

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

**New York City  
Charter Revision Commission  
Public Meeting**

**Moderated by Richard Buery, Chairman  
Wednesday, May 14, 2025  
10:21 a.m.**

**Landmarks Preservation Commission Hearing Room  
253 Broadway, 2nd Floor  
New York, NY 10007**

**Reported by: Sean Mallory  
JOB NO: 7358272**

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

A P P E A R A N C E S

List of Attendees:

- Shams DaBaron, Board Member
- Anita Laremont, Board Member
- Clava Brodsky, Board Member
- Sharon Greenberger, Board Member
- Grace Bonilla, Board Member
- Julie Samuels, Board Member
- Alec Schierenbeck, Board Member
- Kathryn Wylde, Board Member
- Carl Weisbrod, Board Member
- Diane Savino, Board Member
- Anthony Richardson, Board Member
- Leila Bozorg, Board Member
- Lisette Nieves, Board Member

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

P R O C E E D I N G S

MR. BUERY: Good morning, everyone.

UNIDENTIFIED SPEAKER: Good morning.

MR. BUERY: Good morning. Welcome to this public meeting of the Charter Revision Commission. My name is Richard Buery. I am -- I have the honor to serve as the Chair of this Commission.

Our purpose is to look at ways to make the city's government more responsive, more transparent, and more effective through the tool of the City Charter, our city's governing document. One of our primary focus has been to see how we can address the housing crisis through the tool of the City Charter.

And everybody here knows what we face as a city, a truly a housing crisis. The status quo is not working. It is clearly time to do something different and one of our primary focuses has been to make sure that we think about what ways the City Charter can be amended, to help that become possible, and make it easier to build more housing for more New Yorkers.

Over the past several months, we've had the honor of hearing from New Yorkers, across the five boroughs, on the issue of affordable housing, but also

1 on many other issues, ranging from expanding our  
2 democracy, to ensuring that our non-profit partners,  
3 who provide vital services, are paid on time for their  
4 work.

5 And I know I can speak for all of our  
6 commissioners, my fellow commissioners, when I say  
7 that we've taken all of our testimony that we've  
8 received, very seriously. We've read through numbers  
9 of written reports. I'm going to express my gratitude  
10 to every New Yorker who has come forward, either in  
11 writing, or in person, to share what they've learned  
12 with us. We appreciate it.

13 One thing I want to note, is that this  
14 Commission, though appointed by the mayor, is an  
15 independent commission, which means that our  
16 recommendations, that we will ultimately make to the  
17 city voters, is bound by our judgment and our  
18 expertise. We'll pursue ideas regardless of who  
19 propose them, and regardless of who supports them.

20 And earlier this month, the Commission  
21 staff, led by our Executive Director Alec  
22 Schierenbeck, put together this preliminary report.  
23 This preliminary report is -- really reflects a  
24 summary of what we've heard so far, the staff's broad  
25 ideas about how to address some of the issues that we

1 are facing, based on the expert testimony we received.

2 And this hearing is really an  
3 opportunity for the Commission to engage with the  
4 staff, as a group, on those topics, to hear about the  
5 recommendations, to ask questions, to give our  
6 feedback, as we work towards finalizing our  
7 recommendations to the voters.

8 This is a public meeting. I'll remind  
9 our commissioners this is a public meeting.  
10 Everything that is discussed is a matter of public  
11 record. And although we are not hearing testimony in  
12 this meeting, we are of course, hopefully have folks  
13 who are listening in, and hearing about our progress  
14 in these conversations.

15 The next public hearing of the  
16 Commission, where we will be receiving testimony, will  
17 be in the Great Borough of Brooklyn, at Medgar Evers  
18 College, on May 19th, on a Monday. You can find more  
19 details on that in future hearings, including how to  
20 submit testimony, whether written, or otherwise, at  
21 [nyc.gov/charter](http://nyc.gov/charter). That is [nyc.gov/charter](http://nyc.gov/charter).

22 We are joined here by many of our  
23 co-commissioners, Vice Chair Sharon Greenberger, Grace  
24 Bonilla, Anthony Richardson, Shams DaBaron, Carl  
25 Weisbrod, Anita Laremont, Diane Savino, Leila Bozorg,

1 which is not here, and Kathryn Wylde, are here with us  
2 today. So we're going to hear a presentation from  
3 Alec about the -- what's in the report. Again, the  
4 Commission will have time to engage and ask questions,  
5 and from there, we will move forward.

6 Thank you, Alec.

7 MR. SCHIERENBECK: Thank you. Well,  
8 I'm delighted to be here this morning, to talk to you  
9 a little bit in detail, about the preliminary report,  
10 which was the staff's effort to distill the very  
11 thoughtful testimony that this Commission has heard,  
12 over 16 hours of in-person testimony, over hearings in  
13 every borough.

14 And as a result of over 400 written  
15 comments, some of which are quite detailed and  
16 thoughtful, and some of which propose specific  
17 amendments to the Charter, that the Commission can  
18 continue to consider. As you know, the Charter is our  
19 city's foundational governing document. It is the  
20 City's Constitution, and it's been amended many times  
21 in the past.

22 Often, in response to the emergence of  
23 new issues, time can reveal that changes to the  
24 Charter are necessary, and that was certainly true in  
25 1936. You see here a cartoon, asking to throw out the

1 anachronistic, old, archaic, The City Government  
2 Charter. I don't think any idea in this report  
3 suggests throwing out the Charter altogether. Much --  
4 much different, actually. But it is -- it's part of  
5 our city's history, to take a hard look at the  
6 Charter, over time.

7           Next slide, please. Now, we were  
8 formed in December, and we've held our public hearings  
9 through the prior months. We just released our  
10 preliminary report at the end of April. And if this  
11 Commission does decide to put questions on the ballot  
12 in November, it will conclude its work in July. We've  
13 announced five more public hearings, one in each  
14 borough. Virtual testimony is -- is available, and --  
15 to -- to conclude our work, and more meetings and  
16 hearings may be scheduled in the future.

17           Next slide, please. Well, one thing  
18 that we've heard, overwhelmingly, from New Yorkers, is  
19 that we face an affordability crisis that is maybe the  
20 worst in our city's history. And New Yorkers  
21 certainly feel the effects every day, as long-time New  
22 Yorkers are pushed out of neighborhoods they grew up  
23 in, and families crowded together, in apartments that  
24 are far too small. And one small setback can put  
25 working families on the edge of eviction or into

1 shelter.

2           This crisis affects what kind of city  
3 New York will be, and who it will be for. And so  
4 there's certainly no more pressing issue for this  
5 Commission to look at. The crisis affects where we  
6 live, and although we don't like to talk about it too  
7 much, as a very progressive city, New York City's  
8 metropolitan area remains one of the most segregated  
9 in the country, by race and ethnicity. More  
10 segregated even, than Birmingham, Alabama, and St.  
11 Louis, by some measures.

12           Our crisis affects the dynamism of our  
13 economy and our culture. It affects our heft and  
14 presence on the national stage. New York City, I  
15 should say New York State, is slated, by some  
16 estimates, to lose two further congressional seats in  
17 the next congressional redistricting, because we are  
18 growing more slowly than the rest of the country. And  
19 so our ability to have a presence and to shape what  
20 happens in Washington, which certainly influences what  
21 happens here, is put in jeopardy by our failure to  
22 grow, and plan for growth.

23           Next slide, please. At the core of  
24 this crisis our inability, our incapacity, to build  
25 enough housing to keep up with New Yorkers' needs. We

1 are producing far less housing than we used to, and we  
2 have long known that our failure to produce enough  
3 housing is at the core of our housing affordability  
4 crisis.

5 Since 1960, New York City has been in a  
6 declared housing emergency, which is defined by not  
7 having enough vacancy. The vacancy rate below 5  
8 percent. And today it is 1.4 percent. Among the  
9 lowest it has been since that emergency was declared.  
10 And if there's maybe one thing we've heard, more than  
11 anything else, at our hearings, it is that although we  
12 have a housing emergency, we are not always treating  
13 it like one.

14 Next slide, please. We are also  
15 producing less housing than the other parts of the  
16 country that are make, are staying more affordable.  
17 There's a consistent finding across the country that  
18 the cities that are doing the best to control housing  
19 costs, are the ones that are growing the most. And  
20 our own history shows that we can grow more, and that  
21 if we do, we are likely to hold costs down more  
22 effectively.

23 Next slide. Now, what is at the root  
24 of our failure to build? Well, a large component of  
25 it is that we've simply just made it illegal to build

1 more housing. In 1961, the city made a major overhaul  
2 of the zoning code, that in one fell swoop, made it  
3 illegal, in much of the city, to build the kind of  
4 modest multi-family apartment buildings that define  
5 New York's outer-borough neighborhoods. And in the  
6 decades that followed, we made it harder and harder to  
7 build.

8 In the past decade now, just 12  
9 community districts added as much housing as the other  
10 47 combined. We see thus, an inequitable share of  
11 growth, with some neighborhoods seeing transformative  
12 changes, while others grow barely at all. And the  
13 districts that are adding the most housing are,  
14 disproportionately, black and brown, while the  
15 districts that are adding the least housing are,  
16 disproportionately, white.

17 Next slide, please. The human  
18 consequences of our housing shortage are clear. High  
19 rents, displacement, segregation, homelessness, tenant  
20 harassment, all of these are the consequences of what  
21 you might call a landlord's market, in which,  
22 landlords hold the power, and tenants compete against  
23 each other, with little leverage, for the few  
24 apartments available. To reduce that structural  
25 imbalance of power, you need to add housing, so that

1 landlords compete with tenants.

2 Next slide. There are so many  
3 important aspects of the housing problem, not all of  
4 which are captured or addressable through the Charter.  
5 Rent stabilization provides a critical support to  
6 over, you know, over 1 million apartments. It is  
7 largely a creature of state law. Property taxes shape  
8 what is built, and where, but is largely a creature of  
9 state law.

10 There's budgetary support at the  
11 federal and state level for the housing we build and  
12 preserve. And environmental review shapes the cost of  
13 constructing new housing, and where we build it, which  
14 is largely a creature of state law. What the Charter  
15 does control is the land use process, the process  
16 through which we approve changes, like zoning changes,  
17 and who makes decisions. And in the proposals we'll  
18 talk through, you'll see that the primary way of  
19 intervention through the Charter is to restructure the  
20 process by which land use decisions are made.

21 ULURP was written into our charter 50  
22 years ago, and in many ways, it is the envy of other  
23 jurisdictions, and a model. It provides a clear  
24 timeline for review. It provides a path to integrate  
25 local feedback, borough feedback, expert feedback, and

1 the views of democratically accountable elected  
2 officials. Elected officials. We have heard,  
3 virtually, no testimony, and we've heard a lot of  
4 ideas. We've heard, virtually, no testimony calling  
5 to scrap ULURP altogether, and commission staff do not  
6 recommend any wholesale changes to ULURP.

7 That said, we now have 50 years of  
8 experience with ULURP, and 36 years of experience  
9 since the 1989 reforms with the city council at the  
10 end of the ULURP process. And that experience has  
11 revealed certain flaws in the current public review  
12 procedure that this commission may wish to address.

13 Next slide. One problem is that ULURP  
14 is categorically broken from modest and incremental  
15 projects. We have done an analysis of the last ten  
16 years, of all private applications, looking to  
17 increase residential capacity in the city. As you'll  
18 see, there are many districts where there were no  
19 applications to increase housing, at all, in a decade.

20 Many other districts there are fewer  
21 than one application a year. Only some districts see  
22 a healthy click of development, and I mean, I should  
23 say applications, and that matches, quite clearly,  
24 with the districts that are seeing the most housing  
25 growth today. We also see that the ULURP applications

1 that do come through, usually ask for big leaps and  
2 big changes, rather than small or modest changes.

3 Only one application, in ten years,  
4 sought an increase of less than 40 percent of  
5 residential capacity. Only two sought a change to a  
6 low density district, meaning that in low density  
7 parts of our city, if someone's seeking a ULURP,  
8 they're asking for a big jump, to a medium or high  
9 density zoning district.

10 What that tells you is that only some  
11 parts of our city are seeing development activity  
12 today. In part, because of what is coming through the  
13 pipeline through ULURP, and also, that ULURP today,  
14 delivers only the kind of larger changes that  
15 communities find it harder to grapple with. And that  
16 it categorically prevents the kind of incremental,  
17 modest, and organic kinds of development the  
18 communities say they'd most like to see, even though  
19 those have been, historically, a critical part of how  
20 we house New Yorkers.

21 Next slide. The charter only captures  
22 some of what is true about our housing and land use  
23 system. And what we've heard so much, in our hearing  
24 so far, is that one of the most important pieces of  
25 the land use system, in New York City, isn't in the

1 charter at all. It's a city council practice of  
2 member deference, a kind of agreement among council  
3 members, that the whole authority of the city council  
4 will be exercised by the single member who represents  
5 that area.

6 Now, defenders point out that member  
7 deference is one of the most important channels for  
8 local views to change and shape projects in our system  
9 today. And it gives council members leverage to  
10 negotiate changes to projects and community benefits  
11 alongside projects. But as this commission has heard,  
12 member deference also means that if a member is  
13 against a PR housing project, it is sure to be  
14 defeated.

15 No housing proposal has been approved  
16 through ULURP, over a local member's objection, in 16  
17 years. And as the builders of affordable housing have  
18 come to this commission and said that reality deters  
19 even an application to build housing in much of the  
20 city. We heard from Kirk Goodrich, of Monadnock  
21 Development, testimony that the first thing he does  
22 when he looks at a potential site for affordable  
23 housing is look up who the council member is.

24 If that person is hostile to  
25 development, he never looks at that site again. And

1 that tells us that perhaps the most important  
2 consequence of member deference is the applications we  
3 never see that are categorically prevented from even  
4 entering public review.

5 Next slide, please. There is no  
6 shortage of critics of member deference, and they  
7 certainly span the ideological spectrum. A public  
8 advocate, Jumaane Williams, as far back as 2017,  
9 expressed concern that member deference perpetuates  
10 segregation in this city, given the underlying  
11 residential segregation of our city. And his warning  
12 certainly has some substantiation.

13 If you look at the Department of  
14 Housing and Urban Development's letter to Chicago,  
15 where they noted that Chicago's similar aldermanic  
16 privilege, disproportionately harms Black and Hispanic  
17 Chicagoans because they're most in need of affordable  
18 housing and perpetuates segregation given their  
19 underlying patterns of residential segregation.  
20 Former council members, Donovan Richards and Ritchie  
21 Torres, have both criticized member deference as a  
22 kind of futile system, where only local views are  
23 given decisive control.

24 And I think we heard very compelling  
25 testimony from former council member, Marjorie

1 Velazquez. Who is a former council member, most  
2 people think, because she did vote to approve a  
3 housing project in her district, and she explained  
4 that she received death threats along the way to doing  
5 so. And I think her testimonies underlies the  
6 difficult position our system puts members in today.  
7 It asks them to do heroic things, putting their jobs  
8 on the line, perhaps endangering their own families,  
9 simply to approve housing.

10 Next slide. What does one do about  
11 these challenges? Well, we've heard many ideas, and  
12 we've tried to sort them into three potential  
13 categories, reducing process costs, elevating citywide  
14 needs, and leveraging public land. Each of these  
15 reforms would tweak the process of review for certain  
16 kinds of land use changes. ULURP would remain in  
17 place for most changes.

18 Nothing proposed here would  
19 automatically make it legal to build anything upon  
20 approval of a -- by a referendum. Everything would  
21 still require a form of public review. Likewise, none  
22 of these proposals would alter existing rules around  
23 environmental review, building and construction  
24 standards, or protections for historic districts or  
25 landmarks, reducing process costs.

1           We have heard proposals to fast-track  
2 certain kinds of housing. Can we create a simpler,  
3 shorter process for modest housing projects, of the  
4 kind we do not see in ULURP today? We've heard calls  
5 for a simpler and shorter process for categorically  
6 beneficial housing projects, like all affordable  
7 housing. One proposal, for example, would create a  
8 new action, before the Board of Standards and Appeals,  
9 for a waiver for affordable housing projects.

10           We have heard calls for general changes  
11 to ULURP to speed all ULURP applications up. One very  
12 common suggestion is to combine the period of  
13 community board and borough president review. Under  
14 that proposal, community boards would have all the  
15 time they have today, but the borough president's  
16 advisory role would be moved into the same period, to  
17 save 30 days.

18           We've also heard proposals to address  
19 other land use procedures that are in and around the  
20 charter. Today, for example, dispositions of health  
21 and hospitals land are not subject to the same clock  
22 as other things. And there have been calls to maybe  
23 attach clocks, because in the absence of a clock,  
24 certain land use actions can remain dormant, or kind  
25 of pocket-vetoed, to avoid making difficult political

1 decisions, elevating citywide needs.

2 Much of what we heard is that our  
3 current system has dialed too far in the direction of  
4 hyper-local concerns, particularly as a result of  
5 member deference, and that a better balance needs to  
6 be struck between those local views, which must  
7 continue to have an important role, and the views of  
8 borough-wide and citywide perspectives.

9 And we've also heard that this  
10 hyperlocal process is underlying the inequitable  
11 patterns of growth we've seen and inequitable access  
12 to opportunity that flows from where one lives. One  
13 genre of reform we've heard is to take a more  
14 comprehensive approach to planning. The notion being  
15 that the current piecemeal approach of land use  
16 review, with ad hoc neighborhood or private  
17 applications, doesn't give the right perspective, or  
18 facilitate the right kind of decision making.

19 One flavor of a proposal we've heard is  
20 to take the City Council's Fair Housing Framework,  
21 which unanimously passed the council in 2023, and to  
22 add some teeth to it, so that a consequence of failing  
23 to meet a district level target, adopted through a  
24 process, would be the fast-tracking of certain mixed  
25 income housing or affordable housing. This proposal

1 has been made by the New York Housing Conference,  
2 Enterprise Community Partners, Open New York, the  
3 Fifth Avenue Committee, and others.

4 A proposal like this builds upon models  
5 around the country, including in New Jersey, which has  
6 had a system called Mount Laurel Doctrine for some 50  
7 years. Another approach is comprehensive planning.  
8 Controller Lander, Borough President Reynoso, ANHD,  
9 and Thriving Communities Coalition have called not  
10 just for a holistic plan addressing where housing  
11 ought to be built, but one that would require a  
12 holistic master plan for the whole city.

13 Touching on issues, like transportation  
14 in schools. Once adopted, these proposals suggest,  
15 typically, although they vary, that projects in  
16 accordance of the plan would be fast-tracked. New  
17 York City used to have a similar master plan  
18 requirement, but no master plan was ever adopted,  
19 and it could be time for the city to try again,  
20 proponents say.

21 Another idea is to empower borough-wide  
22 and citywide actors in the process. The idea being to  
23 strike a better balance between local views, and  
24 borough and citywide views, by giving officials, with  
25 borough and city perspectives, a greater role.

1 Borough President Reynoso and Gibson have both called  
2 for giving BPs a greater role in land use again.

3 Along these lines, the commission has  
4 received proposals to create a new appeals board at  
5 the end of the ULURP process. These proposals would  
6 eliminate the mayoral veto, and the council override  
7 to the veto, and replace them with a new board, to  
8 hear land use matters, after the council has taken a  
9 pass.

10 One proposal, for example, would create  
11 a three-official body, including the mayor, council,  
12 and borough president. The agreement of two of the  
13 three officials on the board would be needed to  
14 overrule a council action. Others have proposed  
15 giving the city planning commission, with the super  
16 majority, the power to override the council on  
17 particular applications, and maybe changing the  
18 structure of the city planning commission when it does  
19 so, leveraging public land.

20 Another set of reforms is designed to  
21 make it easier for the city to activate public land  
22 for affordable housing. It is often much harder for  
23 the city to build affordable housing on its own land  
24 than it would be for a private actor to build market  
25 rate housing. Can we ease that process so the city

1 can better leverage city owned land to combat the  
2 housing crisis?

3 Ideas include, simplifying dispositions  
4 of city owned land to HDFCs, which are regulated  
5 affordable housing developers for affordable housing.  
6 Another idea is to correct a -- the one size fits all  
7 problem of ULURP today, where the sale of city owned  
8 lots, even if they're mere inches wide, is subject to  
9 the same process of the sale of tracks as large as  
10 Hudson Yards.

11 Can we change the process for small  
12 lots? Can we also make it easier for the city to  
13 acquire lots to build affordable housing? Here's some  
14 of the ideas that the staff recommend be investigated.

15 Next slide. Although the commission  
16 was convene to look for, first and foremost, at  
17 housing and land use, as you know, the single largest  
18 category of written testimony we have received,  
19 respects our system of elections, and methods to  
20 attempt to address the abysmal voter turnout in  
21 municipal elections.

22 Today, turnout is very low and has been  
23 on a slow and steady decline. Turnout is especially  
24 low among minority communities, among young people,  
25 and people who are not registered with a major

1 political party today, are largely locked out of the  
2 most important elections, because of a system of  
3 closed party primaries.

4 We have made recent and promising  
5 shifts in New York, in 2021, had its first election  
6 using rank choice voting, and it has shown promising  
7 results so far in altering the conduct of our  
8 elections. But turnout remains a pervasive problem.

9 Next slide. One idea we have heard is  
10 to move New York City's elections from odd years,  
11 where they're currently held, and to sync them with  
12 even years, perhaps with the presidential cycle, where  
13 turnout is more than twice as high, on average, as our  
14 odd year elections. Evidence shows that  
15 municipalities that move to even year elections,  
16 consolidated with a presidential cycle, see big jumps  
17 in their turnout.

18 Phoenix saw its turnout jump from 21  
19 percent to 77 percent by making this change.  
20 Baltimore saw a jump from 13 percent to over 60  
21 percent by making this change. In addition to  
22 increasing turnout, the IBO estimates that  
23 consolidating elections would save the city about \$42  
24 million every two years, which is about the Department  
25 of City Planning's annual budget.

1           This change has been supported by the  
2 Independent Campaign Finance Board, the Brandon  
3 Center, Citizens Union, Common Cause and others. But  
4 of course, this change would not just require a change  
5 to local law, under state law, but it would also  
6 require a constitutional amendment, which is currently  
7 under consideration in Albany.

8           Next slide. Another change would be to  
9 open up New York City's closed party primary system.  
10 Today, more than one million unaffiliated voters are  
11 excluded from primary elections. Jurisdictions,  
12 throughout the United States, do it a little bit  
13 differently, with top two, top four open primaries, or  
14 what are called jungle primaries.

15           One notable proposal, from Citizens  
16 Union, would be to conduct an open primary, in which  
17 all candidates and all voters may participate, and  
18 then use rank choice voting to determine the follow --  
19 the top two candidates who could proceed to compete in  
20 a general election. Recently, the Independent  
21 Campaign Finance Board, released a report noting that  
22 opening New York's closed primary system to  
23 unaffiliated voters would likely increase voter  
24 turnout and make the electorate more representative.

25           That report noted that unaffiliated

1 voters are disproportionately young. Nearly half of  
2 all unaffiliated voters are under 40, more than a  
3 quarter or under 30. And that research, from around  
4 the country, shows that allowing unaffiliated voter  
5 participation has yielded more demographically and  
6 politically representative voting populations. It  
7 also, and I'm quoting, it cites research showing, "The  
8 primary systems that are open to unaffiliated voters  
9 or entirely non-partisan, tend to result in higher  
10 voter turnout."

11 Next slide. Another problem, we have  
12 heard much about, is that the city, although it relies  
13 on non-profits, and other vendors, to deliver very  
14 critical city services, does a very poor job of paying  
15 them on time. Now, this is not a problem unique to  
16 this moment or this administration. It is a problem  
17 that goes back quite a bit of time, as far back as the  
18 Koch Administration. There are reports you could read  
19 today, and it looks like Mad Libs about the problems  
20 we continue to see.

21 And when you have a problem that's  
22 persisted for so long, across so many administrations,  
23 you start to wonder whether maybe there is a  
24 structural component to the issue. We have heard  
25 various ideas for potential structural reforms to make

1 it easier for the city to register contracts and to  
2 timely pay vendors.

3 One would be to elevate and empower the  
4 Mayor's Office of Contract Services, give it new  
5 powers and charge it with giving, creating new rules  
6 around contract advances and partial payment of  
7 invoices and perhaps the late payment of interest.  
8 People have called for structural changes to the PPB,  
9 which plays a big role in regulating procurement.

10 There's been a call to reform the way  
11 that discretionary contracts of some kinds are  
12 processed because it can be easier to process these as  
13 grants rather than contracts, especially where there's  
14 a proliferation of very small awards in the form of  
15 discretionary contracts and other ways to streamline  
16 contracting practices, like enabling more master  
17 agreements, or facilitating the automatic renewal of  
18 multi-year contracts.

19 Next slide. We have also heard that  
20 the charters land use procedures can get in the way of  
21 certain critical climate and infrastructure  
22 investments. It's probably not a surprise that our  
23 charter needs an overhaul in this way. In 1989, that  
24 was just one year after NASA scientist, James Hansen,  
25 first went to the U.S. Senate and testified about the

1 existence of a "greenhouse effect." So we, perhaps,  
2 did not have the urgency of the climate crisis most in  
3 mind when we last looked at this issue.

4 Today, we've heard testimony that the  
5 existing charter process makes it very difficult to do  
6 common sense changes that help protect vulnerable  
7 communities, like raising the grade of a street by  
8 just a couple of feet, which today can require a full  
9 ULURP process, or acquiring certain property, or  
10 making certain mapping actions that are consistent  
11 with making our waterfront more resilient.

12 We've also heard that the current  
13 system, which requires a full ULURP, to simply buy out  
14 homeowners that are vulnerable, makes it very  
15 difficult to do voluntary buyouts, and keeps  
16 homeowners in danger. We've also heard that our  
17 existing system of revocable consents and franchises,  
18 may be significantly complicating our ability to scale  
19 up electrical -- electric vehicle infrastructure  
20 across the city.

21 Certainly, many of my neighborhoods and  
22 neighbors, in Brooklyn, are like taking outlets and  
23 streaming weird cords out of their windows to try to  
24 charge their electric vehicles. That certainly  
25 doesn't seem like a sustainable solution over time if

1 we're going to move off gas-dependent cars.

2           Next slide. And finally, we have heard  
3 people say that we should probably do something, we  
4 might have considered doing in 1898, which is creating  
5 one map of the city. Many will be surprised to know  
6 that today, our city map is spread across five  
7 different boroughs, -- county offices, across over  
8 8,000 individual pieces of paper. And that this  
9 system, which is very much rooted in the middle of the  
10 last century, can complicate many everyday functions  
11 and slow the development process or address assignment  
12 and gum up the works.

13           So the staff recommend looking at the  
14 centralization and digitization of a city map, which  
15 could potentially make almost simultaneous today. I  
16 mean, tomorrow, changes that today can take weeks and  
17 months. Those are the proposals of the staff to you,  
18 and we welcome your questions.

19           MR. BUERY: And before we open up the  
20 questions, I just want to thank you and the staff for  
21 an incredible amount of work. It really is across a  
22 range of complex issues with a range of voice and  
23 opinions. I think a really powerful effort both to  
24 harmonize ideas, but also to make clear judgments, you  
25 know, and clear recommendations, which we deeply

1 appreciate. But with that, let's open up to questions  
2 or comments from the commissioners.

3 MS. WYLDE: One quick -- one comment.  
4 Title reducing process costs. I think it's accurate  
5 frame is you're reducing process, but you're basically  
6 project costs. And I think that's a more compelling  
7 argument to the public given how high housing  
8 development costs have built it. So I would just -- I  
9 would say that, and I don't know if you want to throw  
10 in risk as well. Certainly, I would say you're  
11 reducing development.

12 MR. SCHIERENBECK: I think that's  
13 right.

14 MR. WEISBROD: I would just add to  
15 what -- I would just add to what Kathy just said.  
16 That we're in a time where we're faced with really  
17 substantial federal cuts to the city's budget, and to  
18 not-for-profits' budgets. And in times of stress like  
19 this, and I go back to the mid-1970s fiscal crisis,  
20 the ability to find new ways to reduce costs, and  
21 absorb some of these anticipated cuts in a way that  
22 doesn't undermine fundamental values, is really  
23 important, and -- and that is, particularly, going to  
24 be important in the -- in the housing area.

25 MR. BUERY: Yeah, and -- and Carl, I

1 would just reiterate that for non-profit contracting  
2 as well.

3 MR. WEISBROD: And -- and not for --

4 MR. BUERY: The financial burdens that  
5 organizations are already facing, are substantial, and  
6 everything we can do to make sure that at least city  
7 payments flow more efficiently and more effectively to  
8 the sector, always critical. It's been critical for a  
9 long time but could not be more critical than -- than  
10 today.

11 MS. LAREMONT: I -- I would just echo  
12 what Carl and Richard said here, and I actually think  
13 that when we go about explaining why we're doing this,  
14 that actually should be a part of the explanation,  
15 because I think that will resonate with New Yorkers  
16 very much.

17 MS. WYLDE: Well, it also is a way to  
18 show that we're making local efforts to bond to some  
19 of the Trump stuff, and maybe that's a way of showing  
20 that we're -- how reasonable.

21 MS. GREENBERGER: For me, I think the  
22 through line on all of these is one of access. We're  
23 talking about access to faster payment here, we're  
24 talking about access to faster process, we're talking  
25 about access to voters. That, I think, is an

1 important theme to highlight across each of these  
2 areas.

3 MR. DABARON: Yeah, I have something to  
4 say in terms of like the -- well, it probably  
5 correlates to everything. But I'm wondering if I  
6 heard in that speech, particularly, I'm thinking about  
7 the non-profit payments, if there was the idea of  
8 accountability written in there? And I know working  
9 with some of the non-profits, and the city, to try and  
10 get -- to address those issues.

11 One of the suggestions, in terms of  
12 accountability, was the idea of a tracker, which we  
13 might've heard about recently, to -- to institute some  
14 level of accountability, and metrics, and stuff. And  
15 if we have that written in, even with the other things  
16 that we have proposed, if there's -- if that exists.

17 MR. SCHIERENBECK: Yeah. Thank you,  
18 Commissioner.

19 One aspect of the procurement reforms  
20 that's being contemplated is requiring new  
21 transparency and disclosure around late payment and  
22 performance, which can help shed light on persistent  
23 problems in procurement and registration.

24 At the same time, all changes need to  
25 take into account the very serious need to ensure

1 vendor integrity and vendor performance. And I think  
2 we'd all have -- I think, no change in mind that would  
3 weaken the city's ability to ensure that taxpayer  
4 dollars are being spent responsibly.

5 MR. BUERY: And just one note on that  
6 too, I -- I think -- I think it's particularly  
7 important, because I think there are limits to the  
8 charter's ability to -- some of that is a question of  
9 just effective management and process. And I think  
10 every administration has made efforts, including this  
11 one, to do better.

12 And I -- and I do want to give  
13 appreciation to the mayor's office of contract  
14 services, but also the mayor's office of non-profits,  
15 which I think have done really good work recently.  
16 But I do think accountability is very important,  
17 because it's also a tool for managers, and elected  
18 officials, to drive attention to the work.

19 So I agree. And I think it's very  
20 important here, given the -- just sort of the  
21 limitation, I think, to what the charter can actually  
22 do to solve the problem.

23 MS. SAVINO: Right. I was actually  
24 going to say a similar thing on that, because quite  
25 honestly, we -- we could put into the charter that

1 there's a requirement that we have to pay within a  
2 certain timeframe, but that doesn't take into  
3 consideration the processes by which we have to do  
4 vendor integrity, that we have to check the systems  
5 that are put in place.

6 Most of the challenges that non-profits  
7 face, first, is the fact that we've transferred so  
8 much of the responsibility of government to the non-  
9 profit sector. And we rely so much on small non-  
10 profits, because as a matter of policy, we want to  
11 encourage that type of community-based organizations,  
12 who know the community that they're serving, what --  
13 whatever they happen to do.

14 But many of them don't have capacity  
15 themselves, and they have a difficult time with  
16 capacity building, which hinders their ability to  
17 comply with the very complicated requirements of  
18 either applying for an RFP, or a contract, and then  
19 drawing down the funding. I mean, I can just say, in  
20 my years in the Senate, I had numerous organizations  
21 who would come to me and say, "We want to do this, but  
22 we don't have the staff to do it, and can you give us  
23 the money anyway?"

24 Well, obviously it doesn't work that  
25 way. So we may not be able to totally solve this

1 problem, but certainly, as a statement of purpose,  
2 yes. If we give a contract to an entity, there should  
3 be a reasonable expectation that they're going to get  
4 paid, at least in this fiscal year. Right? And I'm  
5 not sure how we write that into the -- into the  
6 charter.

7 But on -- on -- back on the housing  
8 thing. I mean, I think we are in a -- in an  
9 interesting place. Everybody that you speak to in  
10 this city, and I don't care what elected official it  
11 is now, you know, whatever part of the city is, all  
12 says the same thing.

13 New York City has become too  
14 unaffordable for the people that they represent,  
15 whether that's on the Upper East side or the South  
16 Shore of Staten Island. How we get to develop --  
17 developing, or streamlining the process for housing  
18 development, for all of those people with disparate  
19 interests, is going to be complicated.

20 But I do think streamlining the process  
21 for certain projects, you're right, Alec. The idea  
22 that you have the same ULURP process for a sixty-story  
23 apartment building, on the Upper West -- West Side, is  
24 a two-story townhouse on the South Shore of Staten  
25 Island. It makes no sense.

1           The issue of member deference though,  
2           is going to be critically important, because if we run  
3           up into that buzz saw, we will lose support from every  
4           elected official, because they will see that as we are  
5           usurping their ability to make plans and decisions,  
6           for the people who entrusted them to make plans and  
7           decisions.

8           So I don't know the answer to that, and  
9           I don't know how we fix that, but that has to be part  
10          of the conversation. If we try and go around them, we  
11          will -- we will meet tremendous resistance on that,  
12          because that's an easy argument for people to make  
13          against a charter revision question that might touch  
14          the issue.

15          And I don't even know how we would do  
16          that considering member difference is simply just the  
17          functioning of a legislative body. They all trust  
18          each other to make decisions. And if that breaks  
19          down, then they have not -- you know, they don't have  
20          the ability to really plan for their own communities.  
21          So I --

22                   MS. WYLDE: Reinforcing community  
23          board, and borough president. And I think that that's  
24          a balance and in the appeals provision --

25                   MS. SAVINO: Right.

1 MS. WYLDE: -- the power of the speaker  
2 of the city council. And really, the decision about  
3 member deference is in the hands of the speaker of the  
4 city council. It's not in law, it's not in charter,  
5 it's purely the speaker allows it or doesn't allow.  
6 So I think that we are -- we can address the -- the  
7 issue that we are not undermining community  
8 representation. We, in fact, are reinforcing it with  
9 some of what we're doing. So --

10 MS. GREENBERGER: So I -- I don't have  
11 a --

12 MS. WYLDE: -- having to balance it  
13 with some citywide perspective --

14 MS. SAVINO: Right.

15 MS. WYLDE: -- with the city.

16 MS. LAREMONT: So if you add in the  
17 borough president, you add in the mayor, right? And  
18 again, all elected officials themselves who are who,  
19 who have to respond, but --

20 MS. WYLDE: In confinement --

21 MS. LAREMONT: Right.

22 MS. WYLDE: -- that the city council  
23 and the borough president will work together, blah,  
24 blah -- or not the city council -- will be the --

25 MS. LAREMONT: Community boards. Yeah,

1 I was just going to say that. I -- I hear you Diane.  
2 But I think that the way that we would talk about this  
3 isn't -- we're not even going to say we are affecting  
4 member deference. We are saying that there are  
5 categories of actions that can't get done in today's  
6 world, and they have to have a path that allows them  
7 to proceed outside of this process.

8 And wherever we end up on that, I think  
9 that's really where we have to make our point, is that  
10 we're trying to facilitate the building of housing in  
11 an easier way. We're leaving ULURP as it is, for most  
12 things, but for certain subcategories of -- of  
13 housing, we're going to do something that's a little  
14 more expedited, a little easier. And the categories  
15 that we're going to do it in, are categories where  
16 we're talking really about minimal incremental growth.

17 And I think we have to make that point  
18 too. We're not going to let somebody build a tower in  
19 St. George, you know, it's going to be incremental  
20 things. And so to me, the way we talk about this has  
21 to not be that we are trying to change member  
22 deference.

23 We are just trying to facilitate  
24 categories of housing to be built in an easier way.  
25 And if we stay with that and also emphasize the ways

1 in which we are incorporating community input and  
2 other elected officials input, I think we have -- I  
3 think we have a -- a chance here, to get this done.

4 MR. DABARON: And -- and your -- I  
5 think it was, what, two proposals of how to -- in the  
6 case where maybe, you know, according to the community  
7 needs, or the city needs, that you have the -- I  
8 forgot what you called it, the executive -- not an  
9 executive body, but you have the combination of the  
10 city council member, the borough president, and -- and  
11 the --

12 MS. LAREMONT: Appeals. Appeals.

13 MR. DABARON: The appeals board. I  
14 think that also has a place that -- that is a good way  
15 to, sort of like, get around the hard issues. And of  
16 course, it varies community by community.

17 MR. SCHIERENBECK: If I could offer one  
18 thought on that. What we read back, in the history of  
19 1975 and 1989, when voters approved ULURP, and when  
20 they approved changes to make the city council, at the  
21 end of the ULURP process, the system we have today is  
22 not what they had in mind. If you go back and look,  
23 it was table stakes in those debates that there should  
24 not be a hyper-local veto.

25 That a community board, for example,

1 should not have a material power to veto projects.  
2 Rather that they should have a voice in the process  
3 that would then be balanced with borough-wide and  
4 citywide interests. That is the procedure the -- the  
5 framers of those amendments put to the voters.

6 And that is the procedure that the  
7 voters approved, not just in 1975, but again in 1989.  
8 The system of member deference, which has sort of  
9 accrued over time, and now is cement, right, is a  
10 system that I think distorts the land use review  
11 procedure that the voters -- that New Yorkers  
12 approved. And that's been revealed by experience over  
13 time.

14 MS. WYLDE: I think that language is  
15 important. It's not a system, it's a courtesy, a  
16 legislative courtesy, that is now being applied in  
17 ways that are -- that were not predicted, to your  
18 point. I don't think -- I don't think we should  
19 address, in the primary report, in our recommendation,  
20 I don't think we should even mention member  
21 deference --

22 MS. SAVINO: It's --

23 MS. WYLDE: -- because I -- it's not a  
24 law.

25 MS. SAVINO: It's in here, though.

1 MS. WYLDE: We should just ignore it.  
2 And we should point out that we're reinforcing the  
3 role of the borough presidents, and the community  
4 boards to participate, and the role of the speaker of  
5 the city council.

6 MR. SCHIERENBECK: Well, I mean I think  
7 member deference is an open secret, and this  
8 preliminary report has tried to speak about it the way  
9 you would speak about it if you took truth serum.  
10 That's certainly how I -- I looked at this report.  
11 And --

12 MS. WYLDE: I think that --

13 MS. NIEVES: Alec, I'd like to jump in,  
14 actually, on a couple of points. One is -- the first  
15 point is that, particularly, with member deference,  
16 I'd love for the document to refer to where there has  
17 been a lot of voice, and input, and recognition that  
18 we -- that we are double-clicking on the point that  
19 was said, that this is not about building, you know, a  
20 hundred story building in Staten Island.

21 That this is really about expediting  
22 building, and that we're actually broadening some  
23 input on that. I think that's an important point.  
24 Right? It's not just semantics, it's actually an  
25 important value.

1           I think the second thing is, when we're  
2 talking about contractors, one thing that came up in  
3 some of our talks that we had too, is that we don't  
4 want to see, obviously, the -- the opportunity costs  
5 are -- we have dollar signs related to that, to what  
6 non-profits are taking on. Right?

7           The challenge -- the challenge is also,  
8 that we want to make sure that there's increased  
9 capacity at MOCS to support -- to support getting  
10 these documents out. Right? These payments out. And  
11 we can't ignore that either in this process. So I --  
12 I just want to put that there.

13           And then, the -- the last thing is,  
14 too, I think there's no question, Savino said this,  
15 but that we have enormous levels of non-profits that  
16 are taking on the role in what other cities would  
17 consider city services. I actually think that's what  
18 makes this city great. I wouldn't change that.

19           I think that that's an important piece,  
20 but that requires us to be much more cognizant of the  
21 fact that we're -- we're making them pay a price for  
22 this that they shouldn't have to be paying. So  
23 anything we can do to expedite that.

24           I -- and -- and I -- I do want to add  
25 one last thing. As a lifelong New Yorker, you know,

1 this piece around affordability is really important,  
2 and -- and this piece about fair share is really  
3 important, and I think those pieces came out clear in  
4 there, but this isn't just about affordability, this  
5 is also about building other housing as well, too.

6 But I just want to like, acknowledge  
7 the fact that you guys did work on that piece, and I  
8 appreciate that. So thank you.

9 MS. BONILLA: Alec, if I could just  
10 jump in. Can you hear me? Great.

11 One of the things that I really  
12 appreciate, thank you to your team for all the work,  
13 is the cost analysis on some of these proposals. I am  
14 wondering if we could do a little bit more of that.  
15 This one map, for example, it seems pretty simple, but  
16 what's the cost to the city, or what's the cost, right  
17 now, of not having one? That would be great to know.

18 I would say the same thing for the  
19 non-profit sector. I think we -- we've heard enough  
20 testimony of the unintended consequences to the end  
21 user, but some of the things that we haven't really  
22 laid out, as far as financing, is -- and cost of  
23 living, is the workforce in the non-profit sector,  
24 who, I think, would also benefit from housing.

25 So this is a -- an interesting

1 ecosystem and acknowledging the number of New Yorkers  
2 that work in the non-profit sector, how they are  
3 priced out as well, while we're asking them to be  
4 essential workers, and do service, I think is a good  
5 argument for us to put out to New Yorkers that  
6 sometimes they are just not aware of. Thanks.

7 MR. SCHIERENBECK: Thank you. And just  
8 on that point, we can certainly, as more detailed  
9 proposals are developed, do a better job within, you  
10 know, the realm of intellectual honesty, and  
11 integrity, and soundness, try to -- to size the costs  
12 and benefits of these proposals.

13 MS. SAVINO: And -- and I just want  
14 to -- if we go back to affordability. Right? We talk  
15 about affordability, and how we want to get to a place  
16 where we have -- we bring down the cost of housing  
17 because we are increasing the supply. Everybody gets  
18 that.

19 What we forget, though, is because of  
20 the very complicated rules we have in place, whether  
21 it's the ULURP process, or the extended process for  
22 permitting, or HBD, fine, whatever it happens to be,  
23 we make housing way more expensive to build. And we  
24 went through this last year when we were seeking  
25 changes to the 485-x program in Albany, where we had

1 members who said, "Well, I'll support a" -- "a law  
2 that says you have a hundred percent affordable units  
3 at the lowest possible income level."

4 And we were just like, this is simple  
5 math. It doesn't work. The price of land is not  
6 going down, the cost of construction is not coming  
7 down. The only thing that we can control is how long  
8 it takes, and the complicated rules and regulations  
9 that you have to go through to build a bathroom in a  
10 city park. That, we can do something about. We can't  
11 control the cost of land. Insurance is another issue  
12 that we have -- we struggle with.

13 MS. BONILLA: So that could be --  
14 another question that I had for the staff, if at all  
15 possible, if we could look at the cities that have  
16 used public land to build, and what it has done to  
17 those neighborhoods from an affordability perspective.  
18 But I'm also wondering what it does to folks who have  
19 grown up in those neighborhoods. Are they being  
20 priced out or are they being pushed out because of  
21 the -- of the use of public land?

22 MR. SCHIERENBECK: Sure, we can look at  
23 that.

24 MS. BONILLA: Thank you.

25 MS. WYLDE: New York City, in the 1980s

1 is --

2 UNIDENTIFIED SPEAKER: Yeah, I was  
3 going to say we have that.

4 MS. WYLDE: Yeah, we -- we have all  
5 that data.

6 MR. RICHARDSON: Just to connect a  
7 point, I'd say Kathy's initial comment, with what  
8 Diane was just saying, and the affordability  
9 conversation in general, which is that I think that in  
10 the housing world, what -- the idea of providing or  
11 creating affordability, is somewhat rooted in the fact  
12 that there are external factors, or macro items that  
13 you can't control.

14 So to the extent that you lower a  
15 household's rent, you do provide some way for them to,  
16 in other words, be more competitive, or you might say  
17 dynamic. Now, if you then translate that into New  
18 York City, as this point is being made, there are  
19 plenty of factors that will contribute to the cost to  
20 build housing in New York City.

21 But if we can lower the cost of the  
22 ones that we control, then we do the same thing we do  
23 on a household or family level, we do it for the city.  
24 I -- the -- you got a chart that showed the relative  
25 competitiveness, or how other cities are building more

1 housing.

2           And I can tell you that those -- the  
3 costs are -- the cost structures are different in  
4 those other cities. So can we control everything  
5 here? Obviously not. But that underscores the  
6 importance of lowering the cost of the items that we  
7 can control, so --

8           MS. BOZORG: I -- I just want to -- if  
9 I can comment, too, on -- I -- I -- for the final  
10 report, I -- I hear what you're saying, Kathy,  
11 around -- I -- I don't think our recommendations need  
12 to reference member deference.

13           MS. GREENBERGER: No, definitely.

14           MS. BOZORG: But I do feel strongly, I  
15 mean this goes to treating the crisis as a crisis. We  
16 should not sugarcoat how we've gotten here --

17           MS. GREENBERGER: Right. Great.

18           MS. BOZORG: -- in any way. And yes,  
19 you know, the council members, local electeds  
20 obviously have -- you know, they're looking out for  
21 their constituents, and have -- and we heard so much  
22 testimony in defense of existing processes. It really  
23 is about -- everyone's heart, I think, is in the right  
24 place. But I don't think we should sugarcoat that  
25 what has defaulted to member preference has created a

1 massive crisis.

2 MS. GREENBERGER: So yeah.

3 MS. BOZORG: And this -- so I -- I'm  
4 not comfortable taking that. And I think it's well  
5 described in the report right now. I don't think we  
6 should water that down in any way. I agree that our,  
7 our recommendations don't need to point to that --  
8 deference.

9 UNIDENTIFIED SPEAKER: They don't.

10 MS. BONILLA: The premise.

11 MR. SCHIERENBECK: I agree. I agree.

12 MS. BOZORG: They just need to point to  
13 balancing views and addressing our crisis. And  
14 similarly, I mean, I think -- I think referencing, and  
15 talking about the federal crisis matters, but this is  
16 not -- this pre-exists, what's happening in the  
17 federal government right now. And I think we should  
18 also own that. That is, a lot of this is -- is a  
19 local issue that we have created, that federal, you  
20 know, withdrawal and -- and funding cuts, makes it  
21 more urgent. But that's not causing this crisis right  
22 now.

23 MS. SAVINO: Well, that's close.

24 MR. WEISBROD: I think we're trying to  
25 address -- all of these have been touched on, but

1 three goals and make them consistent and mutually  
2 supportive. One is reducing costs, and the role that  
3 reducing costs, either through time, or supply, or  
4 both, play in increasing the -- the availability of  
5 housing, which we all recognize is critical to the  
6 issue of equity.

7 Which is, we know that neighborhoods  
8 have, as Alec, and the staff have pointed out, we have  
9 a very segregated city, and we have an obligation to  
10 address that, I think, and do it in a way where every  
11 neighborhood and community does accept it and embrace  
12 its fair share of -- of housing growth, generally.  
13 That's been the goal of the city council and that's  
14 our goal as well.

15 And the third, how do we best balance  
16 the local interests with the interest of the city as a  
17 whole. And I think that those are the three pillars  
18 on which our recommendations should be based. And I  
19 really commend the staff to -- for coming up with  
20 recommendations that address all of those.

21 MS. GREENBERGER: Can I make a friendly  
22 amendment, which is around the impact of those. And  
23 it's, it's, it goes to all the points around the  
24 impact analysis, which is not where you can understand  
25 what the cause and effect might be. So that one chart

1 for example, then had the -- and I apologize for my  
2 voice. The one chart that had the three size circles  
3 that showed you sort of what housing was done.

4 To understand what might change over  
5 the next five to ten years with -- with the provisions  
6 that we're talking about, I think would be very  
7 powerful, because it's these three things, plus. Then  
8 what's the impact of those changes?

9 MR. SCHIERENBECK: We'll try to do our  
10 best. There's a kind of -- there's a crystal ball  
11 problem here.

12 MS. GREENBERGER: Yeah.

13 MR. SCHIERENBECK: And -- and we --  
14 anything we put out, we want to believe, is -- is  
15 shedding more light than smoke.

16 MS. SAVINO: Right. And -- and I -- I  
17 don't think we can leave here without discussing one  
18 of the other major issues that has been presented to  
19 us. Actually, the issue that we've heard the most  
20 about, which is election reform. There is no doubt  
21 that members are afraid to make decisions about  
22 complex projects in their district because they are  
23 afraid of going before the voters every two years, or  
24 every four years, depending on where they are.

25 And the reason they're afraid to go

1 before the voters in their own districts is because  
2 less and less people are voting in this city. And the  
3 ones who do turn out are increasingly more radicalized  
4 on both sides of the aisle. Whether we want to admit  
5 that or not. We're a blue city, but we are driven by  
6 a -- by a very small fraction of the Democratic party  
7 electorate.

8 And the single best thing we can do to  
9 improve conditions in this city, in my opinion, is to  
10 change the voting process so that we have open  
11 non-partisan primaries, so more voters are able to  
12 participate. It is an embarrassment that we have over  
13 5 million registered voters in the city of New York,  
14 and we are at the lowest level of turnout since the  
15 1950s. But that little, narrow band of people, are  
16 driving these decisions.

17 'Cause no matter what people think,  
18 when you're an elected official, you care about one  
19 opinion, and that's the people who are turning out to  
20 vote for you. And if they all show up in front of  
21 your office, or on election day, screaming at you,  
22 'cause you voted for this, you are never going to  
23 consider another project again.

24 MS. WYLDE: That's what Marjorie was --

25 UNIDENTIFIED SPEAKER: That's what

1 happened to her.

2 MS. SAVINO: Yes.

3 MS. WYLDE: Right.

4 MS. SAVINO: Absolutely.

5 MS. WYLDE: That's exactly right.

6 MS. SAVINO: I see it. I've been in a  
7 million conversations with other elected officials  
8 over the years, who say, "I agree. I want to do this,  
9 but I can't."

10 UNIDENTIFIED SPEAKER: Yeah.

11 MS. SAVINO: The only way we change  
12 that is bring more voices into that conversation.  
13 Voters who are engaged, informed and have already made  
14 a decision that they don't want to be part of the  
15 circus.

16 MS. NIEVES: Yes.

17 MS. SAVINO: So --

18 MS. NIEVES: True.

19 MS. SAVINO: -- we're deliberately  
20 cutting them out.

21 MS. NIEVES: Yeah. I -- I would say,  
22 Diane, the piece that I would be supporting on the  
23 open primaries is not so much about which are the  
24 voices, but the -- the voices that I'm particularly  
25 focused on, which are the under-40s, which are people

1 who we're seeing not as civically engaged. Right?  
2 Because it does break down by generation. It does.

3 And I want to see more of those  
4 under-40s voting, and actively engaged, and seeing  
5 that they see themselves as not party affiliated, I  
6 think that's -- I think how could we miss out on that?  
7 So I -- I just want to make that point that I really  
8 appreciated, was pointed out in the document as well.

9 MS. SAVINO: And they have the most  
10 stake in the future of the city because, you know,  
11 some of us are not going to be here in 30 years.  
12 Hopefully, who knows, maybe they'll come up with the  
13 fountain of youth and we'll be around forever. But  
14 it's -- this is really about the future development  
15 for the city of New York.

16 MR. DABARON: Yeah.

17 MS. SAVINO: And who's going to live  
18 here.

19 MR. DABARON: I -- I think that the  
20 fact that -- and which was surprising 'cause I didn't  
21 know the number, but I -- I think that the fact that  
22 we've gotten the most testimony in regard to that is  
23 very telling. And I also wanted to say -- and thank  
24 you, Leila, for speaking on being bold in -- in what  
25 we do.

1           It's not really what we do. I think we  
2 have listened to a lot of testimony to kind of support  
3 the positioning and what's in the report. And I think  
4 that we have to keep following through on that, even  
5 in the area of not -- of -- of dealing with the ULURP  
6 process in a -- in a bold way. And if we are going to  
7 develop more housing throughout the city, we are  
8 dealing with things like fair share.

9           We are dealing with things like, for  
10 lack of another word, member deference, and the  
11 ability to bring more housing about, and -- and I -- I  
12 don't think that's driven by what our personal  
13 thoughts are, in and of itself, as much as it is by  
14 what we're seeing and hearing, from across the city,  
15 and what people presented in their -- in their  
16 testimony.

17           MS. BOZORG: A couple of questions. I  
18 was also wondering if the staff has thought about, or  
19 how we should think about -- there's so many good  
20 ideas here, and -- and probably, not all of them will  
21 turn into recommendations. Are there certain types of  
22 recommendations? We've heard a lot that, actually,  
23 there could be consensus for charter reform through  
24 legislation, or through other means, other than  
25 putting it on the ballot. That's worth thinking

1 about.

2 What are the most critical ones, that  
3 really need to be on a ballot versus could be  
4 amendments through other -- other means? And then,  
5 similarly -- or not similarly, separately, on the open  
6 primaries, it seems like there's -- we've -- we heard  
7 about so many different themes.

8 MR. WEISBROD: Different themes. Yes.

9 MS. BOZORG: Different primaries, and  
10 how to think about the pros and cons of those  
11 different types of approaches. And whether we'd have  
12 to make recommendations on any specific one, by the  
13 end of this process, or whether the kind of follow-up  
14 process that -- that happens with the state could  
15 inform that --

16 UNIDENTIFIED SPEAKER: Interesting  
17 question.

18 MS. WYLDE: But then we'd have to get  
19 similar follow-up --

20 MR. WEISBROD: My understanding is that  
21 we don't -- with respect to open primaries, that's  
22 strictly local issues.

23 MR. SCHIERENBECK: That's correct.

24 MR. WEISBROD: Just the even --

25 MS. SAVINO: So on the --

1 MR. WEISBROD: -- even year elections.

2 MS. SAVINO: -- even year.

3 MR. SCHIERENBECK: Right. Yeah. I can  
4 try to -- I can try to clarify. Even year elections  
5 will require additional state action to be  
6 effectuated.

7 UNIDENTIFIED SPEAKER: Yeah.

8 MR. SCHIERENBECK: State law requires  
9 us to go through a referendum process, to go through  
10 local law. There's also a state constitutional  
11 amendment process that would have to play out. So  
12 that's only with respect to even your elections.  
13 However, with -- with respect to open primaries,  
14 that's within local control does not require  
15 subsequent state action.

16 MS. WYLDE: But at issue. What  
17 exactly, I mean, what exactly does it do for us to  
18 change the charter to the even year thing? It does  
19 nothing. Right?

20 MS. LAREMONT: Nothing. It doesn't  
21 make it --

22 MS. SAVINO: It allows us to move  
23 forward --

24 MS. LAREMONT: Yes.

25 MS. SAVINO: -- if --

1 MS. LAREMONT: If the state does.

2 MS. SAVINO: -- if the state acts.

3 MS. WYLDE: But we still have to have a  
4 reservation -- a --

5 MS. SAVINO: We could. We could have a  
6 question on the ballot that says that if then, if the  
7 state were to move forward with a constitutional  
8 amendment adopting even year elections, we would then  
9 be able to move forward without having to come back  
10 and --

11 MR. SCHIERENBECK: Yeah. If I could --  
12 if I could try to just --

13 MS. SAVINO: -- of the law.

14 MR. SCHIERENBECK: So right now, the  
15 version of the state constitutional amendment, which  
16 is in consideration in Albany, and passed the Senate,  
17 but not the assembly, last year, would give New York  
18 the option of moving to even year elections. It would  
19 not compel that New York move to even year elections.

20 Exercising that option, under state  
21 law, under the state municipal home rule law, would  
22 require a commission like this, going through a  
23 process like this, to put a question on the ballot.  
24 And so one utility of this commission going is to set  
25 up the rules of the road so that if Albany should put

1 that state constitutional voters -- amendment to  
2 voters, and should it be approved, that we could sync  
3 up right away, rather than requiring another  
4 subsequent process. So that's one utility.

5 MS. WYLDE: To finalize our  
6 recommendation?

7 MR. SCHIERENBECK: No, no, because the  
8 state constitutional amendment must pass two  
9 successive --

10 MS. WYLDE: Well, if the legislature  
11 passes the authorization to go through the process for  
12 the state council --

13 MS. SAVINO: We may or may not.

14 MR. SCHIERENBECK: No, we don't.  
15 Again, so --

16 MS. WYLDE: I mean, they're either  
17 going to do it --

18 MS. SAVINO: Right.

19 MS. WYLDE: -- before the middle of  
20 June or they're not.

21 MS. SAVINO: Right.

22 MR. SCHIERENBECK: No.

23 MS. SAVINO: But the amendment that was  
24 passed last year, Alec, is irrelevant now, because  
25 that was an old set and the assembly didn't pass it.

1 So both houses would have to pass one --

2 MS. WYLDE: No, I -- I --

3 MS. SAVINO: -- this year, or next  
4 year, and then again in 20 --

5 MR. SCHIERENBECK: Yeah. This is the  
6 point I was going to make.

7 MS. WYLDE: Does that move forward if  
8 the legislature decides both houses not to take it up?  
9 That seems sort of like an exercise in --

10 MR. BUERY: I think if I could help,  
11 and, Alec, maybe just direct to you, I -- I think it's  
12 not possible for the state to resolve the question in  
13 the timeframe that we're discussing.

14 MS. GREENBERGER: Right. They can't --  
15 anything.

16 MR. BUERY: And so I think my --

17 MS. WYLDE: -- to -- it is possible for  
18 them to indicate whether they're going to make an  
19 attempt to resolve it, both houses passing it. If  
20 both houses refuse to pass it, before the middle of  
21 June, when they will go home to run in the elections,  
22 then what's the point --

23 UNIDENTIFIED SPEAKER: But -- last  
24 year.

25 MS. WYLDE: -- of putting it on this

1 charter review?

2 MR. BUERY: Right. So I think my point  
3 is that because, if I understand the rules correctly,  
4 it would take two successive votes.

5 MS. GREENBERGER: Votes. Right.

6 MR. BUERY: It's actually not  
7 possible --

8 MS. GREENBERGER: In two different --

9 MR. BUERY: -- to resolve that. So I  
10 would suggest -- so this is my -- obviously, my  
11 opinion, and we'll have to discuss it. It is a strong  
12 signal, an important signal, for this body to ask the  
13 voters of New York City what their preference is.

14 I think if we can resolve that -- I --  
15 I would not recommend that we wait. And in fact, that  
16 we couldn't wait, then we'd be deferring -- we'd be  
17 kicking the can down the road to another charter  
18 revision commission. But I would --

19 MS. WYLDE: Regardless, we can't do  
20 anything for two years.

21 UNIDENTIFIED SPEAKER: More than that,  
22 so --

23 MR. BUERY: Well, we -- we can though.

24 MS. WYLDE: More than that.

25 MR. BUERY: I mean, we can, and the

1 city voters can. Right.

2 MS. WYLDE: The voters, in New York  
3 City, are --

4 UNIDENTIFIED SPEAKER: Twenty-five,  
5 twenty-six.

6 MS. WYLDE: I mean, it won't be  
7 effected here.

8 UNIDENTIFIED SPEAKER: It's not --

9 MR. SCHIERENBECK: Right. And we  
10 don't --

11 UNIDENTIFIED SPEAKER: When is the  
12 earliest?

13 MS. WYLDE: Everything else we're  
14 talking about is within our power. This one is  
15 outside our power, which I honestly didn't feel --

16 MR. SCHIERENBECK: I would just frame  
17 it a little differently, Kathy, which is that local  
18 action is necessary but insufficient to make this  
19 change.

20 MS. WYLDE: But state action is  
21 necessary as well.

22 MR. SCHIERENBECK: Well, absolutely.

23 UNIDENTIFIED SPEAKER: Yeah.

24 MR. SCHIERENBECK: And can I just say,  
25 there will be no situation where this commission can

1 have clarity about whether a state constitutional  
2 amendment is going to go to voters.

3 UNIDENTIFIED SPEAKER: Right.

4 MR. SCHIERENBECK: By the time it  
5 completes its action, if it intends to put a  
6 question -- would you please let me finish? If it's  
7 going to complete its work for this November. Now,  
8 this legislature, there's no difference between this  
9 legislature voting on this constitutional amendment  
10 this year or next.

11 So they could very well wait for next,  
12 because then they're going to have to go through a  
13 whole new legislature, convened in 2027, and then  
14 place it again. The earliest this could go on a  
15 ballot, is 2028. So I guess I would say this is a  
16 very valid question, whether this -- this complication  
17 should prevent the commission to act, but it would be  
18 a mistake to expect clarity this June.

19 UNIDENTIFIED SPEAKER: Right.

20 MS. WYLDE: I -- I get it. I'm just  
21 saying that in one case, we've had them refuse to act  
22 on it, which suggests they may not act on it.

23 MR. SCHIERENBECK: They might not.

24 MS. WYLDE: We're putting an item on  
25 the ballot that's not -- that's different from

1 everything else. That may or may never happen. Have  
2 no control.

3 UNIDENTIFIED SPEAKER: I would have to  
4 say --

5 MR. SCHIERENBECK: -- no control. I  
6 just -- I -- I mean, it's very -- it's -- it's very  
7 important to say that there is a material reason to  
8 place a question on the ballot, because local action,  
9 under state law, is necessary to effectuate this  
10 change. And because the amendment, presently before  
11 the -- the state legislature, would require  
12 subsequent, or prior local action. But I think it's  
13 just important that I clarify that for the record.  
14 And that's why I'm saying it.

15 MS. WYLDE: Yeah, no. I think -- I  
16 think we get that. The question is whether or not,  
17 with all the -- all the things we have, that we want  
18 to see on the ballot, there's kind of one story.  
19 Voters up or down, this'll make a difference.

20 MR. WEISBROD: I -- I --

21 MS. SAVINO: It may never come to pass.

22 MR. WEISBROD: Can I just say, I -- I  
23 don't know if this is where Kathy's going with this,  
24 but I -- I'm wary about this. And I'm wary because  
25 it -- whatever we do could create more confusion

1 rather than less. We don't know what the legislature,  
2 ultimately, is going to do, what conditions they might  
3 put on it.

4 We might recommend even year elections  
5 corresponding to gubernatorial elections or  
6 corresponding to presidential elections. The  
7 legislature, if it moves forward, could do something  
8 entirely different. And to me --

9 I understand what you're saying,  
10 Richard, about demonstrating to the legislature the  
11 sentiment of New York voters. Because in the past,  
12 Charter Commission resolutions, regarding this issue,  
13 have not gotten the support of New York voters. But  
14 to me, I think that there's a danger in -- in moving  
15 forward with this before we know the direction of  
16 which the legislature's going.

17 MR. BUERY: I would just add, I -- I  
18 think, obviously, you know, the reason why we have  
19 this commission is to engage in this conversation.  
20 Then we could very well -- and -- and people, of  
21 course, in the commission, have a different point of  
22 view.

23 UNIDENTIFIED SPEAKER: Yeah.

24 MR. BUERY: I will express just my  
25 point of view for the record as well. I think it's

1 two things. It's not only to express the will of the  
2 voters. I think that is critical. And I would argue  
3 that we should take responsibility of putting forward  
4 our point of view, if we think that is the right point  
5 of view and give the voters a chance to win.

6 So one of it is about signaling the  
7 voter's intent and preference, but it is also about  
8 ultimately doing -- if there are two things that have  
9 to happen. And there are two things that have to  
10 happen, one by the city's voters, and one by the state  
11 legislature.

12 It is about doing the part of that  
13 thing that we can control. I don't think there's  
14 anything about this process that says that we need to  
15 wait for the state legislature. I would frame it as  
16 both these things need to happen. So let's take on  
17 our part of responsibility, if we think it's a good  
18 judgment.

19 And I think the voters are smart enough  
20 to understand that, here's what we think should  
21 happen, but there's a further state action. And  
22 voters, they also have a say in that too, because they  
23 also can hold their legislators, their state  
24 legislators, to account for making sure that part of  
25 the process --

1 MS. SAVINO: It's very possible they  
2 vote no. It's very -- it's entirely possible that New  
3 York City voters would say, even if the state  
4 legislature does this, blah, blah, blah, we would  
5 rather keep our local elections on this year and  
6 whatever.

7 MR. BUERY: Perfectly within their  
8 right.

9 MS. SAVINO: I think the bigger  
10 question --

11 MR. BUERY: Let me just --

12 UNIDENTIFIED SPEAKER: And it's within  
13 their right.

14 MS. SAVINO: The bigger question they  
15 have to figure out, is on the on -- if we're going to  
16 put a ballot question forward on the concept of  
17 nonpartisan open primaries, are we going to pick a --  
18 are -- do we think we're going to pick a particular  
19 model, or are we just going to say --

20 MR. SCHIERENBECK: Yes. That was  
21 Carl's question.

22 MR. WEISBROD: Yeah. Exactly. Yeah.

23 MR. SCHIERENBECK: Just let me try to  
24 clarify that. We very much have to pick a model. We  
25 very much have to pick a model. And, in fact, I mean,

1 the reform that, you know, should you direct staff to  
2 draw it up, would be a very -- a particular flavor in  
3 all its --

4 MR. WEISBROD: Correct.

5 MR. SCHIERENBECK: -- its detail, for  
6 your consideration.

7 MS. WYLDE: And so just to clarify, I  
8 was thinking that legislature did put up  
9 constitutional amendment, under the law, it would  
10 still have to go to a referendum. And we -- and that  
11 what we did now, would not necessarily -- the voters  
12 could pass the even year, and it wouldn't necessarily  
13 count in the --

14 MS. NIEVES: That's true. Right.  
15 That's true.

16 UNIDENTIFIED SPEAKER: That's true.

17 MS. WYLDE: That, to me, seems like  
18 sort of a --

19 MS. NIEVES: A waste. Right.

20 MS. WYLDE: -- a waste to me. Just  
21 because it doesn't -- what does it accomplish? We can  
22 do a morning consult poll and find out what voters  
23 think.

24 MS. SAVINO: The flip side is, is  
25 the -- the legislature, between this year and -- or

1 maybe before June, or next January, whatever, they  
2 passed -- the Senate and the Assembly passed a  
3 constitutional amendment. They then, end their term,  
4 they come back in in '27. Right? 27. I'm losing  
5 track myself. They pass it again. The earliest it  
6 could go on the ballot would be November of 2027.

7 MR. SCHIERENBECK: '28.

8 MS. SAVINO: '28?

9 MR. SCHIERENBECK: '28.

10 MS. SAVINO: '28. No, it could -- if  
11 it --

12 MR. SCHIERENBECK: Because if it's a  
13 statewide -- it could be a statewide election though.

14 MS. SAVINO: But if they pass it in the  
15 first year of --

16 MR. SCHIERENBECK: But what statewide  
17 election is occurring in 2027, in which they would  
18 append the amendment.

19 MS. WYLDE: No.

20 MS. SAVINO: Well, but it could go on  
21 the ballot.

22 MS. WYLDE: But, Diane, finish your  
23 thought.

24 MS. SAVINO: Wait, wait.

25 MS. WYLDE: What's the point? Are you

1 saying you're for it or --

2 MS. SAVINO: No. The point I'm trying  
3 to make is, the earliest we'd be looking at is 2028.  
4 Right? 2028. The only thing this question would say  
5 is, if the state legislature does this, then we would  
6 be empowered to sync up immediately, as opposed to  
7 convening another charter revision commission to then  
8 put a ballot question in 2029, then.

9 MS. WYLDE: No. Wait, wait.

10 MS. SAVINO: '28?

11 MR. SCHIERENBECK: No.

12 MS. SAVINO: Can we do it at the same  
13 time?

14 MS. WYLDE: Hold on.

15 MR. SCHIERENBECK: No, this -- this --  
16 so if this commission acts, to put the question to  
17 voters --

18 MS. SAVINO: Yeah.

19 MR. SCHIERENBECK: -- and it's  
20 approved --

21 MS. SAVINO: Right.

22 MR. SCHIERENBECK: -- then that system  
23 would be ready, and in place, upon a statewide  
24 approval of an even year system. If the commission  
25 neglects to do that, for very good reasons, like

1 uncertainty, that Carl is pointing out -- and all of  
2 this, I think, is identified in the report as -- as  
3 valid reasons to not take action here.

4 But if the commission decides not to  
5 take action on this issue, for those reasons, then  
6 there would have to be, after 2028, another charter  
7 revision commission that would convene, and consider,  
8 and put that question to voters. Now, that  
9 commission --

10 MS. SAVINO: They may not.

11 MR. SCHIERENBECK: -- in '29 at the  
12 earliest, and that commission would have the benefit  
13 of understanding, fully, the -- the system that the  
14 state had laid out. But it would have the cost of  
15 further delay. And I'll note one thing, which I think  
16 is something that you -- you should mull, as  
17 commissioners, right now, if we make this decision in  
18 the face of some uncertainty about what state action  
19 is, we do not know who it affects.

20 And that has real value in trying to  
21 decide a system before you know who -- which  
22 particular elected officials will be affected by it.  
23 If we take action to local level, only after we know  
24 when it would take effect, then you no longer have the  
25 veil of ignorance, so to speak. You are deciding

1 whose term would be shortened by one year or  
2 lengthened by one year. And that can maybe color how  
3 people will look at those issues at that time.

4 MS. SAVINO: The -- the only other  
5 thing I'll say on this issue, 'cause I think we wasted  
6 too much time on it already, is if we were to move  
7 forward with a question, this year, that says, if, at  
8 some point, the legislature does this, and the voters  
9 approve it, we are ready to move forward.

10 It's very -- it's entirely possible  
11 that the voters of New York City may say no. And that  
12 will send a signal to the state legislature to not  
13 pursue this constitutional amendment. So we need to  
14 take that into consideration.

15 MR. BUERY: I don't -- I don't think  
16 it's a waste of time. I mean, to the extent this is a  
17 live issue, and it's one of the issues that clearly  
18 there's a difference of opinion on. I think it's very  
19 helpful to air it out as we -- you know, the good  
20 news, and we don't have to decide this today, we have  
21 ongoing hearings.

22 I think we've heard -- I -- I mean, I  
23 have a different point of view, but I definitely  
24 understand -- I mean, I -- I understand and respect  
25 the alternative one, I don't think it's unreasonable.

1 And so I think we have to continue, as a commission,  
2 to mull it over, over the next month and a half to --

3 MR. WEISBROD: Yeah.

4 MS. WYLDE: I just want to be clear one  
5 way or the other. I just don't -- I want our process,  
6 and our ultimate recommendations, to be as clean as  
7 possible.

8 MR. WEISBROD: Yeah.

9 MS. WYLDE: And this is based on our  
10 discussion as well.

11 UNIDENTIFIED SPEAKER: Murky.

12 MR. WEISBROD: And -- and just -- just  
13 for the record, I just would like to say, personally,  
14 I'm in favor of moving to even --

15 MR. BUERY: Yeah, no, I understand.

16 MR. WEISBROD: I just think -- I --  
17 I -- just think --

18 MS. WYLDE: I thought you said --

19 MR. WEISBROD: -- there's a real  
20 challenge here of potentially, creating more confusion  
21 rather than less.

22 MS. WYLDE: That's right.

23 MR. WEISBROD: And to Diane's point,  
24 you know, if the -- if the voters -- if we put  
25 something on the ballot now, and the voters reject it,

1 you know, so -- so be it. But if -- if we put  
2 something on the ballot, and it becomes meaningless,  
3 because whatever the legislature does, puts conditions  
4 that we might not be aware of, on what this is, it's  
5 going to require another charter commission anyway.

6 MR. BUERY: My only thing, Carl, I -- I  
7 wouldn't describe it as meaningless. Like I --

8 MS. GREENBERGER: Right.

9 MR. BUERY: I mean, I actually --

10 MR. WEISBROD: Meaningless is too  
11 strong.

12 MR. BUERY: I -- I understand, but I --  
13 I appreciate the point that it may not be wise --

14 MR. WEISBROD: Right.

15 MR. BUERY: -- for all the factors that  
16 you described, and particularly, in the context where  
17 I think you want to be -- we don't want to throw 40  
18 things --

19 MS. GREENBERGER: Correct. Yeah.

20 MR. BUERY: -- at the voters. Right?  
21 So I -- I think there's a -- there's a --

22 MS. GREENBERGER: Right.

23 MR. BUERY: -- so I do --

24 MS. GREENBERGER: Right.

25 MR. BUERY: -- I do agree with the

1 sentiment.

2 MS. GREENBERGER: Yeah.

3 MR. BUERY: I -- my -- my point of view  
4 is that it is not meaningless. It's because it's  
5 something that we all value, articulating it. Having  
6 New York City voters both express their point of view  
7 and do their job, because, ultimately, they'll have to  
8 do it anyway. It's not -- I would say it's not  
9 meaningless, but I -- I appreciate the --

10 MS. GREENBERGER: No.

11 MR. WEISBROD: I take back meaningless.

12 MS. LAREMONT: No. And I just want to  
13 add --

14 MS. GREENBERGER: I'm sorry, go ahead.  
15 Go ahead.

16 MS. LAREMONT: I just want to add, the  
17 reason that we're talking about this, don't -- let's  
18 not forget, is because of low voter turnout. Right?  
19 And we think this will make a difference. And so for  
20 me, the reason to pursue it now, is it's almost an  
21 insurance policy for the future, which is to say how  
22 can we drive participation going forward knowing that  
23 there's a multi-step process but at least  
24 acknowledging that there's a problem we must fix  
25 structurally.

1 MS. NIEVES: There's a, there's a  
2 problem, but it's also an efficiency --

3 MS. LAREMONT: I just wanted to --

4 MS. NIEVES: -- issue as well. I'm  
5 sorry. Go ahead.

6 MS. LAREMONT: I was just going to say  
7 that I -- you know, hearing this, am appreciating how  
8 we are going to have to prioritize and limit what  
9 we're going to put on the ballot. I mean, we are  
10 going to have to decide whatever number of things we  
11 think we can put on the ballot. 'Cause we're not  
12 going to put 30 things on the ballot. And so there's  
13 a -- there's an element here of, you know, uncertainty  
14 that weighs, to me, in putting this a little bit  
15 lower.

16 But I really do think we're going to  
17 have to think, what are the most important things that  
18 we can get through, on the ballot, that will do what  
19 we need to do. And I think there are things in all  
20 three of those categories that we talked about today  
21 that are must, it's just not clear to me, at the  
22 moment, that this one is wins. You know?

23 MR. WEISBROD: And -- and can I just  
24 raise to -- to that point, to that more general point  
25 that Anita's raising? And this is may be to you,

1 Alec, and to others who have been on charter  
2 commissions before. Just to -- I mean, how many  
3 resolutions can we really, effectively, put on the  
4 ballot to make -- with -- without creating a huge  
5 amount of confusion?

6 Is there -- to -- do we have a number  
7 in mind? I know that there's been charter commissions  
8 with an infinite -- almost infinite number of  
9 resolutions, and others with half a dozen, or so, or  
10 fewer, and I just don't know if there's a sweet spot.

11 MR. SCHIERENBECK: Yes, there's no  
12 formal limit. My suggestion is, the right way to  
13 think about it is, what have commissions done in the  
14 past, effectively, without seeing like drop off down  
15 the ballot. There's a clear indication of -- of voter  
16 exhaustion. Last year, voters considered six. That  
17 would seem to me, to be close to an upper limit.

18 Last year's charter revision commission  
19 put five on the ballot. There was six on the ballot  
20 because of that state constitutional amendment. But  
21 voters proved able to consider and pass on all six of  
22 those. I do think you get into a danger zone, it's  
23 hard to know where it is, but as you get longer -- but  
24 as you have noted, there have been commissions that  
25 have put far more than -- than six on the ballot.

1 MS. WYLDE: And they're more  
2 complicated.

3 MR. RICHARDSON: Yeah. Alec, I just  
4 want to clarify something on the -- on the elections  
5 question. Doing it in this order, is there a question  
6 about whether -- whatever opinion is expressed by the  
7 voters, whether that's subject to some legal  
8 challenge? Is that -- is that a question? Did I read  
9 that correctly?

10 MR. SCHIERENBECK: Yes. So as you  
11 know, any election question we put on the ballot is  
12 going to be subject to a pre-clearance process, likely  
13 under the State Voting Rights Act. And that will  
14 involve an iterative process with the State Attorney  
15 General.

16 And we are looking very closely at the  
17 considerations that are relevant to that pre-clearance  
18 process, to inform you, and to allow us to put  
19 together an effective pre-clearance submission to the  
20 attorney general, should you decide to put election  
21 related questions to the ballot.

22 So that is very actively in progress.  
23 We have commissioned a voting rights expert, with a  
24 lot of experience, to look hard at the data. And we  
25 are also in the process of retaining counsel, to

1 assist in -- in making that pre-clearance submission,  
2 should you all decide to put election questions to  
3 voters.

4 MS. WYLDE: Can I ask a question just  
5 before we close, 'cause I know we're almost over?  
6 On -- going back on the procurement. I am curious as  
7 to whether we have the time, and the staff has the  
8 capacity, to really look more deeply at the  
9 procurement issue, because I have a -- I have a real  
10 problem with messing with that.

11 The -- our proposal is, basically,  
12 expanding the authority of MOCS, or the primary  
13 proposal is structurally, I have always -- I -- I  
14 don't want to create another redundancy in city  
15 government -- already have -- without looking at  
16 eliminating the people.

17 Because I think that that should --  
18 that to create a new entity, that's supposedly  
19 authorized, that we're asking for conflict, delay,  
20 more mishegoss -- do that. And -- and I just don't  
21 know 'cause we have had relatively little testimony on  
22 the larger procurement issues. I'm not an expert in  
23 this area, but I -- my sense is that messing in this  
24 area without some real -- search interest.

25 MR. WEISBROD: Interesting.

1 MR. BUERY: So --

2 MR. DABARON: Do we have room, or is  
3 there testimony, and -- and that was submitted and  
4 stuff like that. I've been in some of those  
5 conversations and from what I'm hearing, once again,  
6 not the expert, but what I'm hearing is real viable  
7 solutions.

8 I don't know if we addressed that as --  
9 as a commission or you know, if there's something  
10 things that the city could do. But I do think it's  
11 worth really looking over the testimony, and if  
12 there's any additional information that we can get,  
13 that we can do more of a deep dive into that.

14 MR. BUERY: No, we do have five  
15 additional hearing scheduled, and I would think that  
16 we can make sure that, particularly, as it relates to  
17 the role of the PPB procurement -- yeah. PPB versus  
18 MOCS. Yeah. I think we could definitely sort of  
19 encourage some additional testimony to help resolve.

20 MS. NIEVES: Yeah. And we could -- and  
21 I would -- I would say this is an area that I hear  
22 from people constantly on.

23 UNIDENTIFIED SPEAKER: Yeah. Right.

24 MS. NIEVES: I know Rich Buery does, I  
25 know Grace Bonilla does. I know Greenberg. I'm just

1 saying this is an area we hear constantly on.

2 Constantly. And I get --

3 MR. SCHIERENBECK: And I get -- yeah, I  
4 would say we have received --

5 MR. BUERY: Generally, I don't think  
6 most people know what the PPB is.

7 MS. NIEVES: Right. Policy --

8 MR. BUERY: But yeah, I think -- right.

9 MS. NIEVES: Right. And it's no  
10 question. Right? That's not -- that's not in the  
11 everyday conversation. Right. PPB is not -- that's  
12 in my boring daily conversation.

13 UNIDENTIFIED SPEAKER: It's non-profit  
14 payments.

15 MS. WYLDE: -- experience there were  
16 off -- when I was dealing with city contracts on a  
17 regular basis, there was often questions of log jams,  
18 and PPB, and that whole mystery came up. And I just  
19 think, if we pretend we're solving a problem by just  
20 expanding the authority of MOCS in ways that are  
21 unclear, that may not be solving the real problem

22 UNIDENTIFIED SPEAKER: Yep. Yep.

23 MS. WYLDE: And that we ought to  
24 have -- and I just don't know if we have the capacity,  
25 between now and then, to understand.

1                   MR. SCHIERENBECK: Well, if I could  
2 just say that we have developed a more detailed  
3 proposal that we can share with you around what the  
4 authority of MOCS would be for your -- for your  
5 consideration, to see whether you think it's  
6 consistent with the -- with your concern. I also  
7 think --

8                   MS. WYLDE: How about what we don't  
9 know about PPB, and how that functions, and how it  
10 would relate to these new --

11                   MR. SCHIERENBECK: No, I think it's --  
12 yes. The -- the known unknowns. So what I'll say is  
13 we have been working very closely with people across  
14 city government who do understand procurement. As  
15 complicated as it is, we have been working very  
16 closely with them to try to structure appropriate  
17 reforms, mindful of this concern.

18                   We can also -- and we have received  
19 written testimony, detailed written testimony, from  
20 the IBO, and others, sort of getting into this. But  
21 we can ask follow-up testimony and invite them to come  
22 to speak in more detail about the particular concern  
23 about PPB's authority.

24                   MS. WYLDE: Yeah. I -- I -- 'cause I  
25 have not heard, or read, anything that really deals

1 with this issue.

2 UNIDENTIFIED SPEAKER: Not  
3 identifying --

4 MS. WYLDE: And -- and I -- I really  
5 think this is the core.

6 MR. BUERY: I agree, Kathryn.

7 MS. WYLDE: Yep.

8 MR. BUERY: I think it's a good idea.  
9 And I would say that, for me, it would be a priority.

10 UNIDENTIFIED SPEAKER: Yes.

11 MR. BUERY: Particularly, given how far  
12 along we are with other proposals. So I -- not to  
13 speak for the staff, but I would -- I would think that  
14 this is something that we can make sure that we  
15 resolve those questions. And I think, what you're  
16 asking for in particular, the MOCS versus the PPB, in  
17 particular, is something that I actually have on my  
18 mind as well.

19 MS. WYLDE: Right.

20 MR. BUERY: And so I agree with you.

21 MS. WYLDE: I think it'd be so  
22 compelling if we can understand these different roles  
23 and then be able to say we are small clients.

24 MS. SAVINO: Right.

25 MS. WYLDE: Right.

1 MR. SCHIERENBECK: We can and will  
2 prioritize it.

3 MS. SAVINO: Okay. I have a technical  
4 question, and maybe you haven't even thought about  
5 this yet. Last year, when they had the -- actually, I  
6 think it was 2021, the state legislature adopted a  
7 change to constitutional amendments requiring them to  
8 be written in simple language at an eighth grade  
9 reading level. And that the question couldn't be more  
10 than, Ed, what was it, 15 words? 15 words?

11 UNIDENTIFIED SPEAKER: Right.

12 MS. SAVINO: So it did not apply to  
13 local governments or charter revisions, but the law  
14 department advised us --

15 MR. SCHIERENBECK: Diane, I would ask  
16 that you not ask a legal question in this open public  
17 meeting, 'cause I can't give you a privileged answer.

18 MS. SAVINO: No, I'm just saying we  
19 need to get an answer to that question.

20 MR. SCHIERENBECK: I can. Yes. And  
21 we -- we are certainly talking to counsel.

22 MS. BONILLA: If I could just make one  
23 more comment on the procurement issue. I think that  
24 part of the challenge is that we are not looking at  
25 the lifecycle of a contract necessarily. I have not

1 necessarily gotten testimony that looks at that. When  
2 we are talking to non-profits, it's post procurement,  
3 where it becomes like a -- a black hole. And I think  
4 that's the issue that we're trying to solve.

5 UNIDENTIFIED SPEAKER: Yes.

6 MS. BONILLA: Whether it's PPB or  
7 whether it's MOCS. So more clarity to the extent that  
8 we can get testimony on what happens post procurement  
9 and the challenges with managing the contract itself.  
10 I think it would help clarify what we're --

11 MR. SCHIERENBECK: Yeah, I think that's  
12 a very helpful point to make that while PPB does have  
13 a sensible authority over this area, there's very  
14 little action it takes in the area of payment. And  
15 that is such a pain point that we've been focusing on  
16 in the report.

17 MR. BUERY: So I'm -- I -- I want to --  
18 with no public testimony, I'll be damned if we go  
19 late. So -- so I want to be cognitive of that. We  
20 have some business to do, and so I -- I would say  
21 maybe if we have maybe one more minute of -- of  
22 questions or direction for the staff.

23 MR. SCHIERENBECK: No, thank you.

24 MR. BUERY: MR. BUERY: I want to thank  
25 the staff again. I think it has been -- I think this

1 has been very productive.

2 MS. WYLDE: Yeah, thank you.

3 MR. BUERY: Preliminary report. And  
4 I -- and I found this to be a very productive  
5 conversation. Hopefully, the staff has found it to be  
6 helpful in sort of directing towards our next area of  
7 work. So we have a couple of things that we have to  
8 do. We have two motions, in particular.

9 One is that we need to improve the  
10 minutes of our Manhattan public hearing, as we need to  
11 prove -- and I -- I'm going to do it separately if  
12 it's okay. So can I have a -- is there a second?

13 UNIDENTIFIED SPEAKER: Second. Second.

14 MR. BUERY: All right. Any questions?  
15 Any comments? All in favor?

16 MULTIPLE SPEAKERS: Aye.

17 MR. BUERY: All right. Any opposed?

18 All right. The motion carries.

19 The second, is a resolution, Resolution  
20 number 4, which was circulated to the commissioners in  
21 advance, to adopt this report. Which is not to say --  
22 adopting the report does not mean -- just to say that  
23 we adopted the report, which is really to say that  
24 this reflects the conversation. The testimony that  
25 we've heard.

1           And the resolution also directs the  
2 staff to continue to move forward. It's research to  
3 get to final recommendations in the way that we've  
4 discussed. One thing that's very important to me, but  
5 just part of the motion, is also to note that the  
6 preliminary report does not necessarily drive the  
7 bounds of what we might consider understanding that  
8 again, that based on our last conversation, we're not  
9 going to consider 40 things.

10           I'll say for me, personally, there are  
11 other big areas of testimony that we heard that we had  
12 not addressed. I don't know if we'll get to them from  
13 a staff perspective or from a consensus perspective.  
14 But the motion also acknowledges that we can continue  
15 to hear about other items, even if they're not in the  
16 preliminary report. It also direct staff to prepare a  
17 final report as well as specific ballot question in  
18 abstracts that the commission will finally vote on.

19           So questions for example, say they're  
20 like, what is the actual, actual process, which will  
21 be finalized, will not be conceptual, will be a  
22 particular process. So with that all understood,  
23 there are a motion to adopt that resolution.

24           **MULTIPLE SPEAKERS:** So move.

25           **MR. BUERY:** Can I have a second?

1 UNIDENTIFIED SPEAKER: Second.

2 MR. BUERY: Any questions? Concerns?

3 All in favor?

4 MUTPLIE SPEAKERS: Aye.

5 MR. BUERY: Any opposed?

6 Now, I'll take a motion to adjourn.

7 MULTIPLE SPEAKERS: So moved.

8 MR. BUERY: Second?

9 UNIDENTIFIED SPEAKER: Second.

10 MR. BUERY: Let's talk about that for

11 20 minutes.

12 UNIDENTIFIED SPEAKER: All in favor?

13 MR. BUERY: All right. We are

14 adjourned. Thank you all so much.

15 (Whereupon, at 11:50 a.m., the

16 proceeding was concluded.)

17

18

19

20

21

22

23

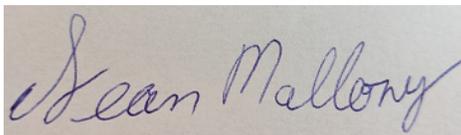
24

25

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

**CERTIFICATE**

I, SEAN MALLORY, the officer before whom the foregoing proceedings were taken, do hereby certify that any witness(es) in the foregoing proceedings, prior to testifying, were duly sworn; that the proceedings were recorded by me and thereafter reduced to typewriting by a qualified transcriptionist; that said digital audio recording of said proceedings are a true and accurate record to the best of my knowledge, skills, and ability; that I am neither counsel for, related to, nor employed by any of the parties to the action in which this was taken; and, further, that I am not a relative or employee of any counsel or attorney employed by the parties hereto, nor financially or otherwise interested in the outcome of this action.



**SEAN MALLORY**  
**Notary Public in and for the**  
**State of New York**

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

CERTIFICATE OF TRANSCRIBER

I, CHRISTINA KNOTE, do hereby certify that this transcript was prepared from the digital audio recording of the foregoing proceeding, that said transcript is a true and accurate record of the proceedings to the best of my knowledge, skills, and ability; that I am neither counsel for, related to, nor employed by any of the parties to the action in which this was taken; and, further, that I am not a relative or employee of any counsel or attorney employed by the parties hereto, nor financially or otherwise interested in the outcome of this action.



CHRISTINA KNOTE

<b>1</b>	<b>2028</b> 60:15	<b>6</b>	<b>accountability</b>
1 11:6	67:3,4 68:6	<b>60</b> 22:20	30:8,12,14
1.4 9:8	<b>2029</b> 67:8	<b>7</b>	31:16
10007 1:15	<b>21</b> 22:18	<b>7358272</b> 1:22	<b>accountable</b>
10:21 1:10	<b>253</b> 1:14	<b>77</b> 22:19	12:1
11:50 85:15	<b>27</b> 66:4,4	<b>8</b>	<b>accrued</b> 38:9
12 10:8	<b>27172</b> 87:14	<b>8,000</b> 27:8	<b>accurate</b> 28:4
13 22:20	<b>28</b> 66:7,8,9,10	<b>a</b>	86:9 87:5
14 1:9	67:10	<b>a.m.</b> 1:10 85:15	<b>acknowledge</b>
15 81:10,10	<b>29</b> 68:11	<b>ability</b> 8:19	41:6
16 6:12 14:16	<b>29054</b> 86:16	26:18 28:20	<b>acknowledges</b>
1898 27:4	<b>2nd</b> 1:14	31:3,8 32:16	84:14
1936 6:25	<b>3</b>	34:5,20 52:11	<b>acknowledging</b>
1950s 49:15	<b>30</b> 17:17 24:3	86:10 87:7	42:1 72:24
1960 9:5	51:11 73:12	<b>able</b> 32:25	<b>acquire</b> 21:13
1961 10:1	<b>36</b> 12:8	49:11 55:9	<b>acquiring</b> 26:9
1970s 28:19	<b>4</b>	74:21 80:23	<b>act</b> 60:17,21,22
1975 37:19	<b>4</b> 83:20	<b>absence</b> 17:23	75:13
38:7	<b>40</b> 13:4 24:2	<b>absolutely</b> 50:4	<b>action</b> 17:8
1980s 43:25	71:17 84:9	59:22	20:14 54:5,15
1989 12:9	<b>400</b> 6:14	<b>absorb</b> 28:21	59:18,20 60:5
25:23 37:19	<b>40s</b> 50:25 51:4	<b>abstracts</b> 84:18	61:8,12 63:21
38:7	<b>42</b> 22:23	<b>abysmal</b> 21:20	68:3,5,18,23
19th 5:18	<b>47</b> 10:10	<b>accept</b> 47:11	82:14 86:12,16
<b>2</b>	<b>485</b> 42:25	<b>access</b> 18:11	87:8,12
20 57:4 85:11	<b>5</b>	29:22,23,24,25	<b>actions</b> 17:24
2017 15:8	<b>5</b> 9:7 49:13	<b>accomplish</b>	26:10 36:5
2021 22:5 81:6	<b>50</b> 11:21 12:7	65:21	<b>activate</b> 20:21
2023 18:21	19:6	<b>accordance</b>	<b>actively</b> 51:4
2025 1:9		19:16	75:22
2027 60:13		<b>account</b> 30:25	<b>activity</b> 13:11
66:6,17		63:24	<b>actor</b> 20:24
			<b>actors</b> 19:22

<b>acts</b> 55:2 67:16 <b>actual</b> 84:20,20 <b>actually</b> 7:4 29:12,14 31:21 31:23 39:14,22 39:24 40:17 48:19 52:22 58:6 71:9 80:17 81:5 <b>ad</b> 18:16 <b>add</b> 10:25 18:22 28:14,15 35:16,17 40:24 62:17 72:13,16 <b>added</b> 10:9 <b>adding</b> 10:13 10:15 <b>addition</b> 22:21 <b>additional</b> 54:5 77:12,15,19 <b>address</b> 3:13 4:25 12:12 17:18 21:20 27:11 30:10 35:6 38:19 46:25 47:10,20 <b>addressable</b> 11:4 <b>addressed</b> 77:8 84:12 <b>addressing</b> 19:10 46:13 <b>adjourn</b> 85:6	<b>adjourned</b> 85:14 <b>administration</b> 24:16,18 31:10 <b>administrations</b> 24:22 <b>admit</b> 49:4 <b>adopt</b> 83:21 84:23 <b>adopted</b> 18:23 19:14,18 81:6 83:23 <b>adopting</b> 55:8 83:22 <b>advance</b> 83:21 <b>advances</b> 25:6 <b>advised</b> 81:14 <b>advisory</b> 17:16 <b>advocate</b> 15:8 <b>affected</b> 68:22 <b>affecting</b> 36:3 <b>affects</b> 8:2,5,12 8:13 68:19 <b>affiliated</b> 51:5 <b>affordability</b> 7:19 9:3 41:1,4 42:14,15 43:17 44:8,11 <b>affordable</b> 3:25 9:16 14:17,22 15:17 17:6,9 18:25 20:22,23 21:5,5,13 43:2	<b>afraid</b> 48:21,23 48:25 <b>ago</b> 11:22 <b>agree</b> 31:19 46:6,11,11 50:8 71:25 80:6,20 <b>agreement</b> 14:2 20:12 <b>agreements</b> 25:17 <b>ahead</b> 72:14,15 73:5 <b>air</b> 69:19 <b>aisle</b> 49:4 <b>alabama</b> 8:10 <b>albany</b> 23:7 42:25 55:16,25 <b>aldermanic</b> 15:15 <b>alec</b> 2:9 4:21 6:3,6 33:21 39:13 41:9 47:8 56:24 57:11 74:1 75:3 <b>allow</b> 35:5 75:18 <b>allowing</b> 24:4 <b>allows</b> 35:5 36:6 54:22 <b>alongside</b> 14:11 <b>alter</b> 16:22	<b>altering</b> 22:7 <b>alternative</b> 69:25 <b>altogether</b> 7:3 12:5 <b>amended</b> 3:20 6:20 <b>amendment</b> 23:6 47:22 54:11 55:8,15 56:1,8,23 60:2 60:9 61:10 65:9 66:3,18 69:13 74:20 <b>amendments</b> 6:17 38:5 53:4 81:7 <b>amount</b> 27:21 74:5 <b>anachronistic</b> 7:1 <b>analysis</b> 12:15 41:13 47:24 <b>anhd</b> 19:8 <b>anita</b> 2:4 5:25 <b>anita's</b> 73:25 <b>announced</b> 7:13 <b>annual</b> 22:25 <b>answer</b> 34:8 81:17,19 <b>anthony</b> 2:13 5:24
--	---	--	---

<p><b>anticipated</b> 28:21</p> <p><b>anyway</b> 32:23 71:5 72:8</p> <p><b>apartment</b> 10:4 33:23</p> <p><b>apartments</b> 7:23 10:24 11:6</p> <p><b>apologize</b> 48:1</p> <p><b>appeals</b> 17:8 20:4 34:24 37:12,12,13</p> <p><b>append</b> 66:18</p> <p><b>application</b> 12:21 13:3 14:19</p> <p><b>applications</b> 12:16,19,23,25 15:2 17:11 18:17 20:17</p> <p><b>applied</b> 38:16</p> <p><b>apply</b> 81:12</p> <p><b>applying</b> 32:18</p> <p><b>appointed</b> 4:14</p> <p><b>appreciate</b> 4:12 28:1 41:8,12 71:13 72:9</p> <p><b>appreciated</b> 51:8</p> <p><b>appreciating</b> 73:7</p> <p><b>appreciation</b> 31:13</p>	<p><b>approach</b> 18:14,15 19:7</p> <p><b>approaches</b> 53:11</p> <p><b>appropriate</b> 79:16</p> <p><b>approval</b> 16:20 67:24</p> <p><b>approve</b> 11:16 16:2,9 69:9</p> <p><b>approved</b> 14:15 37:19,20 38:7,12 56:2 67:20</p> <p><b>april</b> 7:10</p> <p><b>archaic</b> 7:1</p> <p><b>area</b> 8:8 14:5 28:24 52:5 76:23,24 77:21 78:1 82:13,14 83:6</p> <p><b>areas</b> 30:2 84:11</p> <p><b>argue</b> 63:2</p> <p><b>argument</b> 28:7 34:12 42:5</p> <p><b>articulating</b> 72:5</p> <p><b>asking</b> 6:25 13:8 42:3 76:19 80:16</p> <p><b>asks</b> 16:7</p> <p><b>aspect</b> 30:19</p>	<p><b>aspects</b> 11:3</p> <p><b>assembly</b> 55:17 56:25 66:2</p> <p><b>assignment</b> 27:11</p> <p><b>assist</b> 76:1</p> <p><b>attach</b> 17:23</p> <p><b>attempt</b> 21:20 57:19</p> <p><b>attendees</b> 2:2</p> <p><b>attention</b> 31:18</p> <p><b>attorney</b> 75:14 75:20 86:14 87:10</p> <p><b>audio</b> 86:8 87:3</p> <p><b>authority</b> 14:3 76:12 78:20 79:4,23 82:13</p> <p><b>authorization</b> 56:11</p> <p><b>authorized</b> 76:19</p> <p><b>automatic</b> 25:17</p> <p><b>automatically</b> 16:19</p> <p><b>availability</b> 47:4</p> <p><b>available</b> 7:14 10:24</p> <p><b>avenue</b> 19:3</p> <p><b>average</b> 22:13</p> <p><b>avoid</b> 17:25</p>	<p><b>awards</b> 25:14</p> <p><b>aware</b> 42:6 71:4</p> <p><b>aye</b> 83:16 85:4</p> <p style="text-align: center;"><b>b</b></p> <p><b>back</b> 15:8 24:17,17 28:19 33:7 37:18,22 42:14 55:9 66:4 72:11 76:6</p> <p><b>balance</b> 18:5 19:23 34:24 35:12 47:15</p> <p><b>balanced</b> 38:3</p> <p><b>balancing</b> 46:13</p> <p><b>ball</b> 48:10</p> <p><b>ballot</b> 7:11 52:25 53:3 55:6,23 60:15 60:25 61:8,18 64:16 66:6,21 67:8 70:25 71:2 73:9,11 73:12,18 74:4 74:15,19,19,25 75:11,21 84:17</p> <p><b>baltimore</b> 22:20</p> <p><b>band</b> 49:15</p> <p><b>barely</b> 10:12</p>
--	---	--	--

<p><b>based</b> 5:1 32:11 47:18 70:9 84:8</p> <p><b>basically</b> 28:5 76:11</p> <p><b>basis</b> 78:17</p> <p><b>bathroom</b> 43:9</p> <p><b>believe</b> 48:14</p> <p><b>beneficial</b> 17:6</p> <p><b>benefit</b> 41:24 68:12</p> <p><b>benefits</b> 14:10 42:12</p> <p><b>best</b> 9:18 47:15 48:10 49:8 86:9 87:6</p> <p><b>better</b> 18:5 19:23 21:1 31:11 42:9</p> <p><b>big</b> 13:1,2,8 22:16 25:9 84:11</p> <p><b>bigger</b> 64:9,14</p> <p><b>birmingham</b> 8:10</p> <p><b>bit</b> 6:9 23:12 24:17 41:14 73:14</p> <p><b>black</b> 10:14 15:16 82:3</p> <p><b>blah</b> 35:23,24 64:4,4,4</p> <p><b>blue</b> 49:5</p>	<p><b>board</b> 2:3,4,5,6 2:7,8,9,10,11 2:12,13,14,15 17:8,13 20:4,7 20:13 23:2,21 34:23 37:13,25</p> <p><b>boards</b> 17:14 35:25 39:4</p> <p><b>body</b> 20:11 34:17 37:9 58:12</p> <p><b>bold</b> 51:24 52:6</p> <p><b>bond</b> 29:18</p> <p><b>bonilla</b> 2:7 5:24 41:9 43:13,24 46:10 77:25 81:22 82:6</p> <p><b>boring</b> 78:12</p> <p><b>borough</b> 5:17 6:13 7:14 10:5 11:25 17:13,15 18:8 19:8,21 19:24,25 20:1 20:12 34:23 35:17,23 37:10 38:3 39:3</p> <p><b>boroughs</b> 3:25 27:7</p> <p><b>bound</b> 4:17</p> <p><b>bounds</b> 84:7</p> <p><b>bozorg</b> 2:14 5:25 45:8,14 45:18 46:3,12 52:17 53:9</p>	<p><b>bps</b> 20:2</p> <p><b>brandon</b> 23:2</p> <p><b>break</b> 51:2</p> <p><b>breaks</b> 34:18</p> <p><b>bring</b> 42:16 50:12 52:11</p> <p><b>broad</b> 4:24</p> <p><b>broadening</b> 39:22</p> <p><b>broadway</b> 1:14</p> <p><b>brodsky</b> 2:5</p> <p><b>broken</b> 12:14</p> <p><b>brooklyn</b> 5:17 26:22</p> <p><b>brown</b> 10:14</p> <p><b>budget</b> 22:25 28:17</p> <p><b>budgetary</b> 11:10</p> <p><b>budgets</b> 28:18</p> <p><b>buery</b> 1:8 3:2,4 3:6 27:19 28:25 29:4 31:5 57:10,16 58:2,6,9,23,25 62:17,24 64:7 64:11 69:15 70:15 71:6,9 71:12,15,20,23 71:25 72:3 77:1,14,24 78:5,8 80:6,8 80:11,20 82:17 82:24,24 83:3</p>	<p>83:14,17 84:25 85:2,5,8,10,13</p> <p><b>build</b> 3:21 8:24 9:24,25 10:3,7 11:11,13 14:19 16:19 20:23,24 21:13 36:18 42:23 43:9,16 44:20</p> <p><b>builders</b> 14:17</p> <p><b>building</b> 16:23 32:16 33:23 36:10 39:19,20 39:22 41:5 44:25</p> <p><b>buildings</b> 10:4</p> <p><b>builds</b> 19:4</p> <p><b>built</b> 11:8 19:11 28:8 36:24</p> <p><b>burdens</b> 29:4</p> <p><b>business</b> 82:20</p> <p><b>buy</b> 26:13</p> <p><b>buyouts</b> 26:15</p> <p><b>buzz</b> 34:3</p>
<b>c</b>			
<p><b>c</b> 2:1 3:1</p> <p><b>call</b> 10:21 25:10</p> <p><b>called</b> 19:6,9 20:1 23:14 25:8 37:8</p>			

<p><b>calling</b> 12:4  <b>calls</b> 17:4,10,22  <b>campaign</b> 23:2  23:21  <b>candidates</b>  23:17,19  <b>capacity</b> 12:17  13:5 32:14,16  40:9 76:8  78:24  <b>captured</b> 11:4  <b>captures</b> 13:21  <b>care</b> 33:10  49:18  <b>carl</b> 2:11 5:24  28:25 29:12  68:1 71:6  <b>carl's</b> 64:21  <b>carries</b> 83:18  <b>cars</b> 27:1  <b>cartoon</b> 6:25  <b>case</b> 37:6 60:21  <b>categorically</b>  12:14 13:16  15:3 17:5  <b>categories</b>  16:13 36:5,14  36:15,24 73:20  <b>category</b> 21:18  <b>cause</b> 23:3  47:25 49:17,22  51:20 69:5  73:11 76:5,21  79:24 81:17</p>	<p><b>causing</b> 46:21  <b>cement</b> 38:9  <b>center</b> 23:3  <b>centralization</b>  27:14  <b>century</b> 27:10  <b>certain</b> 12:11  16:15 17:2,24  18:24 25:21  26:9,10 32:2  33:21 36:12  52:21  <b>certainly</b> 6:24  7:21 8:4,20  15:7,12 26:21  26:24 28:10  33:1 39:10  42:8 81:21  <b>certificate</b> 86:1  87:1  <b>certify</b> 86:3  87:2  <b>chair</b> 3:7 5:23  <b>chairman</b> 1:8  <b>challenge</b> 40:7  40:7 70:20  75:8 81:24  <b>challenges</b>  16:11 32:6  82:9  <b>chance</b> 37:3  63:5  <b>change</b> 13:5  14:8 21:11</p>	<p>22:19,21 23:1  23:4,4,8 31:2  36:21 40:18  48:4 49:10  50:11 54:18  59:19 61:10  81:7  <b>changes</b> 6:23  10:12 11:16,16  12:6 13:2,2,14  14:10 16:16,17  17:10 25:8  26:6 27:16  30:24 37:20  42:25 48:8  <b>changing</b> 20:17  <b>channels</b> 14:7  <b>charge</b> 25:5  26:24  <b>chart</b> 44:24  47:25 48:2  <b>charter</b> 1:2 3:5  3:11,14,20  5:21,21 6:17  6:18,24 7:2,3,6  11:4,14,19,21  13:21 14:1  17:20 25:23  26:5 31:21,25  33:6 34:13  35:4 52:23  54:18 58:1,17  62:12 67:7  68:6 71:5 74:1</p>	<p>74:7,18 81:13  <b>charter's</b> 31:8  <b>charters</b> 25:20  <b>check</b> 32:4  <b>chicago</b> 15:14  <b>chicago's</b> 15:15  <b>chicagoans</b>  15:17  <b>choice</b> 22:6  23:18  <b>christina</b> 87:2  87:15  <b>circles</b> 48:2  <b>circulated</b>  83:20  <b>circus</b> 50:15  <b>cites</b> 24:7  <b>cities</b> 9:18  40:16 43:15  44:25 45:4  <b>citizens</b> 23:3,15  <b>city</b> 1:1 3:11,14  3:16,19 4:17  7:1 8:2,7,14  9:5 10:1,3 12:9  12:17 13:7,11  13:25 14:1,3  14:20 15:10,11  18:20 19:12,17  19:19,25 20:15  20:18,21,23,25  21:1,4,7,12  22:23,25 24:12  24:14 25:1</p>
---	---	---	---

26:20 27:5,6 27:14 29:6 30:9 33:10,11 33:13 35:2,4 35:15,22,24 37:7,10,20 39:5 40:17,18 41:16 43:10,25 44:18,20,23 47:9,13,16 49:2,5,9,13 51:10,15 52:7 52:14 58:13 59:1,3 64:3 69:11 72:6 76:14 77:10 78:16 79:14 <b>city's</b> 3:9,11 6:19,20 7:5,20 8:7 22:10 23:9 28:17 31:3 63:10 <b>citywide</b> 16:13 18:1,8 19:22 19:24 35:13 38:4 <b>civically</b> 51:1 <b>clarify</b> 54:4 61:13 64:24 65:7 75:4 82:10 <b>clarity</b> 60:1,18 82:7	<b>clava</b> 2:5 <b>clean</b> 70:6 <b>clear</b> 10:18 11:23 27:24,25 41:3 70:4 73:21 74:15 <b>clearance</b> 75:12,17,19 76:1 <b>clearly</b> 3:17 12:23 69:17 <b>click</b> 12:22 <b>clicking</b> 39:18 <b>clients</b> 80:23 <b>climate</b> 25:21 26:2 <b>clock</b> 17:21,23 <b>clocks</b> 17:23 <b>close</b> 46:23 74:17 76:5 <b>closed</b> 22:3 23:9,22 <b>closely</b> 75:16 79:13,16 <b>coalition</b> 19:9 <b>code</b> 10:2 <b>cognitive</b> 82:19 <b>cognizant</b> 40:20 <b>college</b> 5:18 <b>color</b> 69:2 <b>combat</b> 21:1 <b>combination</b> 37:9	<b>combine</b> 17:12 <b>combined</b> 10:10 <b>come</b> 4:10 13:1 14:18 32:21 51:12 55:9 61:21 66:4 79:21 <b>comfortable</b> 46:4 <b>coming</b> 13:12 43:6 47:19 <b>commend</b> 47:19 <b>comment</b> 28:3 44:7 45:9 81:23 <b>comments</b> 6:15 28:2 83:15 <b>commission</b> 1:2 1:13 3:6,7 4:14 4:15,20 5:3,16 6:4,11,17 7:11 8:5 12:5,12 14:11,18 20:3 20:15,18 21:15 55:22,24 58:18 59:25 60:17 62:12,19,21 67:7,16,24 68:4,7,9,12 70:1 71:5 74:18 77:9 84:18	<b>commissioned</b> 75:23 <b>commissioner</b> 30:18 <b>commissioners</b> 4:6,6 5:9,23 28:2 68:17 83:20 <b>commissions</b> 74:2,7,13,24 <b>committee</b> 19:3 <b>common</b> 17:12 23:3 26:6 <b>communities</b> 13:15,18 19:9 21:24 26:7 34:20 <b>community</b> 10:9 14:10 17:13,14 19:2 32:11,12 34:22 35:7,25 37:1,6 37:16,16,25 39:3 47:11 <b>compel</b> 55:19 <b>compelling</b> 15:24 28:6 80:22 <b>compete</b> 10:22 11:1 23:19 <b>competitive</b> 44:16 <b>competitiven...</b> 44:25
--	--	---	---

<b>complete</b> 60:7 <b>completes</b> 60:5 <b>complex</b> 27:22 48:22 <b>complicate</b> 27:10 <b>complicated</b> 32:17 33:19 42:20 43:8 75:2 79:15 <b>complicating</b> 26:18 <b>complication</b> 60:16 <b>comply</b> 32:17 <b>component</b> 9:24 24:24 <b>comprehensive</b> 18:14 19:7 <b>concept</b> 64:16 <b>conceptual</b> 84:21 <b>concern</b> 15:9 79:6,17,22 <b>concerns</b> 18:4 85:2 <b>conclude</b> 7:12 7:15 <b>concluded</b> 85:16 <b>conditions</b> 49:9 62:2 71:3 <b>conduct</b> 22:7 23:16	<b>conference</b> 19:1 <b>confinement</b> 35:20 <b>conflict</b> 76:19 <b>confusion</b> 61:25 70:20 74:5 <b>congressional</b> 8:16,17 <b>connect</b> 44:6 <b>cons</b> 53:10 <b>consensus</b> 52:23 84:13 <b>consents</b> 26:17 <b>consequence</b> 15:2 18:22 <b>consequences</b> 10:18,20 41:20 <b>consider</b> 6:18 40:17 49:23 68:7 74:21 84:7,9 <b>consideration</b> 23:7 32:3 55:16 65:6 69:14 79:5 <b>considerations</b> 75:17 <b>considered</b> 27:4 74:16 <b>considering</b> 34:16	<b>consistent</b> 9:17 26:10 47:1 79:6 <b>consolidated</b> 22:16 <b>consolidating</b> 22:23 <b>constantly</b> 77:22 78:1,2 <b>constituents</b> 45:21 <b>constitution</b> 6:20 <b>constitutional</b> 23:6 54:10 55:7,15 56:1,8 60:1,9 65:9 66:3 69:13 74:20 81:7 <b>constructing</b> 11:13 <b>construction</b> 16:23 43:6 <b>consult</b> 65:22 <b>contemplated</b> 30:20 <b>context</b> 71:16 <b>continue</b> 6:18 18:7 24:20 70:1 84:2,14 <b>contract</b> 25:4,6 31:13 32:18 33:2 81:25 82:9	<b>contracting</b> 25:16 29:1 <b>contractors</b> 40:2 <b>contracts</b> 25:1 25:11,13,15,18 78:16 <b>contribute</b> 44:19 <b>control</b> 9:18 11:15 15:23 43:7,11 44:13 44:22 45:4,7 54:14 61:2,5 63:13 <b>controller</b> 19:8 <b>convene</b> 21:16 68:7 <b>convened</b> 60:13 <b>convening</b> 67:7 <b>conversation</b> 34:10 44:9 50:12 62:19 78:11,12 83:5 83:24 84:8 <b>conversations</b> 5:14 50:7 77:5 <b>cords</b> 26:23 <b>core</b> 8:23 9:3 80:5 <b>correct</b> 21:6 53:23 65:4 71:19
---	--	---	---

<p><b>correctly</b> 58:3 75:9 <b>correlates</b> 30:5 <b>corresponding</b> 62:5,6 <b>cost</b> 11:12 41:13,16,16,22 42:16 43:6,11 44:19,21 45:3 45:6 68:14 <b>costs</b> 9:19,21 16:13,25 28:4 28:6,8,20 40:4 42:11 45:3 47:2,3 <b>council</b> 12:9 14:1,2,3,9,23 15:20,25 16:1 18:21 20:6,8 20:11,14,16 35:2,4,22,24 37:10,20 39:5 45:19 47:13 56:12 <b>council's</b> 18:20 <b>counsel</b> 75:25 81:21 86:10,13 87:7,10 <b>count</b> 65:13 <b>country</b> 8:9,18 9:16,17 19:5 24:4 <b>county</b> 27:7</p>	<p><b>couple</b> 26:8 39:14 52:17 83:7 <b>course</b> 5:12 23:4 37:16 62:21 <b>courtesy</b> 38:15 38:16 <b>create</b> 17:2,7 20:4,10 61:25 76:14,18 <b>created</b> 45:25 46:19 <b>creating</b> 25:5 27:4 44:11 70:20 74:4 <b>creature</b> 11:7,8 11:14 <b>crisis</b> 3:13,16 7:19 8:2,5,12 8:24 9:4 21:2 26:2 28:19 45:15,15 46:1 46:13,15,21 <b>critical</b> 11:5 13:19 24:14 25:21 29:8,8,9 47:5 53:2 63:2 <b>critically</b> 34:2 <b>criticized</b> 15:21 <b>critics</b> 15:6 <b>crowded</b> 7:23 <b>crystal</b> 48:10</p>	<p><b>culture</b> 8:13 <b>curious</b> 76:6 <b>current</b> 12:11 18:3,15 26:12 <b>currently</b> 22:11 23:6 <b>cuts</b> 28:17,21 46:20 <b>cutting</b> 50:20 <b>cycle</b> 22:12,16</p> <hr/> <p style="text-align: center;"><b>d</b></p> <hr/> <p><b>d</b> 3:1 <b>dabaron</b> 2:3 5:24 30:3 37:4 37:13 51:16,19 77:2 <b>daily</b> 78:12 <b>damned</b> 82:18 <b>danger</b> 26:16 62:14 74:22 <b>data</b> 44:5 75:24 <b>day</b> 7:21 49:21 <b>days</b> 17:17 <b>dealing</b> 52:5,8 52:9 78:16 <b>deals</b> 79:25 <b>death</b> 16:4 <b>debates</b> 37:23 <b>decade</b> 10:8 12:19 <b>decades</b> 10:6 <b>december</b> 7:8</p>	<p><b>decide</b> 7:11 68:21 69:20 73:10 75:20 76:2 <b>decides</b> 57:8 68:4 <b>deciding</b> 68:25 <b>decision</b> 18:18 35:2 50:14 68:17 <b>decisions</b> 11:17 11:20 18:1 34:5,7,18 48:21 49:16 <b>decisive</b> 15:23 <b>declared</b> 9:6,9 <b>decline</b> 21:23 <b>deep</b> 77:13 <b>deeply</b> 27:25 76:8 <b>defaulted</b> 45:25 <b>defeated</b> 14:14 <b>defenders</b> 14:6 <b>defense</b> 45:22 <b>deference</b> 14:2 14:7,12 15:2,6 15:9,21 18:5 34:1 35:3 36:4 36:22 38:8,21 39:7,15 45:12 46:8 52:10 <b>deferring</b> 58:16 <b>define</b> 10:4</p>
---	---	---	--

<p><b>defined</b> 9:6</p> <p><b>definitely</b> 45:13 69:23 77:18</p> <p><b>delay</b> 68:15 76:19</p> <p><b>deliberately</b> 50:19</p> <p><b>delighted</b> 6:8</p> <p><b>deliver</b> 24:13</p> <p><b>delivers</b> 13:14</p> <p><b>democracy</b> 4:2</p> <p><b>democratic</b> 49:6</p> <p><b>democratically</b> 12:1</p> <p><b>demographic...</b> 24:5</p> <p><b>demonstrating</b> 62:10</p> <p><b>density</b> 13:6,6 13:9</p> <p><b>department</b> 15:13 22:24 81:14</p> <p><b>dependent</b> 27:1</p> <p><b>depending</b> 48:24</p> <p><b>describe</b> 71:7</p> <p><b>described</b> 46:5 71:16</p> <p><b>designed</b> 20:20</p> <p><b>detail</b> 6:9 65:5 79:22</p>	<p><b>detailed</b> 6:15 42:8 79:2,19</p> <p><b>details</b> 5:19</p> <p><b>determine</b> 23:18</p> <p><b>deters</b> 14:18</p> <p><b>develop</b> 33:16 52:7</p> <p><b>developed</b> 42:9 79:2</p> <p><b>developers</b> 21:5</p> <p><b>developing</b> 33:17</p> <p><b>development</b> 12:22 13:11,17 14:21,25 27:11 28:8,11 33:18 51:14</p> <p><b>development's</b> 15:14</p> <p><b>dialed</b> 18:3</p> <p><b>diane</b> 2:12 5:25 36:1 44:8 50:22 66:22 81:15</p> <p><b>diane's</b> 70:23</p> <p><b>difference</b> 34:16 60:8 61:19 69:18 72:19</p> <p><b>different</b> 3:18 7:4 27:7 45:3 53:7,8,9,11</p>	<p>58:8 60:25 62:8,21 69:23 80:22</p> <p><b>differently</b> 23:13 59:17</p> <p><b>difficult</b> 16:6 17:25 26:5,15 32:15</p> <p><b>digital</b> 86:8 87:3</p> <p><b>digitization</b> 27:14</p> <p><b>direct</b> 57:11 65:1 84:16</p> <p><b>directing</b> 83:6</p> <p><b>direction</b> 18:3 62:15 82:22</p> <p><b>director</b> 4:21</p> <p><b>directs</b> 84:1</p> <p><b>disclosure</b> 30:21</p> <p><b>discretionary</b> 25:11,15</p> <p><b>discuss</b> 58:11</p> <p><b>discussed</b> 5:10 84:4</p> <p><b>discussing</b> 48:17 57:13</p> <p><b>discussion</b> 70:10</p> <p><b>disparate</b> 33:18</p> <p><b>displacement</b> 10:19</p>	<p><b>dispositions</b> 17:20 21:3</p> <p><b>disproportion...</b> 10:14,16 15:16 24:1</p> <p><b>distill</b> 6:10</p> <p><b>distorts</b> 38:10</p> <p><b>district</b> 13:6,9 16:3 18:23 48:22</p> <p><b>districts</b> 10:9 10:13,15 12:18 12:20,21,24 16:24 49:1</p> <p><b>dive</b> 77:13</p> <p><b>doctrine</b> 19:6</p> <p><b>document</b> 3:11 6:19 39:16 51:8</p> <p><b>documents</b> 40:10</p> <p><b>doing</b> 9:18 16:4 27:4 29:13 35:9 63:8,12 75:5</p> <p><b>dollar</b> 40:5</p> <p><b>dollars</b> 31:4</p> <p><b>donovan</b> 15:20</p> <p><b>dormant</b> 17:24</p> <p><b>double</b> 39:18</p> <p><b>doubt</b> 48:20</p> <p><b>dozen</b> 74:9</p> <p><b>draw</b> 65:2</p>
--	---	---	---

<p><b>drawing</b> 32:19  <b>drive</b> 31:18  72:22 84:6  <b>driven</b> 49:5  52:12  <b>driving</b> 49:16  <b>drop</b> 74:14  <b>duly</b> 86:5  <b>dynamic</b> 44:17  <b>dynamism</b> 8:12</p>	<p><b>effectively</b> 9:22  29:7 74:3,14  <b>effects</b> 7:21  <b>effectuate</b> 61:9  <b>effectuated</b>  54:6  <b>efficiency</b> 73:2  <b>efficiently</b> 29:7  <b>effort</b> 6:10  27:23  <b>efforts</b> 29:18  31:10  <b>eighth</b> 81:8  <b>either</b> 4:10  32:18 40:11  47:3 56:16  <b>elected</b> 12:1,2  31:17 33:10  34:4 35:18  37:2 49:18  50:7 68:22  <b>electeds</b> 45:19  <b>election</b> 22:5  23:20 48:20  49:21 66:13,17  75:11,20 76:2  <b>elections</b> 21:19  21:21 22:2,8  22:10,14,15,23  23:11 54:1,4  54:12 55:8,18  55:19 57:21  62:4,5,6 64:5  75:4</p>	<p><b>electorate</b>  23:24 49:7  <b>electric</b> 26:19  26:24  <b>electrical</b> 26:19  <b>element</b> 73:13  <b>elevate</b> 25:3  <b>elevating</b> 16:13  18:1  <b>eliminate</b> 20:6  <b>eliminating</b>  76:16  <b>embarrassment</b>  49:12  <b>embrace</b> 47:11  <b>emergence</b> 6:22  <b>emergency</b> 9:6  9:9,12  <b>emphasize</b>  36:25  <b>employed</b>  86:11,14 87:8  87:11  <b>employee</b> 86:13  87:10  <b>empower</b> 19:21  25:3  <b>empowered</b>  67:6  <b>enabling</b> 25:16  <b>encourage</b>  32:11 77:19  <b>endangering</b>  16:8</p>	<p><b>engage</b> 5:3 6:4  62:19  <b>engaged</b> 50:13  51:1,4  <b>enormous</b>  40:15  <b>ensure</b> 30:25  31:3  <b>ensuring</b> 4:2  <b>entering</b> 15:4  <b>enterprise</b> 19:2  <b>entirely</b> 24:9  62:8 64:2  69:10  <b>entity</b> 33:2  76:18  <b>entrusted</b> 34:6  <b>environmental</b>  11:12 16:23  <b>envy</b> 11:22  <b>equity</b> 47:6  <b>es</b> 86:4  <b>especially</b>  21:23 25:13  <b>essential</b> 42:4  <b>estimates</b> 8:16  22:22  <b>ethnicity</b> 8:9  <b>evers</b> 5:17  <b>everybody</b> 3:15  33:9 42:17  <b>everyday</b> 27:10  78:11</p>
<p><b>e</b></p>			
<p><b>e</b> 2:1,1 3:1,1  <b>earlier</b> 4:20  <b>earliest</b> 59:12  60:14 66:5  67:3 68:12  <b>ease</b> 20:25  <b>easier</b> 3:21  20:21 21:12  25:1,12 36:11  36:14,24  <b>east</b> 33:15  <b>easy</b> 34:12  <b>echo</b> 29:11  <b>economy</b> 8:13  <b>ecosystem</b> 42:1  <b>ed</b> 81:10  <b>edge</b> 7:25  <b>effect</b> 26:1  47:25 68:24  <b>effected</b> 59:7  <b>effective</b> 3:10  31:9 75:19</p>			

<b>everyone's</b> 45:23 <b>eviction</b> 7:25 <b>evidence</b> 22:14 <b>exactly</b> 50:5 54:17,17 64:22 <b>example</b> 17:7 17:20 20:10 37:25 41:15 48:1 84:19 <b>excluded</b> 23:11 <b>executive</b> 4:21 37:8,9 <b>exercise</b> 57:9 <b>exercised</b> 14:4 <b>exercising</b> 55:20 <b>exhaustion</b> 74:16 <b>existence</b> 26:1 <b>existing</b> 16:22 26:5,17 45:22 <b>exists</b> 30:16 46:16 <b>expanding</b> 4:1 76:12 78:20 <b>expect</b> 60:18 <b>expectation</b> 33:3 <b>expedite</b> 40:23 <b>expedited</b> 36:14 <b>expediting</b> 39:21	<b>expensive</b> 42:23 <b>experience</b> 12:8 12:8,10 38:12 75:24 78:15 <b>expert</b> 5:1 11:25 75:23 76:22 77:6 <b>expertise</b> 4:18 <b>explained</b> 16:3 <b>explaining</b> 29:13 <b>explanation</b> 29:14 <b>express</b> 4:9 62:24 63:1 72:6 <b>expressed</b> 15:9 75:6 <b>extended</b> 42:21 <b>extent</b> 44:14 69:16 82:7 <b>external</b> 44:12 <b>f</b> <b>face</b> 3:15 7:19 32:7 68:18 <b>faced</b> 28:16 <b>facilitate</b> 18:18 36:10,23 <b>facilitating</b> 25:17 <b>facing</b> 5:1 29:5	<b>fact</b> 32:7 35:8 40:21 41:7 44:11 51:20,21 58:15 64:25 <b>factors</b> 44:12 44:19 71:15 <b>failing</b> 18:22 <b>failure</b> 8:21 9:2 9:24 <b>fair</b> 18:20 41:2 47:12 52:8 <b>families</b> 7:23 7:25 16:8 <b>family</b> 10:4 44:23 <b>far</b> 4:24 7:24 9:1 13:24 15:8 18:3 22:7 24:17 41:22 74:25 80:11 <b>fast</b> 17:1 18:24 19:16 <b>faster</b> 29:23,24 <b>favor</b> 70:14 83:15 85:3,12 <b>federal</b> 11:11 28:17 46:15,17 46:19 <b>feedback</b> 5:6 11:25,25,25 <b>feel</b> 7:21 45:14 59:15 <b>feet</b> 26:8	<b>fell</b> 10:2 <b>fellow</b> 4:6 <b>fewer</b> 12:20 74:10 <b>fifth</b> 19:3 <b>figure</b> 64:15 <b>final</b> 45:9 84:3 84:17 <b>finalize</b> 56:5 <b>finalized</b> 84:21 <b>finalizing</b> 5:6 <b>finally</b> 27:2 84:18 <b>finance</b> 23:2,21 <b>financial</b> 29:4 <b>financially</b> 86:15 87:11 <b>financing</b> 41:22 <b>find</b> 5:18 13:15 28:20 65:22 <b>finding</b> 9:17 <b>fine</b> 42:22 <b>finish</b> 60:6 66:22 <b>first</b> 14:21 21:16 22:5 25:25 32:7 39:14 66:15 <b>fiscal</b> 28:19 33:4 <b>fits</b> 21:6 <b>five</b> 3:24 7:13 27:6 48:5 59:4 74:19 77:14
---	--	---	--

<p><b>fix</b> 34:9 72:24  <b>flavor</b> 18:19          65:2  <b>flaws</b> 12:11  <b>flip</b> 65:24  <b>floor</b> 1:14  <b>flow</b> 29:7  <b>flows</b> 18:12  <b>focus</b> 3:12  <b>focused</b> 50:25  <b>focuses</b> 3:18  <b>focusing</b> 82:15  <b>folks</b> 5:12          43:18  <b>follow</b> 23:18          53:13,19 79:21  <b>followed</b> 10:6  <b>following</b> 52:4  <b>foregoing</b> 86:3          86:4 87:4  <b>foremost</b> 21:16  <b>forever</b> 51:13  <b>forget</b> 42:19          72:18  <b>forgot</b> 37:8  <b>form</b> 16:21          25:14  <b>formal</b> 74:12  <b>formed</b> 7:8  <b>former</b> 15:20          15:25 16:1  <b>forward</b> 4:10          6:5 54:23 55:7          55:9 57:7 62:7</p>	<p>62:15 63:3          64:16 69:7,9          72:22 84:2  <b>found</b> 83:4,5  <b>foundational</b>          6:19  <b>fountain</b> 51:13  <b>four</b> 23:13          48:24  <b>fraction</b> 49:6  <b>frame</b> 28:5          59:16 63:15  <b>framers</b> 38:5  <b>framework</b>          18:20  <b>franchises</b>          26:17  <b>friendly</b> 47:21  <b>front</b> 49:20  <b>full</b> 26:8,13  <b>fully</b> 68:13  <b>functioning</b>          34:17  <b>functions</b> 27:10          79:9  <b>fundamental</b>          28:22  <b>funding</b> 32:19          46:20  <b>further</b> 8:16          63:21 68:15          86:12 87:9  <b>futile</b> 15:22</p>	<p><b>future</b> 5:19          7:16 51:10,14          72:21</p> <hr/> <p style="text-align: center;"><b>g</b></p> <hr/> <p><b>g</b> 3:1  <b>gas</b> 27:1  <b>general</b> 17:10          23:20 44:9          73:24 75:15,20  <b>generally</b> 47:12          78:5  <b>generation</b>          51:2  <b>genre</b> 18:13  <b>george</b> 36:19  <b>getting</b> 40:9          79:20  <b>gibson</b> 20:1  <b>give</b> 5:5 18:17          25:4 31:12          32:22 33:2          55:17 63:5          81:17  <b>given</b> 15:10,18          15:23 28:7          31:20 80:11  <b>gives</b> 14:9  <b>giving</b> 19:24          20:2,15 25:5  <b>go</b> 28:19 29:13          34:10 37:22          42:14 43:9          48:25 54:9,9</p>	<p>56:11 57:21          60:2,12,14          65:10 66:6,20          72:14,15 73:5          82:18  <b>goal</b> 47:13,14  <b>goals</b> 47:1  <b>goes</b> 24:17          45:15 47:23  <b>going</b> 4:9 6:2          27:1 28:23          31:24 33:3,19          34:2 36:1,3,13          36:15,18,19          43:6 44:3          48:23 49:22          51:11,17 52:6          55:22,24 56:17          57:6,18 60:2,7          60:12 61:23          62:2,16 64:15          64:17,18,19          71:5 72:22          73:6,8,9,10,12          73:16 75:12          76:6 83:11          84:9  <b>good</b> 3:2,3,4          31:15 37:14          42:4 52:19          63:17 67:25          69:19 80:8  <b>goodrich</b> 14:20</p>
---	--	--	---

<p><b>gotten</b> 45:16 51:22 62:13 82:1 <b>governing</b> 3:11 6:19 <b>government</b> 3:9 7:1 32:8 46:17 76:15 79:14 <b>governments</b> 81:13 <b>grace</b> 2:7 5:23 77:25 <b>grade</b> 26:7 81:8 <b>grants</b> 25:13 <b>grapple</b> 13:15 <b>gratitude</b> 4:9 <b>great</b> 5:17 40:18 41:10,17 45:17 <b>greater</b> 19:25 20:2 <b>greenberg</b> 77:25 <b>greenberger</b> 2:6 5:23 29:21 35:10 45:13,17 46:2 47:21 48:12 57:14 58:5,8 71:8,19 71:22,24 72:2 72:10,14 <b>greenhouse</b> 26:1</p>	<p><b>grew</b> 7:22 <b>group</b> 5:4 <b>grow</b> 8:22 9:20 10:12 <b>growing</b> 8:18 9:19 <b>grown</b> 43:19 <b>growth</b> 8:22 10:11 12:25 18:11 36:16 47:12 <b>gubernatorial</b> 62:5 <b>guess</b> 60:15 <b>gum</b> 27:12 <b>guys</b> 41:7</p> <p style="text-align: center;"><b>h</b></p> <p><b>half</b> 24:1 70:2 74:9 <b>hands</b> 35:3 <b>hansen</b> 25:24 <b>happen</b> 32:13 61:1 63:9,10 63:16,21 <b>happened</b> 50:1 <b>happening</b> 46:16 <b>happens</b> 8:20 8:21 42:22 53:14 82:8 <b>harassment</b> 10:20</p>	<p><b>hard</b> 7:5 37:15 74:23 75:24 <b>harder</b> 10:6,6 13:15 20:22 <b>harmonize</b> 27:24 <b>harms</b> 15:16 <b>hbd</b> 42:22 <b>hdfcs</b> 21:4 <b>health</b> 17:20 <b>healthy</b> 12:22 <b>hear</b> 5:4 6:2 20:8 36:1 41:10 45:10 77:21 78:1 84:15 <b>heard</b> 4:24 6:11 7:18 9:10 12:2 12:3,4 13:23 14:11,20 15:24 16:11 17:1,4 17:10,18 18:2 18:9,13,19 22:9 24:12,24 25:19 26:4,12 26:16 27:2 30:6,13 41:19 45:21 48:19 52:22 53:6 69:22 79:25 83:25 84:11 <b>hearing</b> 1:13 3:24 5:2,11,13 5:15 13:23</p>	<p>52:14 73:7 77:5,6,15 83:10 <b>hearings</b> 5:19 6:12 7:8,13,16 9:11 69:21 <b>heart</b> 45:23 <b>heft</b> 8:13 <b>held</b> 7:8 22:11 <b>help</b> 3:20 26:6 30:22 57:10 77:19 82:10 <b>helpful</b> 69:19 82:12 83:6 <b>hereto</b> 86:14 87:11 <b>heroic</b> 16:7 <b>high</b> 10:18 13:8 22:13 28:7 <b>higher</b> 24:9 <b>highlight</b> 30:1 <b>hinders</b> 32:16 <b>hispanic</b> 15:16 <b>historic</b> 16:24 <b>historically</b> 13:19 <b>history</b> 7:5,20 9:20 37:18 <b>hoc</b> 18:16 <b>hold</b> 9:21 10:22 63:23 67:14 <b>hole</b> 82:3 <b>holistic</b> 19:10 19:12</p>
--	--	--	---

<b>home</b> 55:21 57:21 <b>homelessness</b> 10:19 <b>homeowners</b> 26:14,16 <b>honestly</b> 31:25 59:15 <b>honesty</b> 42:10 <b>honor</b> 3:7,24 <b>hopefully</b> 5:12 51:12 83:5 <b>hospitals</b> 17:21 <b>hostile</b> 14:24 <b>hours</b> 6:12 <b>house</b> 13:20 <b>household</b> 44:23 <b>household's</b> 44:15 <b>houses</b> 57:1,8 57:19,20 <b>housing</b> 3:13 3:16,21,25 8:25 9:1,3,3,6 9:12,15,18 10:1,9,13,15,18 10:25 11:3,11 11:13 12:19,24 13:22 14:13,15 14:17,19,23 15:14,18 16:3 16:9 17:2,3,6,7 17:9 18:20,25	18:25 19:1,10 20:22,23,25 21:2,5,5,13,17 28:7,24 33:7 33:17 36:10,13 36:24 41:5,24 42:16,23 44:10 44:20 45:1 47:5,12 48:3 52:7,11 <b>hudson</b> 21:10 <b>huge</b> 74:4 <b>human</b> 10:17 <b>hundred</b> 39:20 43:2 <b>hyper</b> 18:4 37:24 <b>hyperlocal</b> 18:10  <b>i</b>  <b>ibo</b> 22:22 79:20 <b>idea</b> 7:2 19:21 19:22 21:6 22:9 30:7,12 33:21 44:10 80:8 <b>ideas</b> 4:18,25 12:4 16:11 21:3,14 24:25 27:24 52:20 <b>identified</b> 68:2 <b>identifying</b> 80:3	<b>ideological</b> 15:7 <b>ignorance</b> 68:25 <b>ignore</b> 39:1 40:11 <b>illegal</b> 9:25 10:3 <b>imbalance</b> 10:25 <b>immediately</b> 67:6 <b>impact</b> 47:22 47:24 48:8 <b>importance</b> 45:6 <b>important</b> 11:3 13:24 14:7 15:1 18:7 22:2 28:23,24 30:1 31:7,16,20 34:2 38:15 39:23,25 40:19 41:1,3 58:12 61:7,13 73:17 84:4 <b>improve</b> 49:9 83:9 <b>inability</b> 8:24 <b>incapacity</b> 8:24 <b>inches</b> 21:8 <b>include</b> 21:3 <b>including</b> 5:19 19:5 20:11	31:10 <b>income</b> 18:25 43:3 <b>incorporating</b> 37:1 <b>increase</b> 12:17 12:19 13:4 23:23 <b>increased</b> 40:8 <b>increasing</b> 22:22 42:17 47:4 <b>increasingly</b> 49:3 <b>incredible</b> 27:21 <b>incremental</b> 12:14 13:16 36:16,19 <b>independent</b> 4:15 23:2,20 <b>indicate</b> 57:18 <b>indication</b> 74:15 <b>individual</b> 27:8 <b>inequitable</b> 10:10 18:10,11 <b>infinite</b> 74:8,8 <b>influences</b> 8:20 <b>inform</b> 53:15 75:18 <b>information</b> 77:12
---	---	---	---

<p><b>informed</b> 50:13  <b>infrastructure</b>                  25:21 26:19  <b>initial</b> 44:7  <b>input</b> 37:1,2                  39:17,23  <b>institute</b> 30:13  <b>insufficient</b>                  59:18  <b>insurance</b>                  43:11 72:21  <b>integrate</b> 11:24  <b>integrity</b> 31:1                  32:4 42:11  <b>intellectual</b>                  42:10  <b>intends</b> 60:5  <b>intent</b> 63:7  <b>interest</b> 25:7                  47:16 76:24  <b>interested</b>                  86:15 87:12  <b>interesting</b>                  33:9 41:25                  53:16 76:25  <b>interests</b> 33:19                  38:4 47:16  <b>intervention</b>                  11:19  <b>investigated</b>                  21:14  <b>investments</b>                  25:22</p>	<p><b>invite</b> 79:21  <b>invoices</b> 25:7  <b>involve</b> 75:14  <b>irrelevant</b>                  56:24  <b>island</b> 33:16,25                  39:20  <b>issue</b> 3:25 8:4                  24:24 26:3                  34:1,14 35:7                  43:11 46:19                  47:6 48:19                  54:16 62:12                  68:5 69:5,17                  73:4 76:9 80:1                  81:23 82:4  <b>issues</b> 4:1,25                  6:23 19:13                  27:22 30:10                  37:15 48:18                  53:22 69:3,17                  76:22  <b>it'd</b> 80:21  <b>item</b> 60:24  <b>items</b> 44:12                  45:6 84:15  <b>iterative</b> 75:14</p>	<p><b>jersey</b> 19:5  <b>job</b> 1:22 24:14                  42:9 72:7  <b>jobs</b> 16:7  <b>joined</b> 5:22  <b>judgment</b> 4:17                  63:18  <b>judgments</b>                  27:24  <b>julie</b> 2:8  <b>july</b> 7:12  <b>jumaane</b> 15:8  <b>jump</b> 13:8                  22:18,20 39:13                  41:10  <b>jumps</b> 22:16  <b>june</b> 56:20                  57:21 60:18                  66:1  <b>jungle</b> 23:14  <b>jurisdictions</b>                  11:23 23:11</p>	<p><b>kicking</b> 58:17  <b>kind</b> 8:2 10:3                  13:14,16 14:2                  15:22 17:4,24                  18:18 48:10                  52:2 53:13                  61:18  <b>kinds</b> 13:17                  16:16 17:2                  25:11  <b>kirk</b> 14:20  <b>knote</b> 87:2,15  <b>know</b> 4:5 6:18                  11:6 21:17                  27:5,25 28:9                  30:8 32:12                  33:11 34:8,9                  34:15,19 36:19                  37:6 39:19                  40:25 41:17                  42:10 45:19,20                  46:20 47:7                  51:10,21 61:23                  62:1,15,18                  65:1 68:19,21                  68:23 69:19                  70:24 71:1                  73:7,13,22                  74:7,10,23                  75:11 76:5,21                  77:8,9,24,25,25                  78:6,24 79:9                  84:12</p>
		<b>k</b>	
		<p><b>kathryn</b> 2:10                  6:1 80:6  <b>kathy</b> 28:15                  45:10 59:17  <b>kathy's</b> 44:7                  61:23  <b>keep</b> 8:25 52:4                  64:5  <b>keeps</b> 26:15</p>	

<b>knowing</b> 72:22 <b>knowledge</b> 86:9 87:6 <b>known</b> 9:2 79:12 <b>knows</b> 3:15 51:12 <b>koch</b> 24:18	55:1 72:12,16 73:3,6 <b>large</b> 9:24 21:9 <b>largely</b> 11:7,8 11:14 22:1 <b>larger</b> 13:14 76:22 <b>largest</b> 21:17 <b>late</b> 25:7 30:21 82:19 <b>laurel</b> 19:6 <b>law</b> 11:7,9,14 23:5,5 35:4 38:24 43:1 54:8,10 55:13 55:21,21 61:9 65:9 81:13 <b>leaps</b> 13:1 <b>learned</b> 4:11 <b>leave</b> 48:17 <b>leaving</b> 36:11 <b>led</b> 4:21 <b>legal</b> 16:19 75:7 81:16 <b>legislation</b> 52:24 <b>legislative</b> 34:17 38:16 <b>legislators</b> 63:23,24 <b>legislature</b> 56:10 57:8 60:8,9,13 61:11 62:1,7	62:10 63:11,15 64:4 65:8,25 67:5 69:8,12 71:3 81:6 <b>legislature's</b> 62:16 <b>leila</b> 2:14 5:25 51:24 <b>lengthened</b> 69:2 <b>letter</b> 15:14 <b>level</b> 11:11 18:23 30:14 43:3 44:23 49:14 68:23 81:9 <b>levels</b> 40:15 <b>leverage</b> 10:23 14:9 21:1 <b>leveraging</b> 16:14 20:19 <b>libs</b> 24:19 <b>lifecycle</b> 81:25 <b>lifelong</b> 40:25 <b>light</b> 30:22 48:15 <b>likely</b> 9:21 23:23 75:12 <b>likewise</b> 16:21 <b>limit</b> 73:8 74:12 74:17 <b>limitation</b> 31:21	<b>limits</b> 31:7 <b>line</b> 16:8 29:22 <b>lines</b> 20:3 <b>lisette</b> 2:15 <b>list</b> 2:2 <b>listened</b> 52:2 <b>listening</b> 5:13 <b>little</b> 6:9 10:23 23:12 36:13,14 41:14 49:15 59:17 73:14 76:21 82:14 <b>live</b> 8:6 51:17 69:17 <b>lives</b> 18:12 <b>living</b> 41:23 <b>local</b> 11:25 14:8,16 15:22 18:4,6 19:23 23:5 29:18 37:24 45:19 46:19 47:16 53:22 54:10,14 59:17 61:8,12 64:5 68:23 81:13 <b>locked</b> 22:1 <b>log</b> 78:17 <b>long</b> 7:21 9:2 24:22 29:9 43:7 <b>longer</b> 68:24 74:23
<b>l</b>			
<b>lack</b> 52:10 <b>laid</b> 41:22 68:14 <b>land</b> 11:15,20 13:22,25 16:14 16:16 17:19,21 17:24 18:15 20:2,8,19,21,23 21:1,4,17 25:20 38:10 43:5,11,16,21 <b>lander</b> 19:8 <b>landlord's</b> 10:21 <b>landlords</b> 10:22 11:1 <b>landmarks</b> 1:13 16:25 <b>language</b> 38:14 81:8 <b>laremонт</b> 2:4 5:25 29:11 35:16,21,25 37:12 54:20,24			

<p><b>look</b> 3:8 7:5 8:5 14:23 15:13 21:16 37:22 43:15,22 69:3 75:24 76:8</p> <p><b>looked</b> 26:3 39:10</p> <p><b>looking</b> 12:16 27:13 45:20 67:3 75:16 76:15 77:11 81:24</p> <p><b>looks</b> 14:22,25 24:19 82:1</p> <p><b>lose</b> 8:16 34:3</p> <p><b>losing</b> 66:4</p> <p><b>lot</b> 12:3 39:17 46:18 52:2,22 75:24</p> <p><b>lots</b> 21:8,12,13</p> <p><b>louis</b> 8:11</p> <p><b>love</b> 39:16</p> <p><b>low</b> 13:6,6 21:22,24 72:18</p> <p><b>lower</b> 44:14,21 73:15</p> <p><b>lowering</b> 45:6</p> <p><b>lowest</b> 9:9 43:3 49:14</p>	<p><b>made</b> 9:25 10:1 10:2,6 11:20 19:1 22:4 31:10 44:18 50:13</p> <p><b>major</b> 10:1 21:25 48:18</p> <p><b>majority</b> 20:16</p> <p><b>make</b> 3:8,19,21 4:16 9:16 16:19 20:21 21:12 23:24 24:25 27:15,24 29:6 34:5,6,12 34:18 36:9,17 37:20 40:8 42:23 47:1,21 48:21 51:7 53:12 54:21 57:6,18 59:18 61:19 67:3 68:17 72:19 74:4 77:16 80:14 81:22 82:12</p> <p><b>makes</b> 11:17 26:5,14 33:25 40:18 46:20</p> <p><b>making</b> 17:25 18:18 22:19,21 26:10,11 29:18 40:21 63:24 76:1</p>	<p><b>mallory</b> 1:21 86:2,17</p> <p><b>management</b> 31:9</p> <p><b>managers</b> 31:17</p> <p><b>managing</b> 82:9</p> <p><b>manhattan</b> 83:10</p> <p><b>map</b> 27:5,6,14 41:15</p> <p><b>mapping</b> 26:10</p> <p><b>marjorie</b> 15:25 49:24</p> <p><b>market</b> 10:21 20:24</p> <p><b>massive</b> 46:1</p> <p><b>master</b> 19:12 19:17,18 25:16</p> <p><b>matches</b> 12:23</p> <p><b>material</b> 38:1 61:7</p> <p><b>math</b> 43:5</p> <p><b>matter</b> 5:10 32:10 49:17</p> <p><b>matters</b> 20:8 46:15</p> <p><b>mayor</b> 4:14 20:11 35:17</p> <p><b>mayor's</b> 25:4 31:13,14</p> <p><b>mayoral</b> 20:6</p> <p><b>mean</b> 12:22 27:16 32:19</p>	<p>33:8 39:6 45:15 46:14 54:17 56:16 58:25 59:6 61:6 64:25 69:16,22,24 71:9 73:9 74:2 83:22</p> <p><b>meaning</b> 13:6</p> <p><b>meaningless</b> 71:2,7,10 72:4 72:9,11</p> <p><b>means</b> 4:15 14:12 52:24 53:4</p> <p><b>measures</b> 8:11</p> <p><b>medgar</b> 5:17</p> <p><b>medium</b> 13:8</p> <p><b>meet</b> 18:23 34:11</p> <p><b>meeting</b> 1:3 3:5 5:8,9,12 81:17</p> <p><b>meetings</b> 7:15</p> <p><b>member</b> 2:3,4,5 2:6,7,8,9,10,11 2:12,13,14,15 14:2,4,6,12,12 14:23 15:2,6,9 15:21,25 16:1 18:5 34:1,16 35:3 36:4,21 37:10 38:8,20 39:7,15 45:12 45:25 52:10</p>
<b>m</b>			
<p><b>macro</b> 44:12</p> <p><b>mad</b> 24:19</p>			

<p><b>member's</b> 14:16</p> <p><b>members</b> 14:3 14:9 15:20 16:6 43:1 45:19 48:21</p> <p><b>mention</b> 38:20</p> <p><b>mere</b> 21:8</p> <p><b>messing</b> 76:10 76:23</p> <p><b>methods</b> 21:19</p> <p><b>metrics</b> 30:14</p> <p><b>metropolitan</b> 8:8</p> <p><b>mid</b> 28:19</p> <p><b>middle</b> 27:9 56:19 57:20</p> <p><b>might've</b> 30:13</p> <p><b>million</b> 11:6 22:24 23:10 49:13 50:7</p> <p><b>mind</b> 26:3 31:2 37:22 74:7 80:18</p> <p><b>mindful</b> 79:17</p> <p><b>minimal</b> 36:16</p> <p><b>minority</b> 21:24</p> <p><b>minute</b> 82:21</p> <p><b>minutes</b> 83:10 85:11</p> <p><b>mishegoss</b> 76:20</p> <p><b>mistake</b> 60:18</p>	<p><b>mixed</b> 18:24</p> <p><b>mocs</b> 40:9 76:12 77:18 78:20 79:4 80:16 82:7</p> <p><b>model</b> 11:23 64:19,24,25</p> <p><b>models</b> 19:4</p> <p><b>moderated</b> 1:8</p> <p><b>modest</b> 10:4 12:14 13:2,17 17:3</p> <p><b>moment</b> 24:16 73:22</p> <p><b>monadnock</b> 14:20</p> <p><b>monday</b> 5:18</p> <p><b>money</b> 32:23</p> <p><b>month</b> 4:20 70:2</p> <p><b>months</b> 3:23 7:9 27:17</p> <p><b>morning</b> 3:2,3 3:4 6:8 65:22</p> <p><b>motion</b> 83:18 84:5,14,23 85:6</p> <p><b>motions</b> 83:8</p> <p><b>mount</b> 19:6</p> <p><b>move</b> 6:5 22:10 22:15 27:1 54:22 55:7,9 55:19 57:7 69:6,9 84:2,24</p>	<p><b>moved</b> 17:16 85:7</p> <p><b>moves</b> 62:7</p> <p><b>moving</b> 55:18 62:14 70:14</p> <p><b>mull</b> 68:16 70:2</p> <p><b>multi</b> 10:4 25:18 72:23</p> <p><b>multiple</b> 83:16 84:24 85:7</p> <p><b>municipal</b> 21:21 55:21</p> <p><b>municipalities</b> 22:15</p> <p><b>murky</b> 70:11</p> <p><b>mutplie</b> 85:4</p> <p><b>mutually</b> 47:1</p> <p><b>mystery</b> 78:18</p> <hr/> <p><b>n</b></p> <hr/> <p><b>n</b> 2:1 3:1</p> <p><b>name</b> 3:6</p> <p><b>narrow</b> 49:15</p> <p><b>nasa</b> 25:24</p> <p><b>national</b> 8:14</p> <p><b>nearly</b> 24:1</p> <p><b>necessarily</b> 65:11,12 81:25 82:1 84:6</p> <p><b>necessary</b> 6:24 59:18,21 61:9</p> <p><b>need</b> 10:25 15:17 30:24,25 45:11 46:7,12</p>	<p>53:3 63:14,16 69:13 73:19 81:19 83:9,10</p> <p><b>needed</b> 20:13</p> <p><b>needs</b> 8:25 16:14 18:1,5 25:23 37:7,7</p> <p><b>neglects</b> 67:25</p> <p><b>negotiate</b> 14:10</p> <p><b>neighborhood</b> 18:16 47:11</p> <p><b>neighborhoods</b> 7:22 10:5,11 26:21 43:17,19 47:7</p> <p><b>neighbors</b> 26:22</p> <p><b>neither</b> 86:10 87:7</p> <p><b>never</b> 14:25 15:3 49:22 61:1,21</p> <p><b>new</b> 1:1,15 3:21 3:24 4:10 6:23 7:18,20,21 8:3 8:7,14,15,25 9:5 10:5 11:13 13:20,25 17:8 19:1,2,5,16 20:4,7 22:5,10 23:9,22 25:4,5 28:20 29:15 30:20 33:13 38:11 40:25</p>
--	---	--	---

42:1,5 43:25 44:17,20 49:13 51:15 55:17,19 58:13 59:2 60:13 62:11,13 64:2 69:11 72:6 76:18 79:10 86:19 <b>news</b> 69:20 <b>nieves</b> 2:15 39:13 50:16,18 50:21 65:14,19 73:1,4 77:20 77:24 78:7,9 <b>non</b> 4:2 24:9,13 29:1 30:7,9 31:14 32:6,8,9 40:6,15 41:19 41:23 42:2 49:11 78:13 82:2 <b>nonpartisan</b> 64:17 <b>notable</b> 23:15 <b>notary</b> 86:18 <b>note</b> 4:13 31:5 68:15 84:5 <b>noted</b> 15:15 23:25 74:24 <b>noting</b> 23:21 <b>notion</b> 18:14 <b>november</b> 7:12 60:7 66:6	<b>number</b> 42:1 51:21 73:10 74:6,8 83:20 <b>numbers</b> 4:8 <b>numerous</b> 32:20 <b>ny</b> 1:15 <b>nyc.gov</b> 5:21,21 <b>o</b> <b>o</b> 3:1 <b>objection</b> 14:16 <b>obligation</b> 47:9 <b>obviously</b> 32:24 40:4 45:5,20 58:10 62:18 <b>occurring</b> 66:17 <b>odd</b> 22:10,14 <b>offer</b> 37:17 <b>office</b> 25:4 31:13,14 49:21 <b>officer</b> 86:2 <b>offices</b> 27:7 <b>official</b> 20:11 33:10 34:4 49:18 <b>officials</b> 12:2,2 19:24 20:13 31:18 35:18 37:2 50:7 68:22	<b>okay</b> 81:3 83:12 <b>old</b> 7:1 56:25 <b>once</b> 19:14 77:5 <b>ones</b> 9:19 44:22 49:3 53:2 <b>ongoing</b> 69:21 <b>open</b> 19:2 23:9 23:13,16 24:8 27:19 28:1 39:7 49:10 50:23 53:5,21 54:13 64:17 81:16 <b>opening</b> 23:22 <b>opinion</b> 49:9,19 58:11 69:18 75:6 <b>opinions</b> 27:23 <b>opportunity</b> 5:3 18:12 40:4 <b>opposed</b> 67:6 83:17 85:5 <b>option</b> 55:18,20 <b>order</b> 75:5 <b>organic</b> 13:17 <b>organizations</b> 29:5 32:11,20 <b>ought</b> 19:11 78:23 <b>outcome</b> 86:15 87:12 <b>outer</b> 10:5	<b>outlets</b> 26:22 <b>outside</b> 36:7 59:15 <b>overhaul</b> 10:1 25:23 <b>override</b> 20:6 20:16 <b>overrule</b> 20:14 <b>overwhelmin...</b> 7:18 <b>own</b> 9:20 16:8 20:23 34:20 46:18 49:1 <b>owned</b> 21:1,4,7 <b>p</b> <b>p</b> 2:1,1 3:1 <b>paid</b> 4:3 33:4 <b>pain</b> 82:15 <b>paper</b> 27:8 <b>park</b> 43:10 <b>part</b> 7:4 13:12 13:19 29:14 33:11 34:9 50:14 63:12,17 63:24 81:24 84:5 <b>partial</b> 25:6 <b>participate</b> 23:17 39:4 49:12 <b>participation</b> 24:5 72:22
--	--	---	--

<p><b>particular</b> 20:17 64:18 65:2 68:22 79:22 80:16,17 83:8 84:22</p> <p><b>particularly</b> 18:4 28:23 30:6 31:6 39:15 50:24 71:16 77:16 80:11</p> <p><b>parties</b> 86:11 86:14 87:8,11</p> <p><b>partisan</b> 24:9 49:11</p> <p><b>partners</b> 4:2 19:2</p> <p><b>parts</b> 9:15 13:7 13:11</p> <p><b>party</b> 22:1,3 23:9 49:6 51:5</p> <p><b>pass</b> 20:9 56:8 56:25 57:1,20 61:21 65:12 66:5,14 74:21</p> <p><b>passed</b> 18:21 55:16 56:24 66:2,2</p> <p><b>passes</b> 56:11</p> <p><b>passing</b> 57:19</p> <p><b>past</b> 3:23 6:21 10:8 62:11 74:14</p>	<p><b>path</b> 11:24 36:6</p> <p><b>patterns</b> 15:19 18:11</p> <p><b>pay</b> 25:2 32:1 40:21</p> <p><b>paying</b> 24:14 40:22</p> <p><b>payment</b> 25:6,7 29:23 30:21 82:14</p> <p><b>payments</b> 29:7 30:7 40:10 78:14</p> <p><b>people</b> 16:2 21:24,25 25:8 27:3 33:14,18 34:6,12 49:2 49:15,17,19 50:25 52:15 62:20 69:3 76:16 77:22 78:6 79:13</p> <p><b>percent</b> 9:8,8 13:4 22:19,19 22:20,21 43:2</p> <p><b>perfectly</b> 64:7</p> <p><b>performance</b> 30:22 31:1</p> <p><b>period</b> 17:12,16</p> <p><b>permitting</b> 42:22</p> <p><b>perpetuates</b> 15:9,18</p>	<p><b>persisted</b> 24:22</p> <p><b>persistent</b> 30:22</p> <p><b>person</b> 4:11 6:12 14:24</p> <p><b>personal</b> 52:12</p> <p><b>personally</b> 70:13 84:10</p> <p><b>perspective</b> 18:17 35:13 43:17 84:13,13</p> <p><b>perspectives</b> 18:8 19:25</p> <p><b>pervasive</b> 22:8</p> <p><b>phoenix</b> 22:18</p> <p><b>pick</b> 64:17,18 64:24,25</p> <p><b>piece</b> 40:19 41:1,2,7 50:22</p> <p><b>piecemeal</b> 18:15</p> <p><b>pieces</b> 13:24 27:8 41:3</p> <p><b>pillars</b> 47:17</p> <p><b>pipeline</b> 13:13</p> <p><b>place</b> 16:17 32:5 33:9 37:14 42:15,20 45:24 60:14 61:8 67:23</p> <p><b>plan</b> 8:22 19:10 19:12,16,17,18 34:20</p>	<p><b>planning</b> 18:14 19:7 20:15,18</p> <p><b>planning's</b> 22:25</p> <p><b>plans</b> 34:5,6</p> <p><b>play</b> 47:4 54:11</p> <p><b>plays</b> 25:9</p> <p><b>please</b> 7:7,17 8:23 9:14 10:17 15:5 60:6</p> <p><b>plenty</b> 44:19</p> <p><b>plus</b> 48:7</p> <p><b>pocket</b> 17:25</p> <p><b>point</b> 14:6 36:9 36:17 38:18 39:2,15,18,23 42:8 44:7,18 46:7,12 51:7 57:6,22 58:2 62:21,25 63:4 63:4 66:25 67:2 69:8,23 70:23 71:13 72:3,6 73:24 73:24 82:12,15</p> <p><b>pointed</b> 47:8 51:8</p> <p><b>pointing</b> 68:1</p> <p><b>points</b> 39:14 47:23</p> <p><b>policy</b> 32:10 72:21 78:7</p>
---	---	--	---

<p><b>political</b> 17:25 22:1</p> <p><b>politically</b> 24:6</p> <p><b>poll</b> 65:22</p> <p><b>poor</b> 24:14</p> <p><b>populations</b> 24:6</p> <p><b>position</b> 16:6</p> <p><b>positioning</b> 52:3</p> <p><b>possible</b> 3:20 43:3,15 57:12 57:17 58:7 64:1,2 69:10 70:7</p> <p><b>post</b> 82:2,8</p> <p><b>potential</b> 14:22 16:12 24:25</p> <p><b>potentially</b> 27:15 70:20</p> <p><b>power</b> 10:22,25 20:16 35:1 38:1 59:14,15</p> <p><b>powerful</b> 27:23 48:7</p> <p><b>powers</b> 25:5</p> <p><b>ppb</b> 25:8 77:17 77:17 78:6,11 78:18 79:9 80:16 82:6,12</p> <p><b>ppb's</b> 79:23</p> <p><b>pr</b> 14:13</p> <p><b>practice</b> 14:1</p>	<p><b>practices</b> 25:16</p> <p><b>pre</b> 46:16 75:12 75:17,19 76:1</p> <p><b>predicted</b> 38:17</p> <p><b>preference</b> 45:25 58:13 63:7</p> <p><b>preliminary</b> 4:22,23 6:9 7:10 39:8 83:3 84:6,16</p> <p><b>premise</b> 46:10</p> <p><b>prepare</b> 84:16</p> <p><b>prepared</b> 87:3</p> <p><b>presence</b> 8:14 8:19</p> <p><b>presentation</b> 6:2</p> <p><b>presented</b> 48:18 52:15</p> <p><b>presently</b> 61:10</p> <p><b>preservation</b> 1:13</p> <p><b>preserve</b> 11:12</p> <p><b>president</b> 17:13 19:8 20:1,12 34:23 35:17,23 37:10</p> <p><b>president's</b> 17:15</p> <p><b>presidential</b> 22:12,16 62:6</p>	<p><b>presidents</b> 39:3</p> <p><b>pressing</b> 8:4</p> <p><b>pretend</b> 78:19</p> <p><b>pretty</b> 41:15</p> <p><b>prevent</b> 60:17</p> <p><b>prevented</b> 15:3</p> <p><b>prevents</b> 13:16</p> <p><b>price</b> 40:21 43:5</p> <p><b>priced</b> 42:3 43:20</p> <p><b>primaries</b> 22:3 23:13,14 49:11 50:23 53:6,9 53:21 54:13 64:17</p> <p><b>primary</b> 3:12 3:18 11:18 23:9,11,16,22 24:8 38:19 76:12</p> <p><b>prior</b> 7:9 61:12 86:5</p> <p><b>prioritize</b> 73:8 81:2</p> <p><b>priority</b> 80:9</p> <p><b>private</b> 12:16 18:16 20:24</p> <p><b>privilege</b> 15:16</p> <p><b>privileged</b> 81:17</p> <p><b>probably</b> 25:22 27:3 30:4 52:20</p>	<p><b>problem</b> 11:3 12:13 21:7 22:8 24:11,15 24:16,21 31:22 33:1 48:11 72:24 73:2 76:10 78:19,21</p> <p><b>problems</b> 24:19 30:23</p> <p><b>procedure</b> 12:12 38:4,6 38:11</p> <p><b>procedures</b> 17:19 25:20</p> <p><b>proceed</b> 23:19 36:7</p> <p><b>proceeding</b> 85:16 87:4</p> <p><b>proceedings</b> 86:3,4,6,8 87:6</p> <p><b>process</b> 11:15 11:15,20 12:10 16:13,15,25 17:3,5 18:10 18:24 19:22 20:5,25 21:9 21:11 25:12 26:5,9 27:11 28:4,5 29:24 31:9 33:17,20 33:22 36:7 37:21 38:2 40:11 42:21,21 49:10 52:6</p>
---	--	--	--

<p>53:13,14 54:9 54:11 55:23 56:4,11 63:14 63:25 70:5 72:23 75:12,14 75:18,25 84:20 84:22</p> <p><b>processed</b> 25:12</p> <p><b>processes</b> 32:3 45:22</p> <p><b>procurement</b> 25:9 30:19,23 76:6,9,22 77:17 79:14 81:23 82:2,8</p> <p><b>produce</b> 9:2</p> <p><b>producing</b> 9:1 9:15</p> <p><b>productive</b> 83:1,4</p> <p><b>profit</b> 4:2 29:1 30:7 32:9 41:19,23 42:2 78:13</p> <p><b>profits</b> 24:13 28:18 30:9 31:14 32:6,10 40:6,15 82:2</p> <p><b>program</b> 42:25</p> <p><b>progress</b> 5:13 75:22</p> <p><b>progressive</b> 8:7</p>	<p><b>project</b> 14:13 16:3 28:6 49:23</p> <p><b>projects</b> 12:15 14:8,10,11 17:3,6,9 19:15 33:21 38:1 48:22</p> <p><b>proliferation</b> 25:14</p> <p><b>promising</b> 22:4 22:6</p> <p><b>property</b> 11:7 26:9</p> <p><b>proponents</b> 19:20</p> <p><b>proposal</b> 14:15 17:7,14 18:19 18:25 19:4 20:10 23:15 76:11,13 79:3</p> <p><b>proposals</b> 11:17 16:22 17:1,18 19:14 20:4,5 27:17 37:5 41:13 42:9,12 80:12</p> <p><b>propose</b> 4:19 6:16</p> <p><b>proposed</b> 16:18 20:14 30:16</p> <p><b>pros</b> 53:10</p> <p><b>protect</b> 26:6</p>	<p><b>protections</b> 16:24</p> <p><b>prove</b> 83:11</p> <p><b>proved</b> 74:21</p> <p><b>provide</b> 4:3 44:15</p> <p><b>provides</b> 11:5 11:23,24</p> <p><b>providing</b> 44:10</p> <p><b>provision</b> 34:24</p> <p><b>provisions</b> 48:5</p> <p><b>public</b> 1:3 3:5 5:8,9,10,15 7:8 7:13 12:11 15:4,7 16:14 16:21 20:19,21 28:7 43:16,21 81:16 82:18 83:10 86:18</p> <p><b>purely</b> 35:5</p> <p><b>purpose</b> 3:8 33:1</p> <p><b>pursue</b> 4:18 69:13 72:20</p> <p><b>pushed</b> 7:22 43:20</p> <p><b>put</b> 4:22 7:11 7:24 8:21 31:25 32:5 38:5 40:12 42:5 48:14 55:23,25 60:5 62:3 64:16</p>	<p>65:8 67:8,16 68:8 70:24 71:1 73:9,11 73:12 74:3,19 74:25 75:11,18 75:20 76:2</p> <p><b>puts</b> 16:6 71:3</p> <p><b>putting</b> 16:7 52:25 57:25 60:24 63:3 73:14</p>
<b>q</b>			
<p><b>qualified</b> 86:7</p> <p><b>quarter</b> 24:3</p> <p><b>question</b> 31:8 34:13 40:14 43:14 53:17 55:6,23 57:12 60:6,16 61:8 61:16 64:10,14 64:16,21 67:4 67:8,16 68:8 69:7 75:5,5,8 75:11 76:4 78:10 81:4,9 81:16,19 84:17</p> <p><b>questions</b> 5:5 6:4 7:11 27:18 27:20 28:1 52:17 75:21 76:2 78:17 80:15 82:22 83:14 84:19</p>			

85:2 <b>quick</b> 28:3 <b>quite</b> 6:15 12:23 24:17 31:24 <b>quo</b> 3:16 <b>quoting</b> 24:7	<b>reality</b> 14:18 <b>really</b> 4:23 5:2 27:21,23 28:16 28:22 31:15 34:20 35:2 36:9,16 39:21 41:1,2,11,21 45:22 47:19 51:7,14 52:1 53:3 73:16 74:3 76:8 77:11 79:25 80:4 83:23 <b>realm</b> 42:10 <b>reason</b> 48:25 61:7 62:18 72:17,20 <b>reasonable</b> 29:20 33:3 <b>reasons</b> 67:25 68:3,5 <b>received</b> 4:8 5:1 16:4 20:4 21:18 78:4 79:18 <b>receiving</b> 5:16 <b>recent</b> 22:4 <b>recently</b> 23:20 30:13 31:15 <b>recognition</b> 39:17 <b>recognize</b> 47:5 <b>recommend</b> 12:6 21:14	27:13 58:15 62:4 <b>recommenda...</b> 38:19 56:6 <b>recommenda...</b> 4:16 5:5,7 27:25 45:11 46:7 47:18,20 52:21,22 53:12 70:6 84:3 <b>record</b> 5:11 61:13 62:25 70:13 86:9 87:5 <b>recorded</b> 86:6 <b>recording</b> 86:8 87:4 <b>redistricting</b> 8:17 <b>reduce</b> 10:24 28:20 <b>reduced</b> 86:6 <b>reducing</b> 16:13 16:25 28:4,5 28:11 47:2,3 <b>redundancy</b> 76:14 <b>refer</b> 39:16 <b>reference</b> 45:12 <b>referencing</b> 46:14 <b>referendum</b> 16:20 54:9 65:10	<b>reflects</b> 4:23 83:24 <b>reform</b> 18:13 25:10 48:20 52:23 65:1 <b>reforms</b> 12:9 16:15 20:20 24:25 30:19 79:17 <b>refuse</b> 57:20 60:21 <b>regard</b> 51:22 <b>regarding</b> 62:12 <b>regardless</b> 4:18 4:19 58:19 <b>register</b> 25:1 <b>registered</b> 21:25 49:13 <b>registration</b> 30:23 <b>regular</b> 78:17 <b>regulated</b> 21:4 <b>regulating</b> 25:9 <b>regulations</b> 43:8 <b>reinforcing</b> 34:22 35:8 39:2 <b>reiterate</b> 29:1 <b>reject</b> 70:25 <b>relate</b> 79:10 <b>related</b> 40:5 75:21 86:11
<b>r</b>			
<b>r</b> 2:1 3:1 <b>race</b> 8:9 <b>radicalized</b> 49:3 <b>raise</b> 73:24 <b>raising</b> 26:7 73:25 <b>range</b> 27:22,22 <b>ranging</b> 4:1 <b>rank</b> 22:6 23:18 <b>rate</b> 9:7 20:25 <b>rather</b> 13:2 25:13 38:2 56:3 62:1 64:5 70:21 <b>read</b> 4:8 24:18 37:18 75:8 79:25 <b>reading</b> 81:9 <b>ready</b> 67:23 69:9 <b>real</b> 68:20 70:19 76:9,24 77:6 78:21			

<p>87:7</p> <p><b>relates</b> 77:16</p> <p><b>relative</b> 44:24</p> <p>86:13 87:10</p> <p><b>relatively</b> 76:21</p> <p><b>released</b> 7:9</p> <p>23:21</p> <p><b>relevant</b> 75:17</p> <p><b>relies</b> 24:12</p> <p><b>rely</b> 32:9</p> <p><b>remain</b> 16:16</p> <p>17:24</p> <p><b>remains</b> 8:8</p> <p>22:8</p> <p><b>remind</b> 5:8</p> <p><b>renewal</b> 25:17</p> <p><b>rent</b> 11:5 44:15</p> <p><b>rents</b> 10:19</p> <p><b>replace</b> 20:7</p> <p><b>report</b> 4:22,23</p> <p>6:3,9 7:2,10</p> <p>23:21,25 38:19</p> <p>39:8,10 45:10</p> <p>46:5 52:3 68:2</p> <p>82:16 83:3,21</p> <p>83:22,23 84:6</p> <p>84:16,17</p> <p><b>reported</b> 1:21</p> <p><b>reports</b> 4:9</p> <p>24:18</p> <p><b>represent</b></p> <p>33:14</p> <p><b>representation</b></p> <p>35:8</p>	<p><b>representative</b></p> <p>23:24 24:6</p> <p><b>represents</b> 14:4</p> <p><b>require</b> 16:21</p> <p>19:11 23:4,6</p> <p>26:8 54:5,14</p> <p>55:22 61:11</p> <p>71:5</p> <p><b>requirement</b></p> <p>19:18 32:1</p> <p><b>requirements</b></p> <p>32:17</p> <p><b>requires</b> 26:13</p> <p>40:20 54:8</p> <p><b>requiring</b></p> <p>30:20 56:3</p> <p>81:7</p> <p><b>research</b> 24:3,7</p> <p>84:2</p> <p><b>reservation</b></p> <p>55:4</p> <p><b>residential</b></p> <p>12:17 13:5</p> <p>15:11,19</p> <p><b>resilient</b> 26:11</p> <p><b>resistance</b></p> <p>34:11</p> <p><b>resolution</b></p> <p>83:19,19 84:1</p> <p>84:23</p> <p><b>resolutions</b></p> <p>62:12 74:3,9</p> <p><b>resolve</b> 57:12</p> <p>57:19 58:9,14</p>	<p>77:19 80:15</p> <p><b>resonate</b> 29:15</p> <p><b>respect</b> 53:21</p> <p>54:12,13 69:24</p> <p><b>respects</b> 21:19</p> <p><b>respond</b> 35:19</p> <p><b>response</b> 6:22</p> <p><b>responsibility</b></p> <p>32:8 63:3,17</p> <p><b>responsibly</b></p> <p>31:4</p> <p><b>responsive</b> 3:9</p> <p><b>rest</b> 8:18</p> <p><b>restructure</b></p> <p>11:19</p> <p><b>result</b> 6:14 18:4</p> <p>24:9</p> <p><b>results</b> 22:7</p> <p><b>retaining</b> 75:25</p> <p><b>reveal</b> 6:23</p> <p><b>revealed</b> 12:11</p> <p>38:12</p> <p><b>review</b> 11:12</p> <p>11:24 12:11</p> <p>15:4 16:15,21</p> <p>16:23 17:13</p> <p>18:16 38:10</p> <p>58:1</p> <p><b>revision</b> 1:2 3:5</p> <p>34:13 58:18</p> <p>67:7 68:7</p> <p>74:18</p> <p><b>revisions</b> 81:13</p>	<p><b>revocable</b></p> <p>26:17</p> <p><b>reynoso</b> 19:8</p> <p>20:1</p> <p><b>rfp</b> 32:18</p> <p><b>rich</b> 77:24</p> <p><b>richard</b> 1:8 3:6</p> <p>29:12 62:10</p> <p><b>richards</b> 15:20</p> <p><b>richardson</b></p> <p>2:13 5:24 44:6</p> <p>75:3</p> <p><b>right</b> 18:17,18</p> <p>28:13 31:23</p> <p>33:4,21 34:25</p> <p>35:14,17,21</p> <p>38:9 39:24</p> <p>40:6,10 41:16</p> <p>42:14 45:17,23</p> <p>46:5,17,21</p> <p>48:16 50:3,5</p> <p>51:1 54:3,19</p> <p>55:14 56:3,18</p> <p>56:21 57:14</p> <p>58:2,5 59:1,9</p> <p>60:3,19 63:4</p> <p>64:8,13 65:14</p> <p>65:19 66:4</p> <p>67:4,21 68:17</p> <p>70:22 71:8,14</p> <p>71:20,22,24</p> <p>72:18 74:12</p> <p>77:23 78:7,8,9</p> <p>78:10,11 80:19</p>
---	--	--	--

<p>80:24,25 81:11 83:14,17,18 85:13 <b>rights</b> 75:13,23 <b>risk</b> 28:10 <b>ritchie</b> 15:20 <b>road</b> 55:25 58:17 <b>role</b> 17:16 18:7 19:25 20:2 25:9 39:3,4 40:16 47:2 77:17 <b>roles</b> 80:22 <b>room</b> 1:13 77:2 <b>root</b> 9:23 <b>rooted</b> 27:9 44:11 <b>rule</b> 55:21 <b>rules</b> 16:22 25:5 42:20 43:8 55:25 58:3 <b>run</b> 34:2 57:21</p>	<p>38:22,25 40:14 42:13 46:23 48:16 50:2,4,6 50:11,17,19 51:9,17 53:25 54:2,22,25 55:2,5,13 56:13,18,21,23 57:3 61:21 64:1,9,14 65:24 66:8,10 66:14,20,24 67:2,10,12,18 67:21 68:10 69:4 80:24 81:3,12,18 <b>saw</b> 22:18,20 34:3 <b>saying</b> 36:4 44:8 45:10 60:21 61:14 62:9 67:1 78:1 81:18 <b>says</b> 33:12 43:2 55:6 63:14 69:7 <b>scale</b> 26:18 <b>scheduled</b> 7:16 77:15 <b>schierenbeck</b> 2:9 4:22 6:7 28:12 30:17 37:17 39:6 42:7 43:22</p>	<p>46:11 48:9,13 53:23 54:3,8 55:11,14 56:7 56:14,22 57:5 59:9,16,22,24 60:4,23 61:5 64:20,23 65:5 66:7,9,12,16 67:11,15,19,22 68:11 74:11 75:10 78:3 79:1,11 81:1 81:15,20 82:11 82:23 <b>schools</b> 19:14 <b>scientist</b> 25:24 <b>scrap</b> 12:5 <b>screaming</b> 49:21 <b>sean</b> 1:21 86:2 86:17 <b>search</b> 76:24 <b>seats</b> 8:16 <b>second</b> 40:1 83:12,13,13,19 84:25 85:1,8,9 <b>secret</b> 39:7 <b>sector</b> 29:8 32:9 41:19,23 42:2 <b>see</b> 3:12 6:25 10:10 11:18 12:18,21,25 13:18 15:3</p>	<p>17:4 22:16 24:20 34:4 40:4 50:6 51:3 51:5 61:18 79:5 <b>seeing</b> 10:11 12:24 13:11 51:1,4 52:14 74:14 <b>seeking</b> 13:7 42:24 <b>seem</b> 26:25 74:17 <b>seems</b> 41:15 53:6 57:9 65:17 <b>seen</b> 18:11 <b>segregated</b> 8:8 8:10 47:9 <b>segregation</b> 10:19 15:10,11 15:18,19 <b>semantics</b> 39:24 <b>senate</b> 25:25 32:20 55:16 66:2 <b>send</b> 69:12 <b>sense</b> 26:6 33:25 76:23 <b>sensible</b> 82:13 <b>sentiment</b> 62:11 72:1</p>
<p><b>s</b></p>			
<p><b>s</b> 2:1 3:1 <b>sale</b> 21:7,9 <b>samuels</b> 2:8 <b>save</b> 17:17 22:23 <b>savino</b> 2:12 5:25 31:23 34:25 35:14</p>			

<b>separately</b> 53:5 83:11 <b>serious</b> 30:25 <b>seriously</b> 4:8 <b>serum</b> 39:9 <b>serve</b> 3:7 <b>service</b> 42:4 <b>services</b> 4:3 24:14 25:4 31:14 40:17 <b>serving</b> 32:12 <b>set</b> 20:20 55:24 56:25 <b>setback</b> 7:24 <b>several</b> 3:23 <b>shams</b> 2:3 5:24 <b>shape</b> 8:19 11:7 14:8 <b>shapes</b> 11:12 <b>share</b> 4:11 10:10 41:2 47:12 52:8 79:3 <b>sharon</b> 2:6 5:23 <b>shed</b> 30:22 <b>shedding</b> 48:15 <b>shelter</b> 8:1 <b>shifts</b> 22:5 <b>shore</b> 33:16,24 <b>shortage</b> 10:18 15:6 <b>shortened</b> 69:1 <b>shorter</b> 17:3,5	<b>show</b> 29:18 49:20 <b>showed</b> 44:24 48:3 <b>showing</b> 24:7 29:19 <b>shown</b> 22:6 <b>shows</b> 9:20 22:14 24:4 <b>side</b> 33:15,23 65:24 <b>sides</b> 49:4 <b>signal</b> 58:12,12 69:12 <b>signaling</b> 63:6 <b>signature</b> 86:16 87:14 <b>significantly</b> 26:18 <b>signs</b> 40:5 <b>similar</b> 15:15 19:17 31:24 53:19 <b>similarly</b> 46:14 53:5,5 <b>simple</b> 41:15 43:4 81:8 <b>simpler</b> 17:2,5 <b>simplifying</b> 21:3 <b>simply</b> 9:25 16:9 26:13 34:16	<b>simultaneous</b> 27:15 <b>single</b> 14:4 21:17 49:8 <b>site</b> 14:22,25 <b>situation</b> 59:25 <b>six</b> 59:5 74:16 74:19,21,25 <b>sixty</b> 33:22 <b>size</b> 21:6 42:11 48:2 <b>skills</b> 86:10 87:6 <b>slated</b> 8:15 <b>slide</b> 7:7,17 8:23 9:14,23 10:17 11:2 12:13 13:21 15:5 16:10 21:15 22:9 23:8 24:11 25:19 27:2 <b>slow</b> 21:23 27:11 <b>slowly</b> 8:18 <b>small</b> 7:24,24 13:2 21:11 25:14 32:9 49:6 80:23 <b>smart</b> 63:19 <b>smoke</b> 48:15 <b>solution</b> 26:25 <b>solutions</b> 77:7	<b>solve</b> 31:22 32:25 82:4 <b>solving</b> 78:19 78:21 <b>somebody</b> 36:18 <b>someone's</b> 13:7 <b>somewhat</b> 44:11 <b>sorry</b> 72:14 73:5 <b>sort</b> 16:12 31:20 37:15 38:8 48:3 57:9 65:18 77:18 79:20 83:6 <b>sought</b> 13:4,5 <b>soundness</b> 42:11 <b>south</b> 33:15,24 <b>span</b> 15:7 <b>speak</b> 4:5 33:9 39:8,9 68:25 79:22 80:13 <b>speaker</b> 3:3 35:1,3,5 39:4 44:2 46:9 49:25 50:10 53:16 54:7 57:23 58:21 59:4,8,11,23 60:3,19 61:3 62:23 64:12 65:16 70:11
---	--	---	---

77:23 78:13,22 80:2,10 81:11 82:5 83:13 85:1,9,12 <b>speakers</b> 83:16 84:24 85:4,7 <b>speaking</b> 51:24 <b>specific</b> 6:16 53:12 84:17 <b>spectrum</b> 15:7 <b>speech</b> 30:6 <b>speed</b> 17:11 <b>spent</b> 31:4 <b>spot</b> 74:10 <b>spread</b> 27:6 <b>st</b> 8:10 36:19 <b>stabilization</b> 11:5 <b>staff</b> 4:21 5:4 12:5 21:14 27:13,17,20 32:22 43:14 47:8,19 52:18 65:1 76:7 80:13 82:22,25 83:5 84:2,13 84:16 <b>staff's</b> 4:24 6:10 <b>stage</b> 8:14 <b>stake</b> 51:10 <b>stakes</b> 37:23 <b>standards</b> 16:24 17:8	<b>start</b> 24:23 <b>state</b> 8:15 11:7 11:9,11,14 23:5 53:14 54:5,8,10,15 55:1,2,7,15,20 55:21 56:1,8 56:12 57:12 59:20 60:1 61:9,11 63:10 63:15,21,23 64:3 67:5 68:14,18 69:12 74:20 75:13,14 81:6 86:19 <b>statement</b> 33:1 <b>stated</b> 33:16,24 39:20 <b>states</b> 23:12 <b>statewide</b> 66:13 66:13,16 67:23 <b>status</b> 3:16 <b>stay</b> 36:25 <b>staying</b> 9:16 <b>steady</b> 21:23 <b>step</b> 72:23 <b>story</b> 33:22,24 39:20 61:18 <b>streaming</b> 26:23 <b>streamline</b> 25:15 <b>streamlining</b> 33:17,20	<b>street</b> 26:7 <b>stress</b> 28:18 <b>strictly</b> 53:22 <b>strike</b> 19:23 <b>strong</b> 58:11 71:11 <b>strongly</b> 45:14 <b>struck</b> 18:6 <b>structural</b> 10:24 24:24,25 25:8 <b>structurally</b> 72:25 76:13 <b>structure</b> 20:18 79:16 <b>structures</b> 45:3 <b>struggle</b> 43:12 <b>stuff</b> 29:19 30:14 77:4 <b>subcategories</b> 36:12 <b>subject</b> 17:21 21:8 75:7,12 <b>submission</b> 75:19 76:1 <b>submit</b> 5:20 <b>submitted</b> 77:3 <b>subsequent</b> 54:15 56:4 61:12 <b>substantial</b> 28:17 29:5 <b>substantiation</b> 15:12	<b>successive</b> 56:9 58:4 <b>sugarcoat</b> 45:16,24 <b>suggest</b> 19:14 58:10 <b>suggestion</b> 17:12 74:12 <b>suggestions</b> 30:11 <b>suggests</b> 7:3 60:22 <b>summary</b> 4:24 <b>super</b> 20:15 <b>supply</b> 42:17 47:3 <b>support</b> 11:5 11:10 34:3 40:9,9 43:1 52:2 62:13 <b>supported</b> 23:1 <b>supporting</b> 50:22 <b>supportive</b> 47:2 <b>supports</b> 4:19 <b>supposedly</b> 76:18 <b>sure</b> 3:19 14:13 29:6 33:5 40:8 43:22 63:24 77:16 80:14 <b>surprise</b> 25:22
--	---	--	---

<p><b>surprised</b> 27:5</p> <p><b>surprising</b> 51:20</p> <p><b>sustainable</b> 26:25</p> <p><b>sweet</b> 74:10</p> <p><b>swoop</b> 10:2</p> <p><b>sworn</b> 86:5</p> <p><b>sync</b> 22:11 56:2 67:6</p> <p><b>system</b> 13:23 13:25 14:8 15:22 16:6 18:3 19:6 21:19 22:2 23:9,22 26:13 26:17 27:9 37:21 38:8,10 38:15 67:22,24 68:13,21</p> <p><b>systems</b> 24:8 32:4</p>	<p><b>takes</b> 43:8 82:14</p> <p><b>talk</b> 6:8 8:6 11:18 36:2,20 42:14 85:10</p> <p><b>talked</b> 73:20</p> <p><b>talking</b> 29:23 29:24,24 36:16 40:2 46:15 48:6 59:14 72:17 81:21 82:2</p> <p><b>talks</b> 40:3</p> <p><b>target</b> 18:23</p> <p><b>taxes</b> 11:7</p> <p><b>taxpayer</b> 31:3</p> <p><b>team</b> 41:12</p> <p><b>technical</b> 81:3</p> <p><b>teeth</b> 18:22</p> <p><b>tell</b> 45:2</p> <p><b>telling</b> 51:23</p> <p><b>tells</b> 13:10 15:1</p> <p><b>ten</b> 12:15 13:3 48:5</p> <p><b>tenant</b> 10:19</p> <p><b>tenants</b> 10:22 11:1</p> <p><b>tend</b> 24:9</p> <p><b>term</b> 66:3 69:1</p> <p><b>terms</b> 30:4,11</p> <p><b>testified</b> 25:25</p> <p><b>testifying</b> 86:5</p> <p><b>testimonies</b> 16:5</p>	<p><b>testimony</b> 4:7 5:1,11,16,20 6:11,12 7:14 12:3,4 14:21 15:25 21:18 26:4 41:20 45:22 51:22 52:2,16 76:21 77:3,11,19 79:19,19,21 82:1,8,18 83:24 84:11</p> <p><b>thank</b> 6:6,7 27:20 30:17 41:8,12 42:7 43:24 51:23 82:23,24 83:2 85:14</p> <p><b>thanks</b> 42:6</p> <p><b>theme</b> 30:1</p> <p><b>themes</b> 53:7,8</p> <p><b>thing</b> 4:13 7:17 9:10 14:21 31:24 33:8,12 40:1,2,13,25 41:18 43:7 44:22 49:8 54:18 63:13 67:4 68:15 69:5 71:6 84:4</p> <p><b>things</b> 16:7 17:22 30:15 36:12,20 41:11 41:21 48:7</p>	<p>52:8,9 61:17 63:1,8,9,16 71:18 73:10,12 73:17,19 77:10 83:7 84:9</p> <p><b>think</b> 3:19 7:2 15:24 16:2,5 27:23 28:4,6 28:12 29:12,15 29:21,25 31:1 31:2,6,6,7,9,15 31:16,19,21 33:8,20 34:23 35:6 36:2,8,17 37:2,3,5,14 38:10,14,18,18 38:20 39:6,12 39:23 40:1,14 40:17,19 41:3 41:19,24 42:4 44:9 45:11,23 45:24 46:4,5 46:14,14,17,24 47:10,17 48:6 48:17 49:17 51:6,6,19,21 52:1,3,12,19 53:10 57:10,11 57:16 58:2,14 61:12,15,16 62:14,18,25 63:2,4,13,17,19 63:20 64:9,18 65:23 68:2,15</p>
<b>t</b>			
<p><b>table</b> 37:23</p> <p><b>take</b> 7:5 18:13 18:20 27:16 30:25 32:2 57:8 58:4 63:3 63:16 68:3,5 68:23,24 69:14 72:11 85:6</p> <p><b>taken</b> 4:7 20:8 86:3,12 87:9</p>			

<p>69:5,15,18,22 69:25 70:1,16 70:17 71:17,21 72:19 73:11,16 73:17,19 74:13 74:22 76:17 77:10,15,18 78:5,8,19 79:5 79:7,11 80:5,8 80:13,15,21 81:6,23 82:3 82:10,11,25,25 <b>thinking</b> 30:6 52:25 65:8 <b>third</b> 47:15 <b>this'll</b> 61:19 <b>thought</b> 37:18 52:18 66:23 70:18 81:4 <b>thoughtful</b> 6:11 6:16 <b>thoughts</b> 52:13 <b>threats</b> 16:4 <b>three</b> 16:12 20:11,13 47:1 47:17 48:2,7 73:20 <b>thriving</b> 19:9 <b>throw</b> 6:25 28:9 71:17 <b>throwing</b> 7:3 <b>time</b> 3:17 4:3 6:4,23 7:6,21 17:15 19:19</p>	<p>24:15,17 26:25 28:16 29:9 30:24 32:15 38:9,13 47:3 60:4 67:13 69:3,6,16 76:7 <b>timeframe</b> 32:2 57:13 <b>timeline</b> 11:24 <b>timely</b> 25:2 <b>times</b> 6:20 28:18 <b>title</b> 28:4 <b>today</b> 6:2 9:8 12:25 13:12,13 14:9 16:6 17:4 17:15,20 21:7 21:22 22:1 23:10 24:19 26:4,8 27:6,15 27:16 29:10 37:21 69:20 73:20 <b>today's</b> 36:5 <b>together</b> 4:22 7:23 35:23 75:19 <b>tomorrow</b> 27:16 <b>took</b> 39:9 <b>tool</b> 3:10,13 31:17 <b>top</b> 23:13,13,19</p>	<p><b>topics</b> 5:4 <b>torres</b> 15:21 <b>totally</b> 32:25 <b>touch</b> 34:13 <b>touched</b> 46:25 <b>touching</b> 19:13 <b>towards</b> 5:6 83:6 <b>tower</b> 36:18 <b>townhouse</b> 33:24 <b>track</b> 17:1 66:5 <b>tracked</b> 19:16 <b>tracker</b> 30:12 <b>tracking</b> 18:24 <b>tracks</b> 21:9 <b>transcriber</b> 87:1 <b>transcript</b> 87:3 87:5 <b>transcriptionist</b> 86:7 <b>transferred</b> 32:7 <b>transformative</b> 10:11 <b>translate</b> 44:17 <b>transparency</b> 30:21 <b>transparent</b> 3:10 <b>transportation</b> 19:13</p>	<p><b>treating</b> 9:12 45:15 <b>tremendous</b> 34:11 <b>tried</b> 16:12 39:8 <b>true</b> 6:24 13:22 50:18 65:14,15 65:16 86:9 87:5 <b>truly</b> 3:16 <b>trump</b> 29:19 <b>trust</b> 34:17 <b>truth</b> 39:9 <b>try</b> 19:19 26:23 30:9 34:10 42:11 48:9 54:4,4 55:12 64:23 79:16 <b>trying</b> 36:10,21 36:23 46:24 67:2 68:20 82:4 <b>turn</b> 49:3 52:21 <b>turning</b> 49:19 <b>turnout</b> 21:20 21:22,23 22:8 22:13,17,18,22 23:24 24:10 49:14 72:18 <b>tweak</b> 16:15 <b>twenty</b> 59:4,5 <b>twice</b> 22:13</p>
--	---	---	---

<p><b>two</b> 8:16 13:5 20:12 22:24 23:13,19 33:24 37:5 48:23 56:8 58:4,8,20 63:1,8,9 83:8</p> <p><b>type</b> 32:11</p> <p><b>types</b> 52:21 53:11</p> <p><b>typewriting</b> 86:7</p> <p><b>typically</b> 19:15</p>	<p><b>unanimously</b> 18:21</p> <p><b>uncertainty</b> 68:1,18 73:13</p> <p><b>unclear</b> 78:21</p> <p><b>under</b> 17:13 23:5,7 24:2,3 50:25 51:4 55:20,21 61:9 65:9 75:13</p> <p><b>underlies</b> 16:5</p> <p><b>underlying</b> 15:10,19 18:10</p> <p><b>undermine</b> 28:22</p> <p><b>undermining</b> 35:7</p> <p><b>underscores</b> 45:5</p> <p><b>understand</b> 47:24 48:4 58:3 62:9 63:20 69:24,24 70:15 71:12 78:25 79:14 80:22</p> <p><b>understanding</b> 53:20 68:13 84:7</p> <p><b>understood</b> 84:22</p> <p><b>unidentified</b> 3:3 44:2 46:9 49:25 50:10</p>	<p>53:16 54:7 57:23 58:21 59:4,8,11,23 60:3,19 61:3 62:23 64:12 65:16 70:11 77:23 78:13,22 80:2,10 81:11 82:5 83:13 85:1,9,12</p> <p><b>unintended</b> 41:20</p> <p><b>union</b> 23:3,16</p> <p><b>unique</b> 24:15</p> <p><b>united</b> 23:12</p> <p><b>units</b> 43:2</p> <p><b>unknowns</b> 79:12</p> <p><b>unreasonable</b> 69:25</p> <p><b>upper</b> 33:15,23 74:17</p> <p><b>urban</b> 15:14</p> <p><b>urgency</b> 26:2</p> <p><b>urgent</b> 46:21</p> <p><b>use</b> 11:15,20 13:22,25 16:16 17:19,24 18:15 20:2,8 21:17 23:18 25:20 38:10 43:21</p> <p><b>used</b> 9:1 19:17 43:16</p>	<p><b>user</b> 41:21</p> <p><b>using</b> 22:6</p> <p><b>usually</b> 13:1</p> <p><b>usurping</b> 34:5</p> <p><b>utility</b> 55:24 56:4</p>
<b>u</b>			<b>v</b>
<p><b>u.s.</b> 25:25</p> <p><b>ultimate</b> 70:6</p> <p><b>ultimately</b> 4:16 62:2 63:8 72:7</p> <p><b>ulurp</b> 11:21 12:5,6,8,10,13 12:25 13:7,13 13:13 14:16 16:16 17:4,11 17:11 20:5 21:7 26:9,13 33:22 36:11 37:19,21 42:21 52:5</p> <p><b>unaffiliated</b> 23:10,23,25 24:2,4,8</p> <p><b>unaffordable</b> 33:14</p>			<p><b>vacancy</b> 9:7,7</p> <p><b>valid</b> 60:16 68:3</p> <p><b>value</b> 39:25 68:20 72:5</p> <p><b>values</b> 28:22</p> <p><b>varies</b> 37:16</p> <p><b>various</b> 24:25</p> <p><b>vary</b> 19:15</p> <p><b>vehicle</b> 26:19</p> <p><b>vehicles</b> 26:24</p> <p><b>veil</b> 68:25</p> <p><b>velazquez</b> 16:1</p> <p><b>vendor</b> 31:1,1 32:4</p> <p><b>vendors</b> 24:13 25:2</p> <p><b>version</b> 55:15</p> <p><b>versus</b> 53:3 77:17 80:16</p> <p><b>veto</b> 20:6,7 37:24 38:1</p> <p><b>vetoed</b> 17:25</p> <p><b>viable</b> 77:6</p> <p><b>vice</b> 5:23</p>

<b>view</b> 62:22,25 63:4,5 69:23 72:3,6 <b>views</b> 12:1 14:8 15:22 18:6,7 19:23,24 46:13 <b>virtual</b> 7:14 <b>virtually</b> 12:3,4 <b>vital</b> 4:3 <b>voice</b> 27:22 38:2 39:17 48:2 <b>voices</b> 50:12,24 50:24 <b>voluntary</b> 26:15 <b>vote</b> 16:2 49:20 64:2 84:18 <b>voted</b> 49:22 <b>voter</b> 21:20 23:23 24:4,10 72:18 74:15 <b>voter's</b> 63:7 <b>voters</b> 4:17 5:7 23:10,17,23 24:1,2,8 29:25 37:19 38:5,7 38:11 48:23 49:1,11,13 50:13 56:1,2 58:13 59:1,2 60:2 61:19 62:11,13 63:2 63:5,10,19,22	64:3 65:11,22 67:17 68:8 69:8,11 70:24 70:25 71:20 72:6 74:16,21 75:7 76:3 <b>votes</b> 58:4,5 <b>voting</b> 22:6 23:18 24:6 49:2,10 51:4 60:9 75:13,23 <b>vulnerable</b> 26:6,14	<b>warning</b> 15:11 <b>wary</b> 61:24,24 <b>washington</b> 8:20 <b>waste</b> 65:19,20 69:16 <b>wasted</b> 69:5 <b>water</b> 46:6 <b>waterfront</b> 26:11 <b>way</b> 11:18 16:4 25:10,20,23 28:21 29:17,19 32:25 36:2,11 36:20,24 37:14 39:8 42:23 44:15 45:18 46:6 47:10 50:11 52:6 70:5 74:12 84:3 <b>ways</b> 3:8,19 11:22 25:15 28:20 36:25 38:17 78:20 <b>we've</b> 3:23 4:7 4:7,8,24 7:8,12 7:18 9:10,25 12:3,4 13:23 16:11,12 17:4 17:18 18:9,11 18:13,19 26:4 26:12,16 32:7 41:19 45:16	48:19 51:22 52:22 53:6 60:21 69:22 82:15 83:25 84:3 <b>weaken</b> 31:3 <b>wednesday</b> 1:9 <b>weeks</b> 27:16 <b>weighs</b> 73:14 <b>weird</b> 26:23 <b>weisbrod</b> 2:11 5:25 28:14 29:3 46:24 53:8,20,24 54:1 61:20,22 64:22 65:4 70:3,8,12,16,19 70:23 71:10,14 72:11 73:23 76:25 <b>welcome</b> 3:4 27:18 <b>went</b> 25:25 42:24 <b>west</b> 33:23,23 <b>white</b> 10:16 <b>wholesale</b> 12:6 <b>wide</b> 18:8 19:21 21:8 38:3 <b>williams</b> 15:8 <b>win</b> 63:5 <b>windows</b> 26:23
	<b>w</b>		
	<b>wait</b> 58:15,16 60:11 63:15 66:24,24 67:9 67:9 <b>waiver</b> 17:9 <b>want</b> 4:13 27:20 28:9 31:12 32:10,21 40:4,8,12,24 41:6 42:13,15 45:8 48:14 49:4 50:8,14 51:3,7 61:17 70:4,5 71:17 71:17 72:12,16 75:4 76:14 82:17,19,24 <b>wanted</b> 51:23 73:3		

<p><b>wins</b> 73:22  <b>wise</b> 71:13  <b>wish</b> 12:12  <b>withdrawal</b>  46:20  <b>witness</b> 86:4  <b>wonder</b> 24:23  <b>wondering</b>  30:5 41:14  43:18 52:18  <b>word</b> 52:10  <b>words</b> 44:16  81:10,10  <b>work</b> 4:4 5:6  7:12,15 27:21  31:15,18 32:24  35:23 41:7,12  42:2 43:5 60:7  83:7  <b>workers</b> 42:4  <b>workforce</b>  41:23  <b>working</b> 3:17  7:25 30:8  79:13,15  <b>works</b> 27:12  <b>world</b> 36:6  44:10  <b>worst</b> 7:20  <b>worth</b> 52:25  77:11  <b>write</b> 33:5  <b>writing</b> 4:11</p>	<p><b>written</b> 4:9  5:20 6:14  11:21 21:18  30:8,15 79:19  79:19 81:8  <b>wylde</b> 2:10 6:1  28:3 29:17  34:22 35:1,12  35:15,20,22  38:14,23 39:1  39:12 43:25  44:4 49:24  50:3,5 53:18  54:16 55:3  56:5,10,16,19  57:2,7,17,25  58:19,24 59:2  59:6,13,20  60:20,24 61:15  65:7,17,20  66:19,22,25  67:9,14 70:4,9  70:18,22 75:1  76:4 78:15,23  79:8,24 80:4,7  80:19,21,25  83:2</p>	<p>44:2,4 46:2  48:12 50:10,21  51:16 54:3,7  55:11 57:5  59:23 61:15  62:23 64:22,22  67:18 70:3,8  70:15 71:19  72:2 75:3  77:17,18,20,23  78:3,8 79:24  82:11 83:2  <b>year</b> 12:21  22:14,15 25:18  25:24 33:4  42:24 54:1,2,4  54:18 55:8,17  55:18,19 56:24  57:3,4,24  60:10 62:4  64:5 65:12,25  66:15 67:24  69:1,2,7 74:16  81:5  <b>year's</b> 74:18  <b>years</b> 11:22  12:7,8,16 13:3  14:17 19:7  22:10,12,24  32:20 48:5,23  48:24 50:8  51:11 58:20  <b>yep</b> 78:22,22  80:7</p>	<p><b>yielded</b> 24:5  <b>york</b> 1:1,15 8:3  8:7,14,15 9:5  13:25 19:1,2  19:17 22:5,10  23:9 33:13  43:25 44:18,20  49:13 51:15  55:17,19 58:13  59:2 62:11,13  64:3 69:11  72:6 86:19  <b>york's</b> 10:5  23:22  <b>yorker</b> 4:10  40:25  <b>yorkers</b> 3:22,24  7:18,20,22  8:25 13:20  29:15 38:11  42:1,5  <b>young</b> 21:24  24:1  <b>youth</b> 51:13</p>
	<b>x</b>		<b>z</b>
	<b>x</b> 42:25		
	<b>y</b>		
	<p><b>yards</b> 21:10  <b>yeah</b> 28:25  30:3,17 35:25</p>		<p><b>zone</b> 74:22  <b>zoning</b> 10:2  11:16 13:9</p>