 118:7, 121:9, 121:15, 122:14 Government [1] - 3:8 governor's [1] - 97:12 graduate [1] - 119:24 grain [1] - 118:8 grandparent [1] - 94:10 grant [2] - 40:14, 94:17 grants [3] - 65:24, 79:12 grassroots [3] - 26:1, 91:11, 96:16 grave [1] - 99:13 great [9] - 15:23, 16:4, 16:7, 21:16, 49:23, 66:13, 85:24, 95:13, 115:17 greater [3] - 118:5, 126:16, 126:19 greatest [1] - 23:2 greatly [2] - 51:3, 126:3 grew [2] - 121:25, 122:2 ground [1] - 115:24 grounds [1] - 42:24 group [9] - 8:9, 13:11, 18:4, 42:13, 77:3, 85:12, 100:25, 104:18, 117:11 Group [4] - 117:10, 117:15, 117:21, 119:11 groups [4] - 6:15, 18:5, 36:10, 86:6 grow [1] - 89:18 growing [4] - 18:24, 20:21, 21:2, 44:3 growth [1] - 90:10 guess [2] - 33:9, 34:21 guidelines [1] - 21:25 Guidelines [1] - 2:20 guilty [2] - 10:15, 11:25 guys [2] - 95:8, 97:8</p>
		<p>G</p>	<p>H</p>
		<p>gain [1] - 82:10 Gale [2] - 13:14, 14:4 game [3] - 5:24, 23:22, 96:5 gap [2] - 91:8, 91:10 Gardens [1] - 102:22 Garner [1] - 10:19 gather [1] - 81:15 gave [2] - 58:21, 101:16 gender [2] - 2:17, 97:23 gender-based [1] - 97:23 general [7] - 16:10, 43:8, 44:11, 59:9, 109:18, 110:5 General [3] - 69:3, 101:18, 105:20 generally [3] - 26:24, 53:22, 68:12 generation [1] - 89:19 geographic [2] - 25:10, 116:8 geographical [1] - 24:21 geographically [1] - 115:15 get [35] - 5:20, 17:11, 26:1, 26:19, 27:24, 28:15, 29:12, 31:12, 32:18, 32:21, 35:19, 36:2, 37:23, 39:8, 39:17, 39:18, 39:24, 44:17, 50:19, 61:2, 65:9, 65:20, 66:10, 66:20, 67:16, 68:23, 71:22, 88:6, 88:9, 100:9, 102:19, 103:22, 108:10, 109:19, 124:15 gets [3] - 38:5, 81:6, 94:7 getting [6] - 32:12, 32:19, 34:6, 38:12, 95:9, 97:16 giant [1] - 107:1 give [17] - 17:21, 17:22, 25:5, 29:1, 29:2, 38:17, 38:24, 38:25, 45:9, 48:1, 54:22, 62:21, 64:13, 86:8, 96:23, 110:10, 113:6 given [7] - 30:15, 30:17, 33:3, 55:2, 59:14, 69:17, 103:19 gives [6] - 36:8, 69:6, 83:9, 110:18, 110:24, 122:12 giving [6] - 52:19, 66:11, 83:1, 93:1, 116:4, 122:18</p>	<p>habits [3] - 81:5, 81:7, 81:8 had [26] - 16:20, 23:17, 23:20, 24:7, 25:7, 27:19, 31:1, 32:18, 34:9, 34:16, 35:7, 35:23, 36:10, 37:12, 50:22, 67:10, 89:24, 93:20, 94:3, 97:24, 101:25, 102:16, 102:21, 108:22, 110:4, 121:22 HAGEDORN [1] - 124:22 Hagedorn [2] - 114:22, 124:25 hail [1] - 62:12</p>

<p>half [11] - 23:16, 32:25, 33:2, 33:7, 33:10, 90:9, 91:17, 108:16, 108:20, 108:25, 124:8 Hall [3] - 44:1, 83:12, 101:16 hall [1] - 102:2 halls [1] - 82:3 ham [1] - 64:17 hand [2] - 40:10, 128:14 handed [3] - 12:13, 82:18, 105:5 handle [1] - 92:21 hands [2] - 11:1, 17:2 HANKS [1] - 40:12 Hanks [5] - 40:5, 40:6, 40:8, 40:10, 40:12 happen [8] - 24:23, 31:13, 40:3, 71:15, 82:11, 86:1, 86:5, 123:13 happened [5] - 16:20, 37:16, 86:3, 92:14, 123:15 happening [4] - 23:8, 35:18, 36:1, 123:14 happens [3] - 17:5, 17:6, 25:12 happy [4] - 2:2, 3:1, 25:15, 76:17 hard [5] - 46:3, 58:19, 62:10, 66:20, 91:25 Harlem [1] - 45:25 Harpreet [2] - 114:22, 122:15 Harvard [1] - 75:3 has [62] - 4:21, 5:13, 5:14, 9:13, 12:10, 12:16, 14:13, 20:3, 23:19, 27:18, 27:21, 30:15, 38:20, 39:15, 42:24, 43:3, 44:7, 44:13, 44:24, 45:1, 45:5, 48:17, 54:13, 54:25, 55:12, 59:24, 60:25, 61:18, 64:16, 65:22, 66:24, 68:1, 70:2, 72:18, 73:5, 74:4, 74:24, 76:8, 77:7, 82:17, 84:9, 85:3, 85:16, 90:23, 90:25, 94:15, 96:2, 96:19, 99:16, 99:25, 100:8, 100:15, 105:15, 108:24, 109:7, 116:6, 118:5, 123:9, 125:5, 125:11, 127:2 hasn't [2] - 94:13, 103:5 have [228] - 2:8, 5:3, 5:4, 5:5, 6:7, 6:10, 6:11, 6:17, 6:21, 6:24, 7:8, 7:11, 7:17, 7:22, 7:23, 7:24, 8:3, 8:4, 8:16, 9:3, 9:4, 9:6, 9:7, 9:8, 9:11, 9:14, 9:19, 11:12, 12:11, 12:12, 13:6, 13:16, 13:25, 14:1, 14:22, 14:23, 16:9, 16:21, 17:4, 17:8, 17:11, 17:15, 18:10, 20:24, 21:19, 22:1, 22:4, 22:13, 22:16,</p>	<p>23:1, 23:14, 24:14, 26:22, 29:23, 30:1, 30:13, 30:23, 31:1, 31:21, 32:3, 32:23, 33:13, 33:14, 33:24, 34:7, 34:9, 34:22, 35:7, 35:16, 36:19, 36:20, 37:22, 37:24, 39:11, 39:20, 40:22, 41:17, 42:16, 42:18, 42:21, 43:17, 45:2, 47:13, 47:16, 48:9, 48:11, 49:23, 51:14, 51:17, 51:21, 53:11, 53:14, 53:20, 54:2, 54:3, 54:8, 54:15, 56:11, 56:13, 56:18, 56:23, 57:2, 57:4, 57:19, 58:3, 58:19, 60:1, 60:3, 60:15, 61:4, 62:16, 62:18, 64:12, 65:6, 65:10, 67:11, 68:7, 68:22, 71:13, 71:14, 71:15, 71:20, 72:23, 75:11, 75:24, 76:5, 76:6, 80:19, 83:11, 84:6, 84:11, 84:14, 84:15, 84:17, 84:19, 84:20, 84:22, 85:15, 85:25, 86:15, 86:25, 87:18, 87:24, 88:8, 88:23, 89:6, 89:13, 89:18, 89:24, 92:4, 92:9, 92:22, 93:8, 94:1, 94:8, 94:10, 94:16, 95:4, 95:20, 97:8, 97:18, 98:3, 98:4, 100:4, 100:22, 101:1, 101:3, 101:6, 102:7, 102:13, 102:25, 103:4, 103:18, 103:23, 104:5, 104:22, 105:5, 105:24, 106:5, 106:7, 106:15, 107:4, 107:9, 108:20, 110:4, 111:4, 111:20, 111:23, 112:4, 112:13, 112:14, 112:16, 114:13, 114:17, 114:23, 115:1, 116:4, 116:18, 117:22, 118:1, 119:15, 119:23, 120:20, 120:25, 121:3, 121:7, 121:19, 121:21, 122:5, 122:6, 122:13, 122:16, 122:19, 123:6, 124:10, 124:12, 125:10, 126:5, 126:12, 126:22, 126:25, 128:14 have you [3] - 68:20, 111:5, 111:8 haven't [5] - 2:9, 6:9, 10:22, 102:25, 125:22 having [11] - 17:10, 28:11, 34:1, 60:18, 71:6, 93:1, 107:14, 107:15, 108:18, 113:18, 127:13 He [1] - 5:18 he [14] - 66:15, 66:16, 73:6, 73:11, 82:21, 91:3, 91:5, 103:18, 123:9, 123:10,</p>	<p>123:16, 126:1 he's [1] - 104:8 headlines [1] - 13:1 heads [1] - 85:17 headsets [1] - 7:12 healthy [1] - 52:16 hear [11] - 5:23, 6:22, 9:13, 12:20, 21:23, 53:5, 75:10, 101:22, 115:2, 119:21, 127:12 heard [14] - 8:12, 24:10, 37:3, 42:21, 62:18, 62:25, 65:10, 74:14, 84:10, 93:7, 95:2, 95:13, 97:4, 99:10 hearing [7] - 4:13, 6:7, 7:13, 7:21, 8:15, 81:4, 123:22 HEARING [1] - 1:2 hearings [8] - 2:6, 7:1, 7:5, 7:17, 42:22, 62:5, 62:18, 98:4 Heather [1] - 80:17 heavy [1] - 59:4 held [9] - 5:19, 7:19, 10:18, 10:23, 12:1, 49:13, 54:13, 63:3, 99:17 hello [3] - 4:5, 40:12, 115:5 help [10] - 26:11, 67:15, 67:17, 76:17, 78:2, 79:11, 79:25, 83:25, 88:14, 126:14 helped [2] - 14:1, 27:23 helping [1] - 2:17 helplessness [1] - 59:16 helps [1] - 26:6 her [5] - 30:19, 73:22, 82:19, 89:10 here [41] - 2:5, 3:23, 4:20, 5:1, 6:1, 7:22, 8:25, 10:7, 16:22, 18:4, 23:3, 24:11, 29:24, 38:4, 48:8, 50:22, 58:25, 59:12, 61:12, 62:3, 62:9, 83:20, 84:11, 93:10, 95:3, 96:20, 99:12, 104:8, 115:3, 117:9, 118:7, 120:10, 120:19, 120:20, 121:3, 122:21, 123:16, 123:25, 126:5, 127:10 hereby [1] - 128:7 hereunto [1] - 128:14 hi [7] - 13:5, 37:1, 90:18, 92:25, 101:14, 119:17, 124:22 Hidalgo [3] - 9:21, 13:4, 13:5 HIDALGO [5] - 13:5, 16:14, 24:20, 25:14, 25:22 high [2] - 76:25, 119:24 higher [3] - 28:23, 31:15, 34:23 highest [2] - 23:2, 38:4 highly [4] - 15:5, 25:23,</p>	<p>105:25, 118:21 hill [2] - 31:4, 35:13 him [3] - 102:2, 102:22, 103:9 hinder [1] - 26:1 Hirsch [4] - 56:2, 61:25, 62:5, 70:9 HIRSCH [5] - 62:1, 65:17, 67:24, 70:15, 72:21 his [10] - 73:6, 73:21, 91:3, 91:4, 103:17, 103:19, 103:20, 104:8, 126:1, 126:6 Hispanics [1] - 66:17 historical [1] - 46:1 historically [2] - 68:1, 101:1 history [2] - 15:20, 87:14 hit [1] - 28:13 HO [10] - 1:17, 4:9, 24:7, 25:2, 25:17, 26:7, 113:12, 114:9, 114:14, 114:20 Ho [1] - 4:9 hold [5] - 10:25, 12:24, 19:22, 32:23, 69:7 holders [1] - 99:22 holding [5] - 2:6, 59:19, 62:4, 69:13, 101:21 Hollander [2] - 114:23, 117:6 HOLLANDER [1] - 117:3 Holts [1] - 9:24 Holtz [4] - 9:3, 9:16, 9:18, 10:1 HOLTZ [4] - 9:25, 11:15, 21:24, 22:16 Home [1] - 104:20 home [2] - 21:1, 30:5 homeroom [1] - 89:9 homes [1] - 103:23 honest [2] - 87:25, 111:3 honestly [1] - 88:11 honor [3] - 3:3, 13:6, 115:2 hook [1] - 68:24 hope [6] - 36:22, 40:1, 57:3, 81:7, 86:7 hoping [1] - 26:8 horses [1] - 58:4 hospitals [1] - 3:2 hot [1] - 87:19 hours [5] - 30:1, 59:15, 92:14, 96:11, 123:23 hours' [1] - 96:11 House [1] - 75:3 house [1] - 19:19 households [1] - 34:8 housing [8] - 2:15, 18:16, 19:4, 19:13, 19:16, 20:17, 78:11, 93:9 Housing [1] - 103:16 how [51] - 4:14, 5:5, 5:17,</p>
---	---	---	--

<p>5:19, 5:20, 5:21, 14:20, 15:3, 15:23, 16:8, 16:10, 23:15, 23:22, 24:12, 24:16, 26:10, 30:2, 36:15, 38:1, 39:6, 41:16, 44:2, 44:14, 44:19, 52:1, 53:6, 54:4, 58:23, 60:5, 61:13, 61:14, 61:20, 64:16, 68:23, 70:3, 70:10, 70:13, 74:20, 82:9, 83:2, 84:21, 85:20, 96:5, 98:2, 98:9, 98:11, 107:6, 111:8, 123:17, 124:3 how are [1] - 37:1 how did [2] - 31:11, 31:12 how do [3] - 21:21, 41:24, 109:4 how many [2] - 90:2, 90:5 however [8] - 10:25, 34:25, 40:3, 41:17, 56:24, 63:13, 78:17, 92:2 HRA [5] - 101:19, 102:5, 102:12, 102:17, 102:20 human [1] - 15:10 human-readable [1] - 15:10 hundred [1] - 80:25 hundreds [1] - 10:14 hungry [1] - 124:23 Hunter [1] - 117:7 hurdles [1] - 117:18</p>	<p>51:24, 52:10, 52:15, 53:4, 53:11, 53:15, 53:18, 53:22, 54:12, 54:13, 54:22, 56:5, 58:8, 58:16, 58:17, 58:18, 58:19, 58:21, 58:24, 59:2, 59:8, 59:12, 59:15, 59:22, 59:25, 60:4, 60:10, 61:7, 61:12, 61:13, 61:18, 61:19, 62:20, 64:22, 65:16, 65:17, 65:22, 66:7, 66:9, 66:10, 66:12, 66:13, 66:15, 66:16, 67:4, 67:8, 67:10, 67:12, 67:16, 67:25, 68:15, 68:18, 69:4, 69:8, 69:9, 69:15, 70:15, 70:22, 72:5, 73:12, 73:24, 74:10, 74:19, 74:21, 76:25, 81:3, 82:18, 82:24, 83:8, 83:16, 83:20, 84:3, 84:6, 84:8, 84:15, 84:17, 84:19, 85:14, 85:15, 86:3, 86:7, 86:13, 86:23, 87:2, 87:6, 87:24, 87:25, 88:3, 88:5, 88:8, 88:9, 88:13, 88:18, 88:19, 88:20, 88:22, 89:1, 89:3, 89:5, 89:6, 89:9, 89:10, 89:13, 89:14, 89:21, 89:22, 90:10, 90:18, 90:24, 91:16, 91:23, 92:2, 92:9, 92:17, 94:4, 95:4, 95:13, 95:14, 95:16, 95:17, 95:19, 95:22, 96:17, 97:4, 97:7, 97:14, 97:21, 97:22, 98:3, 98:11, 98:20, 99:1, 101:16, 101:19, 101:24, 101:25, 102:2, 102:3, 102:4, 102:16, 102:21, 102:24, 102:25, 103:6, 103:8, 103:9, 103:23, 104:7, 104:8, 104:12, 104:20, 104:25, 105:5, 105:13, 105:22, 107:2, 107:3, 107:4, 107:8, 107:15, 107:17, 107:19, 107:23, 108:10, 108:11, 109:10, 109:12, 109:13, 110:2, 110:4, 110:14, 110:23, 111:1, 111:4, 112:5, 112:6, 112:7, 112:8, 114:9, 114:19, 114:23, 115:6, 117:6, 117:9, 117:24, 118:12, 119:11, 119:22, 119:23, 120:5, 120:6, 120:10, 120:16, 120:17, 120:24, 121:3, 121:11, 121:14, 121:15, 121:20, 121:22, 121:23, 121:25, 122:2, 122:3, 122:4, 122:5, 122:6, 122:13, 122:19, 122:22, 122:23, 123:19, 123:21, 123:23, 124:6, 124:7,</p>	<p>124:10, 124:11, 124:12, 124:20, 124:23, 124:24, 124:25, 126:5, 126:9, 126:10, 126:11, 126:22, 126:25, 127:3, 128:1, 128:6, 128:10, 128:12, 128:14 I'm [62] - 2:11, 2:12, 3:6, 3:20, 3:22, 3:25, 4:3, 4:10, 4:17, 10:1, 13:8, 16:17, 18:3, 21:18, 23:1, 23:3, 23:12, 23:14, 23:16, 23:24, 24:10, 25:16, 27:14, 29:3, 31:22, 39:1, 40:12, 40:14, 41:13, 42:11, 48:7, 48:8, 51:25, 53:1, 58:13, 62:5, 67:20, 72:15, 72:21, 73:24, 76:25, 80:17, 83:21, 90:19, 93:2, 93:9, 99:3, 99:12, 101:14, 101:22, 101:23, 104:6, 106:14, 110:12, 113:22, 114:6, 119:17, 122:8, 124:7, 127:1, 127:5 I've [16] - 8:1, 21:15, 23:16, 23:19, 24:9, 27:25, 30:17, 74:12, 83:24, 84:1, 84:7, 104:16, 105:4, 119:20, 120:24, 123:12 ID [1] - 46:13 idea [6] - 24:10, 26:18, 29:5, 29:10, 65:24, 122:8 ideal [2] - 49:14, 54:14 ideally [2] - 15:25, 49:2 ideas [13] - 4:13, 5:5, 13:24, 24:11, 75:25, 76:12, 81:17, 84:25, 85:3, 85:5, 95:13, 95:16, 98:13 identified [1] - 94:6 identify [4] - 8:22, 8:25, 14:6, 31:1 If [1] - 97:11 if [93] - 2:7, 2:9, 6:9, 6:21, 7:12, 8:8, 8:17, 9:20, 9:22, 15:23, 16:4, 16:7, 17:12, 21:21, 25:7, 26:4, 30:4, 31:1, 31:11, 32:6, 32:9, 32:17, 33:16, 35:1, 35:16, 35:18, 35:23, 35:24, 37:21, 38:11, 38:22, 38:23, 38:24, 39:1, 39:15, 40:2, 41:18, 42:8, 43:13, 49:17, 50:17, 52:1, 53:1, 56:17, 60:24, 61:19, 63:1, 63:18, 63:20, 66:22, 66:24, 68:15, 71:19, 71:24, 72:8, 73:12, 73:20, 74:4, 75:13, 76:17, 76:21, 86:20, 89:3, 89:14, 94:2, 94:8, 94:9, 94:21, 96:8, 96:25, 97:19, 101:6, 101:22, 102:12, 102:17,</p>	<p>102:22, 103:10, 103:13, 103:20, 107:7, 108:13, 110:2, 110:10, 112:5, 112:6, 112:24, 112:25, 114:15, 114:17, 123:25, 124:2, 126:12 ignore [1] - 61:14 ignored [2] - 11:7, 78:14 Il [1] - 113:16 Ilana [3] - 74:3, 76:20, 76:24 illegally [1] - 103:22 immigrants [2] - 100:9, 100:21 impact [13] - 28:12, 33:25, 52:2, 70:21, 75:11, 79:24, 89:21, 115:19, 115:25, 116:7, 116:19, 117:24, 118:11 impacted [1] - 22:15 impactful [1] - 28:3 impacts [3] - 18:24, 81:11, 81:13 impede [1] - 63:13 impediment [1] - 65:3 implement [2] - 89:15, 120:3 implemented [3] - 45:6, 88:11, 98:6 implementing [1] - 117:17 importance [4] - 23:2, 70:24, 73:13, 115:11 important [10] - 18:19, 31:2, 44:25, 60:8, 73:14, 75:24, 85:15, 116:24, 117:4, 120:17 importantly [2] - 51:9, 122:12 impose [1] - 114:18 impossible [2] - 96:13, 117:18 impressive [1] - 90:13 improperly [1] - 103:20 impropriety [1] - 32:16 improve [7] - 13:16, 14:7, 43:4, 45:7, 76:12, 81:16, 83:3 improvement [2] - 28:4, 85:21 improvements [1] - 81:25 improving [1] - 28:1 IN [1] - 128:14 in [457] - 2:6, 2:16, 2:22, 2:24, 3:9, 3:10, 3:12, 3:13, 3:23, 4:14, 5:11, 5:17, 6:4, 6:6, 7:1, 7:14, 7:19, 8:3, 9:4, 10:11, 10:13, 10:18, 10:22, 11:4, 11:23, 12:4, 12:5, 12:14, 12:21, 12:25, 13:11, 13:13, 13:19, 15:1, 15:8, 15:11, 15:16, 16:18, 16:19, 18:4, 18:19, 18:20,</p>
I			
<p>I [381] - 2:13, 2:20, 3:1, 3:3, 3:7, 3:8, 3:11, 4:6, 4:7, 4:13, 6:8, 6:17, 7:24, 9:20, 14:6, 14:14, 16:20, 16:21, 17:14, 21:14, 21:17, 21:19, 21:25, 22:3, 22:6, 22:8, 22:16, 22:24, 23:11, 23:14, 23:15, 23:21, 24:2, 24:7, 24:11, 24:16, 24:21, 25:2, 25:3, 25:7, 25:14, 25:18, 25:20, 26:8, 27:15, 28:4, 28:8, 28:12, 30:1, 30:5, 30:12, 30:14, 30:17, 30:18, 30:23, 30:25, 31:4, 31:7, 31:16, 31:23, 32:4, 32:5, 32:6, 32:9, 32:12, 32:15, 33:13, 33:17, 34:1, 34:6, 34:11, 34:12, 34:14, 34:15, 34:20, 34:21, 35:12, 36:2, 36:5, 36:15, 36:16, 36:21, 37:3, 37:6, 37:7, 37:9, 37:13, 37:20, 38:6, 38:9, 38:12, 39:2, 39:3, 39:24, 39:25, 40:1, 40:6, 40:8, 40:12, 40:13, 40:15, 40:17, 40:20, 40:21, 40:25, 41:1, 42:8, 45:25, 46:1, 46:2, 46:5, 47:24, 49:8, 49:15, 49:20, 50:13, 50:22, 51:21,</p>			

<p>18:25, 19:4, 19:8, 20:6, 20:24, 21:3, 21:5, 21:9, 22:5, 22:20, 22:21, 23:9, 23:18, 23:20, 24:11, 25:3, 25:13, 25:22, 25:23, 26:18, 26:21, 27:6, 27:19, 27:20, 27:25, 28:1, 29:7, 29:17, 29:18, 29:19, 29:21, 30:5, 30:10, 30:14, 30:16, 32:2, 32:14, 33:5, 33:8, 33:9, 33:18, 33:22, 34:5, 34:7, 34:11, 34:23, 34:24, 35:10, 35:16, 36:3, 36:5, 36:16, 36:23, 37:5, 37:15, 37:17, 37:18, 37:19, 37:20, 38:1, 38:4, 38:9, 38:13, 38:14, 38:15, 38:25, 39:9, 39:11, 40:1, 40:2, 40:13, 40:19, 40:21, 40:22, 40:23, 41:4, 41:10, 41:12, 41:13, 41:25, 42:1, 42:2, 42:4, 42:20, 43:5, 43:16, 43:19, 43:21, 43:24, 44:1, 44:4, 44:5, 44:9, 44:12, 44:13, 44:17, 44:19, 44:23, 44:24, 45:2, 45:3, 45:4, 45:25, 46:1, 46:3, 46:7, 46:16, 47:4, 47:7, 47:8, 47:9, 47:13, 47:18, 47:21, 47:24, 48:2, 48:14, 48:18, 49:2, 49:10, 49:12, 49:19, 49:20, 49:24, 50:14, 51:12, 51:17, 52:9, 52:11, 52:17, 53:9, 53:12, 53:22, 54:8, 54:10, 54:25, 55:13, 55:17, 55:21, 56:9, 56:10, 56:12, 57:3, 57:4, 57:10, 57:12, 57:15, 57:17, 58:7, 58:9, 58:22, 59:1, 59:6, 59:9, 59:11, 59:14, 59:18, 59:19, 59:23, 60:6, 60:13, 60:14, 61:15, 62:8, 62:9, 62:14, 62:20, 62:22, 62:25, 63:1, 63:4, 64:3, 64:4, 64:11, 64:15, 64:18, 64:22, 64:24, 65:1, 65:4, 65:25, 66:1, 66:10, 66:17, 67:5, 67:12, 67:13, 67:24, 68:6, 68:19, 68:25, 69:1, 69:8, 69:23, 70:16, 70:23, 71:3, 71:12, 71:16, 71:18, 71:21, 72:8, 72:19, 72:23, 73:2, 73:3, 73:19, 73:20, 74:10, 74:17, 75:4, 75:8, 75:10, 75:15, 76:7, 76:8, 77:5, 77:10, 77:16, 78:7, 79:5, 79:15, 79:16, 79:25, 80:3, 80:7, 80:15, 80:23, 80:24, 81:10, 81:12, 81:14, 81:16, 81:24, 82:13, 82:20, 83:2, 83:4, 83:6, 83:8, 83:22, 83:23, 84:1, 84:3,</p>	<p>84:5, 84:8, 84:15, 84:17, 84:18, 84:24, 85:6, 85:9, 85:10, 85:22, 86:2, 86:3, 86:5, 86:7, 86:17, 87:4, 87:5, 87:11, 87:12, 87:15, 87:17, 87:19, 88:1, 88:2, 88:11, 88:12, 88:15, 88:19, 88:21, 89:13, 90:3, 90:7, 91:1, 91:3, 91:8, 91:24, 92:1, 92:14, 92:19, 93:6, 93:7, 93:16, 93:19, 94:8, 94:15, 95:24, 96:5, 96:10, 96:12, 96:21, 97:9, 97:20, 98:1, 98:4, 98:6, 98:7, 98:10, 98:11, 99:17, 99:18, 100:5, 100:7, 100:8, 100:10, 100:13, 101:4, 101:5, 101:18, 102:2, 102:3, 102:4, 102:10, 102:13, 102:14, 102:22, 103:3, 104:9, 104:16, 104:17, 104:20, 104:25, 105:16, 105:23, 105:24, 106:4, 106:14, 106:16, 106:17, 106:18, 106:20, 106:21, 107:1, 108:14, 108:15, 108:21, 109:8, 110:3, 110:12, 110:19, 110:20, 111:19, 112:25, 113:5, 113:18, 114:24, 116:12, 116:23, 117:11, 117:16, 118:5, 118:6, 120:2, 120:15, 120:16, 121:2, 121:4, 121:14, 121:21, 121:23, 121:24, 121:25, 122:2, 122:3, 122:11, 123:2, 123:3, 123:13, 123:15, 123:18, 123:23, 124:8, 124:11, 124:14, 125:3, 125:12, 125:17, 126:1, 126:9, 126:13, 126:14, 126:16, 126:17, 126:22, 127:1, 127:17, 128:12</p> <p>in-depth [2] - 11:23, 22:5 in-district [1] - 29:19 in-kind [1] - 73:20 inadequate [1] - 103:14 inappropriately [1] - 108:7 inaudible [5] - 23:1, 36:16, 103:4, 103:9, 123:9 inaudible [1] - 53:4 incentive [2] - 50:18, 72:6 incentivize [1] - 32:17 inception [1] - 27:19 incestuous [1] - 118:25 incinerator [2] - 2:24, 2:25 inclined [2] - 49:17, 50:20 include [5] - 19:15, 50:24, 105:5, 113:9, 119:2</p>	<p>included [2] - 47:21, 126:19 includes [3] - 41:23, 64:19, 117:15 including [7] - 20:16, 22:25, 23:6, 26:21, 44:21, 65:12, 105:19 inclusion [2] - 63:8, 104:23 inclusive [1] - 74:23 inclusivity [1] - 79:22 income [4] - 65:5, 76:1, 117:18, 118:3 incomplete [1] - 12:19 incorporates [1] - 19:3 increase [12] - 28:21, 50:2, 77:4, 80:23, 91:8, 91:10, 100:23, 109:14, 109:20, 109:25, 110:23, 125:24 increased [3] - 81:3, 109:16, 126:21 increasing [4] - 28:18, 32:16, 91:9, 101:8 incredible [1] - 98:13 incredibly [1] - 88:2 incremental [1] - 126:11 incumbency [1] - 30:11 incumbent [1] - 37:8 incumbents [1] - 37:20 incurs [1] - 63:16 indeed [1] - 105:22 independence [2] - 23:12, 23:23 Independence [2] - 40:16, 46:6 Independent [1] - 58:14 independent [30] - 10:10, 11:19, 12:6, 17:3, 17:12, 17:21, 24:1, 30:3, 33:20, 33:21, 33:23, 34:16, 40:19, 45:4, 45:24, 46:2, 46:8, 47:2, 47:5, 51:2, 55:3, 55:6, 55:7, 58:15, 61:10, 64:1, 64:7, 70:12, 71:20, 118:14 independently [1] - 55:12 independents [14] - 42:2, 42:4, 45:14, 46:19, 46:21, 46:23, 46:24, 47:1, 47:3, 47:11, 47:16, 47:20, 51:25, 61:15 India [2] - 123:13, 123:15 indicated [2] - 52:24, 95:21 indication [3] - 107:21, 112:14, 112:16 indicative [1] - 77:17 individual [1] - 80:6 individuals [2] - 8:19, 10:5 industries [1] - 96:22 industry [1] - 96:4 inept [2] - 92:21, 92:23 inequality [2] - 18:13, 26:11</p>	<p>inexpensive [1] - 118:18 inflated [1] - 100:4 influence [1] - 35:2 inform [1] - 115:18 Information [1] - 15:19 information [3] - 14:2, 14:18, 55:14 informative [1] - 127:11 initial [2] - 6:25, 60:17 initiate [3] - 69:19, 69:21, 104:18 initiative [8] - 60:12, 60:16, 60:20, 61:2, 61:5, 69:24, 88:15 initiatives [4] - 26:17, 64:23, 78:2, 78:19 injustice [3] - 27:2, 99:13, 117:25 innocuous [1] - 96:11 innovations [2] - 44:21, 45:11 innovative [2] - 44:23, 75:25 inspired [3] - 63:25, 64:5, 67:3 instant [8] - 51:7, 105:7, 106:17, 107:19, 108:1, 109:2, 109:5, 109:13 instead [5] - 11:23, 52:14, 71:25, 96:17, 96:23 Institute [1] - 3:8 institution [2] - 8:10, 8:11 institutionalized [1] - 75:8 institutions [6] - 20:11, 20:17, 21:2, 27:4, 78:6, 78:13 instructional [1] - 56:8 insult [1] - 11:15 integrating [1] - 78:3 integration [1] - 78:22 intensive [1] - 76:13 interest [10] - 5:15, 9:9, 11:8, 12:9, 21:16, 24:3, 36:10, 36:24, 92:1, 103:17 Interest [1] - 49:7 interested [4] - 5:16, 6:1, 30:5, 128:12 interesting [1] - 120:13 interests [6] - 36:18, 36:19, 63:2, 63:12, 79:20, 100:25 Interests [1] - 48:19 internal [1] - 43:14 interned [1] - 86:23 interpretation [3] - 71:17, 71:18, 73:18 interpreters [2] - 7:8, 7:12 interruptions [1] - 61:3 interruption [2] - 2:14, 2:15 intervals [1] - 100:19 intimate [1] - 79:7</p>
---	---	---	--

<p>into [16] - 25:7, 30:9, 49:6, 53:3, 78:3, 79:18, 81:18, 81:20, 82:3, 83:12, 91:18, 95:8, 107:7, 117:5, 123:7, 127:3</p> <p>introduce [2] - 3:17, 70:25</p> <p>introducing [2] - 71:10, 72:3</p> <p>introduction [1] - 126:7</p> <p>invest [3] - 84:22, 85:22, 86:5</p> <p>invested [5] - 27:25, 76:6, 82:6, 82:13, 84:3</p> <p>investigate [1] - 12:8</p> <p>investigation [1] - 10:13</p> <p>investigations [1] - 11:24</p> <p>investments [1] - 19:23</p> <p>investors [1] - 19:9</p> <p>invite [6] - 3:4, 40:4, 56:1, 74:2, 90:14, 98:23</p> <p>invited [1] - 6:8</p> <p>invites [1] - 79:16</p> <p>inviting [2] - 3:12, 116:14</p> <p>involve [1] - 66:16</p> <p>involved [12] - 5:20, 11:25, 12:5, 17:6, 66:10, 85:8, 85:10, 88:7, 88:9, 110:19, 110:20, 110:25</p> <p>involves [1] - 79:13</p> <p>irony [1] - 109:4</p> <p>is [272] - 2:5, 2:11, 2:15, 3:24, 4:2, 4:5, 4:9, 4:11, 4:16, 5:1, 5:6, 5:8, 5:11, 5:16, 5:18, 5:24, 6:2, 6:23, 7:10, 7:21, 7:22, 8:12, 10:1, 10:25, 11:9, 11:15, 11:20, 12:7, 12:19, 13:5, 15:2, 15:8, 16:2, 16:17, 17:5, 17:13, 17:20, 18:2, 21:1, 21:18, 21:20, 23:25, 25:3, 25:4, 26:16, 26:19, 27:17, 27:25, 28:2, 28:4, 28:15, 28:25, 29:7, 29:8, 29:10, 29:22, 30:11, 30:12, 30:24, 31:24, 32:2, 32:7, 32:13, 34:13, 35:4, 35:11, 35:12, 35:19, 35:21, 36:1, 38:3, 38:7, 38:14, 38:20, 39:1, 39:4, 42:3, 42:11, 42:12, 42:25, 43:3, 43:19, 43:22, 44:2, 44:18, 45:23, 47:9, 47:15, 48:7, 48:13, 49:11, 50:2, 50:4, 50:10, 50:17, 51:1, 51:4, 51:10, 51:21, 51:22, 52:15, 53:20, 55:5, 55:8, 55:10, 55:11, 55:14, 55:21, 56:7, 56:9, 56:10, 56:14, 56:19, 56:24, 57:3, 57:5, 57:10, 57:11, 57:17, 57:18, 57:22, 58:3, 58:6, 58:13, 58:14, 59:1, 59:8,</p>	<p>59:21, 59:24, 59:25, 60:11, 60:12, 61:12, 62:5, 62:7, 62:25, 63:1, 63:3, 63:6, 63:17, 63:18, 63:19, 64:9, 64:10, 65:19, 66:7, 66:23, 66:25, 67:1, 67:15, 68:12, 68:14, 68:19, 69:5, 69:9, 69:14, 69:16, 70:9, 70:24, 71:10, 71:18, 72:7, 73:3, 73:11, 74:9, 74:22, 75:7, 75:20, 76:18, 76:24, 77:12, 77:17, 77:20, 82:6, 82:23, 83:15, 86:4, 86:12, 86:16, 86:23, 87:5, 87:11, 87:23, 88:5, 89:10, 89:11, 89:23, 90:5, 91:13, 91:22, 92:21, 93:2, 93:13, 93:22, 94:6, 94:22, 95:1, 95:11, 95:24, 96:13, 96:18, 97:1, 97:8, 97:12, 97:13, 99:3, 99:6, 102:12, 102:20, 103:15, 103:20, 105:15, 107:8, 108:12, 108:15, 109:1, 109:6, 109:7, 109:8, 109:13, 109:15, 110:23, 111:5, 112:14, 112:18, 112:21, 112:24, 114:5, 114:6, 114:21, 115:5, 115:13, 117:6, 117:10, 117:24, 118:3, 118:7, 118:16, 118:19, 118:21, 118:25, 119:4, 119:11, 119:18, 119:22, 120:2, 120:7, 120:8, 120:16, 122:15, 123:10, 123:13, 123:17, 123:18, 123:20, 124:3, 124:6, 124:18, 124:24, 125:1, 125:3, 125:7, 125:23, 126:2, 126:10, 127:20, 128:8</p> <p>is it your [1] - 113:15</p> <p>is that [10] - 24:20, 35:13, 45:9, 51:22, 52:11, 55:6, 70:21, 114:2, 120:18, 124:9</p> <p>is there [2] - 67:25, 127:15</p> <p>Island [4] - 4:4, 7:1, 25:1, 66:8</p> <p>isn't [3] - 34:22, 90:19, 103:16</p> <p>isolated [1] - 64:7</p> <p>issue [19] - 4:21, 34:21, 51:1, 57:6, 59:12, 59:25, 60:7, 60:8, 60:10, 60:12, 61:19, 61:20, 67:25, 69:4, 85:18, 90:19, 92:13, 100:18</p> <p>issue-based [1] - 57:6</p> <p>issued [1] - 118:16</p> <p>issues [14] - 2:17, 5:3, 5:6, 23:5, 27:2, 52:7, 56:21,</p>	<p>57:14, 58:17, 59:22, 65:13, 66:12, 79:8, 110:21</p> <p>It [2] - 27:25, 79:13</p> <p>it [154] - 6:9, 6:16, 9:22, 11:4, 11:14, 11:20, 15:22, 15:24, 16:4, 16:6, 17:12, 17:19, 18:5, 21:17, 21:20, 22:10, 22:18, 22:25, 23:9, 24:13, 24:20, 26:3, 28:8, 28:11, 31:10, 31:15, 31:25, 32:8, 32:12, 32:21, 33:9, 33:25, 35:18, 35:22, 36:17, 37:17, 37:24, 38:10, 39:12, 39:16, 40:3, 41:17, 43:11, 44:2, 44:7, 44:19, 44:24, 45:18, 49:14, 50:4, 50:24, 51:8, 51:15, 53:3, 53:4, 53:6, 53:10, 53:18, 54:9, 54:25, 55:5, 55:14, 56:14, 57:2, 57:3, 57:5, 57:9, 58:3, 65:19, 66:20, 69:8, 69:9, 69:21, 70:1, 75:4, 75:5, 76:15, 78:10, 79:16, 81:14, 83:9, 83:11, 83:12, 86:8, 86:24, 87:21, 88:10, 89:4, 89:5, 89:7, 93:11, 93:14, 93:22, 93:23, 94:6, 95:10, 95:24, 95:25, 96:1, 96:2, 96:13, 96:20, 96:25, 97:1, 97:24, 98:6, 98:8, 98:9, 98:11, 101:18, 101:22, 101:24, 104:7, 105:12, 108:4, 108:5, 109:21, 110:8, 110:15, 110:18, 110:23, 110:24, 111:18, 112:18, 114:4, 114:6, 114:19, 117:5, 117:25, 118:2, 118:13, 118:21, 119:14, 120:18, 120:22, 120:24, 122:9, 122:12, 122:16, 123:3, 123:6, 123:21, 123:22, 123:24, 124:8, 124:19, 126:14</p> <p>it's [68] - 3:2, 3:15, 10:19, 11:11, 13:6, 15:3, 15:20, 15:21, 17:8, 17:20, 21:19, 23:12, 24:9, 24:15, 25:10, 27:12, 27:20, 27:21, 29:16, 32:24, 40:25, 44:25, 49:12, 49:13, 49:17, 49:18, 50:13, 52:19, 55:15, 57:25, 62:23, 68:4, 68:7, 71:7, 71:22, 72:5, 73:14, 75:1, 76:12, 84:10, 84:12, 85:24, 87:19, 87:21, 90:7, 90:20, 91:12, 91:25, 96:25, 105:18, 110:6, 110:8, 110:9, 111:15, 113:8, 113:23, 119:19, 119:20, 121:12, 122:16, 125:6, 125:8, 125:20, 125:25, 126:11,</p>	<p>127:10</p> <p>It's [1] - 65:20</p> <p>item [1] - 28:14</p> <p>items [2] - 32:14, 35:12</p> <p>its [15] - 6:19, 11:1, 15:21, 15:24, 18:23, 27:18, 44:19, 63:20, 74:21, 75:15, 105:5, 116:5, 117:20, 127:4</p> <p>itself [1] - 60:13</p> <p>ITT [1] - 102:23</p> <p>IWANISZIW [2] - 18:2, 26:12</p> <p>Iwanisziw [3] - 9:20, 18:1, 18:3</p> <p style="text-align: center;">J</p> <p>Jackie [4] - 56:1, 58:11, 58:13, 68:14</p> <p>Jay [1] - 117:8</p> <p>Jenny [1] - 90:15</p> <p>Jerry [1] - 98:24</p> <p>JHS [1] - 81:2</p> <p>Jimmy [4] - 66:14, 66:21, 67:8, 67:10</p> <p>job [9] - 12:19, 26:5, 38:13, 38:17, 38:25, 58:20, 63:10, 73:6, 122:5</p> <p>JOHN [1] - 1:18</p> <p>John [8] - 3:22, 21:14, 34:20, 35:6, 40:5, 42:7, 42:11, 117:8</p> <p>join [4] - 41:2, 47:18, 64:4, 106:6</p> <p>joined [2] - 13:13, 83:24</p> <p>Josh [1] - 74:14</p> <p>JOSHUA [2] - 128:6, 128:19</p> <p>Juanita [2] - 9:19, 16:17</p> <p>judge [1] - 69:7</p> <p>judges [3] - 103:12, 103:14, 103:21</p> <p>judicial [2] - 103:10, 111:21</p> <p>June [5] - 7:19, 57:3, 98:4, 110:3, 126:18</p> <p>jurisdiction [1] - 63:6</p> <p>just [58] - 9:3, 14:14, 21:3, 23:10, 23:11, 23:12, 23:14, 24:7, 24:10, 24:15, 24:16, 24:21, 25:10, 25:17, 25:20, 27:16, 28:12, 29:23, 30:6, 30:14, 31:13, 32:25, 34:2, 34:15, 35:18, 39:11, 39:15, 40:2, 41:3, 43:20, 50:18, 51:1, 52:14, 55:8, 58:1, 59:15, 59:21, 61:4, 68:8, 71:24, 74:19, 76:21, 85:10, 90:18, 92:23, 97:22, 98:8, 101:3, 101:20, 107:23, 110:9, 111:3, 113:8, 113:12, 115:3, 120:10, 121:12, 126:25</p>
--	---	--	---

<p>justice [6] - 2:22, 11:10, 11:15, 18:9, 21:5, 112:1 Justice [5] - 4:7, 9:19, 16:18, 99:5, 117:8 justify [1] - 41:24</p>	<p>Land [1] - 31:23 land [6] - 2:14, 18:15, 19:4, 19:16, 31:21, 93:9 Lander [1] - 86:24 Lander's [1] - 120:5 landlord [1] - 102:6 language [3] - 7:8, 7:11, 70:2 languages [1] - 62:13</p>	<p>least [12] - 15:24, 22:1, 30:8, 49:4, 54:11, 75:17, 97:16, 98:4, 106:9, 109:21, 110:16, 110:24 leave [13] - 30:14, 93:11, 93:12, 93:13, 93:14, 93:17, 93:20, 93:21, 94:1, 94:3, 94:5, 94:18, 94:20 leaves [1] - 73:6 lectured [1] - 104:22 led [5] - 18:15, 20:15, 27:3, 77:3, 104:17 left [1] - 102:5 legal [3] - 42:23, 99:4, 99:10 Legal [1] - 2:21 legalized [1] - 125:5 legally [2] - 44:3, 55:21 legislation [2] - 15:7, 21:24 legislative [5] - 22:17, 25:14, 27:23, 68:22, 69:11 legislatively [1] - 100:23 legislature [4] - 29:9, 29:21, 38:10, 60:19 less [14] - 15:21, 28:23, 34:9, 35:16, 35:18, 46:11, 53:4, 56:13, 65:6, 90:23, 91:15, 108:19, 121:2, 122:13 lessons [1] - 82:8 let [9] - 9:4, 17:2, 43:6, 44:9, 46:18, 61:4, 73:23, 101:15, 108:10 let's [6] - 39:15, 40:2, 43:20, 56:14, 61:2, 114:6 level [14] - 45:12, 53:16, 59:19, 60:4, 75:19, 84:16, 85:1, 87:4, 88:10, 90:11, 96:20, 98:7, 115:24, 118:9 levels [2] - 42:15, 69:17 Levin [1] - 101:17 liability [2] - 51:4, 55:9 liaison [1] - 116:2 LIBRARY [1] - 1:3 Library [1] - 3:12 life [3] - 3:9, 30:19, 124:2 lifelong [1] - 40:15 lifers [1] - 78:4 lifetime [3] - 29:16, 81:5, 81:8 lifetimes [1] - 56:12 lift [2] - 59:4, 85:17 like [67] - 3:11, 3:17, 7:13, 7:22, 8:22, 8:25, 9:7, 9:22, 10:15, 15:3, 21:12, 22:19, 24:13, 24:24, 27:23, 29:5, 30:24, 31:19, 32:8, 36:3, 39:1, 40:4, 42:17, 49:1, 53:16, 54:3, 56:1, 58:3, 66:11, 66:16, 71:8, 71:22, 74:2, 74:5, 76:4, 76:6, 87:16, 87:18, 90:11, 90:14,</p>	<p>90:18, 91:16, 94:4, 94:10, 97:16, 98:19, 98:23, 102:19, 115:7, 115:10, 118:10, 119:21, 119:23, 120:7, 120:23, 121:4, 121:22, 122:8, 122:10, 123:19, 123:23, 126:9, 126:10, 126:12, 127:2 likely [2] - 57:22, 101:7 limit [13] - 14:16, 28:19, 28:20, 30:3, 32:10, 32:15, 33:14, 35:1, 35:21, 37:5, 63:21, 71:11, 73:2 limitations [1] - 82:8 limited [1] - 51:3 limiting [1] - 63:22 limits [12] - 25:19, 26:1, 28:25, 29:16, 32:15, 33:22, 34:23, 37:25, 91:24, 92:2, 106:1, 108:22 line [3] - 60:8, 67:25, 76:21 lines [3] - 50:9, 57:15, 101:4 linguistic [1] - 123:20 linguistically [2] - 123:24, 123:25 linguistics [1] - 117:7 links [1] - 115:22 listed [1] - 113:9 listen [5] - 5:1, 5:2, 7:13, 8:3, 97:11 listening [5] - 7:9, 58:21, 98:21, 122:19, 122:21 literacy [2] - 14:10, 15:12 literally [6] - 31:13, 34:4, 123:5, 123:8, 124:10, 124:13 litigation [1] - 103:1 little [9] - 16:24, 26:9, 43:7, 57:25, 61:3, 70:10, 74:19, 88:9, 121:19 live [11] - 6:23, 29:21, 29:23, 36:3, 36:5, 40:12, 43:24, 62:17, 85:6, 102:3, 122:3 lived [1] - 84:1 lives [3] - 13:17, 85:7, 102:10 living [5] - 40:13, 45:24, 62:8, 116:11, 121:21 LLC [4] - 54:21, 55:9, 55:10, 55:12 loans [1] - 19:22 lobbying [6] - 48:16, 48:19, 49:4, 49:10, 54:1, 54:11 lobbyists [2] - 35:15, 50:25 local [11] - 45:6, 62:6, 79:6, 80:7, 84:17, 85:4, 85:9, 85:19, 99:17, 119:7, 119:12 Local [1] - 3:8 localities [1] - 54:15 locality [1] - 48:17</p>
K			
<p>Kallos [6] - 27:10, 27:14, 50:1, 91:2, 96:18, 126:6 KALLOS [9] - 27:12, 27:15, 31:4, 33:17, 35:6, 37:2, 37:7, 39:8, 39:23 Katherine [2] - 74:3, 83:16 keep [1] - 62:10 Kew [1] - 102:22 key [1] - 20:18 kids [2] - 104:1, 121:24 killed [2] - 10:20, 10:21 killing [1] - 10:22 kind [19] - 14:20, 15:2, 22:19, 34:21, 37:25, 59:6, 68:7, 72:11, 73:20, 84:4, 95:3, 110:17, 117:22, 118:25, 119:8, 121:7, 122:6, 122:7, 123:11 kinds [1] - 110:22 knock [1] - 71:3 knocking [2] - 64:14, 66:11 know [51] - 4:20, 5:15, 7:24, 9:4, 10:11, 11:1, 16:24, 22:22, 26:3, 33:17, 37:13, 48:16, 53:5, 55:9, 55:11, 55:17, 57:25, 58:24, 67:16, 68:4, 68:6, 68:20, 69:2, 69:22, 70:16, 70:19, 71:6, 71:7, 71:19, 71:23, 72:23, 72:24, 74:23, 90:22, 95:20, 95:22, 96:5, 97:4, 101:2, 109:4, 109:13, 111:6, 113:6, 118:4, 119:11, 122:19, 124:6, 124:18, 124:23, 126:6, 127:2 knowing [1] - 23:8 knowledge [1] - 3:14 known [2] - 50:14, 78:19 knows [1] - 95:7 KOMATSA [2] - 101:14, 101:24 Komatsa [2] - 98:24, 101:14 Kyle [1] - 3:20 KYLE [1] - 1:16</p>	<p>last [25] - 2:5, 9:21, 13:15, 23:2, 25:17, 30:8, 36:25, 39:25, 53:9, 57:20, 59:15, 67:7, 77:16, 80:21, 81:5, 81:8, 83:23, 90:25, 92:13, 102:14, 104:21, 110:5, 123:3, 123:23 lastly [7] - 15:25, 50:22, 51:6, 75:9, 76:10, 92:16, 97:19 later [2] - 112:6, 114:4 Latino [2] - 46:24, 46:25 launch [2] - 80:1, 100:11 launching [1] - 75:20 Law [6] - 4:7, 4:18, 23:7, 104:11, 104:12, 104:20 law [19] - 2:13, 4:17, 11:16, 13:15, 33:9, 39:2, 55:17, 55:21, 55:22, 64:17, 69:14, 99:17, 104:11, 111:7, 112:6, 113:3, 114:5 laws [15] - 13:25, 46:13, 48:20, 63:6, 63:13, 65:25, 66:2, 66:19, 67:6, 67:21, 67:22, 73:19, 110:17, 125:3 lawsuit [1] - 51:11 lawyer [3] - 3:22, 39:1, 107:17 lawyers [1] - 96:4 lead [4] - 47:20, 63:3, 92:4, 93:7 leader [4] - 45:24, 46:5, 57:11, 111:22 leaders [2] - 12:21, 85:20 leadership [1] - 92:3 leading [1] - 58:23 leads [1] - 111:2 League [1] - 77:2 learn [4] - 82:8, 82:9, 88:3, 88:4 learned [1] - 119:20 Learner [1] - 74:14 learning [1] - 20:22 lease [1] - 102:9 leases [1] - 102:11</p>	<p>led [5] - 18:15, 20:15, 27:3, 77:3, 104:17 left [1] - 102:5 legal [3] - 42:23, 99:4, 99:10 Legal [1] - 2:21 legalized [1] - 125:5 legally [2] - 44:3, 55:21 legislation [2] - 15:7, 21:24 legislative [5] - 22:17, 25:14, 27:23, 68:22, 69:11 legislatively [1] - 100:23 legislature [4] - 29:9, 29:21, 38:10, 60:19 less [14] - 15:21, 28:23, 34:9, 35:16, 35:18, 46:11, 53:4, 56:13, 65:6, 90:23, 91:15, 108:19, 121:2, 122:13 lessons [1] - 82:8 let [9] - 9:4, 17:2, 43:6, 44:9, 46:18, 61:4, 73:23, 101:15, 108:10 let's [6] - 39:15, 40:2, 43:20, 56:14, 61:2, 114:6 level [14] - 45:12, 53:16, 59:19, 60:4, 75:19, 84:16, 85:1, 87:4, 88:10, 90:11, 96:20, 98:7, 115:24, 118:9 levels [2] - 42:15, 69:17 Levin [1] - 101:17 liability [2] - 51:4, 55:9 liaison [1] - 116:2 LIBRARY [1] - 1:3 Library [1] - 3:12 life [3] - 3:9, 30:19, 124:2 lifelong [1] - 40:15 lifers [1] - 78:4 lifetime [3] - 29:16, 81:5, 81:8 lifetimes [1] - 56:12 lift [2] - 59:4, 85:17 like [67] - 3:11, 3:17, 7:13, 7:22, 8:22, 8:25, 9:7, 9:22, 10:15, 15:3, 21:12, 22:19, 24:13, 24:24, 27:23, 29:5, 30:24, 31:19, 32:8, 36:3, 39:1, 40:4, 42:17, 49:1, 53:16, 54:3, 56:1, 58:3, 66:11, 66:16, 71:8, 71:22, 74:2, 74:5, 76:4, 76:6, 87:16, 87:18, 90:11, 90:14,</p>	<p>90:18, 91:16, 94:4, 94:10, 97:16, 98:19, 98:23, 102:19, 115:7, 115:10, 118:10, 119:21, 119:23, 120:7, 120:23, 121:4, 121:22, 122:8, 122:10, 123:19, 123:23, 126:9, 126:10, 126:12, 127:2 likely [2] - 57:22, 101:7 limit [13] - 14:16, 28:19, 28:20, 30:3, 32:10, 32:15, 33:14, 35:1, 35:21, 37:5, 63:21, 71:11, 73:2 limitations [1] - 82:8 limited [1] - 51:3 limiting [1] - 63:22 limits [12] - 25:19, 26:1, 28:25, 29:16, 32:15, 33:22, 34:23, 37:25, 91:24, 92:2, 106:1, 108:22 line [3] - 60:8, 67:25, 76:21 lines [3] - 50:9, 57:15, 101:4 linguistic [1] - 123:20 linguistically [2] - 123:24, 123:25 linguistics [1] - 117:7 links [1] - 115:22 listed [1] - 113:9 listen [5] - 5:1, 5:2, 7:13, 8:3, 97:11 listening [5] - 7:9, 58:21, 98:21, 122:19, 122:21 literacy [2] - 14:10, 15:12 literally [6] - 31:13, 34:4, 123:5, 123:8, 124:10, 124:13 litigation [1] - 103:1 little [9] - 16:24, 26:9, 43:7, 57:25, 61:3, 70:10, 74:19, 88:9, 121:19 live [11] - 6:23, 29:21, 29:23, 36:3, 36:5, 40:12, 43:24, 62:17, 85:6, 102:3, 122:3 lived [1] - 84:1 lives [3] - 13:17, 85:7, 102:10 living [5] - 40:13, 45:24, 62:8, 116:11, 121:21 LLC [4] - 54:21, 55:9, 55:10, 55:12 loans [1] - 19:22 lobbying [6] - 48:16, 48:19, 49:4, 49:10, 54:1, 54:11 lobbyists [2] - 35:15, 50:25 local [11] - 45:6, 62:6, 79:6, 80:7, 84:17, 85:4, 85:9, 85:19, 99:17, 119:7, 119:12 Local [1] - 3:8 localities [1] - 54:15 locality [1] - 48:17</p>
L			
<p>lack [3] - 90:20, 121:12, 121:13 lacking [2] - 88:2, 89:22 Lamorte [2] - 114:24, 115:6 LAMORTE [1] - 115:5</p>	<p>last [25] - 2:5, 9:21, 13:15, 23:2, 25:17, 30:8, 36:25, 39:25, 53:9, 57:20, 59:15, 67:7, 77:16, 80:21, 81:5, 81:8, 83:23, 90:25, 92:13, 102:14, 104:21, 110:5, 123:3, 123:23 lastly [7] - 15:25, 50:22, 51:6, 75:9, 76:10, 92:16, 97:19 later [2] - 112:6, 114:4 Latino [2] - 46:24, 46:25 launch [2] - 80:1, 100:11 launching [1] - 75:20 Law [6] - 4:7, 4:18, 23:7, 104:11, 104:12, 104:20 law [19] - 2:13, 4:17, 11:16, 13:15, 33:9, 39:2, 55:17, 55:21, 55:22, 64:17, 69:14, 99:17, 104:11, 111:7, 112:6, 113:3, 114:5 laws [15] - 13:25, 46:13, 48:20, 63:6, 63:13, 65:25, 66:2, 66:19, 67:6, 67:21, 67:22, 73:19, 110:17, 125:3 lawsuit [1] - 51:11 lawyer [3] - 3:22, 39:1, 107:17 lawyers [1] - 96:4 lead [4] - 47:20, 63:3, 92:4, 93:7 leader [4] - 45:24, 46:5, 57:11, 111:22 leaders [2] - 12:21, 85:20 leadership [1] - 92:3 leading [1] - 58:23 leads [1] - 111:2 League [1] - 77:2 learn [4] - 82:8, 82:9, 88:3, 88:4 learned [1] - 119:20 Learner [1] - 74:14 learning [1] - 20:22 lease [1] - 102:9 leases [1] - 102:11</p>	<p>led [5] - 18:15, 20:15, 27:3, 77:3, 104:17 left [1] - 102:5 legal [3] - 42:23, 99:4, 99:10 Legal [1] - 2:21 legalized [1] - 125:5 legally [2] - 44:3, 55:21 legislation [2] - 15:7, 21:24 legislative [5] - 22:17, 25:14, 27:23, 68:22, 69:11 legislatively [1] - 100:23 legislature [4] - 29:9, 29:21, 38:10, 60:19 less [14] - 15:21, 28:23, 34:9, 35:16, 35:18, 46:11, 53:4, 56:13, 65:6, 90:23, 91:15, 108:19, 121:2, 122:13 lessons [1] - 82:8 let [9] - 9:4, 17:2, 43:6, 44:9, 46:18, 61:4, 73:23, 101:15, 108:10 let's [6] - 39:15, 40:2, 43:20, 56:14, 61:2, 114:6 level [14] - 45:12, 53:16, 59:19, 60:4, 75:19, 84:16, 85:1, 87:4, 88:10, 90:11, 96:20, 98:7, 115:24, 118:9 levels [2] - 42:15, 69:17 Levin [1] - 101:17 liability [2] - 51:4, 55:9 liaison [1] - 116:2 LIBRARY [1] - 1:3 Library [1] - 3:12 life [3] - 3:9, 30:19, 124:2 lifelong [1] - 40:15 lifers [1] - 78:4 lifetime [3] - 29:16, 81:5, 81:8 lifetimes [1] - 56:12 lift [2] - 59:4, 85:17 like [67] - 3:11, 3:17, 7:13, 7:22, 8:22, 8:25, 9:7, 9:22, 10:15, 15:3, 21:12, 22:19, 24:13, 24:24, 27:23, 29:5, 30:24, 31:19, 32:8, 36:3, 39:1, 40:4, 42:17, 49:1, 53:16, 54:3, 56:1, 58:3, 66:11, 66:16, 71:8, 71:22, 74:2, 74:5, 76:4, 76:6, 87:16, 87:18, 90:11, 90:14,</p>	<p>90:18, 91:16, 94:4, 94:10, 97:16, 98:19, 98:23, 102:19, 115:7, 115:10, 118:10, 119:21, 119:23, 120:7, 120:23, 121:4, 121:22, 122:8, 122:10, 123:19, 123:23, 126:9, 126:10, 126:12, 127:2 likely [2] - 57:22, 101:7 limit [13] - 14:16, 28:19, 28:20, 30:3, 32:10, 32:15, 33:14, 35:1, 35:21, 37:5, 63:21, 71:11, 73:2 limitations [1] - 82:8 limited [1] - 51:3 limiting [1] - 63:22 limits [12] - 25:19, 26:1, 28:25, 29:16, 32:15, 33:22, 34:23, 37:25, 91:24, 92:2, 106:1, 108:22 line [3] - 60:8, 67:25, 76:21 lines [3] - 50:9, 57:15, 101:4 linguistic [1] - 123:20 linguistically [2] - 123:24, 123:25 linguistics [1] - 117:7 links [1] - 115:22 listed [1] - 113:9 listen [5] - 5:1, 5:2, 7:13, 8:3, 97:11 listening [5] - 7:9, 58:21, 98:21, 122:19, 122:21 literacy [2] - 14:10, 15:12 literally [6] - 31:13, 34:4, 123:5, 123:8, 124:10, 124:13 litigation [1] - 103:1 little [9] - 16:24, 26:9, 43:7, 57:25, 61:3, 70:10, 74:19, 88:9, 121:19 live [11] - 6:23, 29:21, 29:23, 36:3, 36:5, 40:12, 43:24, 62:17, 85:6, 102:3, 122:3 lived [1] - 84:1 lives [3] - 13:17, 85:7, 102:10 living [5] - 40:13, 45:24, 62:8, 116:11, 121:21 LLC [4] - 54:21, 55:9, 55:10, 55:12 loans [1] - 19:22 lobbying [6] - 48:16, 48:19, 49:4, 49:10, 54:1, 54:11 lobbyists [2] - 35:15, 50:25 local [11] - 45:6, 62:6, 79:6, 80:7, 84:17, 85:4, 85:9, 85:19, 99:17, 119:7, 119:12 Local [1] - 3:8 localities [1] - 54:15 locality [1] - 48:17</p>

<p>localized [1] - 115:25 locked [1] - 45:4 long [7] - 3:9, 16:8, 19:17, 23:15, 59:5, 81:8, 107:14 Long [1] - 66:7 long-term [1] - 19:17 longer [1] - 15:4 longtime [2] - 34:21, 45:23 look [17] - 4:13, 5:12, 25:3, 30:25, 31:19, 55:1, 61:19, 70:4, 85:21, 101:4, 103:11, 104:5, 108:13, 122:23, 122:24, 123:19 looked [4] - 54:8, 70:3, 98:18 looking [7] - 5:17, 5:18, 45:6, 124:5 looks [2] - 2:16, 24:13 Los [2] - 29:17, 38:4 lose [1] - 68:25 losing [1] - 17:9 lot [30] - 22:18, 24:24, 26:3, 26:14, 29:6, 31:21, 33:22, 34:13, 35:16, 36:20, 39:2, 57:18, 71:24, 84:12, 84:13, 86:1, 88:20, 90:10, 95:9, 95:13, 95:20, 97:4, 120:18, 120:22, 121:11, 125:14, 125:20 lots [1] - 90:25 love [4] - 14:17, 53:5, 88:5, 101:3 low [7] - 65:5, 76:1, 77:14, 92:18, 100:14, 117:18, 118:3 low-income [4] - 65:5, 76:1, 117:18, 118:3 Lower [1] - 117:16 lower [2] - 28:24, 90:24 lowering [2] - 32:14, 92:18 lunch [1] - 101:6 lying [1] - 10:16</p>	<p>majority [1] - 101:7 make [33] - 5:21, 7:10, 7:14, 8:2, 9:11, 9:20, 11:22, 19:22, 29:6, 38:10, 39:2, 40:3, 43:11, 56:20, 58:7, 62:8, 66:13, 66:20, 67:13, 70:1, 72:13, 74:22, 75:12, 82:11, 95:25, 99:9, 103:1, 109:15, 111:24, 114:6, 121:17, 124:1, 124:24 Make [1] - 13:9 makers [1] - 79:5 makes [5] - 11:20, 22:18, 23:10, 57:21, 60:7 making [13] - 4:11, 19:12, 22:25, 32:1, 38:11, 77:9, 78:19, 79:18, 81:12, 86:1, 95:12, 103:3, 105:12 man [1] - 126:5 manageable [1] - 126:11 managed [1] - 121:11 manager [2] - 36:7, 74:11 mandate [2] - 58:22, 76:11 mandated [3] - 15:22, 16:2, 16:7 Manhattan [5] - 2:3, 3:23, 14:3, 88:20, 115:8 Manhattan's [1] - 14:4 manner [1] - 83:7 manpower [1] - 116:19 many [23] - 5:15, 11:1, 17:14, 30:1, 30:25, 33:1, 34:9, 36:21, 36:23, 38:14, 49:8, 54:10, 54:15, 57:12, 62:18, 78:23, 88:21, 91:20, 98:20, 100:13, 106:13, 121:1 March [3] - 10:14, 101:16, 103:8 mark [1] - 112:12 market [6] - 99:19, 99:24, 100:1, 100:16, 100:20, 122:4 marketplace [1] - 118:5 marriage [1] - 128:11 match [15] - 28:17, 28:18, 28:20, 28:21, 32:8, 32:16, 32:18, 35:14, 35:19, 35:25, 36:9, 50:19, 96:6, 125:12 matched [1] - 50:15 matching [9] - 28:22, 29:11, 31:5, 35:23, 50:11, 91:1, 91:9, 91:13, 126:13 material [1] - 71:14 Matt [1] - 99:3 matter [3] - 8:14, 127:21, 128:13 Matthew [1] - 98:24 maximum [5] - 32:10, 33:8, 35:2, 35:21, 63:21 May [3] - 1:6, 2:4, 128:15</p>	<p>may [4] - 4:20, 5:7, 32:11, 56:13 maybe [1] - 96:20 Mayor [2] - 5:16, 125:25 mayor [19] - 4:21, 5:13, 16:25, 17:2, 17:5, 17:7, 17:18, 23:16, 32:7, 32:24, 50:8, 58:22, 59:24, 60:25, 61:13, 61:18, 111:19, 112:22, 125:8 mayor's [1] - 102:1 Mayor's [2] - 23:18, 48:23 mayoral [3] - 33:4, 108:18, 109:9 me [35] - 9:20, 13:6, 22:10, 23:19, 27:23, 30:20, 37:9, 38:17, 42:8, 43:6, 45:19, 46:18, 54:19, 56:5, 66:20, 67:6, 67:16, 73:11, 73:23, 84:9, 90:2, 101:15, 102:19, 103:5, 103:10, 108:10, 112:7, 114:12, 120:12, 120:22, 121:3, 122:10, 122:18, 123:22, 124:4 mean [7] - 19:6, 28:22, 88:3, 93:24, 97:22, 110:7, 110:8 meaning [2] - 44:7, 44:14 meaningful [2] - 47:7, 75:12 meaningfully [1] - 10:17 means [6] - 23:23, 28:18, 32:5, 44:8, 94:9, 100:9 measures [1] - 45:12 mechanically [1] - 111:6 mechanics [2] - 111:8, 111:14 mechanism [1] - 12:24 mechanisms [1] - 61:3 media [5] - 6:12, 6:16, 64:1, 64:14, 71:25 meet [3] - 15:22, 63:24, 81:17 meeting [10] - 2:2, 2:3, 3:5, 6:5, 6:23, 7:18, 13:12, 92:14, 102:2, 127:20 meetings [4] - 5:2, 6:25, 7:4, 127:13 Melissa [2] - 74:2, 74:9 member [35] - 13:10, 20:1, 21:15, 27:14, 31:5, 37:8, 37:12, 37:14, 37:17, 39:17, 63:17, 63:22, 64:21, 66:19, 66:23, 70:11, 70:12, 70:18, 71:13, 73:6, 73:20, 83:21, 87:23, 94:11, 94:22, 109:24, 124:25 MEMBER [1] - 11:14 Member [8] - 13:14, 27:10, 39:22, 50:1, 66:14, 86:24, 91:2, 96:18 member-driven [1] - 13:10</p>	<p>member-to-member [8] - 63:17, 63:22, 64:21, 66:19, 66:23, 70:11, 70:12, 70:18 members [61] - 13:16, 14:6, 22:1, 25:19, 27:4, 31:7, 36:12, 37:19, 52:14, 62:2, 62:9, 62:12, 63:10, 63:11, 63:14, 63:20, 63:24, 64:3, 64:4, 64:10, 64:13, 66:21, 67:1, 67:14, 67:16, 68:3, 68:9, 70:13, 70:20, 70:24, 71:9, 72:1, 72:4, 72:8, 72:9, 72:12, 72:17, 72:19, 72:22, 72:23, 73:10, 73:15, 76:14, 76:22, 76:23, 84:20, 91:7, 91:24, 92:4, 92:5, 92:8, 92:9, 93:25, 99:7, 103:7, 118:24 members' [1] - 125:17 members-to-members [1] - 67:14 membership [3] - 36:17, 62:20, 99:6 membership-based [1] - 99:6 men [1] - 62:7 Menchaca [1] - 37:15 MENDY [1] - 1:17 Mendy [1] - 4:3 mentally [1] - 103:23 mention [2] - 20:25, 49:20 mentioned [5] - 49:15, 54:13, 54:20, 95:16, 125:25 mentions [1] - 15:1 merchandise [1] - 99:7 mere [1] - 29:21 message [1] - 52:13 met [2] - 15:21, 103:8 method [1] - 57:12 methods [1] - 43:15 mic [2] - 3:19, 40:10 Michael [1] - 38:1 microphone [3] - 40:11, 120:19, 124:21 mid-1980s [1] - 104:17 middle [2] - 10:11, 88:8 Middle [1] - 81:1 midst [1] - 56:10 Midtown [1] - 88:20 might [9] - 9:5, 17:15, 32:17, 32:19, 54:4, 79:17, 109:25, 111:20, 119:3 military [3] - 51:9, 51:11, 102:3 million [12] - 32:23, 32:25, 34:13, 37:21, 42:2, 46:8, 61:15, 61:22, 76:10, 108:19, 108:21, 123:24 millions [1] - 20:6</p>
M			
<p>machine [1] - 15:9 machine-readable [1] - 15:9 made [7] - 24:17, 49:24, 62:7, 64:6, 90:23, 108:11, 118:14 magnify [1] - 65:21 mail [7] - 34:3, 34:4, 34:5, 34:6, 72:24, 73:1, 73:3 mailing [2] - 34:7, 34:8 mails [1] - 6:10 main [1] - 87:11 Maine [2] - 57:3, 106:18 maintain [1] - 116:5 maintaining [1] - 59:5 major [3] - 6:12, 47:24, 65:2</p>	<p>majority [1] - 101:7 make [33] - 5:21, 7:10, 7:14, 8:2, 9:11, 9:20, 11:22, 19:22, 29:6, 38:10, 39:2, 40:3, 43:11, 56:20, 58:7, 62:8, 66:13, 66:20, 67:13, 70:1, 72:13, 74:22, 75:12, 82:11, 95:25, 99:9, 103:1, 109:15, 111:24, 114:6, 121:17, 124:1, 124:24 Make [1] - 13:9 makers [1] - 79:5 makes [5] - 11:20, 22:18, 23:10, 57:21, 60:7 making [13] - 4:11, 19:12, 22:25, 32:1, 38:11, 77:9, 78:19, 79:18, 81:12, 86:1, 95:12, 103:3, 105:12 man [1] - 126:5 manageable [1] - 126:11 managed [1] - 121:11 manager [2] - 36:7, 74:11 mandate [2] - 58:22, 76:11 mandated [3] - 15:22, 16:2, 16:7 Manhattan [5] - 2:3, 3:23, 14:3, 88:20, 115:8 Manhattan's [1] - 14:4 manner [1] - 83:7 manpower [1] - 116:19 many [23] - 5:15, 11:1, 17:14, 30:1, 30:25, 33:1, 34:9, 36:21, 36:23, 38:14, 49:8, 54:10, 54:15, 57:12, 62:18, 78:23, 88:21, 91:20, 98:20, 100:13, 106:13, 121:1 March [3] - 10:14, 101:16, 103:8 mark [1] - 112:12 market [6] - 99:19, 99:24, 100:1, 100:16, 100:20, 122:4 marketplace [1] - 118:5 marriage [1] - 128:11 match [15] - 28:17, 28:18, 28:20, 28:21, 32:8, 32:16, 32:18, 35:14, 35:19, 35:25, 36:9, 50:19, 96:6, 125:12 matched [1] - 50:15 matching [9] - 28:22, 29:11, 31:5, 35:23, 50:11, 91:1, 91:9, 91:13, 126:13 material [1] - 71:14 Matt [1] - 99:3 matter [3] - 8:14, 127:21, 128:13 Matthew [1] - 98:24 maximum [5] - 32:10, 33:8, 35:2, 35:21, 63:21 May [3] - 1:6, 2:4, 128:15</p>	<p>may [4] - 4:20, 5:7, 32:11, 56:13 maybe [1] - 96:20 Mayor [2] - 5:16, 125:25 mayor [19] - 4:21, 5:13, 16:25, 17:2, 17:5, 17:7, 17:18, 23:16, 32:7, 32:24, 50:8, 58:22, 59:24, 60:25, 61:13, 61:18, 111:19, 112:22, 125:8 mayor's [1] - 102:1 Mayor's [2] - 23:18, 48:23 mayoral [3] - 33:4, 108:18, 109:9 me [35] - 9:20, 13:6, 22:10, 23:19, 27:23, 30:20, 37:9, 38:17, 42:8, 43:6, 45:19, 46:18, 54:19, 56:5, 66:20, 67:6, 67:16, 73:11, 73:23, 84:9, 90:2, 101:15, 102:19, 103:5, 103:10, 108:10, 112:7, 114:12, 120:12, 120:22, 121:3, 122:10, 122:18, 123:22, 124:4 mean [7] - 19:6, 28:22, 88:3, 93:24, 97:22, 110:7, 110:8 meaning [2] - 44:7, 44:14 meaningful [2] - 47:7, 75:12 meaningfully [1] - 10:17 means [6] - 23:23, 28:18, 32:5, 44:8, 94:9, 100:9 measures [1] - 45:12 mechanically [1] - 111:6 mechanics [2] - 111:8, 111:14 mechanism [1] - 12:24 mechanisms [1] - 61:3 media [5] - 6:12, 6:16, 64:1, 64:14, 71:25 meet [3] - 15:22, 63:24, 81:17 meeting [10] - 2:2, 2:3, 3:5, 6:5, 6:23, 7:18, 13:12, 92:14, 102:2, 127:20 meetings [4] - 5:2, 6:25, 7:4, 127:13 Melissa [2] - 74:2, 74:9 member [35] - 13:10, 20:1, 21:15, 27:14, 31:5, 37:8, 37:12, 37:14, 37:17, 39:17, 63:17, 63:22, 64:21, 66:19, 66:23, 70:11, 70:12, 70:18, 71:13, 73:6, 73:20, 83:21, 87:23, 94:11, 94:22, 109:24, 124:25 MEMBER [1] - 11:14 Member [8] - 13:14, 27:10, 39:22, 50:1, 66:14, 86:24, 91:2, 96:18 member-driven [1] - 13:10</p>	<p>member-to-member [8] - 63:17, 63:22, 64:21, 66:19, 66:23, 70:11, 70:12, 70:18 members [61] - 13:16, 14:6, 22:1, 25:19, 27:4, 31:7, 36:12, 37:19, 52:14, 62:2, 62:9, 62:12, 63:10, 63:11, 63:14, 63:20, 63:24, 64:3, 64:4, 64:10, 64:13, 66:21, 67:1, 67:14, 67:16, 68:3, 68:9, 70:13, 70:20, 70:24, 71:9, 72:1, 72:4, 72:8, 72:9, 72:12, 72:17, 72:19, 72:22, 72:23, 73:10, 73:15, 76:14, 76:22, 76:23, 84:20, 91:7, 91:24, 92:4, 92:5, 92:8, 92:9, 93:25, 99:7, 103:7, 118:24 members' [1] - 125:17 members-to-members [1] - 67:14 membership [3] - 36:17, 62:20, 99:6 membership-based [1] - 99:6 men [1] - 62:7 Menchaca [1] - 37:15 MENDY [1] - 1:17 Mendy [1] - 4:3 mentally [1] - 103:23 mention [2] - 20:25, 49:20 mentioned [5] - 49:15, 54:13, 54:20, 95:16, 125:25 mentions [1] - 15:1 merchandise [1] - 99:7 mere [1] - 29:21 message [1] - 52:13 met [2] - 15:21, 103:8 method [1] - 57:12 methods [1] - 43:15 mic [2] - 3:19, 40:10 Michael [1] - 38:1 microphone [3] - 40:11, 120:19, 124:21 mid-1980s [1] - 104:17 middle [2] - 10:11, 88:8 Middle [1] - 81:1 midst [1] - 56:10 Midtown [1] - 88:20 might [9] - 9:5, 17:15, 32:17, 32:19, 54:4, 79:17, 109:25, 111:20, 119:3 military [3] - 51:9, 51:11, 102:3 million [12] - 32:23, 32:25, 34:13, 37:21, 42:2, 46:8, 61:15, 61:22, 76:10, 108:19, 108:21, 123:24 millions [1] - 20:6</p>

<p>mind [2] - 89:3, 104:25 minded [2] - 59:10, 78:23 mindful [3] - 89:10, 89:17, 89:20 Minneapolis [1] - 44:25 Minnesota [1] - 121:24 minorities [4] - 97:21, 97:22, 97:23 minutes [2] - 8:5, 124:8 Mirocznik [1] - 4:3 MIROCZNIK [7] - 1:17, 4:2, 86:12, 87:9, 87:11, 87:14, 88:24 misconception [1] - 77:19 misconduct [6] - 10:15, 10:22, 11:25, 22:22, 24:25, 103:10 misdirection [1] - 43:3 mispronounce [2] - 9:21, 42:9 mispronouncing [1] - 40:9 mission [1] - 125:3 mistakes [1] - 96:11 mobile [3] - 99:14, 99:16, 100:18 mobilized [1] - 64:3 mobilizing [1] - 64:13 model [1] - 27:19 modern [2] - 13:21, 125:6 modest [1] - 28:10 modicum [1] - 22:24 Molina [2] - 74:4, 83:16 MOLINA [1] - 83:15 Molina-Powell [2] - 74:4, 83:16 MOLINA-POWELL [1] - 83:15 mom [1] - 121:24 moment [2] - 18:20, 42:1 moments [1] - 82:22 Monday [2] - 74:13, 81:4 money [30] - 5:20, 28:15, 28:22, 30:1, 30:6, 31:14, 32:1, 32:4, 32:8, 33:8, 34:13, 34:16, 35:4, 35:21, 36:9, 36:19, 36:20, 39:3, 43:15, 50:8, 50:20, 52:6, 53:21, 71:25, 91:5, 91:12, 97:3, 119:15, 125:20, 126:4 month [1] - 73:7 months' [1] - 125:22 Montreal [1] - 26:21 mood [1] - 59:9 MORANO [1] - 94:25 Morano [2] - 90:15, 95:1 morass [1] - 96:9 more [73] - 4:12, 5:21, 5:22, 18:10, 20:8, 20:18, 21:1, 23:13, 24:4, 25:15, 26:9,</p>	<p>26:14, 26:24, 29:1, 30:18, 30:24, 32:7, 35:20, 35:24, 36:23, 39:3, 42:3, 47:5, 48:17, 51:2, 51:23, 52:19, 57:16, 57:18, 57:21, 57:22, 57:25, 59:10, 64:16, 66:17, 67:17, 69:9, 69:17, 71:18, 71:23, 71:24, 74:19, 74:23, 74:24, 75:6, 75:11, 75:12, 76:17, 78:4, 79:7, 79:25, 81:6, 82:5, 88:20, 89:17, 89:20, 90:9, 93:5, 98:1, 99:6, 99:25, 105:11, 108:16, 109:16, 109:19, 110:24, 119:4, 122:11, 125:14, 126:15, 126:20, 126:22 morning [1] - 101:5 most [19] - 3:9, 23:6, 31:2, 44:8, 44:13, 46:15, 47:24, 51:9, 55:3, 56:11, 56:16, 56:22, 70:22, 71:19, 76:3, 82:15, 90:22, 108:9, 116:9 mostly [4] - 3:10, 56:17, 83:19, 100:9 Mothers [2] - 9:19, 16:17 motion [1] - 127:15 move [7] - 15:24, 15:25, 38:5, 68:10, 114:2, 119:9, 119:14 moved [5] - 49:5, 49:21, 53:3, 127:3, 127:16 movement [1] - 46:1 movements [1] - 20:22 moves [1] - 82:2 moving [2] - 38:6, 52:24 Mr [16] - 9:16, 9:18, 9:24, 13:4, 45:17, 48:5, 51:22, 51:23, 51:24, 52:23, 66:5, 70:9, 102:16, 103:15, 103:17, 111:5 MR [68] - 3:20, 3:22, 4:9, 9:25, 11:15, 13:5, 16:14, 21:14, 21:24, 22:3, 22:16, 22:24, 24:7, 24:20, 25:2, 25:14, 25:17, 25:22, 26:7, 27:12, 31:4, 33:17, 34:20, 35:6, 37:2, 37:7, 39:8, 39:23, 42:10, 45:16, 45:18, 45:21, 48:6, 52:4, 53:8, 54:7, 54:19, 54:22, 55:23, 56:4, 66:6, 72:15, 73:23, 94:25, 98:18, 99:1, 101:14, 101:24, 104:3, 107:13, 107:17, 107:18, 107:25, 108:8, 109:10, 111:14, 112:12, 113:11, 113:12, 113:22, 114:9, 114:12, 114:14, 114:15, 114:20, 117:3, 122:15, 127:16</p>	<p>Ms [9] - 16:15, 18:1, 40:8, 40:10, 70:9, 74:7, 86:13, 86:16, 90:17 MS [109] - 3:6, 3:16, 3:24, 4:2, 4:5, 4:16, 4:19, 13:2, 16:13, 16:15, 16:16, 17:24, 18:2, 21:11, 24:5, 26:8, 26:12, 27:7, 27:8, 30:21, 33:11, 33:13, 34:18, 34:19, 36:25, 37:1, 37:3, 39:6, 39:21, 40:4, 40:12, 42:6, 45:15, 45:17, 45:20, 48:4, 51:18, 51:21, 52:23, 54:2, 54:17, 54:18, 55:24, 58:10, 58:12, 61:24, 62:1, 65:16, 65:17, 66:5, 67:18, 67:20, 67:24, 68:14, 68:18, 69:19, 69:21, 70:6, 70:7, 70:8, 70:15, 72:14, 72:21, 73:25, 74:8, 76:20, 76:22, 80:12, 80:13, 83:14, 83:15, 86:10, 86:12, 86:22, 87:9, 87:10, 87:11, 87:13, 87:14, 87:23, 88:24, 89:3, 89:25, 90:2, 90:5, 90:12, 90:18, 92:24, 92:25, 94:24, 98:14, 98:20, 101:13, 101:22, 104:2, 107:12, 111:4, 112:10, 113:8, 114:21, 115:5, 117:2, 119:16, 119:17, 124:20, 124:22, 127:7, 127:17, 127:19 much [52] - 2:5, 3:16, 4:19, 5:20, 7:14, 8:24, 9:23, 13:2, 16:13, 17:24, 20:8, 21:9, 27:9, 27:11, 37:19, 39:21, 39:23, 45:15, 48:4, 51:18, 52:19, 55:25, 56:4, 56:14, 57:16, 57:22, 61:24, 66:4, 67:18, 69:10, 74:1, 76:19, 80:12, 83:14, 86:10, 90:12, 94:24, 95:15, 98:1, 98:16, 98:22, 107:22, 114:20, 115:1, 119:4, 119:16, 119:20, 121:2, 121:8, 121:9, 124:20, 127:9 multi [1] - 93:4 multi-strategy [1] - 93:4 Municipal [1] - 104:19 municipal [18] - 13:12, 14:18, 19:21, 41:7, 42:14, 44:19, 47:22, 105:16, 105:24, 106:23, 111:12, 111:17, 111:24, 112:8, 112:19, 113:1, 113:14, 113:21 murdered [1] - 16:18 musical [5] - 29:18, 37:10, 37:22, 38:7, 39:4</p>	<p>must [3] - 29:21, 30:9, 55:19 my [102] - 2:11, 2:15, 2:18, 2:22, 3:9, 3:19, 3:24, 4:2, 4:5, 4:9, 4:16, 9:25, 13:5, 16:16, 16:18, 16:20, 18:2, 24:20, 27:17, 28:1, 30:12, 30:13, 33:17, 34:11, 37:11, 37:15, 38:13, 38:16, 40:13, 40:25, 42:11, 45:9, 45:23, 46:1, 48:7, 52:23, 58:12, 58:16, 62:5, 66:7, 66:9, 67:5, 67:11, 68:14, 74:9, 74:14, 76:24, 77:6, 81:21, 82:1, 83:15, 83:19, 84:2, 84:15, 84:17, 86:12, 86:16, 87:11, 87:23, 88:1, 88:8, 88:13, 88:21, 88:24, 88:25, 89:4, 89:5, 92:14, 93:2, 95:1, 99:3, 101:15, 102:4, 103:7, 109:1, 112:5, 112:8, 114:1, 114:17, 115:5, 117:6, 117:12, 119:18, 120:7, 120:9, 120:10, 121:24, 121:25, 122:5, 122:6, 122:7, 122:15, 122:22, 124:24, 126:23, 128:8, 128:14 myself [2] - 42:17, 105:22</p>
N			
<p>N [1] - 1:10 name [30] - 2:11, 3:24, 4:2, 4:5, 4:9, 4:16, 9:21, 10:1, 13:5, 16:17, 18:2, 32:11, 40:9, 42:9, 42:11, 45:23, 48:7, 58:13, 62:5, 66:7, 74:9, 76:24, 83:15, 93:2, 95:1, 99:3, 115:5, 117:6, 122:15, 124:24 names [1] - 15:1 Nancy [4] - 40:5, 40:6, 40:12, 42:18 narrowed [1] - 63:2 nation [1] - 80:10 national [5] - 42:12, 46:14, 58:14, 88:4, 125:2 nauseam [1] - 65:22 navigate [1] - 96:9 Navy [1] - 101:15 nearly [3] - 10:19, 61:22, 89:8 necessarily [3] - 57:8, 84:14, 85:25 need [19] - 11:17, 13:20, 14:12, 14:20, 29:8, 29:14, 32:5, 41:5, 67:3, 86:15, 103:6, 105:14, 107:17, 110:2, 111:17, 112:3, 112:4, 116:4, 122:23</p>			

<p>needed [2] - 31:14, 49:18 needs [9] - 16:3, 16:6, 62:23, 75:14, 76:3, 91:20, 94:21, 114:1, 115:19 negative [2] - 56:17, 56:25 neighborhood [5] - 10:7, 31:12, 43:24, 66:10, 119:3 neighborhoods [6] - 20:5, 21:6, 83:3, 115:16, 116:14, 119:2 neighbors [1] - 79:19 never [7] - 3:1, 23:16, 23:20, 37:23, 53:11, 84:15, 103:18 new [13] - 13:24, 53:3, 66:3, 79:2, 79:5, 80:1, 81:15, 82:18, 96:3, 100:9, 100:18, 115:20, 126:14 NEW [3] - 1:3, 128:3, 128:4 New [128] - 1:4, 2:24, 3:11, 4:15, 4:18, 4:25, 5:5, 6:11, 6:12, 10:6, 12:23, 13:7, 13:20, 16:18, 18:3, 18:5, 18:7, 18:21, 18:23, 19:8, 19:14, 19:21, 19:23, 20:3, 20:5, 20:19, 20:23, 20:25, 21:5, 24:25, 26:18, 27:19, 28:15, 29:15, 29:20, 31:24, 40:20, 41:8, 42:1, 43:5, 43:19, 43:21, 43:24, 44:3, 44:18, 44:24, 46:5, 46:6, 46:7, 46:14, 46:18, 46:19, 46:20, 47:4, 48:1, 48:14, 49:9, 49:19, 56:13, 57:10, 60:1, 60:13, 60:14, 61:4, 61:16, 62:20, 64:25, 66:13, 72:23, 73:17, 73:19, 74:12, 75:4, 77:8, 77:13, 78:1, 78:9, 79:19, 80:8, 83:25, 84:1, 84:8, 84:16, 84:18, 87:25, 95:24, 96:21, 96:23, 97:19, 97:24, 98:10, 99:12, 100:8, 100:12, 100:17, 101:3, 103:15, 104:6, 104:13, 104:19, 105:2, 105:11, 105:13, 105:15, 105:20, 105:21, 106:6, 106:8, 106:14, 106:20, 107:2, 113:16, 113:18, 113:24, 114:16, 115:10, 115:13, 121:21, 122:3, 125:1, 125:11, 125:16, 125:21, 126:12, 127:4, 128:7 news [5] - 6:12, 6:13, 80:5, 102:13, 102:14 News [1] - 10:13 newspapers [1] - 6:14 next [12] - 7:16, 16:11, 30:10, 38:13, 38:16, 57:17, 57:22,</p>	<p>64:9, 106:4, 111:2, 112:23, 127:3 nice [1] - 30:21 night [3] - 39:3, 102:8, 120:20 nine [2] - 13:24, 43:23 Ninety [1] - 43:21 Nixon [1] - 97:13 no [33] - 8:14, 11:13, 12:2, 15:4, 17:11, 23:10, 28:2, 29:23, 32:7, 32:8, 39:15, 40:18, 41:2, 41:4, 46:11, 47:17, 48:16, 52:8, 52:17, 67:25, 76:6, 86:20, 100:2, 102:18, 103:13, 104:1, 105:8, 106:11, 112:12, 113:22, 114:9, 128:12 nobody [3] - 23:18, 37:9, 108:3 Noel [3] - 9:21, 13:5, 13:6 nominating [3] - 44:8, 44:16, 65:19 nominee [1] - 43:1 nominees [2] - 41:16, 42:21 noncitizens [1] - 79:14 nonmember [1] - 72:20 nonmunicipal [1] - 113:4 nonparticipant [2] - 41:7, 42:14 nonpartisan [10] - 42:16, 46:4, 47:22, 47:25, 52:5, 52:11, 52:18, 61:9, 83:4, 106:2 nonprofit [1] - 80:4 nonprofits [2] - 40:14, 85:10 nonproprietary [1] - 15:9 nonspeculative [1] - 18:16 North [1] - 127:2 north [1] - 37:11 not [112] - 10:17, 16:2, 17:8, 17:20, 20:25, 21:4, 21:18, 23:3, 23:12, 24:15, 25:4, 25:10, 25:16, 26:17, 28:3, 28:11, 30:8, 31:24, 32:11, 33:6, 33:18, 33:24, 37:10, 40:2, 40:21, 40:24, 41:12, 41:19, 43:22, 43:25, 44:8, 44:15, 45:4, 48:15, 49:19, 50:13, 50:19, 51:13, 53:23, 54:7, 55:15, 57:7, 57:12, 57:22, 58:3, 58:4, 58:25, 59:13, 61:16, 63:9, 67:15, 67:20, 68:8, 70:1, 70:19, 71:10, 71:12, 72:10, 78:18, 78:23, 78:25, 79:4, 79:14, 82:24, 83:10, 85:11, 86:23, 87:19, 91:10, 91:13, 91:14, 92:7, 92:12, 92:13, 94:1, 94:9, 95:6, 95:14, 95:25, 96:25, 97:1, 97:2, 101:22,</p>	<p>104:8, 105:15, 106:14, 106:15, 109:7, 109:8, 110:9, 110:12, 110:22, 111:7, 112:19, 113:7, 113:22, 115:14, 116:18, 117:21, 118:25, 122:17, 124:14, 124:15, 124:16, 124:17, 124:18, 124:19, 126:6, 128:10 not-profit [1] - 26:17 Notary [1] - 128:6 note [1] - 45:1 notes [2] - 126:25, 128:9 nothing [4] - 32:12, 43:4, 88:4, 96:3 notice [4] - 6:6, 24:11, 25:18 noticed [1] - 9:6 notices [2] - 6:8, 6:11 notion [1] - 95:23 November [4] - 5:11, 40:2, 43:23, 43:25 now [28] - 7:20, 11:17, 16:11, 17:8, 19:11, 19:25, 20:3, 26:16, 29:17, 31:22, 32:23, 47:15, 56:10, 56:13, 64:6, 68:19, 71:5, 89:22, 97:12, 100:12, 103:24, 110:2, 112:21, 114:5, 119:24, 120:9, 121:8, 123:10 nowhere [1] - 43:16 number [18] - 7:17, 14:13, 14:23, 27:17, 30:23, 32:13, 35:3, 44:3, 90:9, 95:21, 99:15, 100:24, 101:8, 104:21, 118:12, 123:20, 124:6, 126:21 numbers [2] - 34:15, 123:18 numerically [1] - 24:15 NYC [3] - 1:1, 10:2, 13:9 nyc.gov/charter [2] - 6:9, 6:24 nyccharter [1] - 6:18 NYPD [5] - 10:12, 10:14, 16:19, 17:5, 17:6 NYU [1] - 4:7</p>	<p>8:1, 8:11, 8:16, 8:18, 9:9, 9:10, 9:14, 9:22, 10:4, 10:6, 10:11, 10:14, 10:15, 11:1, 11:4, 11:8, 11:16, 11:23, 11:25, 12:2, 12:9, 12:14, 12:15, 12:17, 12:20, 12:23, 13:9, 13:11, 13:12, 14:9, 14:13, 14:14, 14:19, 14:21, 14:23, 15:1, 15:2, 15:7, 15:10, 15:13, 15:14, 16:10, 16:19, 17:1, 17:2, 17:11, 18:3, 18:6, 18:7, 18:20, 19:16, 19:18, 19:21, 20:4, 20:6, 20:14, 20:19, 20:20, 20:21, 21:15, 21:17, 21:19, 22:1, 22:4, 22:7, 22:12, 22:18, 22:19, 22:20, 22:24, 24:1, 24:10, 24:11, 24:18, 24:22, 24:24, 24:25, 25:2, 25:3, 25:6, 25:10, 25:11, 25:22, 26:3, 26:9, 26:14, 26:15, 27:2, 27:5, 28:15, 28:18, 28:19, 28:23, 29:1, 29:6, 29:24, 29:25, 30:13, 30:15, 30:19, 30:23, 30:24, 30:25, 31:7, 31:8, 31:14, 31:16, 31:19, 31:21, 32:14, 32:16, 33:17, 33:22, 34:3, 34:4, 34:7, 34:12, 34:13, 34:22, 35:2, 35:3, 35:11, 35:18, 36:4, 36:10, 36:16, 36:17, 36:20, 36:24, 37:10, 37:11, 37:25, 38:18, 39:9, 39:10, 39:12, 39:16, 40:16, 40:23, 41:4, 41:8, 41:10, 41:11, 41:13, 42:12, 42:14, 42:16, 42:20, 42:25, 43:21, 43:23, 44:3, 44:6, 44:10, 44:21, 44:22, 45:5, 46:4, 46:6, 46:8, 46:10, 46:15, 46:16, 46:20, 46:21, 46:22, 46:23, 46:24, 47:1, 47:2, 47:8, 47:10, 48:16, 48:19, 48:23, 49:1, 49:5, 49:6, 49:8, 49:14, 50:6, 50:8, 50:16, 51:3, 51:13, 52:3, 52:14, 52:21, 52:22, 53:7, 53:10, 53:16, 53:18, 53:20, 53:23, 54:4, 54:5, 54:15, 55:4, 55:11, 55:18, 56:6, 56:8, 56:10, 56:11, 56:13, 56:21, 56:25, 57:2, 57:7, 57:9, 57:12, 57:24, 58:9, 58:13, 58:22, 58:23, 59:4, 59:5, 59:6, 59:16, 59:17, 59:20, 59:22, 59:25, 60:1, 60:4, 60:7, 60:14, 61:2, 61:4, 61:9, 61:15, 61:18, 61:20, 62:6, 62:7, 62:13, 62:20, 62:23, 62:24, 63:14, 63:22, 65:3, 65:12,</p>
O			
<p>obstacles [1] - 117:12 obviously [6] - 55:1, 73:1, 74:5, 94:14, 125:8, 125:20 OCA [1] - 102:16 occasion [1] - 112:5 of [594] - 2:6, 2:7, 2:12, 2:14, 2:16, 2:17, 2:19, 2:20, 3:3, 3:8, 3:9, 3:10, 3:18, 3:21, 4:1, 4:3, 4:7, 4:8, 4:10, 4:20, 4:24, 5:6, 5:8, 5:13, 5:15, 5:19, 5:23, 5:24, 6:5, 6:11, 6:24, 7:2, 7:4, 7:17,</p>			

<p>65:13, 65:14, 65:24, 67:17, 68:1, 68:5, 68:7, 68:16, 69:1, 69:2, 69:4, 69:17, 70:5, 70:24, 71:4, 71:8, 71:14, 71:24, 71:25, 72:10, 72:11, 72:24, 72:25, 73:1, 73:6, 73:13, 73:18, 74:17, 74:25, 75:17, 76:8, 76:12, 76:22, 76:23, 77:1, 77:12, 77:14, 77:17, 77:18, 77:19, 78:3, 78:4, 78:5, 78:8, 78:9, 78:13, 78:23, 79:3, 79:8, 79:10, 79:12, 79:17, 79:19, 79:24, 80:5, 80:9, 80:10, 80:15, 80:16, 80:18, 80:25, 81:9, 82:1, 82:3, 82:8, 82:10, 82:16, 83:4, 83:5, 83:12, 83:18, 83:19, 83:22, 84:4, 84:12, 84:13, 84:16, 84:17, 84:25, 85:2, 85:4, 85:12, 85:14, 85:16, 85:18, 85:21, 86:1, 86:13, 86:14, 86:19, 87:4, 87:5, 87:8, 88:2, 88:3, 88:10, 88:13, 88:18, 88:20, 88:21, 88:22, 89:4, 89:8, 89:15, 89:20, 89:21, 90:10, 90:20, 90:25, 91:1, 91:12, 91:17, 92:7, 92:18, 92:19, 92:21, 93:3, 93:6, 93:11, 93:15, 93:22, 94:12, 94:17, 94:20, 94:21, 95:7, 95:10, 95:11, 95:13, 95:15, 95:17, 95:20, 95:21, 96:4, 96:9, 96:12, 97:1, 97:4, 97:6, 97:11, 97:21, 98:2, 98:9, 98:12, 99:4, 99:15, 100:23, 100:24, 100:25, 101:4, 101:7, 101:8, 101:17, 101:19, 101:20, 102:1, 102:19, 103:4, 103:14, 103:17, 103:24, 104:6, 104:11, 104:12, 104:13, 104:19, 104:21, 104:23, 105:3, 105:10, 105:13, 105:15, 106:7, 106:10, 106:14, 106:18, 106:21, 106:25, 107:21, 108:1, 108:5, 108:18, 108:23, 109:2, 109:11, 109:22, 110:2, 110:7, 110:14, 110:16, 110:17, 110:20, 110:21, 110:22, 110:24, 111:8, 111:10, 112:3, 112:16, 113:21, 115:2, 115:6, 115:7, 115:9, 115:10, 115:11, 115:12, 115:16, 115:18, 115:19, 115:20, 115:25, 116:7, 116:8, 116:10, 116:13, 116:16, 116:22, 116:25,</p>	<p>117:6, 117:8, 117:9, 117:17, 117:22, 118:1, 118:3, 118:5, 118:10, 118:12, 118:14, 118:17, 118:25, 119:7, 119:8, 119:9, 119:18, 119:25, 120:2, 120:6, 120:14, 120:17, 120:18, 120:22, 121:5, 121:7, 121:11, 121:12, 121:13, 122:6, 122:7, 122:8, 122:9, 122:14, 123:11, 123:12, 124:14, 124:25, 125:1, 125:7, 125:11, 125:12, 125:17, 125:20, 125:21, 125:23, 125:24, 126:1, 126:4, 126:7, 126:21, 126:23, 126:24, 127:4, 127:18, 128:7, 128:8, 128:11, 128:12, 128:15 OF [2] - 128:3, 128:4 off [7] - 44:12, 68:24, 69:1, 73:5, 107:19, 109:8, 119:8 offenses [1] - 12:5 offer [2] - 9:1, 28:4 offered [1] - 104:25 offers [1] - 105:10 Office [21] - 20:20, 23:18, 26:9, 48:18, 48:23, 49:6, 54:4, 74:17, 77:12, 78:8, 79:3, 79:10, 79:24, 80:5, 80:15, 83:5, 83:18, 88:13, 120:6, 121:5, 122:9 office [24] - 12:7, 12:10, 26:15, 29:10, 31:15, 38:23, 39:9, 50:15, 50:17, 51:8, 53:4, 53:7, 56:18, 65:20, 68:17, 71:2, 73:22, 77:25, 79:4, 80:8, 83:22, 91:18, 96:1, 126:21 officers [6] - 10:14, 10:17, 10:21, 11:24, 11:25, 12:5 offices [6] - 20:24, 26:23, 31:8, 62:11, 72:9, 76:14 official [4] - 10:16, 38:12, 38:18, 68:21 officials [18] - 8:17, 9:1, 31:16, 32:22, 33:5, 37:4, 38:15, 38:16, 43:10, 59:18, 60:2, 60:5, 69:7, 69:13, 80:4, 91:18, 116:3, 126:16 offline [1] - 73:24 often [6] - 22:5, 49:13, 49:19, 68:1, 73:3, 73:5 oh [2] - 97:13, 120:7 okay [2] - 87:10, 90:18 old [1] - 81:3 on [142] - 2:3, 2:13, 2:22, 4:21, 5:3, 5:18, 6:1, 6:8, 6:13, 6:18, 6:21, 7:5, 7:21,</p>	<p>8:10, 9:7, 9:8, 10:1, 10:16, 11:12, 14:3, 15:19, 16:8, 16:9, 18:7, 20:4, 21:18, 23:4, 23:11, 23:14, 27:13, 27:15, 28:13, 28:21, 29:12, 29:24, 31:4, 32:11, 33:14, 34:21, 34:25, 35:13, 36:8, 37:6, 38:5, 38:12, 39:19, 41:8, 42:23, 43:6, 44:2, 47:16, 47:22, 48:9, 48:12, 50:16, 50:19, 51:6, 51:11, 52:1, 53:2, 53:5, 53:14, 54:2, 57:11, 58:5, 59:3, 59:16, 59:20, 60:17, 61:5, 62:20, 63:10, 64:22, 65:2, 65:14, 65:20, 68:15, 69:11, 69:18, 71:1, 71:3, 71:25, 72:1, 72:6, 72:7, 73:16, 73:21, 73:22, 74:13, 75:18, 75:21, 80:21, 81:18, 82:17, 83:19, 84:16, 84:18, 86:19, 87:3, 89:3, 92:1, 92:10, 92:13, 93:10, 96:20, 98:9, 99:20, 99:24, 99:25, 100:14, 101:2, 101:16, 102:1, 102:2, 103:8, 104:23, 106:10, 107:15, 107:19, 108:18, 109:21, 110:13, 110:21, 112:4, 112:14, 113:9, 115:7, 116:7, 116:10, 116:13, 116:20, 117:13, 118:16, 119:8, 120:9, 120:20, 123:8, 123:22, 124:16, 126:25 once [6] - 15:22, 26:2, 39:17, 39:18, 73:17, 100:11 one [72] - 8:9, 15:14, 22:10, 22:11, 23:2, 24:15, 25:3, 25:17, 26:15, 26:19, 27:17, 28:3, 28:13, 29:10, 29:22, 30:15, 30:17, 30:18, 32:13, 32:18, 33:13, 34:7, 35:11, 36:9, 36:19, 36:25, 37:11, 37:20, 41:2, 44:5, 46:7, 46:15, 48:10, 48:18, 49:2, 50:11, 50:16, 51:21, 51:22, 53:19, 54:16, 56:15, 58:1, 59:22, 61:15, 61:22, 63:14, 65:1, 68:5, 70:8, 72:24, 72:25, 75:17, 77:12, 78:5, 93:3, 97:5, 98:5, 98:8, 102:24, 105:9, 109:6, 111:1, 113:6, 113:12, 114:11, 115:6, 119:18, 120:17, 123:19, 125:11, 125:23 one's [2] - 77:19, 77:20 one-party [1] - 56:15 one-time [1] - 78:5</p>	<p>ones [1] - 70:17 only [25] - 11:2, 12:25, 14:16, 21:4, 29:2, 30:17, 48:15, 50:10, 53:23, 63:9, 79:4, 91:10, 93:15, 93:20, 93:22, 95:6, 100:3, 102:5, 103:12, 111:11, 113:1, 114:15, 115:14, 118:20, 118:21 onto [1] - 60:24 Opdycke [5] - 40:5, 42:7, 42:11, 51:22, 51:24 OPDYCKE [2] - 42:10, 52:4 open [14] - 4:12, 7:25, 11:12, 13:13, 13:15, 14:1, 42:13, 45:2, 46:11, 51:25, 52:1, 59:10, 61:10, 106:14 Open [1] - 42:12 open-minded [1] - 59:10 opened [1] - 88:17 opening [1] - 65:7 operate [2] - 27:4, 60:6 opponent [1] - 91:15 opponents [5] - 42:15, 42:23, 91:4, 91:5, 91:14 opportunities [8] - 78:25, 79:1, 85:22, 88:21, 100:20, 101:9, 105:7, 109:17 opportunity [43] - 4:22, 5:4, 5:22, 7:23, 8:3, 8:6, 8:14, 8:20, 9:1, 9:12, 9:13, 13:7, 17:22, 18:19, 21:10, 35:8, 37:24, 45:22, 57:19, 58:6, 62:3, 62:16, 63:24, 69:6, 76:24, 80:14, 88:23, 89:13, 93:1, 95:2, 97:8, 99:2, 101:11, 104:4, 105:11, 106:9, 110:10, 110:18, 110:25, 122:10, 122:12, 122:18, 127:11 opposed [3] - 25:9, 101:1, 127:19 opposite [1] - 96:2 options [2] - 63:22, 118:5 or [90] - 2:8, 7:13, 8:10, 8:20, 11:4, 11:7, 13:6, 14:17, 15:24, 23:4, 23:13, 24:1, 25:4, 28:23, 30:2, 31:9, 31:12, 33:15, 34:24, 35:3, 35:15, 36:4, 36:7, 36:9, 36:10, 38:13, 38:14, 38:16, 41:12, 44:5, 44:11, 46:9, 50:12, 52:21, 55:10, 63:25, 66:21, 68:10, 70:11, 71:1, 71:7, 72:10, 72:12, 72:17, 73:3, 73:5, 73:7, 73:21, 75:9, 78:10, 78:11, 79:14, 79:15, 81:16, 85:10, 85:18, 86:20, 87:7, 88:5, 89:16, 90:20, 91:9, 92:1, 94:2, 100:2, 101:5, 105:15,</p>
---	--	---	--

<p>107:9, 109:18, 109:24, 110:20, 110:22, 111:6, 111:16, 111:21, 111:22, 112:2, 112:6, 114:14, 116:11, 116:19, 116:22, 124:4, 128:11</p> <p>order [9] - 2:2, 8:3, 8:16, 9:4, 47:18, 62:22, 71:21, 96:6, 106:16</p> <p>organization [11] - 8:8, 8:10, 13:10, 38:17, 52:22, 58:15, 68:6, 76:16, 93:4, 99:6, 125:2</p> <p>organizations [10] - 8:18, 10:4, 36:17, 52:2, 52:21, 68:23, 80:4, 117:16, 119:12</p> <p>organize [5] - 41:14, 52:6, 63:17, 70:19, 99:9</p> <p>organized [3] - 66:22, 77:3, 77:7</p> <p>organizer [2] - 40:15, 73:6</p> <p>organizing [2] - 10:7, 78:21</p> <p>oriented [1] - 22:6</p> <p>orienting [1] - 50:5</p> <p>originally [1] - 59:13</p> <p>other [54] - 3:17, 7:8, 16:23, 17:14, 18:17, 22:7, 22:9, 22:12, 24:5, 26:21, 27:13, 31:6, 32:14, 33:12, 33:19, 34:17, 35:8, 37:17, 37:18, 37:24, 44:25, 45:10, 48:16, 49:8, 51:16, 52:22, 54:9, 54:14, 54:18, 55:24, 56:20, 64:12, 64:23, 66:20, 66:22, 70:4, 77:6, 79:16, 85:19, 86:3, 88:22, 91:13, 92:3, 92:7, 95:15, 100:5, 100:12, 113:7, 119:2, 124:8, 126:23</p> <p>others [2] - 40:24, 100:21</p> <p>otherwise [1] - 79:17</p> <p>ought [2] - 5:19, 105:1</p> <p>our [91] - 3:4, 4:11, 5:1, 5:19, 6:24, 6:25, 7:4, 7:5, 10:24, 11:20, 12:5, 12:14, 13:15, 13:20, 14:3, 14:5, 14:7, 15:14, 19:5, 25:14, 31:18, 41:4, 41:19, 41:21, 46:11, 47:21, 48:12, 49:25, 50:9, 56:7, 56:12, 62:6, 62:9, 62:12, 62:14, 62:19, 62:20, 63:1, 63:9, 63:11, 64:3, 64:6, 64:10, 64:19, 66:15, 70:22, 71:9, 71:13, 71:25, 72:1, 72:7, 73:3, 73:15, 74:14, 76:9, 76:16, 77:9, 77:22, 78:4, 78:6, 78:13, 78:19, 79:6, 79:24, 80:23, 82:3, 83:12, 85:7, 85:10,</p>	<p>85:17, 85:19, 85:22, 89:13, 93:6, 93:13, 105:24, 106:21, 114:21, 115:2, 116:4, 116:10, 121:2, 121:9, 121:10, 125:2, 125:7, 126:2, 126:16</p> <p>out [34] - 6:16, 11:4, 11:7, 12:13, 14:21, 15:23, 16:20, 16:22, 17:1, 17:10, 28:15, 31:17, 31:19, 32:20, 43:23, 49:5, 50:7, 53:9, 54:24, 60:23, 66:11, 68:23, 83:11, 86:14, 87:1, 87:17, 89:5, 95:3, 96:6, 99:18, 107:4, 115:9, 120:5, 123:21</p> <p>outcome [3] - 47:10, 90:22, 128:12</p> <p>outdated [1] - 46:15</p> <p>outlet [1] - 6:12</p> <p>outlets [2] - 6:13</p> <p>outlier [1] - 44:18</p> <p>outlined [2] - 13:20, 13:23</p> <p>outlines [1] - 21:24</p> <p>outpaced [1] - 91:3</p> <p>outreach [4] - 6:4, 6:20, 53:13, 73:10</p> <p>outside [3] - 2:10, 23:18, 33:7</p> <p>outweigh [1] - 33:21</p> <p>over [35] - 10:4, 10:6, 10:10, 13:15, 14:5, 14:14, 19:17, 22:2, 28:21, 29:25, 31:21, 32:3, 35:8, 36:1, 42:2, 46:7, 47:8, 59:14, 62:12, 65:6, 80:21, 82:15, 91:2, 91:4, 91:6, 91:17, 92:9, 93:17, 104:14, 104:21, 105:23, 123:16, 125:18, 125:19</p> <p>overall [2] - 20:12, 80:6</p> <p>overseas [3] - 51:10, 51:12, 51:14</p> <p>oversee [1] - 49:10</p> <p>overseeing [1] - 48:15</p> <p>oversees [6] - 48:19, 48:20, 48:21, 48:22, 48:23, 49:14</p> <p>oversight [7] - 24:2, 49:5, 54:11, 102:13, 102:18, 103:14, 104:1</p> <p>overturn [1] - 12:2</p> <p>own [10] - 43:14, 43:15, 52:14, 60:18, 72:7, 73:16, 73:22, 78:18, 117:20</p> <p>owner [1] - 55:11</p> <p>owners [1] - 51:3</p> <p>ownership [1] - 54:21</p>	<p>p.m [1] - 127:21</p> <p>P.M [2] - 1:6, 2:4</p> <p>paid [16] - 11:12, 36:2, 38:4, 64:14, 73:8, 93:11, 93:12, 93:16, 93:20, 93:21, 94:1, 94:2, 95:9, 100:14, 102:25, 103:5</p> <p>pain [1] - 17:16</p> <p>pairing [1] - 45:11</p> <p>panel [6] - 9:10, 21:25, 61:8, 114:21, 114:24, 115:2</p> <p>panels [4] - 7:19, 9:7, 9:14, 22:4</p> <p>panoply [1] - 108:23</p> <p>paper [2] - 14:15, 112:3</p> <p>paperwork [1] - 96:12</p> <p>paradigm [1] - 19:6</p> <p>parent [1] - 55:10</p> <p>parental [7] - 93:12, 93:13, 93:16, 93:20, 93:21, 94:1, 94:3</p> <p>parents [2] - 36:7, 78:13</p> <p>Paris [2] - 76:6, 76:8</p> <p>Park [1] - 88:19</p> <p>part [15] - 3:3, 25:2, 35:11, 59:16, 68:5, 80:3, 82:16, 85:15, 86:19, 87:5, 89:15, 94:5, 119:9, 120:2, 122:14</p> <p>participant [1] - 40:20</p> <p>participants [1] - 72:20</p> <p>participate [8] - 7:11, 29:7, 42:20, 44:17, 48:2, 71:3, 124:3, 124:17</p> <p>participated [1] - 104:16</p> <p>participating [7] - 27:6, 44:4, 52:9, 82:24, 83:22, 90:3, 90:6</p> <p>participation [16] - 14:12, 16:1, 63:1, 63:7, 64:11, 65:3, 74:23, 74:24, 80:6, 80:24, 84:5, 108:24, 109:3, 109:8, 123:20, 124:18</p> <p>Participatory [4] - 74:10, 77:2, 80:19, 86:22</p> <p>participatory [18] - 13:22, 76:7, 77:4, 80:16, 80:20, 81:5, 81:11, 82:1, 82:4, 82:16, 83:1, 83:9, 83:17, 87:17, 88:6, 90:4, 120:3, 120:14</p> <p>particular [10] - 5:15, 6:13, 24:17, 25:8, 35:10, 54:8, 74:17, 107:11, 108:6, 120:16</p> <p>particularly [5] - 5:16, 23:6, 25:6, 65:5, 109:2</p> <p>parties [20] - 41:14, 42:18, 43:1, 43:12, 43:17, 46:9, 52:4, 52:8, 52:12, 52:17, 52:21, 69:12, 105:19,</p>	<p>109:23, 110:4, 110:11, 111:17, 112:25, 128:11</p> <p>partisan [1] - 41:1</p> <p>partly [1] - 89:23</p> <p>Party [1] - 111:22</p> <p>party [17] - 41:3, 41:12, 42:21, 42:25, 43:2, 43:14, 46:9, 47:18, 52:2, 52:14, 56:15, 68:22, 106:16, 109:24, 110:17, 111:6, 111:10</p> <p>party-raiding [1] - 110:17</p> <p>pass [3] - 3:19, 46:4, 125:3</p> <p>passed [1] - 15:7</p> <p>passion [1] - 84:16</p> <p>passionate [2] - 66:9, 78:23</p> <p>past [7] - 16:22, 18:10, 64:3, 74:11, 82:15, 90:7, 103:5</p> <p>path [2] - 120:9, 121:6</p> <p>paved [1] - 124:14</p> <p>pay [6] - 40:20, 40:25, 47:10, 73:15, 99:22, 102:10</p> <p>paying [3] - 35:22, 71:7, 102:23</p> <p>PB [18] - 74:13, 74:18, 74:20, 74:22, 74:24, 75:3, 75:10, 75:18, 76:2, 76:5, 76:11, 77:6, 80:1, 83:19, 83:21, 84:18, 87:3, 87:8</p> <p>PBNYC [4] - 78:20, 79:11, 79:12, 80:1</p> <p>PDFs [1] - 14:15</p> <p>peers [3] - 83:19, 85:19, 88:21</p> <p>penalty [1] - 11:3</p> <p>Pennsylvania [1] - 104:12</p> <p>people [100] - 3:14, 5:1, 5:3, 5:5, 5:21, 5:25, 9:8, 17:3, 17:4, 17:16, 17:19, 17:21, 23:22, 25:25, 26:2, 27:5, 28:8, 29:11, 31:8, 31:9, 31:14, 32:1, 32:6, 32:21, 33:3, 33:6, 34:9, 34:10, 35:2, 35:14, 36:3, 36:10, 36:21, 36:23, 37:10, 37:22, 38:2, 38:5, 38:7, 39:16, 41:8, 53:14, 53:21, 60:9, 61:4, 62:23, 65:3, 65:8, 65:9, 67:2, 68:13, 75:9, 75:13, 75:24, 79:14, 82:17, 82:22, 85:8, 85:12, 87:16, 90:22, 91:20, 91:25, 93:20, 93:23, 93:24, 95:20, 96:1, 96:5, 96:14, 96:15, 97:2, 99:19, 100:3, 102:18, 103:3, 103:22, 105:10, 108:3, 108:16, 109:17, 109:19, 109:21, 110:2, 110:10, 110:11, 110:13, 110:18, 110:24, 121:2,</p>
	P		
	P [2] - 1:10		

<p>121:6, 121:12, 121:14, 121:15, 122:10, 122:13, 122:21, 123:11, 123:25, 127:12 people's [2] - 13:17, 13:19 per [1] - 8:5 percent [34] - 11:4, 28:19, 30:11, 35:25, 39:13, 39:16, 43:21, 44:6, 46:20, 46:21, 46:22, 46:23, 46:24, 47:1, 47:2, 47:8, 50:3, 75:17, 77:14, 91:4, 91:6, 91:15, 92:10, 92:18, 92:19, 93:22, 103:12, 125:12, 125:17, 125:19, 125:21, 126:8 percentage [1] - 119:7 perfect [2] - 28:2, 87:9 perfectly [2] - 23:22, 120:8 perhaps [3] - 27:22, 56:10, 109:20 period [3] - 39:9, 108:21, 113:20 perjury [1] - 10:17 permit [3] - 99:22, 100:16, 106:12 permits [8] - 99:15, 99:16, 99:25, 100:6, 100:14, 100:19, 100:24, 101:8 perms [1] - 39:19 perpetuate [1] - 18:13 perpetuity [1] - 99:18 person [16] - 8:12, 17:3, 17:13, 22:11, 30:18, 36:11, 36:13, 36:20, 39:1, 65:1, 68:24, 86:18, 96:8, 112:21, 114:24 personal [4] - 65:6, 66:15, 122:22, 126:25 personally [1] - 126:9 pertaining [2] - 48:11, 113:3 pertains [2] - 48:24, 93:12 perverse [1] - 72:6 petition [4] - 29:13, 69:22, 106:1, 119:8 petitions [1] - 60:23 petrified [1] - 31:16 phone [2] - 64:15, 66:12 pick [1] - 58:1 piece [4] - 15:7, 29:8, 72:24, 73:1 pieces [1] - 112:3 pilot [2] - 80:2, 96:20 place [14] - 43:8, 49:13, 65:2, 65:25, 66:4, 70:4, 75:15, 86:4, 109:7, 118:6, 121:17, 123:2, 123:4, 123:14 Place [1] - 117:19 places [5] - 33:19, 54:9, 54:10, 65:7, 117:13 placing [1] - 47:21</p>	<p>plan [2] - 25:4 planning [11] - 15:3, 31:22, 31:25, 59:13, 117:11, 117:13, 118:15, 118:16, 119:10, 119:13, 123:6 plans [3] - 117:14, 117:18, 123:25 plant [1] - 122:1 platforms [1] - 77:7 play [4] - 37:10, 101:20, 107:7, 116:17 played [1] - 25:7 playing [3] - 38:7, 45:12, 118:8 please [13] - 2:9, 3:19, 8:1, 8:8, 9:20, 14:24, 34:5, 34:6, 40:11, 42:8, 56:3, 74:5, 127:12 plunge [1] - 108:15 pockets [1] - 117:20 point [4] - 23:3, 23:25, 34:4, 108:10 points [1] - 44:5 polarizing [1] - 56:11 police [15] - 10:10, 10:25, 11:8, 11:9, 12:4, 12:11, 12:14, 12:18, 12:21, 12:24, 22:20, 22:22, 23:9, 23:20, 24:24 policies [4] - 115:21, 115:25, 116:10, 116:13 policy [3] - 48:7, 56:21, 116:6 policy's [1] - 116:19 political [28] - 18:21, 24:1, 41:14, 42:18, 45:24, 47:18, 52:4, 52:8, 52:17, 52:21, 52:22, 57:15, 59:6, 59:20, 64:18, 66:17, 68:10, 69:1, 69:12, 73:9, 74:23, 90:8, 92:11, 106:16, 109:23, 110:12, 110:21, 119:1 Political [1] - 49:12 politically [1] - 119:4 politicized [2] - 25:23, 118:21 politics [7] - 28:16, 56:11, 58:8, 67:3, 77:23, 125:6, 127:4 poll [2] - 46:12, 113:6 polling [2] - 65:2, 65:7 polls [1] - 106:19 pool [2] - 53:21, 68:9 poor [2] - 77:17, 92:5 population [1] - 76:9 populous [1] - 11:13 portion [1] - 5:13 position [3] - 21:18, 54:2, 103:19 positions [1] - 3:10</p>	<p>positive [2] - 107:21, 108:11 positively [1] - 79:23 possible [6] - 6:20, 7:5, 7:15, 9:5, 62:25, 118:14 post [2] - 7:4, 71:16 posted [1] - 6:24 potential [2] - 115:20, 115:25 potentially [2] - 80:1, 116:6 poverty [1] - 18:13 Powell [2] - 74:4, 83:16 POWELL [1] - 83:15 power [9] - 14:21, 28:7, 28:16, 31:21, 35:2, 69:1, 75:16, 122:1, 126:4 powerful [1] - 100:25 powers [1] - 15:24 practical [1] - 98:7 practice [2] - 22:25, 75:2 practices [2] - 13:22, 18:12 Practices [1] - 49:12 practicing [2] - 3:23, 39:2 practitioner [1] - 104:10 preceded [1] - 55:5 precedent [1] - 22:17 precedents [1] - 76:4 precisely [1] - 70:10 predicate [1] - 105:14 preempt [1] - 61:1 prefer [2] - 7:3, 36:5 preliminary [2] - 44:8, 44:16 prepare [1] - 79:5 prepared [2] - 61:16, 61:21 present [3] - 10:8, 60:22, 63:19 presented [4] - 5:10, 61:11, 66:25, 93:8 President [3] - 14:4, 29:1, 29:2 president [8] - 4:3, 39:19, 42:12, 58:13, 62:6, 80:18, 118:22, 118:23 presidential [5] - 34:24, 42:15, 44:15, 46:2, 46:14 presidents [2] - 15:15, 31:20 pressing [1] - 76:3 pressure [2] - 24:1, 59:8 pretty [1] - 56:14 prevent [1] - 19:18 prevents [3] - 23:8, 110:16, 118:2 previous [3] - 53:17, 100:22, 105:22 previously [4] - 49:15, 50:1, 95:6, 102:17 price [2] - 100:4, 100:16 Primaries [1] - 42:12 primaries [13] - 40:21, 42:1, 44:15, 44:19, 46:10, 47:10, 47:11, 51:25, 52:2, 61:10,</p>	<p>106:13, 106:14 primarily [1] - 126:2 primary [26] - 41:1, 41:24, 42:14, 42:22, 42:25, 43:7, 43:19, 43:22, 44:7, 44:10, 44:13, 44:15, 47:8, 70:22, 70:23, 77:16, 106:17, 109:18, 110:3, 110:12, 110:14, 110:16, 111:18, 111:19, 111:20, 113:1 principal [2] - 86:19, 87:15 principle [2] - 41:4, 41:6 principles [1] - 18:7 printed [1] - 113:9 prior [3] - 61:8, 65:7, 113:15 prioritize [4] - 19:12, 19:16, 19:20, 25:24 prioritizes [2] - 19:7, 79:21 priority [2] - 27:17, 125:8 private [3] - 41:15, 41:18, 41:20 privilege [3] - 14:16, 120:18, 120:22 pro [1] - 108:24 pro-democracy [1] - 108:24 probably [4] - 32:5, 71:22, 71:24, 74:13 problem [5] - 32:2, 81:13, 118:4, 122:16, 125:23 problem-solving [1] - 81:13 problems [1] - 116:15 procedure [1] - 106:23 procedures [1] - 111:25 process [64] - 5:24, 11:24, 16:19, 18:18, 30:9, 31:21, 40:24, 41:22, 44:4, 48:2, 52:15, 60:13, 61:2, 63:1, 64:12, 64:18, 65:4, 65:19, 66:18, 67:17, 69:14, 69:22, 69:25, 70:3, 72:3, 72:8, 74:13, 75:10, 75:19, 76:14, 77:5, 77:22, 79:11, 79:21, 80:1, 81:20, 82:5, 82:17, 83:19, 84:6, 84:12, 84:19, 84:23, 84:24, 95:6, 97:17, 106:5, 107:9, 108:5, 117:11, 117:13, 117:22, 117:23, 118:12, 118:15, 118:16, 118:19, 118:20, 119:1, 119:10, 119:14, 120:2 processes [8] - 31:25, 43:14, 76:5, 78:20, 79:18, 80:8, 84:6, 120:4 processing [1] - 117:17 procurement [1] - 103:2 producing [1] - 13:24 profession [1] - 38:20 professor [4] - 2:13, 4:17, 104:11, 117:6</p>
---	---	---	---

<p>profit [3] - 19:17, 26:17, 68:12 program [5] - 4:6, 14:1, 66:3, 106:1, 126:9 programs [5] - 20:23, 65:25, 76:2, 80:2, 126:24 Progress [1] - 93:4 progressive [2] - 69:5, 127:4 prohibit [1] - 113:19 prohibition [1] - 23:7 Project [5] - 4:11, 18:4, 74:11, 99:4, 99:5 project [4] - 74:11, 82:11, 82:12, 82:14 projects [6] - 45:11, 75:22, 81:18, 82:7, 82:18, 84:18 prominent [1] - 10:4 promises [1] - 57:21 promote [6] - 18:14, 52:7, 56:7, 63:7, 64:20, 117:20 promotes [1] - 85:3 prone [1] - 103:25 pronouncing [1] - 122:16 properly [1] - 96:7 property [2] - 2:14, 62:8 proportional [3] - 97:25, 98:5, 98:9 proposal [17] - 21:16, 21:19, 23:4, 24:4, 24:8, 24:12, 24:19, 39:6, 41:7, 54:20, 74:16, 93:13, 96:18, 111:9, 113:13, 120:6, 120:13 proposals [7] - 28:5, 30:24, 31:1, 54:3, 93:8, 104:23, 107:11 propose [3] - 21:21, 25:18, 59:22 proposed [4] - 54:24, 105:3, 106:3, 107:7 proposing [4] - 22:8, 75:16, 94:12, 94:19 prosecute [1] - 12:8 prosecuting [1] - 12:10 Prosecution [1] - 11:6 prosecutor [2] - 10:10, 11:19 prosecutor's [1] - 12:7 protect [3] - 11:12, 17:17, 42:13 protected [1] - 17:18 protecting [1] - 27:25 protection [1] - 59:20 protocols [1] - 6:6 proud [1] - 2:20 proudly [1] - 62:13 prove [1] - 107:1 proven [2] - 56:24, 74:22 provide [8] - 8:19, 50:10, 99:10, 100:20, 101:9, 103:6, 106:9, 121:6 provided [3] - 55:14, 55:19,</p>	<p>125:13 provides [2] - 88:10, 122:9 providing [2] - 53:24, 102:13 provision [1] - 15:17 provisions [5] - 14:2, 14:24, 55:18, 105:5, 116:23 PUBLIC [2] - 1:2, 1:3 Public [4] - 3:12, 15:19, 88:1, 128:6 public [51] - 2:6, 3:2, 6:6, 7:4, 7:18, 7:20, 7:21, 19:5, 19:7, 19:16, 19:17, 19:19, 19:21, 19:22, 28:17, 28:18, 29:11, 31:5, 32:8, 35:19, 35:23, 39:18, 43:8, 43:10, 43:18, 50:3, 50:11, 59:17, 60:5, 76:23, 78:1, 78:10, 78:24, 81:22, 81:23, 88:11, 88:16, 91:3, 91:5, 91:14, 98:2, 108:22, 115:23, 116:2, 116:14, 116:16, 125:11, 125:13, 125:24, 126:3, 126:7 public's [3] - 65:12, 116:1, 116:11 publicly [1] - 40:23 published [2] - 10:13, 13:19 punch [1] - 40:1 punched [1] - 102:4 purging [1] - 46:12 purpose [6] - 37:25, 42:25, 56:7, 109:11, 109:14, 109:15 purposes [2] - 24:18, 113:21 pursuant [1] - 104:19 pursue [1] - 63:25 push [1] - 37:17 pushed [1] - 42:16 pushes [1] - 83:12 put [7] - 25:8, 28:11, 51:17, 53:9, 54:24, 65:25, 95:8 puts [2] - 19:8, 36:17 putting [2] - 117:5, 120:8</p>	<p>105:14, 108:12, 109:1, 109:11, 111:4, 113:12 questions [25] - 5:19, 8:7, 9:10, 9:12, 9:13, 21:13, 21:17, 24:5, 24:7, 27:8, 30:22, 33:12, 51:20, 51:21, 54:18, 55:24, 67:19, 70:7, 73:25, 86:11, 89:25, 98:21, 107:8, 107:12, 127:8 quick [1] - 113:12 quickly [5] - 21:16, 35:20, 91:16, 101:24, 116:1 quite [1] - 104:14 quo [1] - 59:6 quorum [1] - 22:1</p>	<p>really [43] - 3:2, 5:4, 5:25, 12:25, 18:19, 22:10, 22:21, 22:22, 24:24, 25:24, 26:1, 26:20, 29:5, 34:22, 35:19, 49:18, 50:13, 54:22, 58:6, 68:5, 69:16, 71:16, 84:3, 85:8, 85:24, 86:4, 86:7, 87:24, 89:18, 94:13, 95:22, 97:20, 98:12, 107:19, 113:12, 120:12, 120:16, 121:18, 122:8, 124:7, 125:15 reason [6] - 25:2, 34:22, 69:9, 113:23, 119:22, 124:17 reasons [2] - 75:16, 95:17 Rebecca [2] - 114:24, 115:5 recall [10] - 59:25, 60:2, 60:7, 60:12, 68:16, 69:4, 69:5, 69:15, 69:20, 69:25 receive [1] - 91:5 recently [3] - 10:13, 66:1, 66:4 recognition [1] - 59:3 recognized [1] - 75:1 recommend [7] - 6:18, 15:5, 30:6, 30:9, 64:25, 92:17, 99:12 recommendation [7] - 45:9, 48:10, 48:12, 49:25, 50:10, 64:19, 68:16 recommendations [9] - 5:9, 5:10, 11:2, 11:5, 11:23, 14:13, 48:9, 50:23, 54:25 recommending [1] - 29:3 Record [1] - 6:7 record [2] - 15:8, 74:22 recorded [1] - 102:2 recruit [2] - 52:6, 71:1 redefine [1] - 78:2 redistricting [7] - 25:4, 39:10, 39:14, 123:2, 123:4, 123:18, 124:9 redline [1] - 20:5 reduce [2] - 11:3, 35:1 reduced [2] - 11:7, 106:1 reduces [1] - 70:13 reducing [1] - 126:3 reelection [2] - 34:11, 91:6 refer [1] - 54:6 reference [1] - 15:6 referenced [1] - 24:21 referendum [2] - 60:16, 60:21 refill [1] - 81:24 reflect [1] - 117:14 reform [9] - 11:17, 27:18, 29:10, 48:10, 48:13, 59:24, 69:6, 125:8, 126:19 reformers [1] - 45:6</p>
R			
		<p>R [2] - 1:10, 128:1 race [5] - 34:2, 63:23, 90:21, 91:13, 97:12 paces [6] - 25:24, 43:21, 47:8, 90:23, 91:10, 92:20 Rachel [1] - 2:11 RACHEL [1] - 1:15 racial [5] - 2:17, 18:8, 21:4, 27:2, 126:19 racially [1] - 115:14 raiding [1] - 110:17 raise [13] - 31:15, 35:20, 36:7, 50:18, 50:20, 52:6, 59:12, 61:7, 89:12, 91:14, 109:10, 109:12, 126:7 raised [2] - 33:8, 54:3 raising [3] - 31:8, 37:20, 50:5 ran [3] - 37:7, 37:8, 37:13 ranging [1] - 21:8 rank [1] - 57:20 ranked [11] - 44:22, 45:1, 45:3, 45:5, 45:10, 57:1, 57:25, 58:9, 92:16, 92:21, 97:5 ranks [1] - 38:6 rate [2] - 28:23, 30:11 rather [5] - 19:9, 27:6, 50:7, 96:21, 118:9 reach [2] - 32:10, 87:1 reaches [1] - 63:20 read [6] - 5:2, 7:3, 21:16, 24:3, 115:7, 120:23 readable [2] - 15:9, 15:10 readily [1] - 78:25 reading [2] - 30:25, 123:21 real [14] - 11:13, 11:17, 23:5, 31:10, 31:17, 32:3, 32:4, 33:24, 35:4, 38:14, 38:15, 50:18, 75:15, 96:22 realization [1] - 121:22 realize [2] - 82:23, 91:21 realized [1] - 82:21</p>	
Q			

<p>reforms [9] - 44:21, 45:10, 105:16, 106:25, 107:7, 108:24, 109:2, 109:12, 110:22 regard [1] - 107:10 regarded [1] - 105:25 regarding [5] - 89:1, 91:17, 91:23, 92:16, 93:9 regardless [2] - 14:19, 41:11 regards [1] - 101:18 register [6] - 105:13, 106:10, 109:17, 109:22, 112:6, 114:3 registered [6] - 40:19, 41:11, 72:25, 77:15, 79:15, 112:21 registering [2] - 46:25, 109:19 registration [21] - 53:13, 65:11, 65:18, 90:20, 105:6, 106:8, 109:16, 111:6, 111:11, 111:13, 111:16, 112:11, 112:13, 112:15, 112:17, 113:13, 113:17, 113:25, 114:13, 114:19 regular [4] - 96:1, 96:8, 96:15, 97:2 regulation [1] - 49:5 reinforce [1] - 89:7 reinforcing [1] - 81:7 Reinvent [2] - 48:8, 125:16 relate [2] - 54:4, 112:1 related [4] - 50:23, 60:12, 116:15, 128:10 relating [2] - 51:25, 113:25 relationship [3] - 72:11, 122:6, 122:7 relationships [2] - 77:24, 88:15 released [1] - 126:17 relies [1] - 77:23 religion [1] - 2:18 religiously [1] - 115:14 remain [1] - 10:18 removed [2] - 92:6, 118:11 renovations [1] - 81:23 Rent [1] - 2:19 rent [2] - 99:18, 100:16 repeat [3] - 27:24, 40:6, 95:14 replace [1] - 68:24 report [5] - 53:9, 54:24, 55:13, 103:11, 118:15 reports [1] - 10:16 Represent [3] - 50:1, 125:1, 125:15 represent [2] - 13:7, 44:1 representation [11] - 22:21, 24:22, 25:5, 37:24, 40:19, 41:5, 47:12, 97:25, 98:6,</p>	<p>98:9, 99:10 representative [4] - 8:9, 74:25, 85:12, 98:2 representatives [5] - 8:18, 22:9, 22:13, 22:14, 78:15 representing [3] - 10:5, 18:19, 52:12 represents [1] - 58:15 Republican [3] - 46:9, 47:6, 111:22 republican [1] - 42:1 Republicans [1] - 42:4 request [2] - 111:12, 116:23 requested [1] - 59:24 require [2] - 55:5, 100:18 required [3] - 6:6, 40:20, 82:11 requirement [2] - 29:19, 29:23 requirements [2] - 29:13, 106:1 requires [3] - 56:22, 59:10, 84:12 requiring [2] - 55:20, 60:22 research [4] - 52:1, 53:14, 84:25, 122:4 researcher [1] - 3:7 reside [1] - 22:2 residency [1] - 29:19 resident [2] - 77:20, 83:22 residential [1] - 62:10 residents [17] - 18:23, 29:9, 29:25, 32:3, 66:8, 75:15, 75:21, 76:9, 78:5, 79:22, 79:25, 81:20, 83:10, 84:3, 85:5, 115:23, 119:7 resilience [1] - 18:25 resist [1] - 107:15 resolution [1] - 56:8 resource [1] - 76:13 resource-intensive [1] - 76:13 resources [7] - 26:3, 68:10, 79:2, 79:23, 117:22, 120:25, 122:13 respect [4] - 59:17, 62:17, 95:19, 102:15 respected [1] - 116:25 respond [3] - 16:3, 16:4, 116:1 responsible [2] - 10:21, 103:2 responsive [2] - 62:23, 115:12 rest [3] - 30:19, 60:14, 80:10 restricting [1] - 70:10 result [3] - 57:15, 90:24, 100:3 resulting [2] - 80:24, 100:7 results [4] - 16:24, 17:15,</p>	<p>57:4, 100:13 rethink [1] - 14:20 return [1] - 30:17 reveal [1] - 55:8 revealed [1] - 53:10 revealing [1] - 51:3 review [5] - 4:23, 5:11, 6:9, 12:17, 18:18 Review [8] - 9:18, 10:3, 10:9, 10:24, 11:18, 12:4, 17:22, 24:9 reviled [1] - 107:22 revised [2] - 94:13, 94:16 REVISION [1] - 1:1 revision [4] - 95:5, 104:14, 104:21, 111:23 Revision [9] - 2:3, 2:12, 4:22, 12:16, 20:18, 28:9, 47:19, 49:20, 75:8 revisions [2] - 19:12, 122:24 revisit [1] - 20:9 revive [1] - 15:23 revolutionary [1] - 40:17 revolving [1] - 29:14 reward [1] - 57:13 rewarded [1] - 96:10 rewarding [1] - 82:16 Reynoso [1] - 37:13 rezoned [1] - 119:3 rezoning [2] - 117:21, 119:7 rid [1] - 61:2 rigged [1] - 91:22 right [36] - 2:10, 3:19, 16:11, 19:13, 19:25, 20:3, 26:16, 29:17, 30:21, 32:23, 34:2, 34:19, 42:19, 43:17, 48:1, 60:1, 60:3, 60:15, 60:20, 60:25, 68:19, 69:5, 89:1, 89:22, 96:6, 96:7, 97:12, 98:16, 99:1, 100:4, 109:12, 111:14, 113:11, 114:25, 121:8, 123:10 rights [8] - 41:13, 43:3, 43:13, 45:25, 47:14, 47:17, 52:20, 94:18 Rights [3] - 4:10, 23:7, 98:8 risk [2] - 28:11, 100:13 risks [1] - 100:6 roadblock [1] - 11:9 roadmap [1] - 13:19 Rob [1] - 117:6 Robert [1] - 114:22 robust [2] - 55:5, 105:11 role [8] - 2:16, 2:19, 5:1, 5:8, 104:8, 115:9, 116:17, 116:24 roll [2] - 111:11, 112:11 rolled [1] - 89:5 rolls [1] - 46:12 roof [2] - 26:19, 54:16</p>	<p>room [9] - 3:13, 4:14, 28:4, 30:3, 56:9, 81:10, 87:20, 90:10, 103:3 roommate [1] - 103:23 rooted [1] - 21:3 round [4] - 40:23, 41:10, 44:10, 45:5 route [1] - 61:5 Roxanne [1] - 90:14 Rule [1] - 104:20 ruled [1] - 42:24 ruling [1] - 43:16 run [17] - 25:25, 26:4, 29:9, 31:15, 32:6, 32:24, 34:1, 37:12, 44:12, 50:15, 57:5, 58:8, 65:20, 76:14, 96:1, 123:11, 123:16 run-off [1] - 44:12 running [3] - 31:8, 50:17, 126:20 runoff [12] - 51:7, 51:12, 51:17, 92:20, 97:7, 106:17, 107:19, 108:1, 109:2, 109:5, 109:9, 109:13 runoffs [1] - 105:7 Russell [1] - 81:1</p>
S			
<p>S [1] - 1:10 safe [1] - 62:11 Sage [1] - 81:1 said [10] - 7:24, 8:1, 10:2, 16:2, 42:18, 95:15, 107:3, 119:11, 123:2, 126:1 Sal [1] - 56:3 SALIT [3] - 58:12, 68:18, 69:21 Salit [3] - 56:2, 58:11, 58:13 same [17] - 33:25, 34:16, 39:16, 50:9, 65:11, 65:18, 67:22, 68:7, 68:8, 96:14, 96:21, 96:23, 100:11, 111:19, 112:24, 114:13, 114:18 same-day [4] - 65:11, 65:18, 114:13, 114:18 San [1] - 44:24 Saturday [2] - 71:1, 73:22 save [3] - 53:20, 106:19, 109:15 saved [1] - 125:22 saving [1] - 97:6 savings [1] - 125:22 saw [3] - 37:18, 80:23, 98:1 say [21] - 11:14, 14:24, 17:21, 23:14, 27:15, 32:13, 37:3, 39:11, 39:15, 45:18, 55:18, 70:15, 74:19, 83:11, 89:21, 90:19, 91:16, 97:21,</p>			

<p>111:1, 122:20, 124:7 saying [9] - 17:1, 17:12, 23:13, 25:10, 34:5, 36:11, 58:18, 109:5, 114:10 says [2] - 38:22, 113:24 scale [1] - 53:20 scandal [1] - 37:16 scenarios [1] - 91:8 schedules [1] - 65:7 school [19] - 75:19, 76:25, 78:22, 81:22, 81:23, 86:17, 86:18, 86:23, 87:12, 87:16, 87:24, 88:8, 88:12, 88:19, 89:6, 89:7, 104:1, 108:4, 119:25 School [9] - 4:7, 4:18, 81:1, 104:11, 104:12, 106:21, 107:20, 107:25, 108:2 school-based [1] - 86:23 schooling [1] - 88:25 schools [9] - 43:9, 62:10, 75:22, 78:24, 81:24, 86:21, 87:5, 88:16, 89:14 Schools [1] - 88:1 science [1] - 2:16 season [1] - 11:12 seat [2] - 19:9, 87:19 Seattle [4] - 66:3, 76:4, 96:19, 126:10 second [6] - 14:10, 15:12, 15:17, 49:25, 60:10, 97:7 secondary [1] - 100:1 seconds [1] - 127:1 secretaries [1] - 115:6 secretary [1] - 117:9 secretary/treasurer [1] - 3:21 Section [4] - 104:19, 105:3, 107:5, 113:17 sections [1] - 123:7 sectors [1] - 20:21 see [27] - 14:17, 17:4, 17:20, 18:18, 25:12, 35:6, 36:22, 37:2, 49:1, 61:20, 67:13, 76:12, 76:15, 81:25, 82:12, 84:15, 86:5, 88:20, 90:11, 98:12, 107:6, 115:24, 116:12, 116:14, 118:10, 120:17, 127:5 SEECHARRAN [5] - 1:18, 3:24, 68:14, 69:19, 70:6 Seecharran [1] - 3:25 seeing [8] - 29:17, 37:10, 68:19, 82:14, 82:17, 84:3, 123:15, 125:14 seeking [1] - 50:7 seemed [1] - 84:9 seems [2] - 54:9, 95:10 seen [16] - 21:19, 35:16, 53:11, 56:12, 71:15, 71:23,</p>	<p>72:10, 84:6, 84:15, 84:17, 84:19, 85:15, 88:8, 123:13, 124:10, 124:12 segregation [1] - 18:14 SEIU [1] - 3:21 select [2] - 42:25, 81:17 selected [1] - 22:9 selection [3] - 42:20, 43:14, 82:13 self [5] - 69:11, 69:18, 118:1, 118:2, 118:6 self-dealing [2] - 69:11, 69:18 self-determination [3] - 118:1, 118:2, 118:6 sell [2] - 99:7, 100:6 selling [3] - 31:17, 100:14, 101:6 Senate [1] - 38:3 senate [1] - 34:24 send [6] - 34:3, 51:14, 51:15, 72:24, 72:25, 73:4 sending [1] - 34:6 senior [2] - 48:7, 76:25 sense [8] - 16:10, 22:18, 23:10, 43:11, 57:10, 59:15, 69:10, 78:2 sent [1] - 6:10 sentiments [1] - 81:3 separate [8] - 71:11, 97:6, 111:10, 111:17, 112:3, 112:4, 112:10, 112:13 September [4] - 43:22, 43:25, 77:16, 111:19 serious [2] - 10:15, 21:7 seriously [3] - 88:14, 105:1, 107:2 servants [1] - 121:16 serve [6] - 11:12, 17:17, 28:8, 39:8, 63:10, 80:9 served [3] - 16:9, 38:7, 80:19 service [4] - 120:1, 120:15, 120:16, 121:4 services [4] - 62:8, 76:2, 96:22, 115:19 Services [1] - 48:23 serving [1] - 92:1 set [5] - 44:20, 56:21, 111:7, 117:18, 128:14 sets [2] - 20:1, 115:9 setting [2] - 3:15, 113:20 seven [4] - 34:3, 75:4, 106:5, 119:13 Seventeen [2] - 46:23, 57:2 several [1] - 64:23 severe [1] - 46:10 sexual [1] - 10:16 shame [1] - 67:1 shape [3] - 14:1, 78:6 shaped [1] - 78:12</p>	<p>Shapiro [2] - 98:24, 99:3 SHAPIRO [1] - 99:1 share [3] - 59:2, 75:15, 122:23 sharing [1] - 14:3 she [3] - 89:10, 89:11, 98:19 shelter [1] - 102:3 shift [1] - 69:1 shifting [1] - 28:7 shoe's [1] - 27:13 shorter [2] - 113:20, 114:14 should [46] - 5:20, 14:9, 14:18, 19:12, 19:16, 19:20, 20:9, 20:13, 20:19, 30:13, 33:15, 36:15, 41:1, 41:2, 41:9, 41:16, 41:19, 41:20, 41:21, 47:17, 49:5, 54:22, 58:3, 60:1, 72:7, 74:15, 75:7, 75:23, 77:10, 86:20, 87:3, 88:22, 92:6, 92:12, 95:18, 98:8, 100:17, 103:18, 106:6, 106:9, 106:12, 106:15, 106:22, 110:8, 123:11, 125:15 shouldn't [5] - 23:13, 35:13, 41:17, 67:10, 97:15 show [1] - 118:18 showed [1] - 77:15 showing [1] - 53:12 sick [2] - 94:2, 94:20 Side [1] - 117:17 sidewalks [1] - 99:21 SIEGAL [11] - 1:18, 3:22, 21:14, 22:3, 22:24, 34:20, 54:19, 55:23, 107:13, 107:18, 108:8 Siegel [3] - 3:22, 21:14, 34:20 Sierra [1] - 36:11 sign [2] - 2:9, 7:8 signed [3] - 2:8, 8:2, 119:8 significant [3] - 58:7, 68:20, 86:8 significantly [1] - 76:6 similar [3] - 9:9, 95:16, 96:19 simple [1] - 11:20 simplify [1] - 65:18 simply [5] - 56:19, 65:7, 72:21, 83:10, 119:15 since [17] - 10:19, 10:20, 27:13, 27:18, 40:25, 47:10, 71:16, 84:1, 84:2, 84:8, 86:25, 94:13, 94:15, 99:15, 108:15, 108:21 single [2] - 15:14, 85:17 sir [1] - 101:23 sister [1] - 88:9 sisters [1] - 64:18 sit [2] - 120:19, 122:24 sited [1] - 2:25</p>	<p>sitting [2] - 37:7, 87:19 situation [2] - 68:19, 72:19 six [10] - 13:15, 24:16, 48:9, 50:11, 50:15, 102:20, 102:24, 103:6, 106:10, 123:7 six-to-one [1] - 50:11 skip [1] - 65:17 skipping [1] - 23:1 sleep [1] - 39:3 slightly [1] - 2:4 Slope [1] - 88:19 Small [1] - 10:20 small [17] - 28:5, 28:16, 28:20, 28:21, 28:22, 36:21, 49:24, 50:5, 50:11, 65:21, 99:10, 100:10, 100:21, 100:25, 101:10, 121:23, 127:1 smaller [5] - 32:17, 32:21, 36:23, 49:9, 50:20 so [186] - 2:5, 3:2, 3:14, 3:16, 4:19, 5:12, 5:22, 7:9, 7:12, 7:16, 7:20, 7:22, 8:24, 9:3, 9:7, 9:14, 9:22, 9:23, 11:22, 13:2, 14:16, 14:22, 15:8, 17:24, 20:8, 21:9, 21:15, 22:6, 24:10, 24:25, 25:22, 26:2, 26:4, 26:18, 27:4, 27:9, 27:10, 28:22, 30:20, 30:23, 31:12, 32:12, 32:25, 34:10, 34:14, 35:16, 35:23, 36:2, 36:21, 37:7, 37:11, 37:14, 37:15, 38:1, 39:19, 39:21, 39:23, 40:4, 45:5, 45:9, 45:15, 47:5, 49:1, 49:15, 49:23, 50:16, 51:18, 54:11, 54:22, 55:2, 55:9, 55:15, 55:19, 55:20, 55:25, 56:3, 56:4, 57:12, 58:5, 59:2, 60:16, 61:24, 63:2, 63:11, 64:12, 65:19, 66:4, 67:18, 68:25, 69:10, 69:15, 69:19, 70:2, 70:15, 70:21, 71:15, 71:19, 72:5, 72:12, 72:15, 72:22, 72:25, 73:2, 73:11, 73:14, 73:15, 73:17, 74:1, 74:2, 74:7, 75:9, 75:16, 76:16, 76:19, 80:12, 83:14, 85:1, 86:10, 86:22, 87:17, 88:12, 88:20, 89:21, 90:12, 90:14, 91:19, 92:3, 94:6, 94:8, 94:12, 94:20, 94:24, 95:3, 98:3, 98:16, 98:22, 101:19, 101:25, 102:12, 103:13, 104:8, 107:6, 107:16, 107:18, 107:22, 109:1, 110:13, 110:21, 111:14, 112:3, 112:21, 113:5,</p>
--	--	---	--

<p>113:8, 114:1, 114:4, 114:5, 114:7, 114:20, 114:21, 115:1, 115:2, 118:10, 118:25, 119:3, 119:16, 119:20, 120:5, 120:10, 121:1, 121:2, 121:8, 121:9, 121:19, 122:7, 123:11, 124:24, 125:23, 126:4, 127:9, 127:16 So [1] - 125:19 so-called [1] - 47:5 social [5] - 2:16, 6:16, 18:9, 57:14, 89:16 society [1] - 86:15 Sol [1] - 56:1 sole [1] - 12:7 solution [3] - 12:15, 109:5 solutions [2] - 95:22, 125:23 solving [1] - 81:13 some [20] - 19:15, 24:11, 26:20, 33:17, 33:18, 46:18, 54:5, 55:7, 59:2, 59:4, 59:10, 64:14, 67:24, 86:25, 91:7, 91:25, 119:8, 123:12, 126:23 somebody [6] - 17:13, 32:17, 35:24, 38:20, 38:21, 53:2 somehow [1] - 109:3 someone [5] - 17:9, 26:4, 40:10, 94:21, 100:15 someone's [1] - 73:22 something [16] - 14:25, 17:5, 29:16, 35:12, 49:16, 49:18, 50:12, 51:4, 51:16, 54:7, 55:21, 61:16, 114:14, 122:8, 122:20, 125:25 sometimes [2] - 85:11 somewhat [1] - 37:4 somewhere [1] - 39:13 son [2] - 16:18, 16:20 soon [1] - 7:5 sorry [8] - 25:18, 32:24, 34:3, 65:17, 87:5, 90:19, 101:23, 106:21 sort [10] - 25:10, 38:18, 68:1, 72:10, 85:12, 85:18, 89:8, 111:10, 118:3, 123:12 sounds [1] - 30:24 southeast [2] - 124:11, 124:12 span [1] - 56:22 Spanish [2] - 7:11, 7:14 speak [15] - 7:23, 8:10, 8:13, 46:5, 56:5, 59:13, 61:20, 62:12, 63:19, 64:9, 70:22, 73:23, 74:15, 76:17, 93:10 SPEAKER [6] - 45:16, 87:10, 87:13, 89:3, 90:5, 98:18 speaker [1] - 8:5 speaking [5] - 8:23, 83:16,</p>	<p>83:20, 84:11, 85:15 speaks [2] - 53:18, 73:21 special [10] - 10:10, 11:19, 12:7, 36:18, 36:19, 51:8, 91:17, 91:19, 100:25, 109:18 specific [7] - 9:13, 24:13, 28:13, 39:6, 64:19, 87:7, 119:3 specifically [7] - 2:23, 19:2, 19:11, 33:23, 93:11, 94:5, 117:23 spectacle [1] - 68:18 spectrum [2] - 57:7, 57:8 spend [2] - 30:19, 96:12 spending [15] - 28:19, 28:20, 32:10, 33:2, 33:5, 33:14, 33:20, 33:21, 35:21, 37:20, 71:24, 71:25, 125:13, 125:24 spent [7] - 2:21, 3:8, 30:1, 33:25, 34:12, 37:21, 83:2 spirit [1] - 83:4 splash [1] - 72:13 spoiler [3] - 97:9, 97:13, 97:17 spoke [1] - 61:8 spoken [2] - 65:22, 95:20 spring [1] - 81:18 SS [1] - 128:3 stadiums [1] - 62:11 staff [2] - 71:14, 73:5 staffers [1] - 12:13 stage [1] - 5:24 stakeholders [1] - 84:20 stand [4] - 40:17, 40:18, 81:25, 107:16 standards [1] - 20:11 stands [4] - 17:6, 66:15, 93:15, 94:7 start [8] - 3:18, 9:15, 64:25, 74:21, 85:18, 96:20, 100:21, 115:3 started [2] - 13:11, 75:3 starting [1] - 88:7 state [21] - 9:6, 37:6, 42:15, 55:17, 55:22, 57:2, 59:9, 59:18, 60:15, 65:13, 79:15, 88:5, 103:12, 106:18, 111:7, 111:13, 112:6, 113:3, 113:17, 124:10, 127:2 STATE [1] - 128:3 State [14] - 3:8, 29:15, 29:20, 38:2, 38:3, 46:14, 103:15, 104:6, 113:16, 113:24, 114:16, 126:1, 128:7 stated [1] - 90:25 statement [1] - 118:11 statements [1] - 117:24</p>	<p>Staten [3] - 4:3, 7:1, 25:1 states [9] - 49:8, 51:16, 54:9, 54:14, 106:5, 106:7, 106:11, 106:13, 125:4 States [5] - 29:2, 46:17, 47:14, 47:25, 110:7 statewide [1] - 34:24 stations [1] - 81:24 statistics [1] - 61:11 status [1] - 59:6 staying [1] - 127:10 Steering [2] - 9:16, 10:1 stenographic [1] - 128:9 step [7] - 20:18, 54:12, 84:24, 85:3, 106:4, 107:1, 126:11 steps [2] - 7:16, 49:24 Steven [5] - 101:17, 101:19, 101:25, 102:21, 103:8 still [5] - 28:11, 92:10, 102:24, 103:5, 125:14 stop [4] - 34:5, 34:6, 78:18, 91:12 Stop [1] - 103:3 stopped [1] - 58:4 stops [1] - 32:8 story [1] - 39:10 strain [1] - 24:24 strange [1] - 64:17 strategic [1] - 86:5 strategies [3] - 18:17, 19:14, 20:15 strategy [1] - 93:4 streamed [1] - 6:23 Street [3] - 20:4, 99:4, 99:5 street [7] - 60:24, 100:8, 101:1, 101:3, 123:9, 124:13 streets [2] - 82:3, 99:20 strengthen [4] - 20:10, 21:6, 62:19, 116:5 strengthened [3] - 13:25, 27:22, 117:1 stroke [1] - 105:9 strong [2] - 26:20, 41:13 strongly [1] - 83:8 structure [1] - 20:10 structured [1] - 8:16 structures [1] - 79:9 struggling [1] - 101:10 student [4] - 77:3, 77:7, 78:14, 78:21 student-led [1] - 77:3 student-organized [1] - 77:7 students [14] - 77:8, 78:10, 78:18, 78:20, 78:24, 79:2, 79:5, 79:12, 81:6, 87:1, 88:8, 88:17, 88:18, 89:4 students' [1] - 78:11</p>	<p>studied [1] - 104:13 studies [1] - 89:16 study [2] - 125:16, 126:17 stuff [1] - 39:25 subcontractors [1] - 50:25 submission [2] - 64:16, 64:19 submitting [1] - 26:12 subsidy [1] - 19:19 subways [1] - 58:5 succeed [1] - 26:4 success [4] - 26:23, 49:23, 53:1, 53:6 successful [1] - 20:24 successfully [1] - 76:15 Such [1] - 79:4 such [11] - 17:9, 21:22, 64:1, 68:25, 69:10, 70:3, 77:12, 91:8, 103:18, 105:16, 116:17 sued [1] - 51:17 suffer [1] - 17:16 suffers [1] - 77:13 sufficient [1] - 33:16 sufficiently [1] - 6:1 suggest [1] - 96:17 suggested [1] - 113:23 suggesting [6] - 53:3, 110:13, 110:14, 111:9, 112:10, 114:6 suggestion [1] - 114:2 suggestions [2] - 6:21, 62:19 suitably [1] - 64:20 summarize [2] - 65:16, 101:24 summary [2] - 28:13, 107:6 Sunday [1] - 71:2 Sunnyside [1] - 40:13 super [2] - 14:15, 119:20 super-cool [1] - 119:20 super-expensive [1] - 14:15 supervising [1] - 103:20 supervisor [1] - 103:16 support [23] - 13:14, 19:14, 20:13, 20:21, 20:22, 26:17, 37:9, 38:22, 51:6, 65:23, 66:21, 74:16, 76:11, 76:16, 77:10, 78:9, 79:11, 80:15, 91:23, 92:2, 101:8, 120:11, 121:1 supported [1] - 74:12 supporting [2] - 20:16, 67:12 supportive [1] - 87:24 supports [1] - 51:5 supposed [3] - 10:25, 17:17, 102:12 suppression [1] - 46:11 Supreme [4] - 42:24, 43:16,</p>
--	--	---	---

<p>110:6, 112:2 sure [12] - 7:10, 8:2, 9:11, 9:20, 23:24, 25:16, 26:12, 67:13, 67:20, 70:15, 101:22, 104:6 survived [1] - 27:21 sustainability [1] - 18:8 Sutton [1] - 117:19 swath [1] - 57:9 switch [2] - 102:8, 124:21 system [32] - 17:20, 23:4, 23:6, 27:20, 27:21, 27:25, 28:2, 28:6, 28:11, 29:7, 32:2, 35:23, 40:22, 41:24, 44:23, 45:3, 48:14, 48:17, 52:5, 52:11, 52:19, 55:8, 59:21, 61:23, 85:21, 88:12, 91:21, 95:24, 96:5, 96:10, 99:14, 100:11 systems [6] - 4:12, 42:14, 45:7, 46:16, 78:11, 125:12 Systems [1] - 53:8</p>	<p>taxpayer [3] - 41:20, 106:20, 109:15 taxpayers [6] - 41:25, 43:11, 47:10, 102:10, 102:17, 102:22 teacher [1] - 86:19 teachers [2] - 87:15, 93:24 team [5] - 22:17, 25:14, 36:6, 36:8, 83:23 technique [1] - 56:24 technology [6] - 13:8, 13:17, 14:22, 14:25, 15:16, 16:6 tell [9] - 22:3, 30:17, 31:24, 32:9, 34:1, 46:18, 49:8, 90:2, 124:4 temple [1] - 102:5 ten [13] - 32:18, 34:3, 36:9, 43:23, 46:21, 109:18, 113:14, 113:18, 113:24, 114:1, 114:4, 114:6, 114:14 tend [2] - 76:12, 85:9 Teri [2] - 114:21, 124:24 term [13] - 19:17, 25:19, 25:25, 29:16, 37:5, 37:25, 91:23, 92:2, 94:12, 94:16, 97:9, 106:1, 108:22 terms [9] - 32:14, 36:16, 39:9, 39:18, 58:22, 87:4, 88:2, 92:3, 97:21 terrified [2] - 31:7 testified [3] - 53:3, 104:20, 105:22 testify [15] - 2:8, 7:14, 9:2, 9:8, 21:10, 27:16, 62:3, 76:24, 80:15, 93:2, 93:10, 99:2, 101:12, 104:4, 124:23 testifying [3] - 27:11, 87:18, 87:20 testimony [24] - 7:20, 8:17, 9:4, 13:3, 14:12, 17:25, 21:11, 26:13, 27:9, 30:12, 30:14, 30:25, 51:19, 55:25, 74:4, 88:13, 98:4, 101:15, 101:16, 105:4, 107:4, 115:7, 117:12, 126:23 than [44] - 15:21, 18:10, 19:9, 21:1, 27:6, 28:24, 29:1, 30:18, 32:19, 34:10, 34:23, 35:21, 35:24, 36:18, 36:21, 38:18, 42:4, 44:14, 47:6, 48:17, 49:9, 50:7, 52:20, 58:1, 74:25, 77:14, 78:4, 88:21, 90:9, 91:15, 96:21, 99:6, 99:25, 108:16, 108:19, 112:6, 114:4, 114:14, 118:9, 119:2, 121:2, 122:12, 122:13, 125:15</p>	<p>thank [94] - 2:4, 3:11, 3:16, 4:8, 4:19, 8:24, 9:23, 13:1, 13:2, 16:13, 16:14, 17:23, 17:24, 21:9, 21:11, 26:7, 27:7, 27:9, 27:10, 27:12, 33:11, 34:18, 36:24, 39:21, 39:23, 40:3, 40:7, 42:4, 42:6, 45:15, 45:16, 45:20, 45:21, 48:2, 48:4, 51:18, 54:17, 55:23, 55:25, 56:4, 58:9, 58:10, 61:23, 61:24, 62:2, 66:4, 67:18, 70:6, 72:14, 74:1, 74:8, 76:19, 76:23, 80:10, 80:12, 80:14, 83:7, 83:13, 83:14, 86:10, 86:13, 90:12, 92:23, 92:24, 92:25, 94:24, 95:1, 95:3, 95:10, 98:13, 98:14, 98:16, 98:22, 99:2, 101:11, 101:13, 104:2, 104:3, 114:20, 115:1, 117:1, 117:2, 117:4, 119:16, 122:15, 122:17, 124:20, 124:22, 127:6, 127:7, 127:9 thanked [1] - 86:16 thankless [1] - 95:10 thanks [3] - 107:13, 127:9, 127:14 That [1] - 128:8 that [394] - 2:6, 2:25, 4:14, 5:16, 5:25, 6:21, 6:22, 7:10, 7:15, 7:23, 8:2, 9:8, 9:12, 11:11, 11:22, 12:9, 12:13, 13:24, 14:7, 14:18, 14:24, 15:4, 15:5, 15:7, 15:8, 15:17, 15:18, 16:1, 16:23, 17:3, 17:8, 17:14, 17:17, 18:11, 18:12, 19:3, 19:7, 19:12, 19:23, 20:1, 20:4, 20:11, 20:25, 21:22, 21:25, 22:6, 22:13, 22:17, 23:7, 23:13, 23:23, 23:24, 25:7, 25:15, 25:21, 25:25, 26:10, 26:24, 27:21, 28:5, 28:22, 29:5, 30:20, 31:12, 32:2, 32:4, 32:5, 32:9, 32:13, 32:15, 32:19, 33:14, 33:17, 33:20, 34:1, 34:11, 34:12, 34:14, 34:15, 34:16, 35:12, 35:14, 36:22, 37:3, 37:6, 37:13, 37:16, 38:6, 38:23, 38:24, 39:3, 39:7, 39:11, 40:6, 41:6, 41:15, 41:22, 42:18, 42:24, 43:6, 43:17, 43:20, 44:2, 44:4, 44:23, 45:1, 45:2, 45:7, 47:25, 48:17, 49:3, 49:4, 49:8, 49:15, 49:16, 49:20, 49:21, 49:24, 50:2, 50:5,</p>	<p>50:13, 50:15, 51:7, 51:11, 52:2, 52:9, 52:15, 52:24, 53:2, 53:3, 53:4, 53:5, 53:7, 53:9, 53:11, 53:16, 54:3, 54:4, 54:5, 54:9, 54:12, 54:15, 54:20, 54:25, 55:3, 55:4, 55:7, 55:10, 55:13, 55:17, 55:18, 55:20, 55:22, 56:13, 56:15, 56:16, 56:22, 57:4, 57:5, 57:11, 57:17, 58:2, 58:15, 58:18, 58:19, 58:24, 59:2, 59:3, 59:12, 59:20, 59:22, 59:23, 59:25, 60:3, 60:4, 60:10, 60:16, 60:19, 60:22, 61:7, 61:14, 62:14, 62:24, 63:5, 63:11, 64:24, 65:19, 65:23, 66:3, 66:12, 66:16, 67:4, 67:10, 67:13, 67:15, 67:23, 68:6, 68:12, 68:18, 68:25, 69:1, 69:10, 69:11, 69:12, 69:18, 70:2, 70:4, 70:5, 70:11, 70:14, 70:16, 71:4, 71:5, 71:8, 71:17, 72:11, 72:18, 73:13, 73:16, 73:17, 73:21, 74:16, 74:24, 75:11, 75:14, 75:17, 76:5, 76:6, 76:8, 76:18, 77:19, 78:6, 79:23, 81:5, 81:7, 81:8, 81:13, 81:18, 82:21, 84:6, 84:12, 84:14, 84:17, 84:22, 85:3, 85:6, 85:7, 85:15, 85:25, 86:3, 86:4, 86:5, 86:7, 86:8, 86:15, 88:10, 88:12, 88:14, 88:17, 89:4, 89:9, 89:14, 89:19, 89:21, 90:8, 91:21, 92:17, 93:5, 93:19, 93:23, 93:24, 93:25, 94:5, 94:6, 94:9, 94:12, 94:13, 94:14, 94:19, 94:21, 94:22, 94:23, 95:4, 95:8, 95:11, 95:16, 95:17, 95:23, 96:5, 96:13, 96:24, 97:7, 97:9, 97:16, 97:18, 97:24, 98:1, 99:7, 99:12, 100:11, 101:2, 101:4, 102:10, 102:19, 103:5, 103:9, 103:18, 104:25, 105:1, 105:4, 105:14, 106:12, 106:13, 107:6, 107:22, 108:6, 108:14, 109:1, 109:4, 109:12, 109:13, 109:20, 110:7, 110:8, 110:13, 110:14, 110:16, 110:17, 110:19, 111:1, 111:2, 111:3, 111:12, 112:4, 112:21, 113:5, 113:16, 113:22, 113:24, 114:9, 114:10, 114:17, 116:18, 116:23, 117:4, 117:5, 117:12, 117:22,</p>
<p>T</p>			
<p>T [2] - 128:1 table [5] - 2:9, 2:10, 3:19, 8:3, 83:20 tables [1] - 99:8 tablet [1] - 101:21 take [16] - 17:1, 17:19, 18:22, 32:4, 43:8, 52:13, 55:1, 59:23, 70:3, 94:21, 100:5, 103:10, 106:4, 112:18, 112:19, 123:2 taken [3] - 61:1, 106:25, 124:14 takes [6] - 26:3, 55:14, 83:11, 112:17, 120:18, 120:22 taking [2] - 80:3, 100:13 talk [12] - 13:12, 26:8, 67:1, 67:8, 67:16, 73:12, 86:1, 97:5, 97:19, 121:14, 121:15, 123:24 talked [1] - 49:19 talking [14] - 38:1, 57:13, 58:25, 70:24, 71:9, 72:1, 72:16, 72:17, 72:21, 97:12, 98:21, 123:12, 125:10, 126:18 talks [1] - 15:18 tall [1] - 31:12 task [4] - 89:8, 89:9, 104:5, 125:6 taught [1] - 121:24 tax [1] - 41:19 taxation [3] - 40:18, 41:4, 47:11 taxes [2] - 40:25, 46:12</p>			

<p>118:4, 118:7, 118:11, 118:13, 118:18, 119:3, 119:6, 119:9, 119:23, 120:1, 120:2, 120:11, 120:12, 120:13, 120:17, 121:3, 121:6, 121:7, 121:10, 121:16, 121:19, 121:22, 121:25, 122:2, 122:12, 123:2, 123:5, 123:18, 125:5, 125:21, 125:25, 126:14, 128:10, 128:12 that's ^[38] - 11:17, 14:13, 15:5, 15:10, 22:6, 24:2, 29:16, 31:10, 32:12, 33:16, 36:14, 36:15, 38:18, 39:1, 39:4, 44:10, 44:22, 49:18, 49:23, 51:16, 54:7, 57:1, 71:12, 73:14, 89:12, 89:23, 95:5, 102:24, 107:23, 109:14, 110:6, 110:25, 111:11, 113:11, 114:7, 114:17, 121:17, 124:6 the ^[1163] - 2:2, 2:5, 2:7, 2:8, 2:9, 2:11, 2:12, 2:14, 2:15, 2:16, 2:19, 2:21, 2:23, 2:24, 3:11, 3:15, 3:17, 3:18, 3:19, 3:25, 4:3, 4:6, 4:10, 4:21, 4:23, 4:24, 5:1, 5:2, 5:5, 5:8, 5:9, 5:11, 5:12, 5:13, 5:22, 5:23, 5:24, 6:5, 6:8, 6:16, 6:19, 7:1, 7:16, 7:22, 7:25, 8:1, 8:2, 8:6, 8:11, 8:14, 8:21, 9:4, 9:10, 9:11, 9:13, 9:16, 9:17, 10:1, 10:2, 10:8, 10:10, 10:11, 10:12, 10:18, 10:21, 11:1, 11:3, 11:5, 11:8, 11:16, 12:3, 12:9, 12:11, 12:12, 12:15, 12:16, 12:17, 12:18, 12:20, 12:21, 12:22, 12:25, 13:9, 13:12, 13:14, 13:15, 13:19, 13:20, 13:25, 14:1, 14:3, 14:12, 14:16, 14:17, 14:20, 14:21, 14:24, 15:1, 15:6, 15:8, 15:18, 15:19, 16:1, 16:8, 16:17, 16:18, 16:19, 16:21, 16:22, 16:23, 16:25, 17:1, 17:2, 17:3, 17:4, 17:5, 17:6, 17:7, 17:8, 17:10, 17:13, 17:16, 17:18, 17:20, 17:22, 18:3, 18:6, 18:10, 18:20, 18:22, 19:1, 19:2, 19:3, 19:7, 19:8, 19:11, 19:13, 19:15, 19:18, 19:20, 19:25, 20:2, 20:6, 20:9, 20:10, 20:11, 20:13, 20:18, 20:19, 20:25, 21:6, 21:9, 21:15, 21:18, 21:19, 21:24, 22:4, 22:16, 22:19, 22:24,</p>	<p>23:2, 23:3, 23:5, 23:6, 23:11, 23:14, 23:16, 23:18, 23:20, 23:24, 24:3, 24:5, 24:8, 24:9, 24:11, 24:12, 24:17, 24:19, 24:22, 25:2, 25:3, 25:4, 25:7, 25:19, 25:20, 26:5, 26:6, 26:18, 27:3, 27:4, 27:5, 27:13, 27:19, 27:20, 28:1, 28:3, 28:7, 28:8, 28:9, 28:10, 28:13, 28:15, 28:19, 28:20, 28:21, 28:24, 29:1, 29:2, 29:4, 29:7, 29:12, 29:13, 29:14, 29:18, 29:20, 29:23, 29:24, 29:25, 30:8, 30:9, 30:10, 30:19, 30:22, 30:24, 30:25, 31:1, 31:14, 31:19, 31:21, 31:23, 32:2, 32:11, 32:13, 32:14, 32:15, 33:3, 33:5, 33:7, 33:8, 33:14, 33:20, 33:24, 34:2, 34:4, 34:7, 34:16, 35:1, 35:2, 35:4, 35:7, 35:8, 35:9, 35:11, 35:13, 35:15, 35:17, 35:21, 35:22, 35:25, 36:2, 36:8, 36:11, 37:5, 37:16, 37:19, 37:23, 37:25, 38:2, 38:3, 38:5, 38:6, 38:7, 38:10, 38:17, 38:21, 38:25, 39:1, 39:10, 39:12, 39:15, 39:16, 39:25, 40:1, 40:2, 40:10, 40:15, 40:16, 40:23, 41:8, 41:10, 41:13, 41:25, 42:2, 42:3, 42:4, 42:11, 42:20, 42:24, 42:25, 43:1, 43:12, 43:16, 43:17, 43:18, 43:19, 43:21, 43:22, 43:23, 43:24, 43:25, 44:2, 44:6, 44:9, 44:13, 44:14, 44:22, 45:5, 45:22, 45:25, 46:1, 46:3, 46:4, 46:5, 46:6, 46:8, 46:13, 46:15, 46:16, 47:9, 47:10, 47:11, 47:13, 47:14, 47:15, 47:20, 47:22, 47:23, 47:25, 48:1, 48:2, 48:7, 48:13, 48:18, 48:20, 48:21, 48:22, 48:23, 49:3, 49:4, 49:6, 49:11, 49:13, 49:16, 49:20, 49:21, 49:22, 50:2, 50:6, 50:7, 50:9, 50:10, 50:14, 50:16, 50:19, 50:23, 51:3, 51:10, 51:12, 51:13, 52:9, 52:10, 52:13, 52:20, 52:24, 52:25, 53:6, 53:8, 53:9, 53:11, 53:16, 53:18, 53:21, 54:3, 54:8, 54:11, 54:14, 54:20, 54:23, 55:3, 55:8, 55:10, 55:11, 55:12, 55:14, 55:18, 55:20, 55:21, 56:6, 56:10, 56:15, 56:18, 56:19, 56:25, 57:2,</p>	<p>57:4, 57:5, 57:7, 57:8, 57:10, 57:11, 57:16, 57:17, 57:19, 57:21, 57:22, 58:1, 58:3, 58:4, 58:6, 58:8, 58:13, 58:22, 58:24, 59:8, 59:9, 59:10, 59:11, 59:14, 59:16, 59:17, 59:18, 59:19, 59:20, 59:22, 59:23, 59:24, 59:25, 60:1, 60:3, 60:4, 60:6, 60:7, 60:10, 60:12, 60:14, 60:15, 60:16, 60:17, 60:18, 60:19, 60:20, 60:23, 60:24, 60:25, 61:1, 61:4, 61:5, 61:7, 61:8, 61:9, 61:10, 61:11, 61:13, 61:14, 61:15, 61:18, 61:20, 61:23, 62:3, 62:5, 62:9, 62:15, 62:16, 62:23, 62:24, 62:25, 63:2, 63:4, 63:5, 63:10, 63:13, 63:14, 63:16, 63:18, 63:19, 63:20, 63:21, 63:23, 64:3, 64:4, 64:5, 64:7, 64:11, 64:16, 64:17, 64:18, 64:20, 64:25, 65:3, 65:4, 65:13, 65:14, 65:18, 65:20, 65:24, 66:4, 66:22, 66:23, 66:24, 66:25, 67:13, 67:19, 67:21, 67:22, 67:25, 68:7, 68:8, 68:18, 68:22, 68:24, 69:2, 69:3, 69:4, 69:6, 69:8, 69:9, 69:14, 69:15, 69:17, 69:19, 69:23, 69:24, 69:25, 70:1, 70:17, 70:21, 70:23, 70:24, 71:8, 71:12, 71:17, 71:18, 72:3, 72:8, 72:12, 72:16, 72:17, 72:18, 73:2, 73:6, 73:8, 73:9, 73:13, 73:17, 73:18, 74:10, 74:11, 74:15, 74:16, 75:2, 75:8, 75:13, 75:14, 75:15, 75:17, 75:18, 75:19, 75:23, 76:3, 76:12, 76:21, 76:22, 76:23, 76:24, 77:1, 77:7, 77:16, 77:19, 78:4, 78:6, 78:9, 78:10, 78:12, 78:16, 78:17, 79:16, 79:21, 79:22, 79:23, 80:1, 80:3, 80:7, 80:10, 80:14, 80:18, 80:21, 80:22, 81:2, 81:3, 81:9, 81:14, 81:16, 81:25, 82:2, 82:3, 82:4, 82:8, 82:12, 82:15, 82:16, 82:20, 82:22, 82:25, 83:4, 83:5, 83:9, 83:10, 83:18, 83:19, 83:20, 83:22, 83:23, 83:24, 84:1, 84:4, 84:5, 84:8, 84:16, 84:18, 84:22, 84:24, 84:25, 85:1, 85:2, 85:3, 85:5, 85:13, 85:14, 85:16, 85:17, 86:3, 86:4, 86:7, 86:8, 86:11, 86:14, 86:17, 86:18,</p>	<p>86:20, 86:22, 87:1, 87:2, 87:5, 87:15, 87:19, 88:3, 88:11, 88:22, 88:25, 89:1, 89:8, 89:15, 89:20, 89:23, 90:3, 90:5, 90:7, 90:8, 90:9, 90:11, 90:19, 90:21, 90:22, 91:1, 91:8, 91:9, 91:10, 91:12, 91:17, 91:21, 92:1, 92:6, 92:7, 92:11, 92:13, 92:14, 92:16, 92:18, 92:19, 92:20, 92:22, 93:1, 93:3, 93:10, 93:15, 93:16, 93:19, 93:22, 94:5, 94:6, 94:8, 94:14, 94:15, 94:16, 94:18, 94:22, 95:1, 95:4, 95:5, 95:7, 95:23, 96:2, 96:5, 96:6, 96:7, 96:9, 96:14, 96:21, 96:23, 97:6, 97:8, 97:11, 97:14, 97:15, 97:16, 97:17, 97:24, 98:2, 98:7, 98:10, 98:11, 98:15, 99:2, 99:3, 99:4, 99:5, 99:8, 99:12, 99:14, 99:15, 99:22, 99:24, 100:1, 100:2, 100:4, 100:5, 100:10, 100:16, 100:17, 100:18, 100:23, 101:2, 101:4, 101:5, 101:6, 101:7, 101:8, 101:10, 101:11, 101:17, 101:19, 101:20, 102:1, 102:6, 102:9, 102:12, 102:13, 102:14, 102:15, 102:16, 102:18, 102:22, 102:23, 102:24, 103:3, 103:5, 103:9, 103:11, 103:14, 103:15, 103:16, 103:19, 103:24, 104:4, 104:5, 104:6, 104:13, 104:16, 104:17, 104:19, 104:21, 105:1, 105:2, 105:3, 105:4, 105:10, 105:13, 105:14, 105:15, 105:16, 105:19, 105:22, 105:23, 106:3, 106:4, 106:7, 106:9, 106:10, 106:18, 106:19, 106:22, 107:3, 107:6, 107:8, 107:9, 107:15, 108:5, 108:9, 108:10, 108:14, 108:15, 108:16, 108:18, 109:4, 109:5, 109:6, 109:10, 109:11, 109:14, 109:15, 109:21, 109:23, 109:25, 110:5, 110:6, 110:7, 110:10, 110:13, 110:14, 110:17, 110:25, 111:2, 111:8, 111:14, 111:15, 111:19, 111:23, 111:25, 112:2, 112:6, 112:15, 112:16, 112:17, 112:19, 112:20, 112:23, 113:1,</p>
---	---	--	--

<p>113:3, 113:4, 113:5, 113:6, 113:7, 113:9, 113:13, 113:15, 113:17, 113:19, 113:21, 113:23, 113:24, 114:2, 114:5, 114:7, 114:10, 114:15, 114:23, 115:1, 115:4, 115:7, 115:8, 115:9, 115:11, 115:12, 115:18, 115:19, 115:20, 115:22, 115:23, 115:24, 116:1, 116:2, 116:3, 116:4, 116:7, 116:8, 116:9, 116:11, 116:12, 116:14, 116:16, 116:18, 116:22, 116:23, 116:24, 117:4, 117:5, 117:9, 117:12, 117:15, 117:16, 117:17, 117:19, 117:21, 117:22, 117:23, 118:4, 118:5, 118:6, 118:7, 118:8, 118:9, 118:10, 118:13, 118:16, 118:17, 118:20, 118:22, 118:23, 118:24, 119:1, 119:4, 119:7, 119:9, 119:15, 119:22, 120:6, 120:7, 120:9, 120:14, 120:15, 120:17, 120:20, 120:23, 120:25, 121:4, 121:5, 121:6, 121:10, 121:17, 121:24, 122:1, 122:3, 122:8, 122:10, 122:11, 122:17, 122:25, 123:1, 123:3, 123:5, 123:8, 123:9, 123:10, 123:17, 123:23, 124:1, 124:2, 124:6, 124:8, 124:9, 124:10, 124:12, 124:17, 124:21, 124:22, 124:25, 125:4, 125:6, 125:8, 125:11, 125:13, 125:23, 125:24, 126:1, 126:3, 126:5, 126:6, 126:7, 126:9, 126:18, 126:23, 127:3, 127:8, 127:20, 127:21, 128:7, 128:8, 128:11, 128:12</p> <p>The [4] - 6:7, 48:19, 65:11, 100:10</p> <p>their [65] - 12:10, 15:16, 16:5, 19:8, 25:16, 27:4, 29:22, 31:17, 31:18, 33:2, 35:25, 36:7, 37:5, 41:14, 41:16, 41:20, 42:20, 43:12, 43:14, 43:15, 43:18, 49:11, 50:6, 52:13, 52:14, 53:10, 55:2, 55:13, 57:20, 60:18, 60:22, 62:8, 63:6, 64:5, 64:11, 64:13, 65:6, 65:9, 65:10, 65:12, 68:9, 68:10, 72:3, 73:16, 75:22, 77:15, 77:25, 78:18, 78:19, 79:6,</p>	<p>79:19, 79:23, 81:13, 81:16, 81:18, 82:23, 83:3, 89:21, 91:15, 94:21, 99:9, 103:22, 116:15, 126:13</p> <p>them [29] - 9:1, 16:10, 25:12, 26:4, 26:15, 38:22, 44:1, 45:12, 51:14, 55:2, 59:19, 60:7, 62:21, 67:4, 67:17, 70:25, 71:10, 72:2, 72:3, 73:16, 75:6, 88:23, 95:18, 99:18, 106:6, 107:3, 107:23</p> <p>themselves [7] - 3:18, 8:22, 11:9, 52:17, 68:24, 88:9, 119:2</p> <p>then [36] - 5:8, 7:19, 9:9, 11:3, 11:21, 13:14, 14:23, 15:20, 17:10, 17:16, 22:9, 22:14, 25:17, 26:14, 32:7, 36:1, 41:19, 50:19, 50:22, 51:6, 60:23, 60:25, 63:21, 68:22, 71:22, 72:10, 82:22, 82:23, 86:25, 89:17, 91:16, 98:10, 99:23, 103:22, 112:24, 120:12</p> <p>theoretically [1] - 112:7</p> <p>there [59] - 6:7, 6:10, 6:11, 7:1, 7:20, 8:17, 9:9, 14:23, 21:22, 23:5, 24:13, 26:20, 28:4, 29:22, 30:11, 31:13, 32:7, 33:22, 34:22, 37:15, 42:2, 46:7, 47:4, 47:6, 51:15, 53:2, 54:14, 55:17, 56:24, 58:6, 61:15, 67:7, 67:9, 68:5, 69:23, 72:20, 76:18, 77:9, 82:20, 82:22, 89:22, 90:25, 91:7, 93:17, 100:22, 102:6, 103:11, 103:16, 106:13, 108:3, 108:9, 109:7, 111:10, 118:12, 121:1, 122:21, 123:11</p> <p>There [1] - 8:5</p> <p>there's [40] - 12:2, 14:25, 15:17, 16:11, 17:12, 26:14, 30:3, 30:20, 32:8, 35:17, 39:13, 43:6, 50:17, 51:7, 51:13, 52:1, 52:7, 59:5, 69:10, 70:2, 76:11, 77:18, 86:1, 90:6, 90:10, 90:24, 91:20, 102:18, 103:13, 104:1, 112:24, 121:8, 121:9, 121:12, 121:19, 123:21, 126:4, 126:17</p> <p>thereby [1] - 126:3</p> <p>therefore [1] - 112:18</p> <p>these [48] - 5:10, 10:17, 13:25, 14:14, 18:23, 20:21, 25:8, 25:9, 37:22, 42:23, 43:13, 47:8, 49:2, 52:12,</p>	<p>53:19, 54:5, 54:15, 55:1, 59:4, 62:4, 62:18, 63:4, 65:4, 67:6, 77:10, 82:9, 85:2, 85:13, 88:17, 88:21, 91:10, 94:16, 94:17, 97:2, 99:17, 101:10, 106:25, 107:10, 108:6, 109:2, 115:20, 116:12, 117:14, 117:18, 119:18, 121:16, 123:14, 126:24</p> <p>they [79] - 7:6, 12:10, 14:15, 16:9, 22:17, 26:5, 27:3, 32:18, 32:23, 32:24, 32:25, 33:1, 37:8, 37:21, 38:5, 41:11, 41:15, 41:17, 41:18, 43:8, 43:9, 43:10, 43:13, 44:16, 52:5, 52:6, 52:7, 52:9, 52:21, 53:13, 54:23, 55:16, 60:2, 62:16, 65:9, 67:4, 68:4, 68:8, 68:25, 69:13, 75:11, 78:16, 88:22, 89:7, 89:16, 89:17, 89:20, 91:21, 92:11, 92:22, 94:3, 96:24, 96:25, 101:6, 102:7, 102:8, 102:13, 107:21, 108:8, 108:14, 110:11, 110:15, 110:19, 112:1, 119:24, 119:25, 120:1, 120:2, 124:2, 124:3, 124:4, 124:16, 124:17, 124:18, 124:19, 126:13</p> <p>thing [10] - 21:22, 30:17, 39:4, 87:22, 111:1, 119:4, 120:8, 121:18, 123:22, 124:9</p> <p>things [18] - 25:3, 26:15, 53:23, 59:4, 67:8, 71:8, 71:15, 119:19, 119:21, 120:12, 120:17, 121:1, 121:4, 121:5, 122:21, 123:14, 124:19</p> <p>think [84] - 3:1, 12:17, 22:8, 22:18, 25:14, 25:22, 25:25, 26:5, 30:12, 31:2, 32:15, 34:12, 34:14, 34:15, 34:22, 36:15, 36:16, 37:21, 38:6, 38:9, 39:4, 49:4, 49:15, 50:4, 50:13, 51:1, 51:10, 52:10, 53:18, 53:22, 54:12, 54:13, 55:19, 58:19, 58:24, 59:8, 59:15, 59:25, 60:4, 65:22, 66:13, 66:15, 67:25, 68:18, 69:4, 69:8, 69:15, 72:5, 73:24, 74:20, 84:9, 85:14, 86:3, 87:3, 87:25, 88:10, 88:13, 88:22, 89:6, 89:9, 89:10, 89:13, 89:14, 89:19, 89:22, 92:17, 95:4, 95:18, 98:11, 98:20, 105:14, 107:23, 108:11, 109:1, 109:10, 109:12,</p>	<p>110:23, 111:18, 114:23, 117:24, 118:12, 120:16, 121:11, 124:20</p> <p>thinking [2] - 25:21, 59:11</p> <p>third [2] - 50:9, 61:7</p> <p>Thirty [2] - 47:1, 106:5</p> <p>Thirty-four [1] - 47:1</p> <p>Thirty-seven [1] - 106:5</p> <p>this [167] - 2:2, 2:5, 3:3, 3:5, 3:12, 4:8, 4:14, 4:21, 5:23, 6:2, 6:5, 6:23, 7:13, 7:21, 7:24, 11:7, 11:15, 11:19, 12:8, 12:11, 12:14, 12:20, 12:22, 13:7, 14:7, 18:18, 19:15, 21:20, 23:14, 23:25, 24:10, 24:19, 25:22, 27:17, 28:5, 28:18, 29:8, 31:20, 32:23, 34:21, 34:25, 35:19, 36:4, 36:11, 36:13, 38:22, 38:23, 39:24, 41:6, 42:18, 42:21, 43:2, 44:6, 45:13, 47:9, 47:19, 53:22, 54:23, 56:9, 56:10, 56:14, 57:11, 58:16, 58:23, 59:6, 59:18, 61:19, 64:9, 67:1, 67:17, 67:21, 68:24, 69:1, 71:16, 71:17, 71:21, 74:21, 75:7, 75:21, 76:3, 76:14, 77:16, 80:3, 80:8, 80:23, 81:2, 81:10, 81:20, 81:21, 82:14, 82:18, 82:24, 83:6, 83:8, 83:23, 84:6, 84:19, 84:23, 84:24, 85:9, 86:2, 86:4, 86:8, 86:17, 86:19, 86:21, 87:6, 87:7, 89:4, 89:7, 89:15, 89:18, 89:23, 90:7, 90:8, 90:11, 91:12, 91:19, 92:14, 94:12, 94:19, 95:2, 95:6, 95:8, 96:10, 96:18, 97:14, 98:1, 99:24, 100:4, 100:19, 101:23, 103:3, 103:4, 105:9, 105:23, 106:20, 106:23, 107:14, 110:3, 111:15, 111:18, 114:24, 115:17, 116:21, 117:16, 117:24, 118:19, 118:24, 118:25, 119:17, 119:23, 120:7, 120:8, 120:19, 121:22, 122:18, 123:13, 123:22, 124:24, 126:10, 127:5, 128:11, 128:12, 128:15</p> <p>those [55] - 7:2, 7:19, 10:22, 11:11, 12:2, 12:8, 26:22, 31:3, 31:9, 31:12, 33:24, 34:14, 44:18, 49:14, 50:12, 52:11, 53:23, 54:10, 57:19, 57:24, 61:3, 61:17, 61:21, 64:8, 65:25, 67:22, 68:16, 70:25, 71:2, 71:15, 72:25,</p>
--	--	---	--

<p>75:16, 78:13, 78:24, 79:17, 80:25, 81:17, 95:11, 100:3, 100:24, 102:11, 108:4, 109:4, 110:22, 116:10, 121:1, 121:5, 122:24, 123:11, 123:17, 123:18, 123:25, 124:16, 124:19 though [4] - 91:3, 93:17, 123:1, 125:11 thought [4] - 26:2, 37:3, 111:5, 111:8 thoughtful [2] - 84:5, 85:4 thoughts [5] - 53:5, 59:3, 85:18, 88:25, 119:21 thousand [4] - 14:6, 21:1, 35:3, 100:7 thousand-dollar [1] - 100:7 thousands [1] - 6:10 threatens [1] - 38:21 three [18] - 8:5, 10:6, 14:6, 20:1, 22:1, 22:4, 24:15, 31:2, 31:3, 58:17, 74:12, 80:21, 82:15, 102:14, 108:2, 124:6, 124:8, 125:22 three-member [1] - 20:1 threes [1] - 25:13 threshold [1] - 92:19 thrive [2] - 62:16, 100:1 thriving [1] - 84:4 through [26] - 13:17, 16:19, 16:21, 18:15, 20:8, 20:16, 24:3, 24:15, 24:16, 28:12, 35:9, 38:6, 39:25, 47:21, 55:1, 60:18, 61:1, 64:7, 69:24, 79:3, 82:12, 82:14, 84:6, 91:18, 111:23, 118:22 throughout [5] - 62:18, 81:20, 82:4, 103:14, 115:10 throw [1] - 11:4 tied [1] - 11:1 tilting [1] - 118:8 time [47] - 2:21, 3:9, 8:14, 17:20, 24:9, 28:1, 33:2, 33:5, 35:24, 39:25, 43:15, 49:21, 51:13, 55:14, 57:23, 58:16, 71:14, 73:7, 73:17, 73:22, 74:9, 76:19, 78:5, 78:7, 81:1, 83:8, 83:13, 84:12, 84:15, 84:17, 92:1, 93:18, 94:11, 95:7, 97:19, 107:15, 116:19, 116:21, 117:5, 119:18, 120:21, 120:24, 122:3, 122:17, 123:3, 124:6, 126:22 times [2] - 15:21, 95:10 tired [1] - 124:23 to [829] - 2:2, 2:7, 2:17, 3:2,</p>	<p>3:3, 3:4, 3:5, 3:11, 3:12, 3:14, 3:17, 3:19, 4:8, 4:11, 4:13, 4:22, 4:23, 5:1, 5:2, 5:3, 5:4, 5:7, 5:8, 5:9, 5:10, 5:11, 5:18, 5:19, 5:21, 5:22, 5:24, 6:1, 6:9, 6:10, 6:11, 6:19, 6:22, 7:3, 7:10, 7:13, 7:14, 7:16, 7:18, 7:22, 7:23, 7:25, 8:3, 8:4, 8:6, 8:10, 8:12, 8:13, 8:20, 8:21, 8:22, 8:25, 9:1, 9:3, 9:4, 9:6, 9:7, 9:11, 9:12, 9:13, 9:14, 9:20, 9:22, 10:7, 10:8, 10:25, 11:2, 11:9, 11:10, 11:12, 11:15, 11:22, 12:4, 12:7, 12:13, 12:16, 12:20, 12:21, 12:22, 12:24, 13:6, 13:7, 13:12, 13:14, 13:16, 13:20, 13:21, 13:22, 14:6, 14:7, 14:11, 14:17, 14:19, 14:20, 14:21, 15:16, 15:17, 15:22, 15:23, 15:24, 16:2, 16:3, 16:4, 16:5, 16:7, 16:8, 16:10, 16:11, 16:20, 16:25, 17:4, 17:8, 17:9, 17:10, 17:11, 17:15, 17:17, 17:19, 17:21, 17:22, 18:5, 18:11, 18:14, 18:22, 18:24, 19:2, 19:13, 19:14, 19:22, 20:7, 20:20, 20:22, 20:25, 21:1, 21:3, 21:7, 21:8, 21:10, 21:12, 21:17, 22:10, 22:16, 22:21, 23:1, 23:3, 23:4, 23:10, 23:11, 23:14, 23:22, 24:8, 24:10, 24:12, 24:14, 24:17, 25:5, 25:8, 25:9, 25:11, 25:15, 25:18, 25:24, 26:4, 26:16, 26:17, 26:19, 26:23, 27:16, 27:17, 28:5, 28:8, 28:9, 28:10, 28:12, 28:15, 28:19, 28:20, 29:1, 29:6, 29:8, 29:9, 29:11, 29:13, 29:14, 29:23, 30:18, 30:19, 30:25, 31:1, 31:11, 31:14, 31:15, 31:18, 31:25, 32:5, 32:6, 32:18, 32:20, 32:21, 32:24, 33:1, 33:3, 34:2, 34:8, 34:14, 34:22, 35:6, 35:8, 35:19, 35:22, 36:2, 36:3, 36:5, 36:6, 36:9, 36:13, 36:14, 37:2, 37:5, 37:9, 37:11, 37:12, 37:16, 37:24, 38:2, 38:3, 39:2, 39:8, 39:11, 39:17, 39:18, 39:24, 40:1, 40:4, 40:20, 40:21, 40:23, 41:2, 41:3, 41:5, 41:8, 41:10, 41:11, 41:14, 41:16, 41:21, 42:13, 42:19, 42:23, 42:25, 43:4, 43:12, 43:17, 44:17, 44:18,</p>	<p>45:1, 45:6, 45:9, 45:12, 45:22, 46:3, 46:5, 46:11, 47:16, 47:17, 47:18, 47:20, 47:24, 48:1, 48:9, 48:11, 48:13, 48:24, 49:1, 50:2, 50:3, 50:10, 50:11, 50:12, 50:13, 50:16, 50:18, 50:20, 50:23, 50:24, 51:11, 51:14, 51:25, 52:8, 52:10, 52:12, 52:13, 52:25, 53:5, 53:18, 54:5, 54:6, 54:19, 54:23, 55:15, 55:20, 56:1, 56:5, 56:7, 56:19, 56:20, 57:3, 57:5, 57:6, 57:12, 57:13, 57:14, 57:19, 57:20, 57:22, 57:24, 58:3, 58:4, 58:7, 58:8, 58:16, 58:17, 58:18, 58:23, 58:24, 59:2, 59:11, 59:12, 59:13, 59:17, 59:22, 60:1, 60:6, 60:7, 60:9, 60:10, 60:11, 60:12, 60:15, 60:17, 60:18, 60:20, 60:23, 60:25, 61:5, 61:7, 61:11, 61:16, 61:19, 61:20, 61:21, 62:3, 62:10, 62:14, 62:15, 62:16, 62:19, 62:21, 62:22, 62:23, 62:25, 63:2, 63:4, 63:7, 63:9, 63:10, 63:14, 63:17, 63:19, 63:22, 63:24, 64:3, 64:10, 64:11, 64:13, 64:17, 64:20, 64:21, 64:22, 65:3, 65:8, 65:9, 65:16, 65:20, 65:22, 66:12, 66:16, 66:19, 66:20, 66:21, 66:23, 66:25, 67:1, 67:3, 67:6, 67:10, 67:11, 67:13, 67:14, 67:16, 67:17, 67:21, 68:10, 68:23, 69:5, 69:6, 69:7, 69:25, 70:1, 70:11, 70:12, 70:13, 70:17, 70:18, 70:19, 70:24, 70:25, 71:2, 71:6, 71:9, 71:10, 71:13, 71:14, 71:20, 71:21, 72:1, 72:2, 72:3, 72:9, 72:13, 72:16, 72:18, 72:24, 72:25, 73:1, 73:5, 73:10, 73:12, 73:14, 73:15, 73:16, 73:17, 73:21, 73:22, 73:23, 73:24, 74:2, 74:5, 74:19, 74:21, 74:22, 75:11, 75:12, 75:13, 75:14, 75:18, 75:21, 76:1, 76:12, 76:14, 76:17, 76:21, 76:24, 77:3, 77:4, 77:15, 78:1, 78:25, 79:1, 79:5, 79:15, 79:22, 79:23, 80:3, 80:9, 80:14, 80:20, 81:3, 81:9, 81:15, 81:16, 81:17, 81:18, 81:25, 82:7, 82:9, 82:11, 82:12, 82:13, 82:14, 82:18, 82:19, 82:23, 82:25, 83:2, 83:9, 83:11, 83:24, 84:14,</p>	<p>84:21, 84:25, 85:9, 85:17, 85:19, 85:22, 85:25, 86:5, 86:12, 86:13, 86:15, 86:16, 86:21, 87:1, 87:16, 87:21, 87:25, 88:17, 88:19, 88:23, 89:1, 89:3, 89:7, 89:12, 89:14, 89:15, 89:18, 90:7, 90:11, 90:14, 90:17, 90:19, 91:8, 91:12, 91:16, 91:20, 91:25, 92:3, 92:4, 92:12, 92:17, 92:19, 92:20, 92:21, 93:2, 93:5, 93:6, 93:10, 93:12, 93:13, 93:14, 94:1, 94:2, 94:3, 94:4, 94:7, 94:10, 94:11, 94:16, 94:17, 94:18, 94:20, 94:21, 95:2, 95:3, 95:13, 95:14, 95:16, 95:19, 95:22, 95:25, 96:1, 96:5, 96:6, 96:8, 96:13, 96:15, 96:18, 96:19, 96:21, 96:24, 96:25, 97:2, 97:7, 97:8, 97:11, 97:13, 97:18, 97:25, 98:5, 98:19, 98:20, 98:23, 99:2, 99:9, 99:12, 99:13, 99:14, 99:19, 99:22, 99:24, 100:1, 100:2, 100:3, 100:4, 100:9, 100:15, 100:18, 100:19, 100:21, 100:23, 101:1, 101:4, 101:9, 101:10, 101:11, 101:15, 101:18, 102:5, 102:7, 102:12, 102:15, 103:4, 103:6, 103:25, 104:4, 104:5, 104:7, 104:18, 104:19, 105:1, 105:4, 105:11, 105:12, 105:13, 105:14, 105:16, 105:23, 106:4, 106:9, 106:15, 106:16, 106:19, 107:1, 107:2, 107:10, 108:10, 108:12, 108:19, 108:20, 109:1, 109:3, 109:5, 109:12, 109:13, 109:15, 109:17, 109:22, 109:23, 109:24, 109:25, 110:2, 110:4, 110:10, 110:12, 110:13, 110:15, 110:18, 110:19, 110:25, 111:2, 111:23, 112:1, 112:7, 112:25, 113:3, 113:6, 113:9, 113:13, 113:14, 113:15, 113:18, 113:25, 114:1, 114:2, 114:18, 115:7, 115:10, 115:11, 115:18, 116:1, 116:4, 116:9, 116:14, 116:18, 116:19, 116:24, 117:20, 118:1, 118:9, 118:10, 118:18, 119:9, 119:13, 119:21, 119:22, 120:2, 120:9, 120:10,</p>
--	---	--	--

<p>120:18, 120:19, 120:22, 120:23, 120:24, 121:1, 121:3, 121:6, 121:14, 121:15, 121:17, 121:25, 122:10, 122:13, 122:20, 122:21, 122:22, 122:23, 123:6, 123:19, 124:1, 124:3, 124:7, 124:21, 124:23, 125:3, 125:4, 125:5, 125:12, 125:23, 126:2, 126:8, 126:12, 126:14, 127:3, 127:4, 127:5, 127:9, 127:12, 127:15, 128:10, 128:11</p> <p>today [13] - 35:18, 41:6, 46:7, 47:4, 56:5, 65:23, 69:9, 83:16, 83:20, 93:1, 93:10, 95:14, 101:12</p> <p>together [10] - 24:14, 24:18, 25:9, 25:12, 63:12, 63:23, 64:14, 84:21, 106:25, 123:6</p> <p>told [2] - 103:9, 123:5</p> <p>tomorrow [1] - 102:7</p> <p>tonight [17] - 7:7, 7:21, 22:25, 45:23, 46:5, 48:8, 59:1, 59:14, 61:19, 62:3, 87:19, 87:21, 117:9, 119:22, 125:10, 126:5, 127:10</p> <p>tonight's [1] - 86:2</p> <p>too [8] - 24:10, 26:13, 30:8, 38:14, 63:2, 91:20, 92:21, 95:14</p> <p>took [2] - 91:2, 123:3</p> <p>TOOR [1] - 122:15</p> <p>Toor [2] - 114:22, 122:16</p> <p>top [2] - 27:6, 56:18</p> <p>top-down [1] - 27:6</p> <p>topic [2] - 9:5, 59:3</p> <p>topic-focused [1] - 9:5</p> <p>topics [1] - 7:18</p> <p>total [3] - 11:9, 52:13, 85:21</p> <p>totally [1] - 119:19</p> <p>touch [1] - 64:22</p> <p>tough [1] - 125:3</p> <p>Towaki [2] - 98:24, 101:14</p> <p>toward [1] - 50:5</p> <p>towards [3] - 28:8, 95:12, 116:21</p> <p>town [4] - 56:15, 102:2, 121:23, 127:1</p> <p>track [1] - 74:22</p> <p>tradition [1] - 59:5</p> <p>traditional [3] - 74:16, 75:1, 84:9</p> <p>tragedy [1] - 17:9</p> <p>transcription [1] - 128:8</p> <p>transcripts [2] - 7:2, 7:6</p> <p>transitions [1] - 90:8</p>	<p>transparency [5] - 11:10, 16:11, 18:25, 93:5, 93:9</p> <p>transparent [2] - 13:23, 16:8</p> <p>transportation [1] - 78:11</p> <p>treat [1] - 45:7</p> <p>tremendous [2] - 59:15, 85:14</p> <p>trends [2] - 53:12, 108:14</p> <p>trial [1] - 23:10</p> <p>tricky [1] - 111:15</p> <p>tried [1] - 39:24</p> <p>trip [1] - 106:19</p> <p>troubled [1] - 37:4</p> <p>trucks [2] - 99:8, 99:20</p> <p>true [2] - 55:18, 112:24</p> <p>truly [1] - 84:19</p> <p>trust [3] - 67:4, 75:13, 75:15</p> <p>trusts [1] - 18:16</p> <p>try [4] - 56:7, 72:13, 95:14, 124:7</p> <p>trying [12] - 24:10, 33:1, 33:3, 36:6, 57:14, 68:23, 70:25, 96:8, 118:9, 121:16, 124:1, 124:3</p> <p>Tuesday [1] - 65:2</p> <p>turn [2] - 81:17, 81:20</p> <p>turned [1] - 31:6</p> <p>turnout [11] - 6:3, 77:14, 77:17, 78:21, 81:9, 90:24, 92:18, 109:14, 109:20, 110:1, 110:23</p> <p>turns [1] - 6:16</p> <p>twelve [1] - 106:7</p> <p>twenty [1] - 106:10</p> <p>twenty-six [1] - 106:10</p> <p>twin [1] - 89:6</p> <p>Twitter [3] - 6:17, 6:18, 27:15</p> <p>two [23] - 6:25, 10:20, 21:1, 32:24, 39:8, 39:17, 39:19, 44:5, 50:23, 51:15, 51:21, 56:18, 65:11, 65:25, 73:7, 92:3, 93:22, 99:23, 108:20, 112:3, 112:4, 120:12, 123:20</p> <p>type [5] - 12:15, 25:22, 52:22, 56:11, 87:7</p> <p>types [2] - 88:18, 126:24</p>	<p>55:8, 55:21, 60:3, 61:23</p> <p>undercut [1] - 56:19</p> <p>underground [4] - 99:19, 99:24, 100:16, 100:20</p> <p>underresourced [1] - 15:15</p> <p>understand [11] - 22:24, 23:21, 24:11, 51:24, 61:12, 61:13, 89:17, 114:9, 124:2, 124:19</p> <p>understanding [4] - 24:20, 65:13, 79:8, 113:15</p> <p>understands [1] - 89:11</p> <p>unfair [1] - 40:25</p> <p>unfortunate [1] - 89:9</p> <p>union [22] - 62:7, 63:9, 63:16, 63:19, 63:20, 64:17, 66:9, 66:21, 66:22, 66:25, 67:5, 67:11, 67:14, 68:3, 68:9, 72:12, 72:16, 72:18, 73:8, 73:9</p> <p>unionized [1] - 93:25</p> <p>unions [3] - 67:22, 71:19, 72:21</p> <p>uniquely [1] - 115:18</p> <p>Unit [1] - 11:6</p> <p>United [7] - 29:2, 30:4, 46:16, 47:13, 47:25, 55:4, 110:7</p> <p>united [1] - 62:13</p> <p>uniting [1] - 79:19</p> <p>units [1] - 64:12</p> <p>universally [1] - 107:22</p> <p>universes [1] - 34:7</p> <p>University [2] - 104:12, 117:7</p> <p>unknown [1] - 110:23</p> <p>unless [1] - 23:9</p> <p>unlike [1] - 60:14</p> <p>unnecessarily [1] - 17:16</p> <p>unprecedented [1] - 97:18</p> <p>unstable [1] - 103:23</p> <p>until [1] - 23:9</p> <p>untold [1] - 20:6</p> <p>up [49] - 2:8, 2:9, 5:9, 8:2, 9:22, 12:9, 13:24, 17:6, 17:19, 21:3, 22:21, 35:22, 36:1, 38:15, 39:11, 49:13, 50:12, 50:22, 54:13, 59:23, 62:7, 64:13, 66:15, 69:9, 71:6, 73:14, 73:24, 77:15, 84:11, 88:17, 89:12, 90:7, 96:14, 96:15, 97:14, 101:21, 104:7, 105:5, 109:17, 109:21, 114:2, 119:13, 121:23, 121:25, 122:2, 125:12, 126:5, 126:8, 127:12</p> <p>updated [2] - 99:13, 100:17</p> <p>upheld [1] - 110:6</p> <p>uphill [1] - 37:17</p>	<p>upon [3] - 2:18, 28:1, 77:23</p> <p>urban [1] - 115:17</p> <p>Urban [1] - 99:5</p> <p>urge [10] - 10:7, 12:19, 18:22, 19:2, 28:9, 47:24, 58:8, 97:7, 107:2, 116:23</p> <p>urgent [1] - 69:9</p> <p>Us [3] - 50:2, 125:1, 125:15</p> <p>us [18] - 3:12, 5:7, 5:18, 6:18, 11:16, 17:17, 17:21, 22:18, 56:11, 77:10, 78:23, 93:1, 95:3, 109:19, 116:15, 120:9, 127:12</p> <p>Use [1] - 31:23</p> <p>use [17] - 2:14, 3:12, 14:7, 15:16, 19:4, 31:21, 44:14, 44:22, 47:25, 58:3, 58:16, 79:22, 93:9, 96:24, 96:25, 101:16, 120:1</p> <p>used [5] - 41:21, 97:1, 106:20, 108:20, 123:18</p> <p>useful [2] - 55:15, 118:19</p> <p>using [5] - 31:24, 31:25, 45:3, 58:2, 106:18</p> <p>usually [1] - 56:23</p> <p>utilize [2] - 94:2, 94:10</p>
V			
<p>vacancies [1] - 106:2</p> <p>vacation [2] - 94:2, 94:11</p> <p>valuable [2] - 62:19, 63:24</p> <p>value [2] - 53:18, 127:11</p> <p>Van [1] - 66:14</p> <p>van [1] - 71:7</p> <p>variety [2] - 3:10, 104:23</p> <p>various [6] - 26:16, 52:12, 104:20, 105:18, 107:7, 116:13</p> <p>vehicle [1] - 63:11</p> <p>vending [5] - 99:16, 99:20, 100:8, 100:11, 100:18</p> <p>Vendor [2] - 99:4, 99:5</p> <p>vendor [1] - 99:23</p> <p>vendors [10] - 99:9, 99:15, 99:18, 100:2, 100:5, 100:13, 101:1, 101:3, 101:5</p> <p>verge [1] - 108:18</p> <p>versa [1] - 37:6</p> <p>versions [1] - 70:5</p> <p>very [44] - 2:20, 3:15, 7:14, 16:13, 16:24, 22:5, 35:20, 36:18, 37:19, 43:20, 44:7, 44:14, 44:18, 46:3, 48:4, 48:13, 49:4, 52:15, 52:16, 54:11, 56:8, 56:9, 57:8, 58:19, 59:5, 60:7, 61:8, 68:20, 73:23, 84:10, 85:10, 90:12, 91:25, 108:11,</p>			

<p>109:25, 113:23, 118:18, 119:18, 124:20, 124:24 veteran [1] - 101:15 veterans [1] - 102:4 vetting [1] - 85:1 viable [1] - 118:17 Vice [4] - 1:15, 2:11, 62:1, 62:2 vice [1] - 62:6 VICE [1] - 2:1 victims [1] - 17:23 video [1] - 101:20 videos [2] - 6:24, 7:4 view [4] - 94:14, 114:17, 114:18, 116:21 viewed [1] - 108:9 views [3] - 33:14, 107:10, 116:15 violated [1] - 69:14 violation [1] - 68:21 virtue [1] - 115:16 visa [1] - 37:6 vital [3] - 76:1, 115:22, 116:20 vocally [1] - 43:12 voice [8] - 36:21, 79:13, 82:1, 83:2, 83:9, 116:4, 116:16, 120:10 voiceless [1] - 83:10 voices [6] - 29:25, 62:24, 65:10, 78:14, 79:16, 99:9 voluntary [1] - 68:4 volunteer [10] - 70:20, 71:3, 72:2, 73:15, 73:16, 73:21, 83:21, 84:19, 85:16, 124:25 volunteers [1] - 71:1 vote [48] - 5:21, 22:11, 34:9, 40:21, 40:23, 41:2, 41:3, 41:10, 41:11, 43:2, 44:9, 47:19, 51:12, 53:15, 55:16, 65:8, 72:25, 75:21, 79:15, 82:17, 82:19, 82:21, 82:23, 85:2, 88:7, 89:1, 89:5, 91:21, 92:13, 92:19, 105:12, 105:13, 106:17, 108:17, 110:2, 110:12, 112:8, 112:22, 112:24, 113:1, 113:2, 114:19, 126:13, 127:17 voted [7] - 41:8, 75:9, 81:22, 98:2, 108:3, 108:16 voter [26] - 46:10, 46:12, 46:13, 53:12, 53:24, 61:11, 65:11, 65:18, 74:24, 77:4, 77:14, 81:9, 82:5, 82:6, 90:20, 90:24, 108:15, 108:22, 108:24, 109:8, 109:14, 109:25, 112:15, 113:5, 113:9</p>	<p>Voters [3] - 52:24, 53:8, 98:7 voters [50] - 5:10, 10:8, 12:22, 40:22, 41:23, 44:9, 44:17, 45:4, 45:7, 45:13, 46:8, 46:20, 46:22, 46:24, 46:25, 47:2, 47:3, 47:5, 47:6, 51:10, 51:12, 51:15, 52:19, 55:15, 56:22, 57:7, 58:15, 59:25, 60:16, 61:17, 61:21, 61:22, 63:5, 69:6, 69:25, 73:1, 77:15, 79:7, 81:1, 81:4, 81:12, 89:24, 91:19, 101:7, 106:15, 108:20, 108:21 voters' [1] - 47:23 votes [1] - 80:24 Voting [2] - 4:10, 58:14 voting [43] - 4:11, 34:10, 41:10, 44:22, 45:1, 45:4, 45:5, 45:10, 47:14, 47:17, 48:2, 48:11, 51:6, 51:7, 51:17, 57:1, 57:13, 57:25, 58:9, 59:17, 65:1, 65:10, 77:23, 78:16, 78:17, 81:2, 81:6, 84:7, 84:9, 89:8, 89:11, 92:17, 92:22, 97:5, 97:15, 105:7, 106:5, 106:6, 106:12, 106:17, 106:23, 111:16 voucher [1] - 126:9 vouchers [4] - 29:7, 66:3, 96:20, 96:24 vulnerable [1] - 51:11</p>	<p>3:1, 10:19, 10:21, 16:18, 22:22, 24:16, 24:17, 24:21, 25:7, 25:20, 25:21, 26:8, 28:8, 33:9, 33:22, 33:25, 34:2, 34:4, 37:6, 37:16, 37:17, 38:1, 45:25, 46:15, 49:25, 53:1, 53:2, 53:4, 53:6, 53:15, 54:20, 58:21, 59:12, 60:20, 60:21, 69:23, 71:16, 71:17, 75:4, 81:2, 82:20, 86:17, 86:18, 86:19, 87:6, 89:4, 89:9, 95:25, 97:20, 97:24, 98:1, 101:18, 102:6, 106:20, 108:3, 108:5, 117:20, 120:7, 121:23, 122:4, 123:6, 123:23, 124:13, 127:22 Washington [2] - 66:1, 106:11 wasn't [2] - 88:12, 108:4 waste [1] - 91:12 watched [1] - 95:5 water [2] - 81:23, 81:24 watering [1] - 12:2 way [34] - 15:8, 35:4, 38:10, 39:3, 42:3, 47:20, 52:18, 56:19, 57:5, 58:8, 63:4, 68:6, 68:25, 70:1, 74:22, 77:12, 81:8, 81:18, 86:5, 91:12, 94:6, 94:14, 94:22, 111:15, 111:18, 114:11, 115:4, 116:9, 118:18, 119:9, 121:10, 123:17, 124:9, 128:12 ways [8] - 22:9, 41:18, 52:9, 67:24, 77:9, 81:16, 118:13 we [256] - 2:1, 2:6, 3:1, 3:18, 4:14, 4:20, 5:12, 5:20, 5:25, 6:4, 6:5, 6:17, 6:21, 6:24, 7:3, 7:8, 7:9, 7:11, 7:14, 8:4, 8:16, 8:19, 8:21, 8:25, 9:3, 9:6, 9:14, 9:18, 10:3, 10:5, 10:7, 10:11, 11:16, 11:17, 12:11, 12:17, 12:19, 12:24, 13:9, 13:13, 13:19, 13:23, 14:11, 14:16, 14:20, 14:22, 14:23, 15:5, 15:7, 15:23, 16:24, 17:1, 17:10, 17:11, 17:12, 17:15, 18:4, 18:10, 18:18, 18:22, 19:2, 19:6, 19:11, 19:19, 22:3, 22:18, 22:20, 24:3, 25:22, 25:24, 25:25, 26:2, 26:5, 26:12, 26:13, 26:24, 28:16, 28:21, 28:24, 29:8, 29:14, 29:17, 29:25, 30:2, 30:8, 31:24, 31:25, 32:20, 34:5, 34:8, 35:7, 35:16, 36:12, 37:9, 37:13, 38:22, 38:23, 38:25, 40:3, 40:4,</p>	<p>40:22, 41:5, 41:24, 42:21, 44:14, 47:6, 47:13, 48:9, 48:10, 48:16, 49:1, 49:4, 49:15, 49:23, 50:4, 50:22, 50:25, 51:1, 51:6, 51:10, 54:8, 54:25, 55:3, 55:5, 55:6, 55:9, 55:10, 55:17, 55:19, 56:1, 57:3, 58:3, 58:24, 58:25, 59:1, 60:13, 60:15, 62:13, 62:18, 63:21, 64:24, 65:23, 68:19, 70:4, 70:23, 71:13, 71:15, 71:19, 71:22, 71:23, 71:24, 72:6, 72:12, 72:22, 72:23, 73:3, 73:4, 73:15, 73:16, 74:2, 74:20, 74:23, 75:7, 75:10, 75:14, 75:16, 76:11, 76:15, 78:22, 81:7, 84:14, 85:6, 85:20, 86:15, 86:25, 88:3, 88:4, 89:12, 89:13, 89:14, 89:17, 89:18, 89:22, 89:23, 90:14, 93:8, 93:19, 94:12, 94:14, 94:15, 94:19, 94:22, 98:20, 98:21, 98:23, 99:9, 101:2, 101:22, 104:16, 105:24, 106:12, 106:22, 107:22, 107:25, 108:1, 108:12, 108:18, 108:20, 108:21, 109:1, 109:4, 110:8, 110:10, 111:17, 112:4, 114:2, 114:12, 114:15, 114:23, 115:2, 115:3, 115:17, 115:24, 115:25, 116:2, 116:4, 116:8, 116:12, 116:15, 116:17, 116:23, 118:10, 119:12, 119:14, 121:19, 123:4, 123:5, 123:12, 123:24, 123:25, 124:1, 124:21, 125:10, 125:14, 125:15, 126:5, 126:6, 127:13 We [1] - 93:4 we'd [1] - 15:25 we've [2] - 6:16, 54:7 weakened [1] - 27:22 wealth [2] - 118:1, 118:5 wealthy [3] - 19:9, 28:7, 125:14 website [3] - 6:8, 7:5, 30:13 Wednesday [1] - 120:20 week [2] - 53:9, 90:25 weeknight [1] - 6:2 weeks [2] - 51:16, 102:14 Weiser [2] - 4:5, 98:18 WEISER [13] - 1:19, 4:5, 33:13, 34:18, 51:21, 52:23, 54:2, 54:17, 70:8, 72:14, 111:4, 112:10, 113:8 welcome [4] - 2:1, 2:10, 8:2,</p>
W			
<p>wage [1] - 100:14 wait [2] - 39:24, 106:15 waiting [1] - 12:25 waiver [1] - 118:20 wake [2] - 17:19, 109:21 walked [1] - 123:4 walking [2] - 123:8, 124:13 Wall [1] - 20:4 want [34] - 4:8, 7:9, 7:14, 14:6, 21:17, 23:11, 31:11, 32:20, 32:24, 33:4, 38:19, 38:20, 57:12, 59:12, 59:22, 61:7, 67:12, 74:19, 74:21, 75:11, 76:21, 82:23, 86:13, 89:12, 90:17, 91:7, 95:16, 95:22, 98:20, 108:12, 110:2, 110:12, 110:19, 114:18 wanted [12] - 22:21, 25:24, 32:6, 58:16, 58:18, 59:2, 60:10, 95:13, 98:19, 104:7, 119:22, 120:10 wants [2] - 66:16, 75:13 was [67] - 2:19, 2:23, 2:25,</p>	<p>ways [8] - 22:9, 41:18, 52:9, 67:24, 77:9, 81:16, 118:13 we [256] - 2:1, 2:6, 3:1, 3:18, 4:14, 4:20, 5:12, 5:20, 5:25, 6:4, 6:5, 6:17, 6:21, 6:24, 7:3, 7:8, 7:9, 7:11, 7:14, 8:4, 8:16, 8:19, 8:21, 8:25, 9:3, 9:6, 9:14, 9:18, 10:3, 10:5, 10:7, 10:11, 11:16, 11:17, 12:11, 12:17, 12:19, 12:24, 13:9, 13:13, 13:19, 13:23, 14:11, 14:16, 14:20, 14:22, 14:23, 15:5, 15:7, 15:23, 16:24, 17:1, 17:10, 17:11, 17:12, 17:15, 18:4, 18:10, 18:18, 18:22, 19:2, 19:6, 19:11, 19:19, 22:3, 22:18, 22:20, 24:3, 25:22, 25:24, 25:25, 26:2, 26:5, 26:12, 26:13, 26:24, 28:16, 28:21, 28:24, 29:8, 29:14, 29:17, 29:25, 30:2, 30:8, 31:24, 31:25, 32:20, 34:5, 34:8, 35:7, 35:16, 36:12, 37:9, 37:13, 38:22, 38:23, 38:25, 40:3, 40:4,</p>	<p>was [67] - 2:19, 2:23, 2:25,</p>	<p>was [67] - 2:19, 2:23, 2:25,</p>

<p>107:8 Welfare [1] - 101:18 well [29] - 2:15, 2:24, 6:25, 7:2, 7:6, 7:17, 24:7, 38:7, 39:14, 44:23, 50:25, 56:9, 56:14, 58:25, 62:4, 68:18, 70:5, 92:4, 94:23, 106:12, 109:10, 109:25, 110:5, 112:11, 112:12, 114:24, 120:15, 125:9, 126:10 Wendy [1] - 4:5 WENDY [1] - 1:19 went [1] - 121:25 were [24] - 10:17, 11:6, 16:7, 21:22, 33:8, 34:5, 34:8, 37:4, 43:13, 61:11, 64:4, 67:7, 67:9, 69:23, 95:2, 100:24, 103:11, 107:22, 108:8, 108:10, 120:12, 120:14, 123:5, 123:6 what [48] - 5:6, 8:14, 9:6, 16:20, 17:6, 20:2, 21:12, 23:23, 24:2, 25:12, 25:20, 26:9, 30:9, 31:18, 31:23, 32:22, 33:9, 36:1, 38:17, 39:23, 54:20, 55:6, 58:25, 59:1, 61:12, 71:15, 72:6, 73:3, 73:11, 86:20, 87:7, 89:11, 89:12, 89:19, 89:20, 95:15, 96:17, 96:19, 97:1, 104:16, 112:14, 114:6, 120:2, 123:12, 123:15, 124:2, 124:4, 127:5 what are [1] - 61:21 what is [3] - 17:19, 82:10, 94:7 what's [4] - 23:8, 38:13, 38:16, 113:8 whatnot [2] - 111:22, 112:2 when [31] - 12:10, 17:4, 32:23, 33:25, 38:21, 42:2, 42:24, 60:19, 65:8, 69:13, 75:3, 75:5, 76:10, 77:20, 81:14, 81:17, 82:21, 82:22, 97:19, 97:21, 103:8, 108:20, 112:16, 112:17, 119:24, 120:5, 121:14, 121:15, 121:23, 123:4, 126:1 when you [4] - 25:12, 98:3, 122:24, 125:21 whenever [1] - 35:20 where [26] - 11:8, 22:10, 22:17, 22:22, 26:22, 31:10, 32:3, 35:4, 36:3, 36:6, 36:19, 37:22, 38:12, 39:13, 51:16, 57:18, 68:20, 72:19, 84:20, 89:16, 90:21, 96:21, 109:7, 118:15, 127:2 whereas [1] - 68:11</p>	<p>WHEREOF [1] - 128:14 Whereupon [1] - 127:21 whether [12] - 25:4, 41:9, 41:11, 44:10, 71:6, 78:10, 81:14, 105:15, 110:22, 111:15, 114:12, 118:16 which [61] - 2:16, 2:20, 2:25, 8:4, 15:2, 16:9, 23:1, 23:10, 28:25, 31:2, 32:20, 34:4, 35:4, 38:3, 38:14, 40:21, 40:22, 41:1, 41:25, 42:3, 42:12, 43:24, 48:24, 49:9, 49:11, 50:4, 50:25, 51:4, 53:20, 57:11, 58:14, 60:11, 62:15, 63:2, 65:22, 69:6, 69:15, 69:25, 70:9, 72:7, 75:7, 87:5, 88:5, 93:22, 95:19, 96:12, 102:24, 102:25, 103:6, 105:4, 108:12, 108:21, 111:5, 117:10, 122:22, 122:23, 123:5, 124:13, 125:1, 126:7, 126:19 while [8] - 27:12, 28:11, 75:9, 79:1, 88:12, 93:8, 117:19, 123:9 While [1] - 100:22 White [1] - 75:3 who [43] - 5:1, 5:3, 5:13, 7:2, 7:22, 8:13, 11:3, 17:11, 22:1, 29:11, 31:14, 35:2, 38:20, 42:19, 43:1, 44:1, 46:19, 53:2, 53:22, 55:10, 55:11, 57:16, 62:7, 64:8, 65:5, 67:20, 69:19, 79:17, 82:19, 84:11, 89:11, 91:7, 92:9, 93:20, 99:18, 100:15, 100:25, 102:10, 108:16, 109:21, 121:14, 123:11 who are [14] - 11:11, 11:16, 27:5, 38:5, 46:8, 57:24, 61:22, 67:2, 79:14, 85:8, 91:25, 93:24, 99:19, 121:15 who is [6] - 16:8, 16:9, 36:6, 66:14, 87:21, 103:24 who was [2] - 31:5, 123:8 who were [2] - 10:14, 89:24 whole [9] - 19:5, 37:25, 44:20, 46:16, 97:6, 97:17, 108:23, 123:22, 124:12 whom [2] - 78:24, 124:1 whose [2] - 12:7, 36:16 why [14] - 11:17, 17:15, 22:6, 53:5, 53:14, 57:11, 73:14, 74:15, 74:20, 75:7, 88:5, 109:1, 115:3, 119:22 widely [3] - 20:24, 50:14, 108:8 wife [3] - 103:15, 103:18,</p>	<p>103:20 will [78] - 5:10, 6:19, 6:21, 7:3, 7:19, 7:20, 8:4, 8:5, 8:13, 8:16, 8:19, 9:3, 9:8, 9:9, 9:14, 9:18, 14:14, 20:2, 22:3, 24:3, 25:5, 26:10, 26:12, 26:13, 26:15, 27:15, 28:6, 28:11, 30:12, 30:14, 30:23, 31:19, 31:23, 32:9, 39:2, 40:6, 40:18, 44:1, 49:20, 50:22, 57:15, 64:9, 65:17, 66:13, 67:4, 67:13, 67:15, 71:22, 71:23, 73:3, 73:4, 73:7, 73:11, 76:2, 81:7, 81:8, 86:7, 89:19, 97:14, 99:1, 101:19, 101:24, 106:3, 107:18, 109:19, 109:20, 109:21, 110:22, 110:23, 114:19, 114:23, 123:2, 123:3, 123:23, 124:3, 124:7, 124:24, 127:13 Williamsburg [1] - 2:25 willing [1] - 37:9 win [5] - 37:15, 56:19, 57:5, 57:16, 57:22 winner [1] - 47:9 winter [1] - 81:16 wise [1] - 110:8 wish [2] - 2:7, 64:22 wishes [1] - 8:13 with [125] - 5:9, 10:12, 11:13, 12:1, 13:13, 14:3, 14:25, 15:3, 16:10, 16:17, 16:20, 16:21, 16:22, 16:23, 17:5, 17:6, 17:9, 17:12, 18:5, 20:3, 20:4, 20:12, 21:16, 22:10, 23:2, 23:5, 23:17, 23:19, 23:20, 25:15, 28:17, 29:15, 30:1, 30:15, 30:19, 31:6, 32:13, 35:8, 35:15, 36:20, 36:21, 43:4, 43:14, 45:12, 45:18, 46:24, 47:2, 53:16, 53:19, 55:6, 55:22, 57:25, 59:3, 59:17, 60:5, 60:9, 62:15, 62:17, 63:14, 63:24, 64:5, 64:14, 66:14, 67:8, 67:11, 67:16, 70:21, 71:5, 71:9, 72:17, 72:19, 72:22, 76:15, 76:17, 77:6, 79:7, 79:19, 80:8, 82:9, 85:19, 86:14, 86:25, 88:14, 88:24, 89:15, 91:1, 91:13, 92:5, 95:19, 96:7, 96:10, 96:19, 97:14, 97:17, 98:7, 99:6, 100:2, 100:3, 101:25, 102:9, 102:15, 102:20, 102:21, 104:25, 105:9, 107:5, 107:10, 108:13, 108:19, 114:7, 116:15,</p>	<p>117:20, 119:13, 121:2, 121:9, 121:10, 122:6, 122:7, 122:13, 122:20, 125:12, 125:16, 126:22 within [12] - 14:24, 15:6, 15:18, 16:12, 30:4, 59:20, 63:6, 69:11, 69:12, 85:13, 110:15, 128:7 without [12] - 12:18, 12:23, 30:16, 40:18, 41:5, 47:12, 60:18, 95:8, 95:9, 100:6, 100:14, 116:21 WITNESS [1] - 128:14 witness [1] - 107:15 woman [1] - 89:11 women [4] - 47:15, 62:7, 93:6, 126:20 Women [1] - 93:3 won [4] - 37:9, 37:13, 91:6, 123:16 won't [3] - 32:4, 38:23, 38:25 wonder [2] - 31:11, 68:15 wonderful [4] - 6:2, 87:22, 87:24, 121:18 wonderfully [1] - 52:5 wondering [5] - 24:16, 25:7, 25:20, 52:1, 53:1 word [3] - 44:7, 44:13, 44:14 words [1] - 79:16 work [36] - 2:22, 3:2, 4:11, 14:3, 15:3, 18:11, 35:8, 36:15, 36:16, 44:23, 53:10, 53:22, 58:19, 62:9, 65:6, 66:11, 66:13, 70:22, 70:23, 71:4, 73:8, 73:9, 74:10, 74:20, 75:6, 76:18, 78:9, 82:9, 84:25, 85:14, 95:4, 98:11, 100:15, 107:14, 117:4, 121:14 worked [8] - 29:17, 46:1, 46:3, 75:5, 89:14, 98:10, 119:12, 124:11 worker [2] - 18:16, 26:25 workers [5] - 12:11, 27:3, 62:14, 65:5, 113:6 Working [4] - 117:10, 117:15, 117:21, 119:11 working [13] - 3:9, 5:6, 17:20, 42:13, 65:3, 77:3, 84:18, 95:11, 95:24, 97:23, 103:24, 116:12, 124:1 works [7] - 5:17, 18:5, 18:6, 58:24, 63:9, 76:15, 93:5 worksites [2] - 73:7, 73:12 worksites [2] - 73:4, 73:5 world [8] - 6:17, 18:20, 20:25, 36:3, 36:4, 36:5, 98:12, 121:17 worth [3] - 24:2, 30:18, 96:11 would [104] - 3:11, 3:16, 7:3,</p>
--	---	--	--

<p>7:13, 7:22, 8:21, 8:25, 9:7, 9:22, 14:17, 15:22, 16:4, 16:6, 17:3, 21:4, 21:6, 21:23, 21:25, 22:1, 22:16, 24:23, 25:15, 26:10, 28:22, 30:6, 31:2, 31:3, 31:4, 32:5, 32:13, 32:15, 32:18, 32:22, 36:1, 36:2, 36:5, 36:22, 39:6, 39:11, 39:12, 40:4, 43:11, 49:1, 49:16, 52:15, 53:4, 54:12, 55:22, 56:1, 57:11, 65:9, 67:20, 69:19, 69:21, 70:3, 70:15, 73:19, 74:2, 74:5, 75:21, 76:17, 76:18, 78:2, 79:1, 79:4, 82:24, 83:6, 89:21, 90:10, 90:14, 90:18, 91:16, 92:17, 93:24, 93:25, 94:4, 96:17, 98:3, 98:12, 98:23, 101:7, 106:18, 107:1, 111:2, 111:9, 111:10, 111:12, 111:15, 111:17, 113:5, 113:19, 115:6, 115:10, 118:10, 118:13, 118:17, 118:18, 119:9, 123:19, 126:6, 126:7, 126:13, 126:14</p> <p>wouldn't [2] - 111:1, 111:3</p> <p>wrap [3] - 21:3, 50:22, 97:14</p> <p>writer [1] - 40:14</p> <p>writing [1] - 30:14</p> <p>written [7] - 14:13, 26:13, 60:20, 63:7, 74:4, 104:22, 107:4</p> <p>wrong [2] - 40:25, 73:12</p> <p>wrote [1] - 35:25</p>	<p>119:13, 119:23, 119:25, 120:9, 121:20, 121:21, 121:22</p> <p>yes [6] - 42:10, 67:24, 82:21, 86:20, 87:6, 126:14</p> <p>yet [5] - 10:21, 47:6, 77:9, 78:13, 112:19</p> <p>YORK [3] - 1:3, 128:3, 128:4</p> <p>York [112] - 1:4, 2:24, 3:11, 4:15, 4:18, 4:25, 5:6, 6:12, 12:23, 13:7, 13:20, 16:18, 18:5, 18:23, 19:22, 19:23, 20:3, 20:5, 20:20, 20:23, 21:1, 21:5, 24:25, 26:18, 27:19, 28:16, 29:15, 29:20, 31:24, 40:20, 41:9, 42:1, 43:5, 43:19, 43:21, 44:18, 44:24, 46:5, 46:6, 46:7, 46:14, 46:18, 46:19, 46:20, 47:4, 48:14, 49:9, 49:19, 56:13, 57:10, 60:1, 60:13, 60:14, 61:4, 61:16, 62:20, 64:25, 66:13, 72:23, 73:18, 73:19, 74:12, 75:4, 77:8, 77:13, 78:9, 80:8, 83:25, 84:1, 84:8, 84:16, 84:18, 87:25, 95:24, 96:21, 97:20, 97:24, 98:10, 99:12, 100:8, 100:12, 100:17, 103:15, 104:6, 104:13, 104:19, 105:2, 105:11, 105:13, 105:15, 105:20, 105:21, 106:6, 106:8, 106:14, 106:20, 107:2, 113:16, 113:18, 113:24, 114:16, 115:10, 115:13, 121:21, 122:3, 125:1, 125:11, 125:16, 127:4, 128:7</p> <p>Yorker [2] - 48:1, 96:23</p> <p>Yorkers [13] - 6:11, 10:6, 18:7, 18:21, 19:8, 19:14, 43:24, 44:3, 78:1, 79:19, 101:3, 125:21, 126:12</p> <p>You [2] - 101:3, 107:18</p> <p>you [346] - 2:5, 2:7, 2:8, 2:9, 3:16, 4:8, 4:19, 4:20, 5:7, 5:15, 5:18, 5:23, 6:9, 6:18, 6:21, 7:2, 7:12, 7:24, 8:8, 8:14, 8:24, 9:5, 9:6, 9:22, 9:23, 10:2, 10:7, 10:11, 11:1, 13:1, 13:2, 13:6, 16:13, 16:14, 17:4, 17:23, 17:24, 21:9, 21:11, 21:17, 21:21, 22:3, 22:7, 22:8, 22:12, 22:22, 25:9, 25:18, 26:2, 26:7, 26:8, 27:7, 27:9, 27:10, 27:12, 29:1, 29:2, 29:23, 30:4, 30:9, 30:13, 30:14, 30:15, 30:17, 30:23, 31:1, 31:2, 31:11,</p>	<p>31:13, 31:24, 32:3, 32:9, 32:12, 32:18, 33:4, 33:11, 34:1, 34:18, 34:25, 35:1, 35:6, 35:17, 35:18, 35:20, 35:21, 35:23, 35:24, 35:25, 36:10, 36:19, 36:22, 36:24, 37:1, 37:2, 37:3, 37:4, 37:15, 37:18, 37:21, 38:10, 38:11, 38:19, 38:20, 38:22, 38:23, 38:24, 38:25, 39:7, 39:8, 39:11, 39:14, 39:17, 39:18, 39:19, 39:21, 39:23, 40:1, 40:3, 40:7, 42:5, 42:6, 44:20, 45:9, 45:15, 45:16, 45:20, 45:21, 45:22, 46:5, 46:18, 47:24, 48:3, 48:4, 49:8, 50:15, 51:18, 52:2, 52:24, 53:1, 53:5, 53:20, 53:21, 54:5, 54:17, 54:19, 54:20, 55:23, 55:25, 56:4, 56:5, 56:18, 57:24, 58:8, 58:9, 58:10, 58:19, 59:13, 60:11, 61:8, 61:11, 61:18, 61:19, 61:20, 61:21, 61:23, 61:24, 62:3, 62:21, 65:16, 66:4, 67:18, 68:3, 68:6, 68:15, 68:20, 68:22, 69:2, 69:21, 69:22, 70:6, 70:16, 70:19, 71:5, 71:7, 71:19, 72:9, 72:14, 72:15, 72:17, 72:22, 72:24, 73:12, 73:24, 74:1, 74:5, 74:8, 74:13, 75:6, 76:17, 76:19, 76:21, 76:23, 80:11, 80:12, 80:14, 82:8, 82:9, 82:10, 82:12, 82:13, 83:7, 83:13, 83:14, 84:10, 86:4, 86:7, 86:10, 86:13, 86:15, 86:16, 87:9, 87:18, 87:21, 88:7, 88:25, 90:12, 90:17, 92:17, 92:23, 92:24, 92:25, 94:8, 94:10, 94:24, 95:1, 95:2, 95:4, 95:8, 95:10, 95:11, 95:18, 95:21, 95:22, 96:8, 96:10, 96:12, 97:7, 97:8, 97:11, 97:16, 97:18, 97:19, 98:1, 98:3, 98:12, 98:13, 98:14, 98:16, 98:22, 99:2, 101:11, 101:13, 103:10, 104:2, 104:3, 104:4, 104:7, 105:14, 105:18, 107:2, 107:6, 107:9, 107:15, 107:20, 108:11, 108:13, 109:10, 111:6, 111:9, 111:20, 111:22, 111:25, 112:3, 112:10, 112:12, 112:13, 112:14, 112:16, 112:25, 113:1, 113:2, 113:5, 113:6, 113:23, 114:4, 114:10, 114:12, 114:16, 114:17, 114:18,</p>	<p>114:19, 114:20, 115:1, 117:1, 117:2, 117:4, 117:5, 118:4, 119:6, 119:11, 119:16, 122:15, 122:16, 122:17, 122:19, 122:23, 123:15, 123:19, 124:4, 124:20, 124:22, 125:9, 127:2, 127:6, 127:7, 127:9</p> <p>you're [3] - 32:10, 72:10, 109:12</p> <p>you've [3] - 8:2, 95:20, 97:4</p> <p>young [7] - 16:15, 66:17, 67:2, 81:4, 87:16, 89:11</p> <p>Young [2] - 9:19, 16:17</p> <p>YOUNG [1] - 16:16</p> <p>your [48] - 9:21, 13:2, 17:24, 21:11, 21:16, 23:4, 24:3, 27:9, 27:16, 30:2, 32:3, 32:10, 32:11, 33:4, 34:20, 38:11, 40:9, 42:9, 43:4, 51:18, 51:24, 53:5, 55:25, 58:17, 58:18, 59:23, 60:11, 62:4, 62:21, 68:15, 70:20, 74:9, 76:18, 76:19, 83:8, 83:13, 87:6, 94:9, 94:10, 94:11, 97:15, 98:3, 98:16, 107:5, 107:9, 107:10, 111:8</p> <p>yourself [1] - 87:16</p> <p>youth [3] - 46:1, 77:4, 77:6</p> <p>Youth [2] - 77:2, 86:23</p>
Z			
zero [1] - 16:11			
◦			
◦ [4] - 127:24			