

**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

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 P R O C E E D I N G S

2 MR. BUERY: Good morning, everyone.

3 UNIDENTIFIED SPEAKER: Good morning.

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

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

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

23 Over the past several months, we've had
24 the honor of hearing from New Yorkers, across the five
25 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. That is 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 year 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 MULTIPLE 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

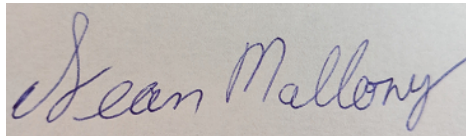
23

24

25

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 CERTIFICATE OF TRANSCRIBER

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

13
14 

15 CHRISTINA KNOTE
16
17
18
19
20
21
22
23
24
25

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

separately 53:5 83:11 serious 30:25 seriously 4:8 serum 39:9 serve 3:7 service 42:4 services 4:3 24:14 25:4 31:14 40:17 serving 32:12 set 20:20 55:24 56:25 setback 7:24 several 3:23 shams 2:3 5:24 shape 8:19 11:7 14:8 shapes 11:12 share 4:11 10:10 41:2 47:12 52:8 79:3 sharon 2:6 5:23 shed 30:22 shedding 48:15 shelter 8:1 shifts 22:5 shore 33:16,24 shortage 10:18 15:6 shortened 69:1 shorter 17:3,5	show 29:18 49:20 showed 44:24 48:3 showing 24:7 29:19 shown 22:6 shows 9:20 22:14 24:4 side 33:15,23 65:24 sides 49:4 signal 58:12,12 69:12 signaling 63:6 signature 86:16 87:14 significantly 26:18 signs 40:5 similar 15:15 19:17 31:24 53:19 similarly 46:14 53:5,5 simple 41:15 43:4 81:8 simpler 17:2,5 simplifying 21:3 simply 9:25 16:9 26:13 34:16	simultaneous 27:15 single 14:4 21:17 49:8 site 14:22,25 situation 59:25 six 59:5 74:16 74:19,21,25 sixty 33:22 size 21:6 42:11 48:2 skills 86:10 87:6 slated 8:15 slide 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 slow 21:23 27:11 slowly 8:18 small 7:24,24 13:2 21:11 25:14 32:9 49:6 80:23 smart 63:19 smoke 48:15 solution 26:25 solutions 77:7	solve 31:22 32:25 82:4 solving 78:19 78:21 somebody 36:18 someone's 13:7 somewhat 44:11 sorry 72:14 73:5 sort 16:12 31:20 37:15 38:8 48:3 57:9 65:18 77:18 79:20 83:6 sought 13:4,5 soundness 42:11 south 33:15,24 span 15:7 speak 4:5 33:9 39:8,9 68:25 79:22 80:13 speaker 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 speakers 83:16 84:24 85:4,7 speaking 51:24 specific 6:16 53:12 84:17 spectrum 15:7 speech 30:6 speed 17:11 spent 31:4 spot 74:10 spread 27:6 st 8:10 36:19 stabilization 11:5 staff 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 staff's 4:24 6:10 stage 8:14 stake 51:10 stakes 37:23 standards 16:24 17:8	start 24:23 state 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 statement 33:1 staten 33:16,24 39:20 states 23:12 statewide 66:13 66:13,16 67:23 status 3:16 stay 36:25 staying 9:16 steady 21:23 step 72:23 story 33:22,24 39:20 61:18 streaming 26:23 streamline 25:15 streamlining 33:17,20	street 26:7 stress 28:18 strictly 53:22 strike 19:23 strong 58:11 71:11 strongly 45:14 struck 18:6 structural 10:24 24:24,25 25:8 structurally 72:25 76:13 structure 20:18 79:16 structures 45:3 struggle 43:12 stuff 29:19 30:14 77:4 subcategories 36:12 subject 17:21 21:8 75:7,12 submission 75:19 76:1 submit 5:20 submitted 77:3 subsequent 54:15 56:4 61:12 substantial 28:17 29:5 substantiation 15:12	successive 56:9 58:4 sugarcoat 45:16,24 suggest 19:14 58:10 suggestion 17:12 74:12 suggestions 30:11 suggests 7:3 60:22 summary 4:24 super 20:15 supply 42:17 47:3 support 11:5 11:10 34:3 40:9,9 43:1 52:2 62:13 supported 23:1 supporting 50:22 supportive 47:2 supports 4:19 supposedly 76:18 sure 3:19 14:13 29:6 33:5 40:8 43:22 63:24 77:16 80:14 surprise 25:22
--	---	--	---

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

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

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

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

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