

COUNCIL OF THE CITY OF PHILADELPHIA
SPECIAL INVESTIGATING COMMITTEE ON
DEMOLITION PRACTICES

Room 400, City Hall
Philadelphia, Pennsylvania
Thursday, July 18, 2013
10:15 a.m.

PRESENT:

COUNCILMAN CURTIS JONES, JR., CHAIR
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN BOBBY HENON
COUNCILMAN JAMES KENNEY
COUNCILMAN DENNIS O'BRIEN
COUNCILWOMAN CINDY BASS

RESOLUTION 130546 - Resolution authorizing the creation of a "Special Investigating Committee on Demolition Practices in the City of Philadelphia," to investigate safety problems and identify solutions related to the oversight of demolition projects in the City...

1

2

COUNCILMAN JONES: Good

3

morning. This is a hearing of the

4

Special Investigative Committee on

5

Demolition Practices established by

6

Resolution No. 130546 unanimously adopted

7

by all members of City Council,

8

authorized by this Committee to

9

investigate safety issues and problems,

10

identify solutions to provide oversight

11

of demolition processes in the City of

12

Philadelphia. Further, such an

13

investigation may use this as a template

14

to create laws that also govern the

15

process in the City of Philadelphia.

16

I am Councilman Curtis Jones.

17

On this Committee as well with me here

18

today is Councilman Jim Kenney, who has

19

spent a considerable amount of time on

20

the issue of construction safety in the

21

City of Philadelphia. We will also be

22

joined by Councilman Bobby Henon, who

23

also has spent a long professional life

24

in labor and construction industry, and

25

Councilwoman Blackwell, who is the Chair

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 of Housing in the City of Philadelphia.
3 The demolition issue has both a
4 commercial and residential component to
5 it, so I think it's appropriate. Who
6 will not be here today is Councilwoman
7 Maria Quinones-Sanchez, who is the Chair
8 of the Licenses and Inspection Committee.

9 I want to recap very briefly.
10 The first hearing that we had -- and this
11 is the third of four potential hearings.
12 The first hearing focused on the
13 Department of Licenses and Inspection,
14 focused on the Mayor of the City of
15 Philadelphia's process of demolishing
16 properties, its structure, its permitting
17 process and so forth.

18 The second hearing focused on
19 industry practices, particularly germane
20 to safety, OSHA standards, private
21 industry standards, things that were
22 already in place in the public sector but
23 also in the private sector.

24 This hearing today will talk
25 about intergovernmental cooperation, how

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 departments work with each other in
3 demolition. And I would be remiss to say
4 that every department that we requested
5 has not been able to come. Many of them
6 have provided written testimony. This is
7 a point of frustration, but not a point
8 that will deter us from accomplishing the
9 best possible safety methods for the
10 citizens of Philadelphia.

11 The final hearing will focus on
12 best practices of other municipalities,
13 what the big cities in the region do that
14 have similar housing stock to us and how
15 we can take a page from their book to try
16 to make the City of Philadelphia a safer
17 place.

18 In addition to the best
19 practices, we will have a portion of the
20 hearing dedicated to public comment,
21 because we received hundreds of
22 inquiries, e-mails, phone calls about
23 this process, and sometimes, every now
24 and then, if you listen to the public,
25 you can pick up a good idea and a

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 positive law that will help the City of
3 Philadelphia.

4 Today, in addition to looking
5 at intergovernmental cooperation, we will
6 begin the hearing with a case study.
7 We've been particular about not dealing
8 with the Market Street collapse, and I
9 think all members of this Committee have
10 voluntarily avoided dealing with the
11 specifics of that issue because it is an
12 ongoing legal concern with ramifications
13 going forward. But what we realize is
14 that as important as that event was, as
15 sad as that catastrophe was, that there
16 are hundreds, hundreds, if not thousands,
17 of potential catastrophes that this
18 process may well avoid. A couple of
19 instances we've seen in recent news
20 coverage, one at Temple University. And
21 it's a long -- it's long been Councilman
22 Kenney's concern that we should expand
23 this to deal with construction, not just
24 demolition, and it was -- an example of
25 it was at the Temple collapse recently.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 Another issue was that I think
3 it was yesterday a building collapsed in
4 North Philadelphia. That's every day.
5 And that in that particular collapse, the
6 roof was in disastrous shape and it was
7 literally four walls being held up by
8 only God's intervention.

9 So what we hope to do is look
10 at this case study and say what can we
11 take from best practices on how to take
12 down a building that is currently being
13 considered for demolition, 1221 through
14 31 South Broad Street. What is
15 particularly of concern is there are two
16 occupied buildings next to it. So we
17 hope to gain some insight from Drexel
18 University and other experts today to
19 figure out what we should incorporate in
20 public policy.

21 So without further adieu, I see
22 we've been joined by Councilwoman
23 Blackwell and Councilman Robert Henon.

24 So will the Clerk please read
25 the number and title of the resolution.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 THE CLERK: Resolution 130546,
3 a resolution authorizing the creation of
4 a "Special Investigating Committee on
5 Demolition Practices in the City of
6 Philadelphia."

7 COUNCILMAN JONES: Would any
8 members of the Committee like to give an
9 opening statement?

10 COUNCILWOMAN BLACKWELL: Yes.

11 COUNCILMAN JONES: Councilwoman
12 Blackwell.

13 COUNCILWOMAN BLACKWELL: Thank
14 you.

15 Good morning, everyone,
16 especially to the Chairman and to members
17 of the Committee.

18 The Chairman has been very
19 involved, as has all these Committee
20 members, in what we can do. Today, as we
21 know and as our hearing list indicates,
22 we will still have people who are
23 involved in and has been on the news,
24 people from the City who are interested
25 and who deal with this issue.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 What we wanted to do was pass
3 out to the Committee information that we
4 received dealing with Safety First Inc.
5 We have enough copies for everybody. And
6 although we won't be dealing with this
7 issue specifically until August 1st, we
8 think that it is important that we at
9 least pass out the information we have
10 available and say that we've been talking
11 to the Chairman about maybe having
12 legislation where we make it
13 independent -- we make an independent
14 function of safety inspectors such that
15 they can't be hired by the company doing
16 the work, but they have to be
17 independent. And that way, we not only
18 become involved in helping to create
19 jobs, we make sure that there's an
20 independent inspector on the site for all
21 jobs so that people are protected. And
22 certainly the gentleman who has worked
23 hard on this, Mr. Jerry Vallery, Kaseen
24 Ali and those, would you stand. I know
25 you testify next time, but I at least

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 want to recognize you. You've been at
3 every hearing, and certainly we
4 appreciate all that you've been doing to
5 try to come up with a program that can be
6 valuable to us. Thank you. Thank you
7 very much.

8 Mr. Chairman, thank you.

9 COUNCILMAN JONES: Thank you,
10 Councilwoman.

11 Do any other members want to
12 give opening remarks?

13 Councilman Henon.

14 COUNCILMAN HENON: I'm fine.

15 COUNCILMAN JONES: Councilman
16 Kenney.

17 COUNCILMAN KENNEY: No.

18 COUNCILMAN JONES: Then let's
19 go.

20 What we will do next is, I will
21 ask Stacey Graham of my staff to describe
22 the slides that we are about to see and
23 then call the first panel of witnesses up
24 to testify as it relates to that.

25 THE CLERK: This is a slide

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 presentation providing background
3 information for a case study of a
4 hypothetical demolition at the Armory
5 Building located at 1221 through 31 South
6 Broad.

7 This photograph is an up-close
8 illustration of the front of the
9 building, a recent photograph. Notable
10 here is on-street parking. We can
11 observe from this photo several broken
12 windows, exposing the interior terrain
13 and other elements that may deteriorate
14 building materials and structure.

15 Here's a closer view of the
16 building on South Broad. There's high
17 traffic volume.

18 The view of the building here
19 highlights the height disparity in the
20 attached newer residential unit, which is
21 adjacent.

22 This photograph illustrates the
23 attached one-and-a-half-story occupied
24 clothing store with a shared wall to the
25 Armory Building.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 This photograph re-illustrates
3 the height difference of the adjacent
4 residential units, vehicular traffic, and
5 parking on the street frontage as well as
6 pedestrian use of the sidewalks.

7 This is an aerial view of the
8 building overlaid with property lines.
9 This photograph illustrates that the
10 building footprint does not perfectly
11 align with the property lines.

12 An aerial view shows that the
13 close proximity of numerous residential
14 units surrounding the Armory. There is a
15 gas station located on the south of the
16 building.

17 This photograph illustrates the
18 adjacent clothing store and the height
19 difference.

20 This photograph illustrates the
21 adjacent newer building and the
22 difference in the height.

23 Again, the Armory Building is
24 surrounded by residential units.

25 This photograph also

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 illustrates damage to the roof on the
3 frontage of the building. Again, there
4 are holes in the roof on the front of the
5 building and extensive damage elsewhere.

6 This building has been
7 classified by L&I as imminently
8 dangerous. There have been a number of
9 L&I violations issued on the property,
10 including a partial collapse of the roof
11 and cracks in weight-bearing walls.

12 This concludes my background
13 presentation of the hypothetical
14 demolition of 1221 South Broad for
15 today's case study.

16 COUNCILMAN JONES: Thank you.
17 Ms. Graham, a couple of things, if you'll
18 go back to the overview shot, yes. Did
19 we say how many square feet this building
20 was? Is that listed there?

21 THE CLERK: It may be in your
22 case study materials.

23 COUNCILMAN JONES: So if L&I
24 were here, which they are not, we would
25 ask how would they calculate the permit

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 that it would take to demolish this
3 building. If L&I were here, we would ask
4 how they would determine and how was it
5 determined that this building is
6 imminently dangerous. If L&I were here,
7 we would ask what their process would be
8 and what the requirement would be for
9 them to bring this building down by way
10 of occupied structures next to it. If
11 L&I were here, we would ask is the
12 traffic on Broad Street, how does it
13 compare to the traffic that was on Market
14 Street and to what degree. And I guess
15 we can ask the Streets Department how
16 that would impact their recommendation on
17 how that building would be demolished.

18 So without those actual
19 questions being asked, I would ask you to
20 call the first panel that will give us
21 some insight on how they would approach
22 this.

23 THE CLERK: The first panel
24 includes Alvin Davis and Dr. Robert
25 Brehm.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN JONES: It's my
3 understanding they're with Dr. Drexel
4 University?

5 THE CLERK: That's right.

6 COUNCILMAN JONES: Thank you.

7 Please approach the witness
8 table, and thank you for coming. Two
9 polite gentlemen. That's not the best
10 practice here in Council. We try to get
11 to it.

12 (Witnesses approached witness
13 table.)

14 COUNCILMAN JONES: So if you
15 would, welcome and would you state your
16 names for the record and please begin
17 your testimony.

18 MR. DAVIS: Good morning,
19 Council. My name is Alvin Davis. I'm an
20 operating engineer out of the Local 542,
21 which we call our lead engineer for the
22 operator 542. I have 36 years in the
23 demolition industry doing such buildings
24 as we have here on the board. I worked
25 in the -- for my contractor and for

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 myself, over six years, and as I said, I
3 tore down some of the biggest buildings
4 in the City. Just to give you a quick
5 rundown, the old Navy Hospital, the
6 Convention Center down at 13th Street and
7 Arch. We've done the Spectrum, tore down
8 the old Byberry institution on the
9 Boulevard and the Connie Mack Stadium.
10 And, again, where Council said he worked
11 when he was just a young man.

12 COUNCILMAN KENNEY: No. I
13 didn't work there. My dad took me there
14 once. I'm not that old.

15 MR. DAVIS: Well, you have some
16 memories there.

17 COUNCILMAN KENNEY: Oh, at the
18 Vet. I worked at the Vet, but not at
19 Connie Mack.

20 MR. DAVIS: Okay. Well, we go
21 back a long ways for doing demolition in
22 the City. And as we said, this structure
23 here that you have here now, I can
24 certainly inform and give you some good
25 points and views in the best way to

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 attack a project such as this. So once
3 he presents himself, then maybe we'll go
4 further.

5 COUNCILMAN JONES: We
6 appreciate you. This is your second
7 hearing that you've attended and given
8 insight to, and we appreciate your
9 volunteering to do this. Thank you so
10 very much.

11 MR. DAVIS: Certainly my honor.

12 COUNCILMAN JONES: You worked
13 for the City, didn't you?

14 MR. DAVIS: No. I work for a
15 private contractor.

16 COUNCILMAN JONES: You were
17 here twice. That constitutes you for
18 benefits.

19 MR. DAVIS: Sounds good to me.

20 DR. BREHM: Good morning,
21 Council. My name is Robert Brehm. I'm
22 an associate teaching professor at Drexel
23 University. Prior to that, I spent about
24 35 years in the construction industry,
25 building things and occasionally have to

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 demolish things in the part of the
3 practice.

4 I don't want to waste a lot of
5 your time talking about me. I think you
6 have my resume in front of you. And I'm
7 interested in my distinguished colleague
8 to the right of me, hearing some of his
9 comments, and maybe I'll learn something
10 today also.

11 COUNCILMAN JONES: I think it
12 would be helpful. Everyone that's
13 viewing this on television does not have
14 the benefit of reading your vitae. If
15 you could touch on the salient points, I
16 think that would add to the discussion a
17 little bit.

18 DR. BREHM: Certainly.
19 Basically I've been in construction most
20 of my life. For seven and a half years,
21 I was with the State of New Jersey. I
22 was the Director of the Office of Design
23 and Construction. I had all
24 construction -- all design construction
25 and code compliance in the State of New

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 Jersey under my jurisdiction. I had 600
3 projects at any one time, a staff of 108
4 people. So I'm quite familiar with very
5 large public, high-profile projects.

6 I spent a short period of time
7 in the '70s at Rutgers University where I
8 established a nationally accredited
9 construction engineering management
10 program. I also was the chief resident
11 engineer for Kupper Associates. In that
12 engagement, I had a staff of over 200
13 people, and we were responsible for
14 compliance, design compliance, with
15 environmental infrastructure that was
16 being done during the '70s.

17 I've also -- I had my own firm,
18 which I established in 1978. I sold it
19 in 1986. We were surety consultants.
20 What we did was step in where projects
21 were in trouble and we assisted the
22 sureties in developing workout
23 strategies. In the process, I also did a
24 number of high-profile cases in forensic
25 engineering. Last week, if you're

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 familiar, I testified before the
3 Pennsylvania Senate and Assembly on
4 demolition. I've also -- this past
5 weekend I was in San Antonio, Texas
6 testifying in a matter with the Corps of
7 Engineers in a construction matter. So
8 I'm quite familiar with construction and
9 the processes that hopefully provide good
10 outcomes, but unfortunately have been
11 involved in investigating a number of
12 them where there have been some negative
13 outcomes. And we learn a lot from our
14 mistakes, and I made my share of mistakes
15 in 40 years.

16 COUNCILMAN JONES: Well, as a
17 municipality, we hope to learn from our
18 mistakes as well and benefit from
19 standing on the shoulders of giants like
20 you two that have been doing this for
21 quite some time.

22 So without further adieu,
23 whichever one wants to approach this
24 project and this case study.

25 MR. DAVIS: If we put the front

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 picture back up, the face part of the
3 building.

4 THE CLERK: This one?

5 MR. DAVIS: Yes. Can we see
6 the adjoining existing buildings that's
7 going to stay as well. At least that's
8 one of them. I can give you some sort of
9 idea. That will be good for there.

10 As you can see, the existing
11 store that's the building that's going to
12 stay, I'm going to give you the safest
13 way that I think that it should be torn
14 down and also I can give you a Plan B.
15 It depends on as well the contractor that
16 may be awarded the job to do the job.
17 And as you well know, I suggested that a
18 job of this sort will be a reliable
19 contractor that know about demolition to
20 do this particular job.

21 Now, my opinion is that the
22 adjoining building that is next to -- the
23 building that is going to be demolished,
24 the adjoining building that's going to be
25 demolished and the existing buildings

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 that's going to stay, we see the
3 three-story here on my right and the
4 one-story will be on the left. Now, the
5 building that's going to be demolished, I
6 would be concerned about the one-story
7 building here as well as the three-story.
8 Now, let's stay here with the one-story.

9 The one-story, what I suggest
10 to be done to take this particular
11 building down, plan number one is to go
12 in the inside of the building, first of
13 all. As we well know, we're concerned
14 about the asbestos and everything is
15 moved out of the building, water off, gas
16 off, everything, all the utilities and
17 everything been to the core where we can
18 knock the building down.

19 I'm suggesting that we go in
20 the inside, take all the floors of this
21 side of the wall of the building that's
22 next to that one-story, take all the
23 floors out, from the first floor all the
24 way up, even to take the roof off on this
25 side of the building. Now, that whole

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 side of the building, that would be open
3 from the roof all the way down to the
4 first floor. And you may say, Well,
5 what's the purpose of going inside when
6 you're going to tear the building down?
7 The purpose is to go inside to open up
8 the floors is because, as you well see,
9 the four-story brick wall that is sort of
10 similar what happened some time ago, that
11 brick wall that's going all the way up, I
12 recommend that that be taken down by
13 hand. And the reason why you open up the
14 floors is that when you go there and take
15 that wall down by hand, you dump the
16 bricks in the inside of the building.
17 The bricks goes in the inside of the
18 building. By all the floors being open,
19 the bricks will go all the way down to
20 the basement. The reason why you don't
21 want to leave the floors in if you knock
22 the wall over, because if you leave the
23 floors in when the bricks sits on the
24 floor, by the weight of the bricks it
25 will cause the wall to blow out.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN JONES: When you say
3 "blow out" --

4 MR. DAVIS: It will blow out
5 onto that existing one-story building.
6 If you have the bricks sitting on the
7 floor, it would be too much for the floor
8 to handle, so the floor will buckle and
9 it will cause the wall to go outward
10 instead of inward.

11 COUNCILMAN JONES: So by
12 removing the floors, if there is a
13 conflict of the wall, it's more likely to
14 cave into the basement?

15 MR. DAVIS: Correct. Correct.
16 So by moving all the floors on this side
17 of the one-story existing building, open
18 up all those floors all the way up, from
19 the first floor all the way to the top
20 floor, even to the roof, the length of
21 that garage opening -- see the length of
22 the garage opening? If you may look at
23 the four windows, we will open that up.
24 The floors open will be that wide of a
25 length. So when they go up there, rather

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 they working out of a man basket or
3 however they doing it, from a crane maybe
4 holding the guys in the basket, that they
5 can safely take that wall down. They
6 will push that wall in the inside. That
7 wall will come all the way down to the
8 level of the first floor level.

9 COUNCILMAN JONES: I think I
10 know, but I'm going to ask the question
11 anyway. Why do you leave the remaining
12 floor intact beyond the width of the
13 opening of that garage?

14 MR. DAVIS: Why would you leave
15 that remaining floor intact?

16 COUNCILMAN JONES: So you said
17 you open the floors.

18 MR. DAVIS: All the way up.

19 COUNCILMAN JONES: All the way
20 up to the width of the opening of that.

21 MR. DAVIS: Correct.

22 COUNCILMAN JONES: Tell us why
23 you keep the other part of the building
24 intact.

25 MR. DAVIS: Well, the other

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 part of -- the reason why, what we try
3 and do is separate that four-story away
4 from the one-story. So when you go in
5 there just say with a crane, you would
6 have enough space right there opening
7 that nothing else would be able to fall
8 onto that one-story existing building.

9 COUNCILMAN JONES: So the
10 remaining floor, does it brace the rest
11 of the --

12 MR. DAVIS: Yes, it does. That
13 building would be -- it would be braced.
14 It won't collapse.

15 COUNCILMAN JONES: All right.

16 MR. DAVIS: Because of the
17 structure of the building on the inside.
18 So that would hold that part of the floor
19 up.

20 So if you go on the other side,
21 which is the three-story, and I'm
22 requesting that we would do the same
23 thing on the three-story. You will open
24 up from the first floor all the way up to
25 the roof. And all those bricks even

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 where that structure arc is on the side,
3 they will work from that side of the wall
4 to push the wall into the building,
5 inside of the building, and all of those
6 bricks will go all the way down to the
7 basement. That will safely protect that
8 three-story and that will safely protect
9 the one-story.

10 Now, when those two side walls
11 are down, now you have just the middle
12 structure. Now we feel safe. You don't
13 have to worry about a wall going out on
14 either side. You can feel safe. Now you
15 can bring your equipment in, which I
16 recommend to be a crane to knock
17 something down on this order. And,
18 again, it would have to be questioned on
19 the contractor what type of equipment
20 will he be using. My recommendation by
21 the experience that I have suggests that
22 it would be a crane to take that side of
23 the building down. Only because a crane
24 have more what you would call control
25 when you knocking something down of that

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 sort versus an excavator or something of
3 that sort. The crane clam bucket have
4 more control of a building than any other
5 type of equipment there that is out here,
6 especially something for that size. And
7 as you can well see, that by the
8 adjoining buildings on both sides and the
9 buildings that is behind, I can't see no
10 other piece of equipment getting in there
11 to do anything but a crane, because you
12 only have Broad Street to sit the
13 equipment on Broad Street. You're going
14 to have to be on Broad Street.

15 And you have stated when you
16 opened up your statement in reference to
17 what will the City do as far as blocking
18 that street, I would suggest that that
19 side of the street would probably have to
20 be closed. You see that -- I'm pretty
21 sure it's a subway that runs on Broad
22 Street. I'm suggesting also that they
23 need to take into consideration that if
24 there is a subway there, they need to put
25 road plates on top of the subway vents

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 before they knock the building down to
3 protect the subway, put the road plates
4 on top of the vents, and then on top of
5 the road plates, they need to put dirt on
6 top of them. That will take the impact
7 of the bricks when the bricks are falling
8 down from the building when it hits the
9 ground. It will help protect the subway
10 as well. But I don't know whether all
11 that was taken into consideration.

12 COUNCILMAN JONES: The Chair --
13 by the way, we've been joined by
14 Councilwoman Cindy Bass. Thank you for
15 being a part of this.

16 Councilman Kenney.

17 COUNCILMAN KENNEY: Thank you,
18 Mr. Chairman.

19 Could you talk a little bit
20 about during all this process you'd be
21 going through in hand demolishing the
22 north and south ends of the building.

23 MR. DAVIS: Correct.

24 COUNCILMAN KENNEY: What kind
25 of interaction -- and this is a private

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 demolition, right?

3 MR. DAVIS: Right.

4 COUNCILMAN KENNEY: This is
5 privately owned property. What
6 interaction would you expect to have with
7 City officials, whether they be License
8 and Inspection officials or Streets
9 Department officials or even other quasi
10 governmental agencies like SEPTA and
11 those? I mean, is there initial
12 engagement or is there ongoing
13 communication? What goes on?

14 MR. DAVIS: Well, the main
15 thing, the contractor that is awarded the
16 job, his primary responsibility is to
17 make sure with the City, with L&I, with
18 the utilities. That's the contractor
19 responsibility, to make sure that he have
20 all his bases covered before he demolish
21 the building. He would have to interact
22 with everyone.

23 COUNCILMAN KENNEY: So it's the
24 initiative of the general contractor --

25 MR. DAVIS: Yes.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN KENNEY: -- to
3 interface with gas, water, SEPTA --

4 MR. DAVIS: Yes.

5 COUNCILMAN KENNEY: -- PECO?

6 MR. DAVIS: Yes.

7 COUNCILMAN KENNEY: And if they
8 don't do that, in an instance where it's
9 not a reputable contractor and they're
10 taking a building down, it's a private
11 structure and that interaction, beyond
12 the issuance of a permit, doesn't happen,
13 what would you recommend we change to
14 require that to happen?

15 MR. DAVIS: Well, I would
16 require that before the contractor is
17 awarded the job, if he's awarded the job,
18 to request that he have all that done.
19 That should be written in writing.

20 COUNCILMAN KENNEY: But if you
21 have an owner that doesn't require it and
22 a GC that doesn't do it, where does the
23 City, after the permit goes across the
24 desk, where is the City's responsibility,
25 in your view, during the course of the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 job, especially in the critical parts of
3 the north and south demolition, what's
4 the City's role? Is it non-existent?

5 MR. DAVIS: It's non-existent.
6 Now, as Councilman said, since I'm on the
7 payroll -- I've been here two days, put
8 me on the payroll -- I'll make sure it's
9 done.

10 COUNCILMAN KENNEY: Do you
11 believe that at some point in time and
12 have you been on jobs in the past where
13 you're a reputable contractor, you
14 followed all the rules, you've gotten
15 your permits and all your sign-offs, have
16 you seen as a City official in some
17 capacity L&I or whoever been by to say,
18 How's it going, take a look?

19 MR. DAVIS: Yeah. Well, see,
20 L&I may come by, and their responsibility
21 to them is to just make sure that you
22 have your permit. L&I may come by. They
23 may not have demolition experience. They
24 may not know what safety precautions to
25 tell you to take. They may not know all

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 that. The only thing they want to make
3 sure, you got your permit? Yes. You got
4 your water and everything off? Yes. And
5 we have seen some contractors go on jobs
6 such as this and the electric still be
7 on. What do he do? I won't say what he
8 do.

9 COUNCILMAN KENNEY: So you
10 believe there should be more involvement
11 on a regular basis with --

12 MR. DAVIS: Correct.

13 COUNCILMAN KENNEY: -- the
14 City? Because, I mean, the City issues a
15 permit. It's implied in the permit
16 issuance that we are giving you
17 permission to do something in the public
18 right-of-way.

19 MR. DAVIS: Correct.

20 COUNCILMAN KENNEY: So what
21 you're recommending is is there be more
22 closer and stricter interface with agency
23 or agencies --

24 MR. DAVIS: Right.

25 COUNCILMAN KENNEY: -- to

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 determine whether the work is going the
3 right way?

4 MR. DAVIS: I recommend that.

5 COUNCILMAN KENNEY: Okay.

6 Thank you.

7 COUNCILMAN JONES: Thank you,
8 Councilman Kenney.

9 The Chair recognizes
10 Councilwoman Blackwell.

11 COUNCILWOMAN BLACKWELL: Thank
12 you.

13 What in your experience is the
14 role of the safety inspectors and when do
15 they start work?

16 MR. DAVIS: Well, my role is to
17 make sure that, first of all, that the
18 whole surrounding of that whole job is
19 secured and safe before any work begin.
20 And that is to make sure -- to go around
21 to make sure from the front, to the back,
22 to the subway, to the pedestrians, to the
23 neighbors that are across the street is
24 to give a whole outline of what we need
25 to do to protect and make sure everyone

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 is protected before the demolishing
3 occur.

4 COUNCILWOMAN BLACKWELL: In
5 your experience, are they on the site
6 from morning to evening or whenever the
7 job is finished and on all the jobs?

8 MR. DAVIS: No. And here we go
9 again. We drop the ball. It's relying
10 on the contractor. If the contractor
11 doesn't insist it, it won't be done,
12 unfortunately. I'm sorry to tell you.
13 As I said, I've been out here for 36
14 years and we knocked down some of the
15 biggest buildings in the City, and it was
16 left up to me. I had to really take into
17 consideration what I need to do to
18 protect and to make sure that I harm
19 nobody, make sure everything is done
20 safe. We know the repercussions if
21 something was to go wrong. So it
22 automatically kicks in by us having
23 experience what we need to do. Even if
24 nobody out here to take me by the hand to
25 make sure that I do it, I know what need

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 to be done being out here with experience
3 that I have. And as I said, most of them
4 are not there to oversee to make sure
5 that it's done. It takes the experience
6 of the contractor and the competent of
7 the person that is doing the job to make
8 sure everything is protected.

9 COUNCILWOMAN BLACKWELL: In
10 your experience, do they know what has to
11 be done? Do they know what their job as
12 safety inspector is? It's just a matter
13 that they may not be there because they
14 may be part of the company that hires.

15 MR. DAVIS: Yes, they know.
16 They definitely know.

17 COUNCILWOMAN BLACKWELL: Okay.
18 Thank you.

19 Thank you, Mr. Chairman.

20 COUNCILMAN JONES: Thank you,
21 Councilwoman.

22 This is really, I mean, scary.

23 MR. DAVIS: Certainly.

24 COUNCILMAN JONES: Is the only
25 word. I mean, I'm going to recognize

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 Councilman Henon shortly, but you guys
3 are ethical. What happens if the
4 company's profit motive is less is more
5 by way of safety? I mean, the citizens
6 are in danger.

7 MR. DAVIS: True.

8 COUNCILMAN JONES: Would you
9 say that?

10 MR. DAVIS: Yes, sir. Yes,
11 sir. Definitely.

12 COUNCILMAN JONES: The Chair
13 recognizes Councilman Henon.

14 COUNCILMAN HENON: Thank you,
15 Mr. Chairman.

16 Mr. Davis, good morning. Thank
17 you. And your experience seems to be
18 impeccable with some of the projects you
19 have done in the past, which I'll touch
20 on in a second.

21 When it comes to safety, we're
22 here today, we're talking about
23 intergovernmental cooperation or
24 collaboration from a contractor's
25 standpoint. Let's just start off by

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 saying if the government agencies are not
3 communicating with each other, and you
4 had indicated that you go on -- some of
5 the jobs that you've worked on before or
6 responsible for where you had some of the
7 utilities are still on and you're in the
8 process of -- right in the process of
9 demolition, I would imagine that causes a
10 contractor -- it raises the price for
11 demolition, because we're not talking to
12 each other.

13 MR. DAVIS: Right.

14 COUNCILMAN HENON: Is that
15 correct?

16 MR. DAVIS: Correct.

17 COUNCILMAN HENON: And that's
18 in addition to putting the workforce and
19 the public in a bad safety position; is
20 that correct?

21 MR. DAVIS: That is correct.

22 COUNCILMAN HENON: I want to
23 talk about training. So also you have a
24 cost factor with departments not talking
25 to each other. In your experience in

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 demolition, we need to submit a plan. So
3 everything you discuss in your opening
4 remarks, which was pretty good and
5 detailed, that would be in the form of a
6 submittal for the planned demolition when
7 you apply for the initial permit; is that
8 correct?

9 MR. DAVIS: Right. Right.
10 Yes.

11 COUNCILMAN HENON: So without
12 that, so for a planned structural
13 demolition or -- I don't know if you need
14 one for all demolitions, but for those
15 that are required -- and I think at this
16 point now because of the recent, let's
17 just say, the tragedies that have taken
18 place here in the City, we should have a
19 plan for all demolition.

20 MR. DAVIS: We should.

21 COUNCILMAN HENON: So we submit
22 a plan, and we need a workforce that are
23 trained to execute that plan.

24 MR. DAVIS: Correct.

25 COUNCILMAN HENON: Safety for

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 not just themselves but the public.

3 MR. DAVIS: Right.

4 COUNCILMAN HENON: And
5 equipment and buildings next door.

6 MR. DAVIS: Correct.

7 COUNCILMAN HENON: So there
8 is -- I mean, how much do you see in your
9 experience have there been a lack of
10 communication with utilities? So is
11 there a percentage of times where you can
12 generally just say, hey, you know, 30
13 percent of the time I go on a job and I
14 find the electric is still on or I find
15 that the site hasn't been surveyed by
16 Call One -- the Call One service or some
17 of the utilities here in the City such as
18 the Water Department or the Gas
19 Department? I mean, we've had recent
20 explosions for different reasons, and not
21 knowing what you're looking for or
22 looking out for can also be dangerous.

23 MR. DAVIS: Right. That's
24 true. Percentage I would say, the gas
25 has been perfect, because that's one of

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 our most concerns, because none of us go
3 on the job, we don't want to get harm or
4 hurt. You doing a building of that size,
5 you can imagine what kind of gas pipes
6 are going into there. So we normally
7 usually check just to make sure. Even if
8 we've been informed that the gas was off,
9 we do a visual check to make sure that
10 the gas is disconnected, no pipes are
11 coming in from the street into the
12 building that's related.

13 But the electric and the water
14 I say may be a 40 percent problem all the
15 time. We go to a building and the
16 electric will still be on. You know, a
17 contractor look at it, say, Well, we're
18 losing money, we're here, we got to knock
19 the building down. We'll call the
20 electric company. Most times they'll get
21 the person, electric will be out there
22 within a day or two. But electric and
23 water -- water is not what we call a
24 major, major problem because we can
25 control the water to some degree, but the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 electric and the water I'll say maybe 30
3 to 40 percent most times.

4 COUNCILMAN HENON: And the onus
5 is on the general contractor to
6 coordinate with the City? How does that
7 work? Does the contractor have to call
8 the Water Department?

9 MR. DAVIS: Yes.

10 COUNCILMAN HENON: Each
11 utility?

12 MR. DAVIS: Yes.

13 COUNCILMAN HENON: L&I?

14 MR. DAVIS: Correct.

15 COUNCILMAN HENON: And all the
16 other departments, the Streets
17 Department, and making sure that we have
18 proper permits --

19 MR. DAVIS: Correct.

20 COUNCILMAN HENON: -- to keep
21 the general public safe?

22 MR. DAVIS: Right. The
23 contractor will do that. And if the
24 water is left on, the contractor will
25 call the Water Department to have it

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 turned off. We wouldn't call L&I to have
3 L&I to turn it off. If the electric is
4 on, we call the electric company, and the
5 electric company will come out and turn
6 it off.

7 COUNCILMAN HENON: So if
8 there's lack of communication or
9 coordination with any departments and it
10 would cause a delay, would the demolition
11 stop until that department comes out --

12 MR. DAVIS: Yes.

13 COUNCILMAN HENON: -- and
14 inspects or shuts off?

15 MR. DAVIS: Yes. Yes. We
16 won't continue to go on. It will stop
17 until everything is turned off.

18 COUNCILMAN HENON: In your
19 experience, I mean, some of the major
20 demolitions you have done is impressive.
21 You talked about Byberry. I know
22 Councilman Kenney has talked about
23 buildings before a certain year having
24 been built, fit-out with asbestos, ridden
25 with asbestos all over the place.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 MR. DAVIS: True.

3 COUNCILMAN HENON: Byberry

4 being a perfect example of that.

5 MR. DAVIS: Yes, it would.

6 COUNCILMAN HENON: So having a
7 plan that is submitted with a trained
8 workforce, would know what to look out
9 there and take the proper safety
10 precautions for -- so if you did a demo
11 on Byberry and you had a workforce that
12 wasn't knowledgeable and they were just
13 hired for the day to take bricks out and
14 something happened and there was a --
15 something happened and it was full of
16 asbestos, what happens in that case?

17 MR. DAVIS: Well, you would
18 have to stop the job. You would stop the
19 job and we would notify L&I. We would
20 notify the person that was supposed to do
21 the abatement on that particular site if
22 asbestos was still left and we discovered
23 that we had some. That site will be shut
24 down. And, as I said, it's up to the
25 contractor again to make sure that he

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 would take the responsibility and shut it
3 down for the safety of the workers and
4 the area.

5 COUNCILMAN JONES: Councilman
6 Henon's line of questioning is intriguing
7 at best and scary at worst. We're
8 talking about people -- and I'm going to
9 hit this point again -- that have ethics.
10 So that if public safety is at the heart
11 of what you do, whether it's -- what
12 happens when people aren't self-governed,
13 aren't honorable, aren't -- I mean, what
14 is the potential there? Give us that
15 side of it as well. So I know what you
16 would do, but what do some people do?

17 MR. DAVIS: Well, they would do
18 just the opposite of what we would do.

19 COUNCILMAN JONES: Elaborate,
20 please.

21 MR. DAVIS: They would keep
22 going.

23 COUNCILMAN JONES: So whether
24 there was an electrical power situation,
25 they would just demolish?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 MR. DAVIS: Some of them will
3 cut the power off themselves. They will go
4 down and move the meter to keep the
5 electric from going into the building.

6 COUNCILMAN JONES: What kind of
7 potential danger does that represent?

8 MR. DAVIS: Very high risk.

9 COUNCILMAN JONES: In what way?

10 MR. DAVIS: In the way of
11 getting electrocuted, because none of us
12 are inclined to be electricians. We
13 don't know which way electric is coming
14 into the building. Just because we see a
15 meter doesn't mean that that's the only
16 entrance to power.

17 So we seen them take the meter
18 boxes out. We seen them cut the wire
19 themselves from the building.

20 COUNCILMAN JONES: So if you
21 accompany that with water being on, what
22 kind of potential danger does that
23 represent?

24 MR. DAVIS: As I said, the
25 water is not a real danger.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN JONES: With
3 electric?

4 MR. DAVIS: With electric,
5 that's true. But most times, as I said,
6 if you got a one-story or a four-story or
7 five-story, both of them are dangerous,
8 but we put them on different levels and
9 we use our good judgment call.

10 COUNCILMAN HENON: I just have
11 a few more questions. So a general
12 contractor or a contractor doing the
13 demolition, are they required to submit a
14 report to OSHA or fill out an OSHA report
15 and turn it into -- submit it to the
16 City?

17 MR. DAVIS: It depends on the
18 specs that's on the job.

19 COUNCILWOMAN BLACKWELL:
20 Depends on what?

21 COUNCILMAN HENON: The specs
22 for the job?

23 MR. DAVIS: Yes. Most time you
24 get specs when you get a job from the GC.
25 If the GC was in charge of the job and if

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 I came in as a contractor to knock the
3 job down, the GC would have all the specs
4 on that job, the requirements, what we
5 should have and what we shouldn't have.
6 So if it's OSHA regulated, then OSHA will
7 come out and inspect to make sure that
8 everything is done properly according to
9 specs.

10 COUNCILMAN HENON: Maybe I
11 misunderstood. I had thought that all
12 demolitions would need an OSHA report,
13 fill out an OSHA plan.

14 MR. DAVIS: Not on all of them.

15 COUNCILMAN HENON: Structural
16 only?

17 MR. DAVIS: Yeah, on structural
18 only. And then, as I said, something, as
19 you well know, that have historical
20 buildings that is known to have asbestos
21 and different type of -- different
22 environment regulations, then OSHA also
23 would maybe be required to come out.

24 COUNCILMAN HENON: In your past
25 experience -- and you just mentioned old

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 buildings. This is an old city.

3 MR. DAVIS: Right.

4 COUNCILMAN HENON: And I think
5 most of the buildings before -- what year
6 was that, Councilman Kenney?

7 COUNCILMAN KENNEY: 1980.

8 COUNCILMAN HENON: So a lot of
9 buildings were built prior to that, which
10 would hopefully require some OSHA report
11 to submit to the City of Philadelphia, in
12 addition to you mentioned electric, and
13 this is where I have firsthand
14 experience. You're certainly correct.
15 So if you get fly-by-night contractors or
16 a workforce which is unidentifiable, we
17 don't know where we get them, they may be
18 day workers with no experience, certainly
19 have no idea what a two-phase versus
20 three-phase, let alone single-phase
21 electrical service where you would have a
22 double feed into a building.

23 MR. DAVIS: True.

24 COUNCILMAN HENON: And the City
25 has two-phase Delta systems all over the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 place, and it's extremely dangerous if
3 somebody is not trained --

4 MR. DAVIS: True.

5 COUNCILMAN HENON: -- on the
6 lookout.

7 So I think I hear some of your
8 obstacles and challenges that you have
9 out there on the field with either no or
10 lack of collaboration or people who act
11 irresponsible and working around
12 utilities or approvals from the City.
13 Not only does it cause delays, it puts us
14 all in danger.

15 MR. DAVIS: True, it does.

16 COUNCILMAN HENON: Thank you.

17 COUNCILMAN JONES: Thank you,
18 Councilman.

19 The Chair recognizes Councilman
20 Kenney.

21 COUNCILMAN KENNEY: Thank you,
22 Mr. Chairman.

23 I'd like to get the opinion of
24 both witnesses to the following question.
25 I know in New Jersey a lot of times and

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 in Pennsylvania a lot of times also the
3 government requires a pre-qualification
4 process for contractors, other design
5 professionals, architects, engineers.
6 They need to be pre-qualified and on a
7 list of pre-qualified, acceptable
8 candidates for selection to do public
9 work.

10 What is your view on
11 pre-qualifying construction firms,
12 general contractors, demolition firms so
13 that we have on file, updated on an
14 annual basis, the qualifications of the
15 company, their financials, their training
16 of their employees, their insurance
17 requirements, all the things that a
18 reputable company like yourself requires
19 of yourself? What would be your opinion
20 on the City imposing a pre-qualification
21 list, that you can't get a permit in L&I
22 unless for whatever work you're applying
23 for a permit for unless that firm has
24 been pre-qualified and renewed on an
25 annual basis?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 MR. DAVIS: I think that will
3 be a great proposal from the City to
4 present that, because right now it's
5 almost what we may call an open field,
6 and this is the reason why things are the
7 way they are now. If we had something on
8 that order, I believe it will scan out
9 the good and the bad.

10 DR. BREHM: I also echo that.
11 I'm a strong advocate of that. When I
12 was in New Jersey, we actually had a
13 pre-qualification of our specialty
14 contractors before they were allowed to
15 even bid the job. Whether you do that or
16 you qualify them at the time that they
17 submit a permit, it's essential.

18 It's easy to blame L&I or focus
19 on the public because you're visible, but
20 the truth of the matter is a contractor
21 is out there 24/7. You don't have the
22 time or the resources to have an
23 inspector on the job 24/7. So the
24 responsibility is primarily that of the
25 contractor. If you have a good

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 contractor who is competent, he's going
3 to do it right. He has all the incentive
4 to do it right. If you have a contractor
5 that's not qualified, oftentimes they get
6 in trouble, not because it's intentional,
7 because they don't know better. And so
8 the contractor sometimes stays -- and I
9 don't want to say in the shadows, but
10 he's out of the public light. The
11 governmental inspectors -- and I had a
12 lot of really good ones worked for me --
13 they're very conscientious, but they're
14 not there all the time and so they don't
15 observe everything.

16 So you really -- the primary
17 responsibility has to lie with a
18 competent and qualified contractor.

19 COUNCILMAN KENNEY: And you
20 believe that process would provide an
21 up-front safety mechanism, that we
22 wouldn't have to go out and catch people
23 doing things, we would pretty much be
24 assured on a pre-qualified firm that they
25 were doing things the right way?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 MR. DAVIS: Yes.

3 DR. BREHM: Yes.

4 COUNCILMAN KENNEY: Thank you.

5 COUNCILMAN JONES: Thank you,
6 Councilman.

7 Just on that line of
8 questioning, does that mean that by
9 pre-qualifying, you've been set a
10 standard that we would hold that
11 reputable company to, but what are the
12 tangible things other than the honor
13 system that would be incentives? For
14 example, does the insurance, risk
15 management, play a part of why people
16 operate in a safe manner?

17 MR. DAVIS: Yes, it does.

18 COUNCILMAN JONES: Could you
19 elaborate for the record.

20 DR. BREHM: All of that is part
21 of evaluating the qualifications of a
22 contractor. You want to look at his
23 safety record. I mean, we have a
24 workmen's comp law in every state that
25 I'm aware of, and we track their safety

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 records. We can look at their financial
3 records, do they have the financial
4 resources to successfully do the job.
5 When people don't have financial
6 resources, they start trying to cut
7 corners. They don't pay their
8 subcontractors. The subcontractors don't
9 always show up on time, and also that --

10 COUNCILMAN JONES: So that's an
11 indicator?

12 DR. BREHM: That's an
13 indicator. Does he have the equipment
14 that's required to successfully
15 accomplish the work, does he have the
16 experience. If this is a 20-story
17 building and he's never demolished
18 anything other than a two- or three-story
19 building in a rural area, he doesn't have
20 the experience to work in an urban area
21 where the challenges that are facing an
22 urban area, particularly a high rise in
23 construction.

24 So all of these things have to
25 be looked at. And the record is there.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 The competent contractors have the record
3 to demonstrate their competency.

4 COUNCILMAN JONES: Does the
5 insurance company require a safety plan?

6 DR. BREHM: It will vary from
7 insurance company to insurances company.
8 My experience -- and I represent a lot of
9 insurance companies and sureties. I'm a
10 strong advocate of involving sureties
11 because they have a tremendous amount of
12 sophistication in evaluating the
13 competency and qualifications of a
14 contractor, because that's what they do
15 for a living.

16 Most of them, the ones that I
17 have worked for, the higher level
18 insurance companies, do require a safety
19 plan. That is the first thing in my mind
20 that the municipality, the contractor,
21 that everyone involved has to pay
22 attention to, and, that is, making sure
23 you establish a safe perimeter. That's
24 our number one responsibility.

25 COUNCILMAN JONES: So in what

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 level of demolition would you recommend a
3 municipality requiring a safety plan?

4 DR. BREHM: For me it would be
5 all.

6 COUNCILMAN JONES: All of them?

7 DR. BREHM: Yeah. I mean, our
8 number one responsibility is to protect
9 the public. I'm a licensed professional
10 engineer. That's my number one priority
11 under our code of ethics, is to protect
12 the welfare and safety of the public. So
13 the first thing I do when I look at a
14 demolition is, I ask the contractor
15 what's your safety perimeter and how are
16 you protecting that.

17 But this particular building
18 has got a lot of challenges. That's one
19 of the first things I noted. One, it's
20 an older structure. That creates
21 challenges. Two, it's masonry. Masonry
22 tends to be brittle as it gets older. It
23 has challenges. And it's in a very
24 active area. You've got pedestrians,
25 you've got traffic, you've got adjacent

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 structures. And it looks to me like on
3 the -- what I think is the west or the
4 back of the Armory, it looks like you
5 have some residential. It looks like
6 there's some residential. All of those
7 present challenges and responsibilities
8 of the contractor to protect.

9 COUNCILMAN JONES: So if you
10 were providing a safety plan for this
11 particular case study, what would you
12 recommend for this site?

13 DR. BREHM: Well, the first
14 thing I would do is create what I call a
15 safety perimeter. What's at risk, what
16 is that zone and what's something of that
17 risk. And then as the gentleman to my
18 right has indicated, there's a number of
19 things that we need to do. It may be
20 closing off sidewalks. It may be closing
21 off -- and I suspect that will happen --
22 closing off the street, either cordoning
23 off part of it or closing the street.
24 But also you have some adjacent
25 structures. So we have to look at how

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 we're going to protect those.

3 COUNCILMAN JONES: How would
4 you protect -- and, again, we're not
5 going back to past but going forward in
6 the future. How would you protect the --
7 would you, A, would you recommend that
8 they be occupied or vacated?

9 DR. BREHM: That's something --
10 I can't sit here today and give you a
11 detailed plan as to what I would do. I
12 can only tell you the things I would look
13 at.

14 COUNCILMAN JONES: What would
15 you --

16 DR. BREHM: Certainly
17 evacuating them would be something that I
18 would look at. But we have
19 responsibility to protect the public, but
20 we don't necessarily always control their
21 lives and how they want to respond. I
22 did a project at Yale University and we
23 wanted to fly some of our components over
24 the historic theatre in Yale. We asked
25 them to evacuate. They said no. They

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 had the right to say no. So we had to go
3 to Plan B. We had to change our method
4 of operation because we couldn't walk
5 away from our primary responsibility to
6 protect not only the structure but the
7 inhabitants.

8 COUNCILMAN JONES: Do nets or
9 platforms protect in the adjacent -- is
10 that something that is feasible?

11 DR. BREHM: Yes.

12 MR. DAVIS: Yes, it is.

13 COUNCILMAN JONES: Could you
14 elaborate on those processes.

15 DR. BREHM: If you drive right
16 now up Chestnut or I guess down Chestnut
17 Street from Drexel University, we're
18 doing a 19-story building, and they built
19 platforms over the walkways to allow
20 myself and the students to enter the
21 building safely. So there is things like
22 that that can be done. You've got
23 windows that are in close proximity, that
24 falling brick that goes the wrong way
25 could penetrate. So you're going to look

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 at things like maybe boarding up some of
3 the windows or protecting them with
4 safety nets or other means. There's a
5 number of means that are available to
6 protecting, one, the people, the public,
7 and, second, the property, sort of in
8 that order, but we have a responsibility
9 to protect both. And we have the means
10 and methods to do this. It's a matter of
11 whether we have the will.

12 COUNCILMAN JONES: So those
13 sub-components would be a part of a
14 safety plan.

15 DR. BREHM: Absolutely.

16 COUNCILMAN JONES: And that
17 would be submitted to the municipality?

18 DR. BREHM: I think that's
19 essential. That's the first thing I look
20 for when evaluating a contractor's
21 operation, is what's your safety plan.

22 COUNCILMAN JONES: Thank you.
23 Councilwoman Blackwell and then
24 Councilman Henon.

25 COUNCILWOMAN BLACKWELL: Thank

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 you.

3 And following up on some of
4 these issues, you said, Dr. Brehm, that
5 you would submit it to the municipality.
6 What is required? Do you have to -- my
7 question is, when does L&I just stop by
8 and maybe see that something is lacking
9 or something is not lacking, and when is
10 all of the extra safety you do, for
11 example, for this 19-story building in my
12 district that Drexel is doing? So who
13 has the safety records and are they
14 required to do so? Where does the rubber
15 meet the road?

16 I mean, we know, for example,
17 we had a judge walking by a building some
18 years ago -- and when Bennett Levin
19 testifies next time he'll mention it --
20 some part of a building fell out, hit him
21 on the head and killed him. So maybe in
22 that instance -- this is years ago. As
23 the Councilman says, we can't go back,
24 but maybe if that street -- obviously if
25 the street had been blocked off, we would

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 not have lost the judge. He was a
3 sitting judge.

4 So, you know, when is it
5 required and to whom is it required? And
6 you said people can't afford safety
7 inspectors. Maybe we cannot -- maybe we
8 can't afford not to have inspectors. If
9 we had inspectors and a pre-qualification
10 list, it seems to me we would be covered,
11 but the question is who is required to --
12 where is it that and who is required to
13 have a list? What do you do?

14 So Drexel says we're going to
15 be extra safe, but what if somebody
16 doesn't say we're going to be extra safe?
17 Who has all these records? What are the
18 laws or the rules where this is
19 concerned?

20 DR. BREHM: First of all, I
21 want to qualify something or clarify
22 something. I didn't say we don't need
23 inspection. We need inspection. What
24 I'm saying is we can't provide inspection
25 24/7. You can't put an inspector on

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 every job site?

3 COUNCILWOMAN BLACKWELL: Why
4 not? If it's just one person, why not?

5 COUNCILMAN JONES: Doesn't New
6 York do that?

7 DR. BREHM: No.

8 COUNCILMAN JONES: What is --
9 I'm sorry.

10 COUNCILWOMAN BLACKWELL: It's
11 all right. Go ahead.

12 COUNCILMAN JONES: It's my
13 understanding -- they don't have safety
14 officers?

15 DR. BREHM: That's not my
16 point. They have safety officers. They
17 have inspectors. Every jurisdiction I've
18 worked in -- and it's been up and down
19 the East Coast -- have inspections, have
20 code officials for code compliance. The
21 difference is they're not on the job
22 24/7. The contractor is on the job 24/7.
23 It doesn't mean there's not regular and
24 periodic inspections. What I'm saying is
25 it's not standard practice in the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 industry, and I'm not advocating that you
3 would put an inspector on every job
4 eight, nine, ten hours a day. I'm not
5 walking away or suggesting that we not
6 have it. We should have a very robust
7 inspection. One of the things that I
8 testified last week as part of, I think
9 it was, Bill 1561 in the State Assembly
10 was to create a fund to train the
11 inspectors, and I think that's something
12 that's an exceptional opportunity for us,
13 because we want to put inspectors out
14 there that know what they're looking at,
15 and that requires training. And I'm a
16 strong advocate of that.

17 So I'm not walking away backing
18 off of the requirement for that. In
19 fact, we need more of a robust one. It's
20 just no matter how robust it's going to
21 be, you're not going to be there 24/7.

22 COUNCILWOMAN BLACKWELL: What
23 about the length of the job? Let's say
24 if the job is an eight-hour job and if it
25 ends, then it seems to me a safety

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 inspector should make sure that it's
3 secure so that nothing can happen until
4 they return the next day. It seems to me
5 one employee shouldn't bust the job, one
6 inspector. Why wouldn't that be or -- I
7 mean, I don't know this stuff, so I only
8 know what you all explain to me. So why
9 couldn't that be worked into the cost of
10 the job.

11 COUNCILMAN KENNEY: Just point
12 of information.

13 COUNCILWOMAN BLACKWELL:
14 Certainly.

15 COUNCILMAN KENNEY: We talked
16 about New York. New York requires that
17 the contractor or the developer, the
18 owner, appoint a qualified safety
19 inspector to be on site when construction
20 or demolition is going on. So it's not a
21 New York City code person. It is a
22 person designated and trained and
23 assigned the responsibility of being an
24 on-site safety professional as part of
25 the GC or hired by the developer or owner

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 to be there. So that's the constant
3 presence, but it's provided by the person
4 doing -- the people doing the work.

5 DR. BREHM: That is very common
6 that a -- and usually it's somebody that
7 has a -- is OSHA certified designated as
8 the safety officer. And that person is
9 there because he is an employee of the
10 contractor. My distinction is that
11 versus a public official.

12 COUNCILMAN KENNEY: Okay.

13 COUNCILMAN JONES: Thank you,
14 Councilman Kenney.

15 COUNCILWOMAN BLACKWELL: My
16 suggestion is that we hire people and
17 that they be not company people. They
18 have to be independent inspectors so the
19 contractor and the contract manager or
20 developer can't say, Well, we need you to
21 work on this job, not just stand around
22 while we're working these eight hours, or
23 whatever the situation is. It seems to
24 me if we could come up with what
25 Councilman Kenney is saying about a

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 pre-qualification list and come up with
3 safety inspectors who are independent
4 people and who are trained independently,
5 who don't work narrowly for the
6 contractor, they can be paid by the
7 contractor, but they have to be
8 independent people who work on the job,
9 maybe we help with safety.

10 Mr. Davis.

11 MR. DAVIS: Councilwoman
12 Blackwell, I agree with you 100 percent
13 on that order. That is the best way that
14 I think should be handled, because, as
15 you said, the average inspectors are not
16 on the job 24/7. We can make it possible
17 that someone can be out there. If you
18 had this particular project going on in
19 the City, you would want someone there
20 that with experience in the demolition
21 field to make sure that maybe what the
22 contractor isn't noticing or what
23 somebody else may not see, that this
24 inspector would be there, yeah, eight
25 hours a day. If it would be two months,

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 he would be there for two months eight
3 hours a day for the high risk that is
4 involved. Certainly it would be worth
5 the cost to do it.

6 COUNCILWOMAN BLACKWELL: Thank
7 you.

8 Thank you, Mr. Chairman.

9 COUNCILMAN JONES: Thank you,
10 Councilwoman.

11 On her point, the rain falls on
12 the just and the unjust alike.

13 MR. DAVIS: That's right.

14 COUNCILMAN JONES: So really
15 these rules don't really apply to people
16 who have ethics, morals, and standards.
17 What we're really regulating is those
18 that don't. So it's almost like asking
19 the chicken -- the fox to guard the
20 chicken coop, on the honor system.

21 MR. DAVIS: True.

22 COUNCILMAN JONES: So
23 Councilwoman's point is that we may need
24 an independent entity that the cost is
25 assumed by the developer that comes out

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 there and is on the public's side and not
3 necessarily driven by profit motive.

4 MR. DAVIS: Right.

5 COUNCILMAN JONES: Thank you,
6 Councilwoman.

7 MR. DAVIS: Much needed.

8 COUNCILWOMAN BLACKWELL: Thank
9 you. And, again, I want to thank Mr.
10 Vallery and Mr. Ali, who we've been
11 talking and talking and talking and
12 talking, and they say so many things, and
13 at some point, you get what they're
14 trying to tell you.

15 MR. DAVIS: True.

16 COUNCILWOMAN BLACKWELL: Thank
17 you.

18 COUNCILMAN JONES: Mr. Vallery
19 has been talking to me for a couple of
20 decades. I had the opportunity to work
21 with him, not -- he was in my employ, but
22 because of his knowledge, I worked in
23 part for him. So I know what you mean,
24 Councilwoman.

25 Councilman Henon.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN HENON: Thank you,
3 Mr. Chairman.

4 Doctor, OSHA, is it your
5 understanding that OSHA -- an engineering
6 survey needs to be submitted from OSHA to
7 the City? Under OSHA guidelines, does an
8 engineering survey need to take place?

9 DR. BREHM: Not necessarily.

10 COUNCILMAN HENON: Not
11 necessarily?

12 DR. BREHM: No. I think as the
13 gentleman to the right said, if it's in
14 the contract documents, then it's a
15 requirement, but it's not an OSHA
16 mandate.

17 COUNCILMAN HENON: It's not an
18 OSHA regulation that an engineering
19 survey needs to be submitted?

20 DR. BREHM: No, sir.

21 COUNCILMAN HENON: It does in
22 structural and more complicated
23 demolition cases or certain types of
24 demolition?

25 DR. BREHM: It's not an OSHA

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 mandate. Obviously when you're doing
3 something very complicated such as the
4 structure that we're looking in the case
5 study, it would be best practices for a
6 contractor.

7 COUNCILMAN HENON: Best
8 practices?

9 DR. BREHM: Best practices, and
10 I would expect a contractor to have hired
11 an engineering firm or someone who was
12 equivalent competency to evaluate that
13 structure.

14 COUNCILMAN HENON: So in the
15 City, so when you have a structural
16 engineer or a structural demolition, you
17 need to submit a plan, beings that it's
18 structural; is that correct?

19 DR. BREHM: No. That's one
20 thing I would advise, is that part of the
21 permitting process is that a demolition
22 plan be submitted.

23 COUNCILMAN HENON: Which
24 includes a safety plan?

25 DR. BREHM: Excuse me?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN HENON: Which would
3 include a safety plan?

4 DR. BREHM: Yes. Absolutely.
5 Safety is the number one concern, but the
6 demolition plan would also require, in my
7 mind and my recommendation, is be signed
8 off by a structural engineer.

9 Demolishing the building in some ways is
10 similar to building it. When we build a
11 structure, we go through periods of
12 instability. This building is stable and
13 we're able to safely sit here because
14 it's stabilized because all of the
15 members are in place. When we build it,
16 we have to do temporary bracing and other
17 things to maintain that stability in the
18 control of the structure. When we
19 demolish it, we have to reverse that
20 process. As we take a structure down, as
21 the gentleman to the right indicated, we
22 have to always be concerned with
23 stability of the structure, because we
24 are starting to remove components that
25 provide that lateral stability. We have

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 to be careful and there has to be a plan
3 as to how we're going to remove the
4 stabilizing elements in a way that we
5 have a controlled demolition, that things
6 fall inward or in the direction that we
7 want them to fall or collapse as opposed
8 to outward or in a way that may cause
9 damage to adjacent structures. That
10 means that occasionally not only do we
11 have to look at how we take it apart, but
12 we also have to look at a plan to provide
13 stabilization in which may require some
14 temporary bracing, because we're removing
15 the permanent bracing that was in place.
16 It's like cutting a tree down. There's a
17 way we cut a tree down so that it falls
18 in the right direction. Same thing with
19 demolition.

20 COUNCILMAN HENON: I'm glad to
21 hear your recommendation since OSHA does
22 require some engineering surveys for some
23 demolitions. To what extent that is I'm
24 not sure, but they do require engineering
25 surveys. Since that has already taken

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 place and with your recommendations, with
3 your experience and history, wouldn't it
4 benefit the City to have engineering
5 surveys submitted as well as safety
6 plans, as you already indicated? Do you
7 think it would drive owners to use
8 responsible contractors to keep the
9 general public and the workers in safe --
10 keep them safe?

11 DR. BREHM: Unfortunately --
12 I've been in the construction industry
13 literally all of my adult life and I'm
14 very proud of it, but unfortunately we
15 have some people who have different
16 ethical and moral standards than I have.
17 So you can't assume and should not assume
18 that somebody is going to do it right.
19 You have to have safeguards in place to
20 ensure that it is being done right.

21 In the permitting -- to take
22 down that building or any building in the
23 City of Philadelphia, you need a permit.
24 That's a gatekeeper. That's an
25 opportunity for you to vet the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 contractor, his plan of demolition and
3 his safety plan, his experience. So I
4 don't think that that's something that we
5 need to walk away from. I think that we
6 have to ensure that the permitting
7 process in Philadelphia or any
8 municipality, for that matter, ensures,
9 one, that there is a safety plan that's
10 in place that's been vetted to ensure the
11 protection of the public; second, that
12 there's a demolition plan in place signed
13 off by a structural engineer that
14 provides for a controlled demolition;
15 third, that we have a qualified
16 contractor that has the financial
17 resources, the technical competency to do
18 the job; and, fourth, that we have a
19 layer of inspection in place to ensure
20 compliance.

21 COUNCILMAN HENON: All right.
22 And I agree. And I was just reading in
23 preparation for this hearing here the
24 Architect's Handbook for Professional
25 Practices, 2006, where it has qualified

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 demolition contractors, a
3 pre-qualification, prerequisite on some
4 of the things that you discussed, with
5 experience, companies' experience in
6 projects, references, safety record,
7 their bonding coverage and insurance
8 covered, which keeps most -- the honest
9 contractors provide that anyway, but
10 those who aren't, it kind of keeps
11 everybody with a framework that is fair
12 and equal and safe. So I think the
13 pre-qualifications that you have here,
14 that Councilman Kenney has been talking
15 about throughout this whole process, that
16 you have in place is a great
17 recommendation for the City.

18 I have no further questions.

19 COUNCILMAN JONES: Thank you.

20 Are there any other questions?

21 COUNCILMAN KENNEY: While you
22 were giving your answer, it reminded me
23 of a quote from a well-known architect
24 that I happen to know personally. It's
25 not what you expect that's important;

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 it's what you inspect that's important.
3 And I think that is a very simple way of
4 making clear what it is we need to do.
5 We need to look at all this stuff and not
6 expect that people are going to do the
7 right thing.

8 Thank you.

9 MR. DAVIS: That's true.

10 COUNCILMAN JONES: I just have
11 one other question, because we can't
12 afford to keep you on beyond the hourly
13 rate, but how often -- and, again, not
14 talking about you, because you're
15 ethical, but how often do we find
16 companies coming into a building and find
17 unexpected contaminants in the building
18 and choosing not to recognize the
19 dangerous nature of the contaminant and
20 just bring it down? Is that an issue?

21 MR. DAVIS: I wouldn't say it's
22 a real big issue, but it do happen,
23 Councilman. I can't say what the
24 percentage, but it does happen. As I
25 said, it relies on the ethic of the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 contractor and the person that's doing
3 the job. But I wouldn't say that it
4 don't, but it do. It's hard to put a
5 percentage on it, though.

6 COUNCILMAN JONES: Is it true
7 that at one point asbestos was used in
8 the making of concrete?

9 MR. DAVIS: Yes.

10 COUNCILMAN JONES: Is it true
11 that a certain date at the age of a
12 building, you should expect the fact that
13 the concrete was made of asbestos?

14 MR. DAVIS: Certainly.

15 COUNCILMAN JONES: Does that
16 contaminant not only endanger the worker
17 but also the take-home contamination?

18 MR. DAVIS: That's true. Other
19 family, yes. Certainly it does, because
20 it's in your clothing.

21 COUNCILMAN JONES: So I'm going
22 to try it again. So those kinds of
23 contaminants at a certain age of a
24 building are in the concrete itself.

25 MR. DAVIS: Correct.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN JONES: So when you
3 see these gentlemen, women bringing up
4 concrete and that dust is flying, it is a
5 reasonable expectation that there may be
6 a contaminant in it?

7 MR. DAVIS: Yes, sir.

8 COUNCILMAN JONES: Not only
9 dangerous to the worker but to, when that
10 worker goes home, to his family.

11 MR. DAVIS: True.

12 COUNCILMAN JONES: Or when that
13 jogger who thinks he's doing the right
14 thing by exercising, fresh air and lungs
15 runs through that cloud of dust, that
16 there are unintended health consequences
17 that may be the result of that?

18 MR. DAVIS: It's there.

19 COUNCILMAN JONES: I'm going to
20 leave it at that, but I want you to know
21 that we are very concerned about these
22 kinds of known dangers and unknown
23 dangers that have impact to the workers
24 but also impact to their families,
25 friends, and the citizens of the City of

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 Philadelphia. So we're going to be
3 looking at those things. We'll put a pin
4 in that for the future.

5 Councilwoman Blackwell.

6 COUNCILWOMAN BLACKWELL: Yes.
7 I would certainly like to agree with the
8 Chairman on that issue. As having a
9 parent who died from asbestos -- both
10 parents died of cancer, but my mother, we
11 didn't check it, and both from issues
12 that cause asbestos, we are really
13 concerned about public safety, and even
14 in issues where the laws have changed,
15 but people are around concrete and other
16 areas where they're doing construction
17 and a person could walk by or be jogging
18 and not realize that they're passing a
19 scene and breathing and they think
20 they're becoming healthy and they're
21 becoming ill. I think if we do nothing
22 else, we should be able to inform people
23 about these things. We should be able to
24 protect people, whether we close off an
25 area, whatever it is, to make sure that

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 people know even -- in many of these old
3 buildings, as we all know, are the ones
4 we have to tear down. So we know we're
5 dealing with unsafe conditions, but we
6 have to do what we can to protect people
7 and their families so they don't have to
8 lose parents and loved ones and members
9 of the community or anyone to conditions
10 that could have been prevented.

11 MR. DAVIS: Right. That's
12 true.

13 COUNCILWOMAN BLACKWELL: Thank
14 you.

15 COUNCILMAN JONES: Thank you,
16 Councilwoman.

17 I also note for the record that
18 Councilman Denny O'Brien has joined us.
19 Thank you, Councilman.

20 Are there any other questions
21 for these sets of witnesses?

22 (No response.)

23 COUNCILMAN JONES: Seeing none,
24 thank you so much for your input.

25 MR. DAVIS: Thank you,

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 Councilman.

3 COUNCILMAN JONES: It will be a
4 part of our record and part of the
5 document that we produce as a result of
6 these hearings. Thank you. Thank you.
7 Thank you.

8 MR. DAVIS: My pleasure.

9 COUNCILWOMAN BLACKWELL: Thank
10 you.

11 COUNCILMAN JONES: Will the
12 Clerk now read the names of the next
13 panel to testify.

14 THE CLERK: Dawn Tancredi.

15 (Witness approached witness
16 table.)

17 COUNCILMAN JONES: Thank you so
18 much. Will you please state your name
19 for the record.

20 MS. TANCREDI: Sure. Good
21 afternoon. My name is Dawn Tancredi and
22 I represent the owner of the Armory
23 Building, which is the subject of today's
24 hearing.

25 COUNCILMAN JONES: Thank you

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 for coming in and testifying. Would you
3 like to testify? Do you have written
4 testimony?

5 MS. TANCREDI: Sure. I can
6 make some comments. And as you
7 mentioned, I'm here today at the request
8 of Council to answer questions about our
9 experience with the new demolition
10 regulations. I can tell you about the
11 timeline for this process, who was
12 involved in the process, and also comment
13 on streamlining the process.

14 There was a partial collapse
15 over the weekend of June 16th at this
16 building, and my client purchased the
17 property on June 17th. So my client is a
18 recent owner of this property.
19 Immediately an engineer came out to visit
20 the site on June 18th and recommended
21 that the building be immediately
22 demolished. The City also declared the
23 building ID.

24 On June 27th, we submitted a
25 demolition application pursuant to the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 new regulations. Thereafter we did
3 receive a comment letter from the City
4 with additional information that was
5 requested. And the response to the City
6 was submitted yesterday, and I can tell
7 you that the application is still missing
8 written consent from two property owners.

9 As far as --

10 COUNCILMAN JONES: I'm sorry.
11 Could you for the record tell us what is
12 on -- so within your experience, what was
13 on old applications and what was your
14 experience with this new application?
15 And pull the mic closer to you, please.
16 Thank you.

17 MS. TANCREDI: Well, I can tell
18 you previously we've pulled many
19 demolition permits, and the process was
20 certainly not as detailed as it is now.
21 There was minimal information that was
22 required. The application was completed.
23 The licensed contractor was identified,
24 and we submitted the application.

25 Now I can tell you the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 information that's been required for this
3 case, this information here was submitted
4 (indicating).

5 COUNCILMAN JONES: So there was
6 a simplified form and now a lot of trees
7 have died as a result of the changes?
8 There's a lot more paperwork?

9 MS. TANCREDI: Yes, there's a
10 lot more paperwork. Not only is there
11 more paperwork, there's more people
12 involved in the process.

13 COUNCILMAN JONES: How big is
14 that parcel?

15 MS. TANCREDI: This parcel is
16 33,000 square feet.

17 COUNCILMAN JONES: And how much
18 did the permit cost you, the demolition
19 permit?

20 MS. TANCREDI: We don't have
21 that information yet.

22 COUNCILMAN JONES: So you have
23 not been charged at this point or given
24 an assessment of what the fee would be?

25 MS. TANCREDI: No. I estimate

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 the permit will cost approximately \$5,500
3 to \$6,000 for the actual permit.

4 COUNCILMAN JONES: Okay.

5 MS. TANCREDI: As far as who
6 was involved in this process, we had two
7 engineers. There was a structural
8 engineer who evaluated the building and
9 prepared a report. There's also a civil
10 engineer who prepared plans for the Water
11 Department, because this site is over
12 15,000 square feet. We needed stormwater
13 management approval.

14 There was also the demo company
15 that prepared documentation. We've got
16 the attorney who streamlined all of the
17 materials, and I also contacted many of
18 the different departments.

19 COUNCILMAN JONES: Which ones?

20 MS. TANCREDI: We had contact
21 with the Streets Department for a fence
22 permit. There was contact with the
23 Revenue Department for tax clearance.
24 There's contact with L&I to make sure
25 there's no outstanding violations. We

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 were in contact with SEPTA because the
3 subway is affected. We also had contact
4 with the Philadelphia Water Department
5 for stormwater management approval.
6 There's also contact with utility
7 companies to make sure that the utilities
8 are shut off, and there's contact with
9 neighbors to obtain written consent.

10 COUNCILMAN JONES: Did you
11 receive the consent from the neighbors?

12 MS. TANCREDI: We have not been
13 able to obtain the consent from a couple
14 of the neighbors at this point, and
15 that's the only outstanding item for this
16 application.

17 COUNCILMAN JONES: Did you
18 produce a safety plan?

19 MS. TANCREDI: Yes.

20 COUNCILMAN JONES: And what did
21 that safety plan, based on your proposed
22 demolition, entail?

23 MS. TANCREDI: It's very
24 detailed. The engineer prepared that
25 report.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN JONES: So when you
3 say -- all right. So are there any
4 contaminants within the building?

5 MS. TANCREDI: Are there any?

6 COUNCILMAN JONES: Are there
7 any contaminants such as asbestos or old
8 concrete within the building?

9 MS. TANCREDI: Yes. Asbestos
10 is being removed.

11 COUNCILMAN JONES: So you have
12 that component. How do you plan to
13 approach, if you could go to the other
14 slide, the adjacent properties? How do
15 you plan to protect the retail clothing,
16 the residential properties in the back
17 and I think -- I don't know what the
18 other use is. The clothing store. How
19 do you plan to safeguard them?

20 MS. TANCREDI: Those are really
21 questions for the engineer. An engineer
22 would be a more appropriate person to
23 answer those questions.

24 COUNCILMAN JONES: But it's
25 contained within your safety plan?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 MS. TANCREDI: Yes.

3 COUNCILMAN JONES: In addition,
4 that safety plan is submitted to whom at
5 this point?

6 MS. TANCREDI: The safety plan
7 has been submitted to the building
8 examiner at L&I.

9 COUNCILMAN JONES: So is that
10 something new? So that's a new part of
11 the process?

12 MS. TANCREDI: Yes.

13 COUNCILMAN JONES: So before if
14 you were demolishing this property, it
15 would not require you to have a safety
16 plan?

17 MS. TANCREDI: Correct.

18 COUNCILMAN JONES: Are there
19 any questions of the panel?

20 (No response.)

21 COUNCILMAN JONES: Thank you so
22 much.

23 MS. TANCREDI: Just a couple
24 more comments.

25 COUNCILMAN JONES: Please.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 MS. TANCREDI: Currently,
3 buildings identified ID are not treated
4 differently under the regulations. The
5 Water Department has 15 days to review
6 plans. L&I has 20 days to review. So
7 those issues should be addressed
8 because --

9 COUNCILMAN JONES: Length of
10 time?

11 MS. TANCREDI: -- the question
12 is how quickly should a building that's
13 been identified as ID come down.

14 Secondly, one of the biggest
15 issues that needs to be addressed is the
16 consent from the neighbors, because what
17 happens if a neighbor will not sign off
18 or if the neighbor is unavailable or on
19 vacation? The City needs to be in a
20 position to be able to issue permits.

21 COUNCILMAN JONES: That's a
22 good point. Define ID for the record,
23 because we know what it is, but...

24 MS. TANCREDI: A building
25 that's ID means that the building is in

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 imminent danger of collapse.

3 COUNCILMAN JONES: Also, does
4 your insurance company require a safety
5 plan? Not really?

6 MS. TANCREDI: I don't know the
7 answer to that.

8 COUNCILMAN JONES: Okay.
9 Councilwoman Blackwell.

10 COUNCILWOMAN BLACKWELL: My
11 experience with ID buildings, when people
12 call us and they say, I really am trying
13 to fix up that building or can we delay
14 it, and we call, and when L&I has said
15 it's really dangerous, we always say
16 fine. And I didn't know that when there
17 was a problem for an imminently dangerous
18 building, my experience is then the City
19 moves forward to protect neighbors. I
20 have not seen an instance where we've had
21 that kind of problem where a building is
22 ID'd and they're ready -- it's the other
23 issue. You try to get to the list to all
24 the buildings that we run across in our
25 daily work.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 But my experience has been if
3 it's stickered, if it's listed, they're
4 always behind, but that they're pretty
5 clear on what's really dangerous when
6 they're to that point of where they're in
7 the demolition act. So I've never had
8 them say that some neighbor doesn't want
9 it and that building is going to hurt
10 somebody and they just hold up because
11 somebody is on vacation. I have not had
12 that -- we can all say many things about
13 L&I, but I've never had that experience.

14 COUNCILMAN JONES: Any other
15 questions?

16 The Chair recognizes
17 Councilwoman Cindy Bass.

18 COUNCILWOMAN BASS: Thank you.
19 Not for this particular testimony, but
20 just in general. Okay. My question was
21 really for you, Mr. Chairman. At the
22 last meeting that I was able to attend,
23 there was some question about former
24 commissioners and whether there was going
25 to be anyone who would actually attend

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 and talk about how we got to this point,
3 because as I see it, there's really two
4 pieces of it. There's how we got to this
5 point this moment in time and what do we
6 do in the future to avoid having this
7 happen again. And so if we're going to
8 look back at the past, having a
9 commissioner who has only been there for
10 one year, I think that it really does
11 behoove us to talk to some of the folks
12 who have been in that spot before and
13 talk about what were the changes over the
14 years, what has happened, what could be
15 done better. Not to point fingers, but
16 really to drill down and figure out how
17 do we make sure this doesn't happen
18 again.

19 So I didn't know if you could
20 provide an update to us in terms of
21 what's happening there and what we could
22 expect, if they are going to be coming.

23 COUNCILMAN JONES: That's an
24 excellent question, Councilwoman, and the
25 answer is yes. Councilwoman Blackwell

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 has reached out to a former commissioner
3 that will be testifying in the upcoming
4 hearings, and one of the other
5 commissioners, the more recent one, we
6 will reach out to, Ms. Burns, to try to
7 see if she will testify, but definitely
8 we have confirmed one former
9 commissioner. And having had some
10 preliminary conversations with him, I
11 think he has some insight to how this
12 problem -- one thing, and without
13 preempting him, is the concern that the
14 Department is in economic development as
15 opposed to under the aegis of public
16 safety. And when that shift happened --
17 and that's not under this Mayor. This
18 happened before this Mayor -- that that
19 changed what the priority may have been.
20 And I'm not trying to draw a conclusion,
21 because that's why we listen to the
22 testimony, that's why we discuss things,
23 but there is a concern that public safety
24 first. Public safety first. But thank
25 you for that insight.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILWOMAN BASS: Absolutely.

3 COUNCILMAN JONES: Thank you
4 for your testimony and taking the time
5 out to come and explain this project to
6 us.

7 MS. TANCREDI: Thank you.

8 COUNCILMAN JONES: Thank you.

9 Will the Clerk now read the
10 next panel to testify.

11 THE CLERK: Douglas Moser,
12 Howard Neukrug.

13 COUNCILMAN JONES: What are
14 their departments?

15 THE CLERK: PGW and Water
16 Department.

17 (Witnesses approached witness
18 table.)

19 COUNCILWOMAN JONES: Thank you,
20 gentlemen, for your patience, ma'am.
21 Please approach the witness table. Have
22 a seat. I guess it's good afternoon now.

23 MR. MOSER: Still morning.

24 COUNCILMAN JONES: Still
25 morning?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 MR. MOSER: Just barely.

3 COUNCILMAN JONES: And in no
4 particular order, would you state your
5 name and begin your testimony, please.

6 MR. MOSER: My name is Douglas
7 Moser, Executive Vice President and
8 Acting Chief Operating Officer at PGW.

9 COMMISSIONER NEUKRUG: Howard
10 Neukrug, Water Commissioner, City of
11 Philadelphia.

12 MR. MOSER: I've provided
13 written testimony. You can at your
14 pleasure. I can provide a synopsis of
15 it, read it into the record or just take
16 questions.

17 COUNCILMAN JONES: How about
18 you, Commissioner?

19 COMMISSIONER NEUKRUG: I've
20 submitted testimony. Just to summarize
21 very quickly, we're looking at water
22 comes into play in a number of different
23 ways in a demolition project. First and
24 foremost, we allow the use of water from
25 fire hydrants for dust control through

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 permit process. We have a shutoff -- we
3 do shutoff of the water service through a
4 discontinuance permit, and we have
5 erosion and sediment controls, and as the
6 lawyer spoke before, if it's a
7 redevelopment project over 15,000 square
8 feet, we also have requirements for
9 stormwater management.

10 COUNCILMAN JONES: So I guess
11 one of the things that as you heard
12 testimony here earlier and I know for a
13 fact that when we start talking about
14 major construction in the City of
15 Philadelphia, there is a committee under
16 the aegis of the Commerce Department that
17 comes together and kind of coordinates
18 things for the best interest of
19 development in the City of Philadelphia.
20 What I would ask you today is, is that
21 same kind of structure or committee given
22 to the demolition properties and, if so,
23 what level of properties?

24 MR. MOSER: Well, with PGW, as
25 part of the process, a contractor would

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 be required to call into the PA One Call
3 system to notify them of a demolition
4 going on. PA One Call would then notify
5 us that that demolition is going on at a
6 site. We would then go out and survey
7 the property, and if we have a gas
8 service, we would have a crew designated
9 to go out and shut that off, terminate
10 that service prior to the demolition
11 occurring.

12 COUNCILMAN JONES: Does that
13 happen -- how would you characterize it?
14 Does this happen all the time, some of
15 the time or every now and then?

16 MR. MOSER: It's most of the
17 time I would characterize that as.

18 COUNCILMAN JONES: And in what
19 occasions does it not happen? Have you
20 had occasions when that didn't happen?

21 MR. MOSER: I can't recall one
22 right now.

23 The other thing that we do is,
24 we work closely with License and
25 Inspection, that they also send us a list

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 of proposed demolition. So we would also
3 go through our records at that point in
4 time to determine whether there is a
5 natural gas service to that property, and
6 prior to us even getting a One Call
7 notification, we would go out and
8 proactively segregate that from our
9 system.

10 COUNCILMAN JONES: How often
11 does L&I provide PGW vacant property
12 lists that are to be demolished? How
13 often does that happen?

14 MR. MOSER: It's usually in the
15 every four to six weeks range.

16 COUNCILMAN JONES: And how long
17 does it take from the time you get the
18 notification to you sending out an
19 inspection crew and coming back with a
20 satisfaction certificate?

21 MR. MOSER: We can typically do
22 that within a two-week window. But if we
23 know that there is a time certain when
24 the demolition is going to start, we
25 would be out there prior to the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 demolition.

3 COUNCILMAN JONES: And how many
4 such inspections and service
5 disconnections has PGW performed last
6 year, let's say? Give me an estimate.

7 MR. MOSER: I would not even be
8 able to provide that. I can provide that
9 as a follow-up.

10 COUNCILMAN JONES: I think
11 that's important, because we'd like to
12 juxtapose the number of permits we've had
13 to the number of inspections that we
14 have, and that will tell us something.

15 Similarly, how does the Water
16 Department interface?

17 COMMISSIONER NEUKRUG: Well,
18 basically in order for a demolition
19 permit to be given from L&I, the Water
20 Department needs to first issue a
21 discontinuance permit, which is done by
22 the owner of the building coming to MSB
23 and paying a fee of \$100 and getting it.
24 It's called a D permit, and then the
25 Water Department will go out and shut off

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 the water service to that system. Once
3 that water service is cut off, then there
4 are no longer any water or sewer bills
5 charged against the property. Until that
6 time, water and sewer service charges
7 continue. So that's one of the
8 incentives for the owner of the property
9 to move forward and do this action.

10 COUNCILMAN JONES: Has there
11 been occasions where demolitions have
12 caused damage to your particular
13 infrastructures?

14 COMMISSIONER NEUKRUG: I am not
15 aware of that, but I'll find out and get
16 back to you on that.

17 MR. MOSER: I am also not
18 aware. As long as we're notified in
19 advance, then it would not.

20 COUNCILMAN JONES: I see
21 Councilman Henon's light lit, but I don't
22 see Councilman Henon.

23 So to answer the question, is
24 there a committee that meets or does this
25 happen independently almost on a routing

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 slip by way of demolition permits and
3 then your interaction?

4 COMMISSIONER NEUKRUG: Our
5 interaction is pretty much based upon --
6 is triggered by request for demolition
7 permit or request for discontinuance
8 permit.

9 COUNCILMAN JONES: And can you
10 describe the water management process and
11 what the logic of that is by way of a
12 permit for water.

13 COMMISSIONER NEUKRUG: There
14 are really two different water management
15 issues going on here. One is called an
16 E&S control, which is erosion and
17 sediment control. Basically that's any
18 construction site you see bales of hay,
19 you see filter bags or large gravel, all
20 to prevent the sediment from leaving the
21 site and getting into the streets and
22 then eventually getting into the sewer
23 system. That's called E&S controls,
24 erosion and sediment controls, and that's
25 typically required at all sites greater

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 than 5,000 square feet earth disturbance.
3 And then there's another process that's
4 really triggered by the redevelopment at
5 15,000 square feet, which looks at the
6 long-term stormwater management of the
7 site. So a building such as the one in
8 your case study that is being demolished
9 and rebuilt, as you heard from the
10 lawyer, there is significant amount of
11 work that's needed to be done to provide
12 to the Water Department to show that when
13 this building is rebuilt, they have at
14 least started the consideration of how
15 stormwater would be managed on site.

16 COUNCILMAN JONES: And what is
17 your -- do you interact with any other
18 departments in this process currently
19 other than L&I, such as the Fire
20 Department, Streets Department, and how
21 is that interaction?

22 COMMISSIONER NEUKRUG: Not
23 really at this point.

24 COUNCILMAN JONES: So those are
25 independent activities. Okay.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 Are there any other questions
3 for this panel?

4 COUNCILMAN KENNEY: Just one
5 relative to gas connection. You guys
6 have the capacity to know when a building
7 is vacant or in disuse. You can tell by
8 the amount of gas that's used or not
9 used.

10 MR. MOSER: Yes.

11 COUNCILMAN KENNEY: Do you have
12 a policy at all as to your people going
13 out and looking at buildings, what their
14 condition is? Because I would expect
15 that a building that collapses on itself
16 with an active gas line is a problem.

17 MR. MOSER: That is correct.

18 COUNCILMAN KENNEY: And do you
19 routinely turn off service from the
20 street when a building over a certain
21 age, over a certain length of time that's
22 not been occupied or not been in use?

23 MR. MOSER: We do a survey of
24 the records to find out whether there's
25 gas usage going into it. The difficult

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 part is that there may be still an active
3 service, an active building, an active
4 customer who they may not have usage for
5 a long period of time, but still wants
6 the gas service in the building and
7 during the winter period would have the
8 service available to them to keep the
9 building warm to keep the pipes from
10 freezing. So we don't proactively go out
11 and shut off every building that may not
12 have usage for a long period of time.

13 COUNCILMAN KENNEY: Your
14 employees are highly trained. Your field
15 employees are highly trained individuals
16 who work with dangerous substance like
17 gas all the time.

18 MR. MOSER: Yes, sir.

19 COUNCILMAN KENNEY: Do you see
20 a role for your street personnel to
21 communicate or to make a note or to
22 report anything like that relative to a
23 large building that may either be --
24 certainly has gas service but may be
25 inhabited by people who shouldn't be in

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 the building or is in a dangerous
3 condition or they're working on a street,
4 they're working in a street operation
5 repairing a main or doing some work and
6 looking at a building that looks like it
7 could come down any moment?

8 I mean, I think part of this
9 whole problem is kind of the lack of
10 integration with all the City
11 departments, that when you see something,
12 say something. It's that way with
13 terrorism and it's that way with
14 buildings that are going to fall on
15 people. So is there a policy or could
16 you develop a policy that would allow
17 your guys, your people to communicate
18 with L&I, with Fire, with whoever?

19 MR. MOSER: Well, we do have an
20 internal policy that our street
21 individuals, if they see a vacant
22 building or a demolition that we were not
23 previously informed of, to notify our
24 internal supervision, and they then in
25 turn get in touch with the L&I

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 department. So we do have that as our
3 current policy.

4 COUNCILMAN KENNEY: Does your
5 IT capability allow you to communicate
6 directly from handheld or from MDT units
7 to your internal information?

8 MR. MOSER: Yes, it does.

9 COUNCILMAN KENNEY: And is
10 there any connection between your
11 internal information folks other than the
12 telephone?

13 MR. MOSER: Not currently there
14 is not, no.

15 COUNCILMAN KENNEY: That's
16 something I think we should be looking
17 at. I mean, again, one of the reasons
18 why you guys are like public -- your
19 folks are public safety workers, as far
20 as I'm concerned.

21 MR. MOSER: Absolutely.

22 COUNCILMAN KENNEY: And we've
23 seen some tragedy in the past, and thank
24 God it doesn't happen often, but I think
25 you could be an integral part of that

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 process since -- boots on the street
3 create opportunities for communication.
4 Whether it's you, whether it's the
5 Parking Authority, whether it's Water
6 Department workers, we're all in this
7 together and we should all be
8 communicating, and we can't have that
9 "that's not my job" kind of attitude.

10 MR. MOSER: I would agree with
11 you.

12 COUNCILMAN KENNEY: I
13 appreciate that. Thank you.

14 COUNCILMAN JONES: Councilman
15 Kenney is speaking about silos.

16 Real quick, do you interact,
17 particularly you, Commissioner, with the
18 Fire Department at all by way of
19 disruption of service maybe and access to
20 water by way of an occasion of a fire as
21 a result of demolition?

22 COMMISSIONER NEUKRUG: We do
23 work with the Fire Department very
24 closely obviously in the operation and
25 maintenance of all the fire hydrants in

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 the City and our permit process where
3 contractors use those hydrants. We do
4 want to make sure that there's always
5 hydrants available to deal with any kind
6 of emergency, any fire in the City.

7 COUNCILMAN JONES: Okay. What
8 I'd like to do is ask you guys to stay.
9 Councilman Henon did have some questions
10 for you, but he was pulled out for a
11 call, and we can in the process bring up
12 the next people to testify.

13 Will the Clerk please read the
14 next witnesses to testify.

15 THE CLERK: Frank Breslin,
16 Revenue Department; David Perri, Streets
17 Department.

18 (Witnesses approached witness
19 table.)

20 COUNCILMAN JONES: Thank you so
21 much for your patience. Please have a
22 seat and state your name for the record.
23 And I understand you guys have written
24 testimony, and would you please summarize
25 it in your comments.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 DEPUTY COMMISSIONER BRESLIN:

3 Sure. My name is Frank Breslin. I'm
4 Deputy Revenue Commissioner. I'm here to
5 testify specifically about Revenue's role
6 in the demolition process and how we
7 collaborate with L&I.

8 As you know, Revenue is charged
9 with the collection of revenue due to the
10 City and the School District of
11 Philadelphia, and in that effort, we
12 collaborate with other City departments,
13 including Licenses and Inspections. We
14 collaborate through joint projects. We
15 attend regularly scheduled meetings. We
16 share information, and L&I participates
17 in our tax clearance program.

18 The tax clearance program
19 provides a mechanism so that L&I can
20 check permit and license applicants to
21 see if they're tax compliant. The Tax
22 Clearance Unit -- the tax clearance
23 process when it informs them that a tax
24 payer is non-compliant, they're put in
25 touch with the Revenue Department. They

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 come to our Tax Clearance Unit or contact
3 our Tax Clearance Unit by phone, whatever
4 method of contact, and the Tax Clearance
5 Unit alerts them to what the reason for
6 the non-compliance is. L&I doesn't know
7 that. They just know that the taxpayer
8 is non-compliant in some way.

9 So we then inform the taxpayer
10 of what they need to do to come into
11 compliance. We try to walk them through
12 the compliance process. Sometimes there
13 may be confusion. They need to file
14 returns. They need to pay. They need to
15 get into an installment agreement.
16 Whatever that need is, the Tax Clearance
17 Unit walks them through that process.

18 When the taxpayer becomes
19 compliant, the Tax Clearance Unit would
20 issue a tax clearance certificate, and
21 the applicant can then submit that tax
22 clearance certificate to L&I as proof
23 that they've come into compliance and
24 they're eligible for the application or
25 permit.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN JONES: Excuse me.

3 Does that apply to the building owner,
4 the contractor and their respective
5 subcontractors?

6 DEPUTY COMMISSIONER BRESLIN:

7 Whoever the party is applying for the
8 permit or the applicant. Revenue may not
9 know the exact connection. We just know
10 that they've come over with a compliance
11 issue, and they would tell us their
12 entity, who they are, and then we tell
13 them the details of their non-compliance.

14 COUNCILMAN JONES: So if an
15 engineer that may not be the owner of the
16 building comes in and they clear, they're
17 able to get the permit?

18 DEPUTY COMMISSIONER BRESLIN:

19 We would give that engineer a tax
20 clearance certificate. We don't approve
21 anybody for anything. We give them a
22 certificate that says they've come into
23 tax compliance, and then they would bring
24 that back to L&I, and L&I would use that
25 to approve or deny -- to approve the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 permit or application.

3 COUNCILMAN JONES: So if I'm
4 the owner of the building and I'm in
5 non-compliance, under the current system
6 you would not be able to pick that up?

7 DEPUTY COMMISSIONER BRESLIN:
8 No, I'm not saying that. I'm saying
9 whoever the applicant is. So I think it
10 depends on what permit or application
11 you're applying for. So if as the owner
12 of a building you need to apply for a
13 particular permit and you're not in
14 compliance, you would be directed to us
15 and we would check your account for
16 non-compliance. If you're a contractor
17 and you're applying for a license that is
18 specific to the contractor, then we're
19 checking the tax compliance of the
20 contractor.

21 COUNCILMAN JONES: So, again,
22 if I'm the demolition company and then I
23 hand it off to a non-compliant company,
24 there is no mechanism by which you can
25 check that at this point?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 DEPUTY COMMISSIONER BRESLIN:

3 That I'm not sure. I don't know all of
4 the processes of applications and permits
5 through L&I. So if they don't need to
6 apply for anything subsequent, then we
7 wouldn't know.

8 COUNCILMAN KENNEY: See, I'm
9 going to use your line. If L&I were
10 here, we could ask them, not anything to
11 do with 22nd and Market, but everything
12 to do with what we're talking about now,
13 is that when I have a third-party
14 expediter, when I have an architect or an
15 engineer or a person that's the agent for
16 the building or the owner, they get the
17 permit, they're tax compliant, and they
18 turn it over to the Three Stooges
19 Demolition Company, who are not tax
20 compliant.

21 L&I should have a mechanism --
22 this is not Revenue's fault, but L&I
23 should have a mechanism -- and supposedly
24 it's going to be in place soon. I mean,
25 I don't know what "soon" means, but

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 soon -- where they have to self-report
3 who is on the job site via the computer,
4 so that you can then, L&I and/or Revenue,
5 could then check and see whether XYZ
6 company that's now self-reported is in
7 fact tax compliant, which would allow L&I
8 to take certain measures, you guys to
9 take certain measures to make sure
10 they're tax compliant. But without that
11 self-reporting and without those eyes, I
12 don't know who is -- and as we've seen in
13 bad situations, I don't know who is on
14 that job site. All I know is that a tax
15 compliant person pulled the permit from
16 L&I.

17 The other issue that
18 exacerbates that -- and this is something
19 maybe you can respond to -- is that the
20 Three Stooges Construction Company hires
21 people off the street who don't
22 necessarily -- are not necessarily on
23 their payroll. So that construction
24 company, that general contractor, has no
25 certified payroll. So I have 25

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 individuals on a construction or
3 demolition site who are being paid in I
4 don't know what manner, probably cash,
5 and are not paying wage taxes, are not
6 paying any state taxes or any of the
7 other requirements that an employer has
8 to go through like workmen's comp and
9 unemployment comp. How can Revenue get
10 our arms around that underground economy
11 that is not only ripping us off and
12 ripping off the legitimate contractor,
13 but is generally if you're not -- if
14 you're doing all those corner cuts,
15 you're probably not doing a good job on
16 the site either. So that's a safety
17 issue.

18 So how does Revenue address all
19 that?

20 DEPUTY COMMISSIONER BRESLIN:
21 Well, part of our collaboration with L&I
22 is, we do have regularly scheduled
23 meetings. We meet with them quarterly.
24 But with their implementation of the
25 Construction Site Task Force, which I

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 think is a part coming out of Council
3 Bill 120776 -- so from the time that bill
4 was passed, we've met with L&I. We're
5 going to meet with them monthly. We've
6 set up some processes, some
7 interdepartmental processes, for
8 communication, and we're going to meet
9 monthly to see that they're working.

10 So broadly how we view this is,
11 L&I will be out there on the construction
12 sites and they'll be bringing back the
13 information, who is registered, who is
14 not registered. The not registered
15 contractors need to come to Revenue. And
16 that is our role, to find out if they're
17 not registered, we need to contact them
18 and either audit them or contact them to
19 bring them into compliance.

20 In the case of no payrolls
21 where sometimes there's questions of I'm
22 not an unregistered contractor because
23 we're just using the truck of the company
24 but we're really employees, we're going
25 to address that situation where L&I gets

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 that report, then they'll also
3 communicate that information to Revenue,
4 who will then do essentially an expedited
5 audit where we get the payroll records
6 that include that period of time. So
7 we'll be able to go in and see do those
8 actual individuals exist, is there a
9 payroll. If there's no payroll,
10 obviously that's not -- that wasn't
11 correct and the contractor is liable.

12 COUNCILMAN KENNEY: In your
13 discussions with L&I, two things that I'm
14 trying to get answers from from L&I --
15 and maybe since you've talked to them and
16 they talk to you, you can tell us. Is
17 there some type of plan for
18 self-reporting by a website for who's on
19 the job site? Because that's something
20 when Fran Burns was commissioner, we had
21 a hearing and we talked about they were
22 developing an IT, a software program that
23 would allow general contractors and/or
24 subs within 72 hours of getting on the
25 site to be able to log on and say they're

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 there, what their tax number is and all
3 the other pertinent information. Is
4 there anything going in that direction?

5 DEPUTY COMMISSIONER BRESLIN: I
6 don't know the specifics of that. They
7 have discussed a lot of enhancements that
8 will be included in Project Eclipse, but
9 I don't know the specifics.

10 COUNCILMAN KENNEY: Have they
11 discussed the possibility or the
12 requirement to shut a job down when it's
13 clearly a mass of fraud, where no one is
14 on -- there's no payroll, it's basically
15 hiring guys as day laborers and paying
16 them every week in cash? Is there any
17 discussion of stopping that job as
18 opposed to letting it go on and on and on
19 while you guys chase your tail trying to
20 get them to come into compliance while
21 they're thumbing their nose at everybody
22 else but the job is getting finished?

23 DEPUTY COMMISSIONER BRESLIN:
24 Yes.

25 COUNCILMAN KENNEY: Has there

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 been any discussion of job stoppage?

3 DEPUTY COMMISSIONER BRESLIN:

4 They have discussed job stoppage in
5 general terms. We haven't gotten into
6 the specifics of how that will happen.
7 On our side, one of the things that the
8 Revenue Department is now doing on tax
9 delinquents -- it's a little bit of a
10 different situation, but it's similar --
11 is, we're starting to do CAL (ph)
12 revocation. So we are revoking licenses,
13 which gives them -- so there could be
14 communication there, which would give
15 them the authority to close the job site.

16 COUNCILMAN KENNEY: And are you
17 having any discussion with them about the
18 requirement that a developer/owner who
19 employs those tactics to put money in
20 their own pocket as opposed to in their
21 employees' pockets or into the City tax
22 rolls, that they ultimately be
23 responsible for the calculated loss of
24 taxes to the City and state, that it
25 would be ultimately when we catch you and

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 we calculate the amount of personnel
3 hours and what you beat us on average
4 salary, what you beat us in taxes,
5 Mr. New York developer, or whoever you
6 are, here's the tax bill, it's on you
7 now. Now we're going to lien you for the
8 stuff you beat us on. Is there any
9 discussion of that?

10 DEPUTY COMMISSIONER BRESLIN:
11 There has not been.

12 COUNCILMAN KENNEY: Okay.
13 Thank you.

14 COUNCILMAN JONES: Thank you,
15 Councilman.

16 Councilman Kenney -- I mean --
17 we need a break. Councilman Henon.

18 COUNCILMAN HENON: Thank you,
19 Mr. Chairman.

20 Good afternoon now, a little
21 after noontime. So on the line of
22 questioning regarding people performing
23 work and audits and the, I guess,
24 timeline in which a job site can be
25 audited and discovered whether somebody

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 is in compliant whatsoever, so the focus

3 now -- I just wanted to clarify this.

4 The focus now is on delinquencies. Is

5 that what I heard you say?

6 DEPUTY COMMISSIONER BRESLIN:

7 The focus is on delinquencies and

8 registration.

9 COUNCILMAN HENON: And

10 registration.

11 DEPUTY COMMISSIONER BRESLIN:

12 Meaning businesses. Some businesses may

13 owe back taxes. There's a possibility

14 that there's businesses -- there's

15 contractors out there that don't owe us

16 any back taxes because they never went

17 through the steps to get a license or

18 file any tax returns and they're just

19 basically flying under the radar. So

20 we're looking for unregistered taxpayers

21 as well.

22 COUNCILMAN HENON: Right.

23 Which is a huge underground market here

24 in the City of Philadelphia, as some of

25 the conversations that we've had. A bill

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 has passed here, this Council and this
3 body, 17 to 0 to try to deal with
4 unlicensed contractors and workers who
5 don't have a license or who don't work
6 for a licensed contractor.

7 With that being said, does the
8 Department -- in the Department's eyes,
9 would you agree that there are only two
10 types of workers on the job site? It
11 would be a licensed contractor or an
12 employee of a licensed contractor. Would
13 the Department elevate that they're the
14 only two types of workers on a job site?

15 DEPUTY COMMISSIONER BRESLIN:
16 Yeah, I would agree generally. We would
17 classify them as a contractor or
18 subcontractor.

19 COUNCILMAN HENON: A licensed
20 contractor, right?

21 DEPUTY COMMISSIONER BRESLIN:
22 And an employee, yes. Yes.

23 COUNCILMAN HENON: Or an
24 employee of a licensed contractor.

25 DEPUTY COMMISSIONER BRESLIN:

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 They're the only legitimate people that
3 should be on the job site, yes.

4 COUNCILMAN HENON: Great. Now,
5 so somebody has a complaint, somebody
6 calls 3-1-1. 3-1-1 don't get back to you
7 for 50 days and the job comes and goes.
8 How quick would a complaint to Revenue
9 turn around to see if somebody is
10 incompliant, whether they are a licensed
11 contractor or an employee of a licensed
12 contractor or if the contractor is
13 incompliant with its current or current
14 on its taxes?

15 DEPUTY COMMISSIONER BRESLIN:
16 It would be fairly quickly, and I know
17 that's general. In some cases we would
18 dispatch an investigator to the job site
19 to verify the activity. That's not
20 always possible to do that real quickly,
21 because our investigators could already
22 be out on the street for the day doing
23 another initiative, but we try to get
24 somebody out to the job site within days.
25 Sometimes that person is no longer there.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 But if we have the information, if the
3 complaint includes who the contractor
4 was, the day they were there, the job
5 site and we have enough information, then
6 we'll go into our own records to check
7 our internal records to see if that
8 contractor is registered. If we
9 determine that contractor is not
10 registered, then we will send them a
11 notice indicating that we have reason to
12 believe that they are operating in the
13 City of Philadelphia and that we want
14 their tax information, and that will
15 happen within weeks of a complaint. And
16 then if they don't respond, we'll take
17 additional enforcement action.

18 COUNCILMAN HENON: And I think
19 Councilman Kenney hit it right on the
20 head when he stated that what happens to
21 the job that's currently under
22 construction right now, whether it's
23 demolition or construction. You have
24 somebody who is not tax compliant and
25 we're sending out notices and going back

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 and forth. The next thing you know a
3 month and a half or two months are passed
4 by, and whatever due process is and
5 however antiquated our system is at this
6 time, we need to change that.

7 Does the Revenue Department in
8 their coordination with L&I, are they
9 ever proactive in -- let me back up. Do
10 you take a look at the status of
11 somebody's -- a contractor's compliant
12 from their permits? That would be a good
13 start, taking a look at whoever pulls
14 permits to see if they're incompliant.
15 How does that work? Does L&I -- do you
16 have access through any kind of
17 communication --

18 DEPUTY COMMISSIONER BRESLIN:
19 We don't do any checks. I mean, we
20 generally communicate with L&I. A lot of
21 times on these job site investigations,
22 it will be joint. I mean, we'll go out,
23 but L&I -- we share the information. L&I
24 goes out, and we're really out there with
25 different purposes. We're out there from

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 a revenue standpoint, not from a health
3 or safety standpoint. We want to get out
4 there. We want to find out -- the
5 information that we each need to gather
6 is different and for a different purpose.
7 So we go out to gather our information.
8 We want to find out who the contractor
9 is, try to get a federal ID number. If
10 they have employees on the site, we want
11 to take a head count, to the degree
12 possible, to see how many employees are
13 on the site so we have an idea when we
14 come back and look at our internal
15 records, they have a wage tax account,
16 but do they have the right number of
17 employees, are they paying the proper
18 amount of tax. And we take it down that
19 road, and we're ultimately looking to get
20 them compliant, meaning that they're
21 paying the right amount of tax. And
22 that's different from whether they have
23 the correct permits or licenses. We're
24 not really looking at that. But we do
25 share information. If we find somebody

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 that's non-compliant and L&I is not
3 available, we will alert L&I, and they
4 will do the same with us.

5 COUNCILMAN JONES: Councilman,
6 if I may.

7 One of the reasons why we are
8 talking about interdepartmental
9 cooperation, it's implied in the heading,
10 cooperation, and that there needs to be a
11 central entity that codifies all this
12 information, because your red flag of
13 non-compliance of contractors indicates
14 something to another department that may
15 be critical in saving lives. If somebody
16 passes off through a third party a
17 certificate and that individual is not
18 reputable, if that individual is not in
19 compliance, that indicates that there may
20 be other problems we need to be drawn to.

21 So for you working with L&I,
22 working with the Water Department,
23 working with the Gas Works, working with
24 the Fire Department, working all
25 together, that's what keeps us safe.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 It's when we miss a cue, miss a red flag
3 that bad things happen. So that's why
4 that coordination aspect of it. We know
5 you're going to do your job, but we want
6 it to be in almost synergistic with the
7 other departments to create a total
8 safety picture for us, and that's what
9 we're challenging you kind of to think
10 beyond just your role.

11 I'm sorry, Councilman. Go
12 ahead.

13 DEPUTY COMMISSIONER BRESLIN:
14 And one of the things -- and maybe it
15 wasn't thought in that context, but one
16 of the things that the Department is
17 looking at developing in the near term is
18 acquiring a data warehouse. And part of
19 that can be to give other departments
20 access to our data. Now, some of our
21 data is confidential and we can't
22 disclose that, but compliant,
23 non-compliant, just that term, we can
24 make that available, and the data
25 warehouse would be a great place for

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 other departments to be able to link to
3 to look for our information. And
4 departments that deem that to be
5 important information to them would be
6 able to get access, and it would be
7 automated access. It wouldn't have to be
8 a person talking to another person where,
9 you know, you get breakdowns because a
10 person is on vacation or whatever. This
11 could be systematic, programmatic.

12 COUNCILMAN JONES: Exactly.

13 I'm sorry, Councilman.

14 COUNCILMAN HENON: As the
15 Chairman had just stated, we have an
16 opportunity here to create a framework
17 that makes the interdepartmental
18 collaboration work with one process,
19 where it can, upon inspections, upon
20 somebody pulling a permit, that the City
21 is talking to each other, and at the end
22 result, one of the core -- I mean, a core
23 service that we provide is keeping the
24 public safe, and whether it's our first
25 responders, whether it's the Streets

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 Department, whether it's L&I, and Revenue
3 plays a vital role. I mean, it's vital
4 in being a part of the process.

5 So is there anybody in the
6 Department of Revenue assigned to L&I?

7 DEPUTY COMMISSIONER BRESLIN:
8 Currently there's not a particular person
9 assigned to L&I. There's not.

10 COUNCILMAN HENON: Some of the
11 conversations that, off-of-the-line
12 conversations, have been as a result of
13 as we move forward implementing some
14 legislation or how we enforce some of the
15 legislation that has multiple departments
16 such as Revenue and L&I and others talk
17 to each other more, how can we share
18 information so the legislation is
19 enforced. One of the things that we've
20 been talking about is a complaint board,
21 having an open -- cooperating with L&I
22 and Revenue, having a board where people
23 could come in and have an open process to
24 the public that's posted as well on the
25 website where here are the complaints and

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 this is a Revenue issue, because right
3 now Revenue does -- you do a fine job
4 doing what your auditors do and things
5 like that, but that's between you, the
6 Department, and whoever you're trying to
7 communicate with via mail. In these
8 cases with demolition and construction,
9 via mail is too long. It just takes too
10 long, and you can have a major tragedy or
11 catastrophe that was unintended just
12 because of the length of time.

13 So we're trying to put a
14 framework together which speeds up the
15 accountability. And one of the other
16 problems that I've experienced so far is
17 bad service. If somebody is cheating on
18 their taxes, I guarantee you they're
19 cheating on other things, and not sure if
20 the correct information that they report
21 is true. So you may be serving an empty
22 building. I guarantee that happens a lot
23 in the City of Philadelphia.

24 So it all does kind of speak to
25 working together to provide the best

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 service that we can provide to the
3 citizens of Philadelphia.

4 DEPUTY COMMISSIONER BRESLIN:
5 Agreed.

6 COUNCILMAN JONES: Councilman,
7 thank you.

8 Councilman Kenney.

9 COUNCILMAN KENNEY: Let me give
10 you an example.

11 Excuse me. I'm suffering with
12 allergies today bad, so I apologize.

13 I'll give you a good example of
14 where your interface with L&I could give
15 you a roadmap to find folks that are
16 doing this stuff we want to stop.

17 There's a licensed electrical contractor
18 in Bucks County who pulled, I think, 270
19 permits last year. The only employee in
20 his firm is him, and he's in his 80's.

21 He's either a very good electrician and
22 he gets that work done really quick, 270
23 jobs a year, with no employees but him.

24 That to me is, Dude, who are you giving
25 this stuff to? Now I can go out. At

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 least I'll know the job sites. At least
3 I'll know when the New York company that
4 isn't licensed that's putting their
5 employees up in a motel in Cherry Hill is
6 doing a two-week job in Municipal Court,
7 which is an actual case, that you guys go
8 over there and start counting heads, and
9 then somebody knows -- and then that guy
10 who is pulling those permits winds up
11 getting debarred or whatever process we
12 use that he doesn't pull anymore again.

13 I mean, that's the kind of, I
14 think, detective work or work that I
15 think if you had access or asked for
16 access to L&I's files, you'd see a
17 pattern of things. This doesn't make any
18 sense. How can you do all this work with
19 no employees? So now you know let's try
20 him out. And that's, I think, what I'm
21 talking about when it comes to you using
22 their tools to help you do your job
23 better.

24 DEPUTY COMMISSIONER BRESLIN:

25 Yeah.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN KENNEY: The other
3 thing is, how many times can you get a
4 payment agreement?

5 DEPUTY COMMISSIONER BRESLIN:
6 How many times can you get a payment
7 agreement?

8 COUNCILMAN KENNEY: Same firm,
9 I get a payment, I'm in compliance. I
10 get a permit, I'm out of compliance. I
11 get a payment agreement, I'm in
12 compliance. I don't pay my taxes, I'm
13 out of compliance. How many times can
14 that dance go on?

15 DEPUTY COMMISSIONER BRESLIN:
16 Generally and -- the process is, a person
17 comes in for a payment agreement first
18 time, the terms are more generous and
19 they're understood that if you're back,
20 this is not going to be this good again.
21 By the second time, which happens, they
22 come in, they essentially get the talk
23 again, with not as generous terms, much
24 stricter terms, more of a down payment.
25 By the third time, we're starting to --

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 if they're there a third time, we're
3 starting to take a hard line and look at
4 a very large down payment, 50 percent or
5 more in some cases, or no payment
6 agreement at all. And now with CAL
7 revocation, we have more bite to go with
8 that bar, because we could say not only
9 are you not eligible for a payment
10 agreement, but if you don't come into
11 compliance, we're going to close your
12 business.

13 COUNCILMAN KENNEY: What is our
14 process in determining multiple names,
15 same actor multiple names of companies?
16 So, for example, you've gotten to the end
17 of your rope with this person on ABC
18 Construction Company and they open up XYZ
19 Construction Company. Do we have a way
20 of tracking the principals or the people
21 who are opening these accounts to
22 determine whether or not they've opened
23 five or six others over the last four,
24 five years?

25 DEPUTY COMMISSIONER BRESLIN:

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 To some degree. I mean, but that is a
3 game that can be played, opening separate
4 legal entities. And we look to see
5 through our system if it's the same
6 principal, same activity, no periods of
7 discontinuation, and we take that into
8 consideration.

9 COUNCILMAN KENNEY: Do we have
10 the capacity to confiscate assets? Like,
11 for example, if it's a construction
12 company and they have three trucks and
13 they owe us a hundred grand in wage and
14 business taxes, can we take the trucks?

15 DEPUTY COMMISSIONER BRESLIN:
16 That would be a question for Law. I'm
17 not sure. Currently we don't do that.

18 COUNCILMAN KENNEY: But if you
19 had the power to do that, that would, I
20 guess, enhance your ability to collect.

21 DEPUTY COMMISSIONER BRESLIN:
22 Sure.

23 COUNCILMAN KENNEY: Also in
24 suburban areas, for example, if I'm a
25 roofer and I'm from Philadelphia and I

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 don't have a license in such-and-such a
3 township and I go out and put a ladder up
4 against a house and start doing a roof
5 and they come and check and I don't have
6 a license, they'll take my stuff.
7 They'll take my kettle, they'll take my
8 truck. Now, that seems to be extreme,
9 but it works out there, and I'd like to
10 see it work here.

11 Just one word of praise. I
12 understand your commissioner is like a
13 dog with a bone, and I'm getting calls
14 from people who are like, What are they
15 calling me now after so many years?

16 I said, Can't help you. You're
17 going to -- but I understand that the
18 activity has ratcheted up in a tremendous
19 level, and I would like you to carry that
20 back to her and to your folks that I'm
21 really happy with them. I'm really happy
22 I'm getting complaints about people
23 collecting taxes.

24 DEPUTY COMMISSIONER BRESLIN:

25 Good. Thank you.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN KENNEY: That's a
3 good complaint to get.

4 DEPUTY COMMISSIONER BRESLIN:
5 It is.

6 COUNCILMAN JONES: Are there
7 any other questions for this panel?

8 (No response.)

9 COUNCILMAN JONES: For this
10 group? Are there any others to testify?

11 Mr. Perri, you didn't testify.
12 You didn't say anything, come on. You
13 thought you were going to get away.

14 COMMISSIONER PERRI: I thought
15 I was getting off scot-free.

16 Good afternoon, Chairman
17 Jones --

18 COUNCILMAN JONES: You weren't
19 going to tell us either.

20 COMMISSIONER PERRI: -- and
21 members of the Special Investigating
22 Committee. My name is David Perri and I
23 am the Acting Streets Commissioner. I
24 have submitted formal testimony. If you
25 would like, I can read that into the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 record or I can offer a brief summary.

3 COUNCILMAN JONES: Please

4 summarize.

5 COMMISSIONER PERRI: Okay.

6 Title 11 of The Philadelphia Code

7 provides the Department of Streets with

8 the authority to issue sidewalk and

9 street closure permits. The reason why

10 we issue these permits are essentially

11 threefold: for traffic control and

12 safety, for scheduling and notification,

13 and for avoiding conflicts with utilities

14 and other construction work.

15 Currently, we require the

16 submittal of a completed building permit

17 from the Department of Licenses and

18 Inspections as a prerequisite before we

19 will issue any sidewalk or street closure

20 permit. We are actively working with the

21 Department of Licenses and Inspections to

22 incorporate the new site safety plan

23 submission and design professional

24 recommendations into the process. We're

25 also talking to L&I about sharing

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 databases and perhaps working off of a
3 single permit database.

4 I'm available to answer any
5 questions.

6 COUNCILMAN JONES: Thank you so
7 very much. Now, what has happened post
8 Market Street that has changed within
9 your process within demolition, your
10 department?

11 COMMISSIONER PERRI: Well, we
12 reviewed all our current processes for
13 issuing permits, and we feel that we need
14 to integrate the site safety plan and
15 design professionals recommendations into
16 our process prior to our issuance of the
17 sidewalk or street closure permit. The
18 way it is now, we're asking for the L&I
19 permit first. Our thinking was that we
20 did not want to put a piece of paper out
21 on the street without making sure that
22 there was an associated building permit,
23 because sometimes someone could show that
24 piece of paper and say, I got a sidewalk
25 closure, it says it's for demolition,

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 therefore I'm allowed to demolish the
3 building. Well, that could be a complete
4 fallacy.

5 L&I, on the other hand, they
6 need to make sure that the street closure
7 permits are out on the street also,
8 because they are overall responsible for
9 the safety of the construction project.
10 So what we're talking about is taking
11 that site safety plan, having it reviewed
12 by the Department of Licenses and
13 Inspections, have it signed off by their
14 plan examiner. That would then come to
15 the Streets Department. We would issue
16 our street closure permit. L&I in turn
17 would take that street closure permit and
18 issue the building permit. So the end of
19 the day is, both permits get issued
20 concurrently and the two departments are
21 on the same page.

22 COUNCILMAN JONES: In reference
23 to street closings, to what degree does
24 traffic patterns, time of day come into
25 play by way of -- do they ask for the

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 street closure or do you on occasion
3 insist upon a street closure, and how
4 does that work?

5 COMMISSIONER PERRI: The
6 contractor will come to us. We will ask
7 them what type of activity that they're
8 proposing. They request the closures
9 from us. We will then look at what other
10 construction activity is in the area. We
11 will look at the extent of the closure
12 that they want. We will look at the
13 impact on traffic patterns and then make
14 a determination as to whether or not they
15 can have that closure, whether or not we
16 need to have the Police Department
17 involved in pulling traffic past the
18 construction site. We will notify Police
19 and Fire that there's a detour or an
20 issue with traffic in a particular area.
21 That's our emphasis.

22 COUNCILMAN JONES: So the case
23 of Broad Street and the Armory, for
24 example, in this case study, how would
25 you approach that project?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COMMISSIONER PERRI: Well, I
3 don't know the details of that --

4 COUNCILMAN JONES: On Broad
5 Street.

6 COMMISSIONER PERRI: I would
7 assume that they would need to have
8 sidewalk and a parking lane closure to do
9 that project.

10 COUNCILMAN JONES: So not only
11 the sidewalk but where the cars would
12 park adjacent to the sidewalk?

13 COMMISSIONER PERRI: Right. In
14 listening to the testimony, it seems like
15 the preferred method would be to bring in
16 at some point cranes, and they're going
17 to need to park in the parking lane,
18 reach over the sidewalk. So without
19 knowing the details, I would think that
20 what would be appropriate for that
21 particular operation would be a parking
22 lane and sidewalk closure.

23 COUNCILMAN JONES: And, again,
24 could you define how you work with L&I?
25 Do you work with any other departments?

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 Water?

3 COMMISSIONER PERRI: Yeah. I
4 mean, we're in constant communication
5 with all the departments. L&I has been
6 very good at giving us referrals on
7 projects in which there's a building
8 permit out there but the contractor
9 didn't come back for the sidewalk or
10 street closure permit. There's a good
11 relationship there. We're constantly
12 meeting with the Water Department on
13 common issues, because obviously they
14 have their facilities in the public
15 right-of-way. I think there's pretty
16 good communication between the three
17 departments.

18 COUNCILMAN JONES: Do you send
19 an inspector out to take a look at what
20 streets need to be closed?

21 COMMISSIONER PERRI: Our
22 inspectors will periodically go out and
23 look at the closures, make sure that the
24 contractor is not parking vehicles within
25 the closure, make sure there's still an

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 active construction site. I mean, we try
3 to make sure that the sidewalk and
4 streets aren't closed for any longer than
5 they need to be.

6 COUNCILMAN JONES: And how long
7 does it take to process a permit and how
8 much does it cost?

9 COMMISSIONER PERRI: There's an
10 entire fee schedule for permitting. I'll
11 be happy to send that to you. If you're
12 doing, for instance, a sidewalk platform,
13 we do not charge a fee from the Streets
14 Department to do that. We charge a
15 fairly significant fee if you're closing
16 the entire sidewalk off. The fees are
17 based on the length of the block that
18 you're closing and the timeframe that
19 you're closing it.

20 COUNCILMAN JONES: At what
21 point do you require scaffolding sheds on
22 the sidewalks? Do you require it?

23 COMMISSIONER PERRI: Yeah.
24 What we do is, we offer the contractors
25 several different options. Either they

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 put a sidewalk shelter platform up, they
3 do a partial closure, or if they want a
4 complete closure, they need to justify
5 why they need a complete closure.

6 COUNCILMAN JONES: Did you
7 answer the part about the length of time
8 to process a permit?

9 COMMISSIONER PERRI: In
10 general, for something simple, we require
11 two weeks notice to process the request,
12 but if it's something very complicated,
13 that could go a lot longer. But for
14 something that's relatively simple, about
15 two weeks to turn it around.

16 COUNCILMAN JONES: And does
17 that permit have an expiration date? So
18 if I apply and I'm granted it in January
19 and my construction actually doesn't take
20 off until June, would that matter at all?
21 I guess what's the shelf life of a
22 permit?

23 COMMISSIONER PERRI: Our
24 permits are valid for one year, but they
25 could be renewed upon a showing of need

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 for additional time.

3 COUNCILMAN JONES: Is there a
4 difference between imminently dangerous
5 buildings?

6 COMMISSIONER PERRI: If there's
7 a need to shut a sidewalk down, we're
8 going to authorize the sidewalk to be
9 shut down. I mean, at some point you
10 don't wait for paperwork. Public safety
11 comes first. So if there's a need to
12 shut it down, you shut it down.

13 COUNCILMAN JONES: Now, see,
14 that's music to my ears, public safety
15 comes first.

16 Councilman Kenney.

17 COUNCILMAN KENNEY: Thank you,
18 Mr. Chairman.

19 First, I want to compliment the
20 Streets Department on their last few
21 years of requirements of sidewalk sheds.
22 I mean, it is a much more walkable city
23 today than it was a number of years ago.
24 Your diligence with keeping people from
25 parking in the running lanes and parking

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 lanes for their own convenience has been
3 really very well done. I appreciate and
4 compliment the Department on that. And
5 it would seem to me like this recurring
6 theme of reliable, reputable contractors
7 will follow all of your rules. Everyone
8 that we've had here today have certain
9 contact with a reputable GC. They'll
10 file the permits for street closures or
11 for sheds. They'll pay their taxes.
12 They'll do all this other stuff. When it
13 comes to some of the sidewalk closures
14 that are frustrating are -- I call them
15 the crime scene tape sidewalk closure.
16 The guy just decides he's going to close
17 the sidewalk by wrapping poles and making
18 people walk dangerously into the street.
19 Do you have folks -- is that a
20 complaint-driven problem or do you have
21 folks out there that are looking for that
22 stuff?

23 COMMISSIONER PERRI: It's
24 primarily complaint-driven that we would
25 react to those closures. We do not

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 currently patrol looking for illegal
3 sidewalk closures.

4 COUNCILMAN KENNEY: And I had
5 suggested before but it got pushed back
6 that, for example, the dreaded Parking
7 Authority that no one seems to like but
8 seems to be a very efficient ticket
9 issuer and collector of fines, they're on
10 the street every day. I mean, those
11 folks are out there walking the streets
12 looking for illegally parked cars. Would
13 you have an issue, would the Department
14 have an issue with a complaint being
15 driven by a PEO; for example, in Old City
16 when they decide they're going to put a
17 dumpster out there and wrap the tape and
18 shut the sidewalk, of them sending that
19 information to you?

20 COMMISSIONER PERRI: No. We
21 would have no objection.

22 COUNCILMAN KENNEY: Because I
23 will guarantee that the guy who wraps the
24 tape around the poles and closes the
25 sidewalk is the same guy that Mr. Breslin

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 needs to get a hold of because they're
3 probably not paying their taxes, and it's
4 probably the same contractor that L&I
5 needs to look at because they probably
6 haven't pulled a permit.

7 So it just all -- your actions
8 on the street identify you when the
9 company has its sign up and its sidewalk
10 shed and its workers with hard hats and
11 reflective gear and you know that this is
12 a company that knows what they're doing.
13 When you got the guy out there taking
14 advantage of the poor immigrant that
15 doesn't have his documents and they're
16 digging out a basement, they're the ones
17 that we got to get our arms around.

18 And so, again, I would like to
19 bring in other departments, whether
20 they're City departments or quasi
21 government departments, to all play a
22 role in the information-gathering process
23 so that we can all do our jobs better.

24 COMMISSIONER PERRI: We would
25 welcome that.

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546

2 COUNCILMAN KENNEY: Okay.

3 COUNCILMAN JONES: Are there
4 any other -- Councilwoman Blackwell.

5 COUNCILWOMAN BLACKWELL: Thank
6 you very much.

7 Certainly I'd like to thank
8 Mr. Perri and Carlton Williams, L&I
9 Commissioner's absence. It is said where
10 there's no law, there's no transgression.
11 So it seems that out of this Committee
12 we're finding out and realizing that the
13 problem is where the rubber meets the
14 road and where we don't have
15 communication between departments and
16 where things, as Chinua Achebe, they said
17 things fall apart, where the right hand
18 doesn't know what the left hand is doing.

19 But certainly we thank you and
20 certainly we thank our L&I Commissioner
21 for following up where we can. No
22 disrespect to you, Commissioner Breslin.
23 Just don't know specifically where you
24 are or what we need to do in terms of
25 these compliance issues, but certainly

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 for Dave Perri and Carlton Williams, we
3 worked with them forever and we know that
4 their intentions are to do a good job.

5 Thank you.

6 COMMISSIONER PERRI: Thank you.

7 COUNCILMAN JONES: Are there
8 any other questions?

9 (No response.)

10 COUNCILMAN JONES: Seeing none,
11 I want to make a closing statement, which
12 says the following, that our intentions
13 are to work with the Administration to
14 get this right. We, like other big
15 cities, are experiencing the tail end of
16 the recession and the beginning, God
17 willing, of economic opportunity. With
18 that comes great responsibility, that we
19 just don't willy-nilly approach this,
20 that we coordinate together to get this
21 right, that with new permits for
22 construction come old permits for
23 demolition, and if we do this thing
24 right, it will benefit the City of
25 Philadelphia. If we don't, the less than

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 reputable firms will take advantage of
3 our inability to coordinate, our
4 inability to cooperate, and we just can't
5 allow that to happen.

6 As good public servants as you
7 are, we have to work together with you to
8 create good public policy and legislation
9 that protects our citizens. And economic
10 development is a wonderful driver, but
11 for us, public safety is the primary
12 concern. And we want to work with every
13 department to make sure that the
14 recommendations that come from this are
15 helpful to you, but ultimately to protect
16 the citizens of Philadelphia. And that's
17 our only concern.

18 So with that, are there any
19 other closing comments?

20 (No response.)

21 COUNCILMAN JONES: Then this
22 Committee will stand at recess until
23 August 1st, 2013, 10:00 a.m.

24 Thank you all for coming.

25 (Special Investigating

1 7/18/13 - SPECIAL COMMITTEE - RES. 130546
2 Committee on Demolition Practices
3 adjourned at 12:40 p.m.)

4 - - -

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

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

CERTIFICATE

I HEREBY CERTIFY that the proceedings, evidence and objections are contained fully and accurately in the stenographic notes taken by me upon the foregoing matter, and that this is a true and correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this transcript does not apply to any reproduction of the same by any means, unless under the direct control and/or supervision of the certifying reporter.)

A				
abatement 43:21	actor 136:15	agree 67:12 75:22	applicants 110:20	arms 116:10
ABC 136:17	actual 13:18 86:3	80:7 108:10	application 83:25	151:17
ability 137:20	118:8 134:7	123:9,16	84:7,14,22,24	asbestos 21:14
able 4:5 25:7	add 17:16	Agreed 133:5	87:16 111:24	42:24,25 43:16
72:13 80:22,23	addition 4:18 5:4	agreement 111:15	113:2,10	43:22 47:20
87:13 90:20	37:18 48:12	135:4,7,11,17	applications	78:7,13 80:9,12
92:22 100:8	89:3	136:6,10	84:13 114:4	88:7,9
112:17 113:6	additional 84:4	ahead 63:11	apply 38:7 68:15	asked 13:19 58:24
118:7,25 130:2	125:17 148:2	129:12	112:3 113:12	134:15
130:6	address 116:18	air 79:14	114:6 147:18	asking 68:18
absence 152:9	117:25	alert 128:3	156:20	141:18
Absolutely 60:15	addressed 90:7,15	alerts 111:5	applying 50:22	aspect 129:4
72:4 95:2	adieu 6:21 19:22	Ali 8:24 69:10	112:7 113:11,17	Assembly 19:3
107:21	adjacent 10:21	align 11:11	appoint 65:18	64:9
acceptable 50:7	11:3,18,21	alike 68:12	appreciate 9:4	assessment 85:24
access 108:19	56:25 57:24	allergies 133:12	16:6,8 108:13	assets 137:10
126:16 129:20	59:9 73:9 88:14	allow 59:19 96:24	149:3	assigned 65:23
130:6,7 134:15	144:12	106:16 107:5	approach 13:21	131:6,9
134:16	adjoining 20:6,22	115:7 118:23	14:7 19:23	assisted 18:21
accompany 45:21	20:24 27:8	154:5	88:13 95:21	associate 16:22
accomplish 54:15	adjourned 155:3	allowed 51:14	143:25 153:19	associated 141:22
accomplishing	Administration	142:2	approached	Associates 18:11
4:8	153:13	Alvin 13:24 14:19	14:12 82:15	assume 74:17,17
account 113:15	adopted 2:6	amount 2:19	95:17 109:18	144:7
127:15	adult 74:13	55:11 103:10	appropriate 3:5	assumed 68:25
accountability	advance 101:19	104:8 121:2	88:22 144:20	assured 52:24
132:15	advantage 151:14	127:18,21	approval 86:13	attached 10:20,23
accounts 136:21	154:2	and/or 115:4	87:5	attack 16:2
accredited 18:8	advise 71:20	118:23 156:22	approvals 49:12	attend 92:22,25
accurately 156:5	advocate 51:11	annual 50:14,25	approve 112:20	110:15
Achebe 152:16	55:10 64:16	answer 76:22	112:25,25	attended 16:7
acquiring 129:18	advocating 64:2	83:8 88:23 91:7	approximately	attention 55:22
act 49:10 92:7	aegis 94:15 97:16	93:25 101:23	86:2	attitude 108:9
Acting 96:8	aerial 11:7,12	141:4 147:7	arc 26:2	attorney 86:16
139:23	afford 62:6,8	answers 118:14	Arch 15:7	audit 117:18
action 101:9	77:12	antiquated 126:5	architect 76:23	118:5
125:17	afternoon 82:21	Antonio 19:5	114:14	audited 121:25
actions 151:7	95:22 121:20	anybody 112:21	architects 50:5	auditors 132:4
active 56:24	139:16	131:5	Architect's 75:24	audits 121:23
104:16 105:2,3	age 78:11,23	anymore 134:12	area 44:4 54:19	August 8:7
105:3 146:2	104:21	anyway 24:11	54:20,22 56:24	154:23
actively 140:20	agencies 29:10	76:9	80:25 143:10,20	authority 108:5
activities 103:25	32:23 37:2	apart 73:11	areas 80:16	120:15 140:8
activity 124:19	agency 32:22	152:17	137:24	150:7
137:6 138:18	agent 114:15	apologize 133:12	Armory 10:4,25	authorize 148:8
143:7,10	agent 114:15	applicant 111:21	11:14,23 57:4	authorized 2:8
	ago 22:10 61:18	112:8 113:9	82:22 143:23	authorizing 1:15
	61:22 148:23			

7:3	151:16	7:12,13 33:10	Breslin 109:15	20:24 21:5,7,11
automated 130:7	bases 29:20	33:11 34:4 35:9	110:2,3 112:6	21:12,15,18,21
automatically	basically 17:19	35:17 46:19	112:18 113:7	21:25 22:2,6,16
34:22	100:18 102:17	60:23,25 63:3	114:2 116:20	22:18 23:5,17
available 8:10	119:14 122:19	63:10 64:22	119:5,23 120:3	24:23 25:8,13
60:5 105:8	basis 32:11 50:14	65:13 66:15	121:10 122:6,11	25:17 26:4,5,23
109:5 128:3	50:25	67:12 68:6 69:8	123:15,21,25	27:4 28:2,8,22
129:24 141:4	basket 24:2,4	69:16 80:5,6	124:15 126:18	29:21 30:10
average 67:15	Bass 1:13 28:14	81:13 82:9 91:9	129:13 131:7	40:4,12,15,19
121:3	92:17,18 95:2	91:10 93:25	133:4 134:24	45:5,14,19
avoid 5:18 93:6	beat 121:3,4,8	152:4,5	135:5,15 136:25	48:22 54:17,19
avoided 5:10	becoming 80:20	blame 51:18	137:15,21	56:17 59:18,21
avoiding 140:13	80:21	block 146:17	138:24 139:4	61:11,17,20
awarded 20:16	beginning 153:16	blocked 61:25	150:25 152:22	72:9,10,12
29:15 30:17,17	behoove 93:11	blocking 27:17	brick 22:9,11	74:22,22 77:16
aware 53:25	beings 71:17	blow 22:25 23:3,4	59:24	77:17 78:12,24
101:15,18	believe 31:11	board 14:24	bricks 22:16,17	82:23 83:16,21
a.m 1:8 154:23	32:10 51:8	131:20,22	22:19,23,24	83:23 86:8 88:4
	52:20 125:12	boarding 60:2	23:6 25:25 26:6	88:8 89:7 90:12
	benefit 17:14	Bobby 1:12 2:22	28:7,7 43:13	90:24,25 91:13
	19:18 74:4	body 123:3	brief 140:2	91:18,21 92:9
	153:24	bonding 76:7	briefly 3:9	100:22 103:7,13
	benefits 16:18	bone 138:13	bring 13:9 26:15	104:6,15,20
	Bennett 61:18	book 4:15	77:20 109:11	105:3,6,9,11,23
	best 4:9,12,18	boots 108:2	112:23 117:19	106:2,6,22
	6:11 14:9 15:25	Boulevard 15:9	144:15 151:19	112:3,16 113:4
	44:7 67:13 71:5	boxes 45:18	bringing 79:3	113:12 114:16
	71:7,9 97:18	brace 25:10	117:12	132:22 140:16
	132:25	braced 25:13	brittle 56:22	141:22 142:3,18
	better 52:7 93:15	bracing 72:16	Broad 6:14 10:6	145:7
	134:23 151:23	73:14,15	10:16 12:14	buildings 6:16
	beyond 24:12	break 121:17	13:12 27:12,13	14:23 15:3 20:6
	30:11 77:12	breakdowns	27:14,21 143:23	20:25 27:8,9
	129:10	130:9	144:4	34:15 39:5
	bid 51:15	breathing 80:19	broadly 117:10	42:23 47:20
	big 4:13 77:22	Brehm 13:25	broken 10:11	48:2,5,9 81:3
	85:13 153:14	16:20,21 17:18	bucket 27:3	90:3 91:11,24
	biggest 15:3 34:15	51:10 53:3,20	buckle 23:8	104:13 106:14
	90:14	54:12 55:6 56:4	Bucks 133:18	148:5
	bill 64:9 117:3,3	56:7 57:13 58:9	build 72:10,15	built 42:24 48:9
	121:6 122:25	58:16 59:11,15	building 6:3,12	59:18
	bills 101:4	60:15,18 61:4	10:5,9,14,16,18	Burns 94:6
	bit 17:17 28:19	62:20 63:7,15	10:25 11:8,10	118:20
	120:9	66:5 70:9,12,20	11:16,21,23	business 136:12
	bite 136:7	70:25 71:9,19	12:3,5,6,19 13:3	137:14
	Blackwell 1:11	71:25 72:4	13:5,9,17 16:25	businesses 122:12
	2:25 6:23 7:10	74:11	20:3,11,22,23	122:12,14

bust 65:5	catch 52:22	challenging 129:9	50:20 51:3	closing 57:20,20
Byberry 15:8	120:25	change 30:13 59:3	65:21 67:19	57:22,23 146:15
42:21 43:3,11	cause 22:25 23:9	126:6	70:7 71:15 74:4	146:18,19
C	42:10 49:13	changed 80:14	74:23 76:17	153:11 154:19
CAL 120:11	73:8 80:12	94:19 141:8	79:25 83:22	closings 142:23
136:6	caused 101:12	changes 85:7	84:3,5 90:19	closure 140:9,19
calculate 12:25	causes 37:9	93:13	91:18 96:10	141:17,25 142:6
121:2	cave 23:14	characterize	97:14,19 106:10	142:16,17 143:2
calculated 120:23	Center 15:6	98:13,17	109:2,6 110:10	143:3,11,15
call 9:23 13:20	central 128:11	charge 46:25	110:12 120:21	144:8,22 145:10
14:21 26:24	certain 42:23	146:13,14	120:24 122:24	145:25 147:3,4
39:16,16 40:19	70:23 78:11,23	charged 85:23	125:13 130:20	147:5 149:15
40:23 41:7,25	99:23 104:20,21	101:5 110:8	132:23 148:22	closures 143:8
42:2,4 46:9 51:5	115:8,9 149:8	charges 101:6	150:15 151:20	145:23 149:10
57:14 91:12,14	certainly 8:22 9:3	chase 119:19	153:24	149:13,25 150:3
98:2,2,4 99:6	15:24 16:11	cheating 132:17	City's 30:24 31:4	clothing 10:24
109:11 149:14	17:18 35:23	132:19	civil 86:9	11:18 78:20
called 100:24	48:14,18 58:16	check 40:7,9	clam 27:3	88:15,18
102:15,23	65:14 68:4	80:11 110:20	clarify 62:21	cloud 79:15
calling 138:15	78:14,19 80:7	113:15,25 115:5	122:3	Coast 63:19
calls 4:22 124:6	84:20 105:24	125:6 138:5	classified 12:7	code 17:25 56:11
138:13	152:7,19,20,25	checking 113:19	classify 123:17	63:20,20 65:21
cancer 80:10	certificate 99:20	checks 126:19	clear 77:4 92:5	140:6
candidates 50:8	111:20,22	Cherry 134:5	112:16	codifies 128:11
capability 107:5	112:20,22	Chestnut 59:16	clearance 86:23	collaborate 110:7
capacity 31:17	128:17 156:2	59:16	110:17,18,22,22	110:12,14
104:6 137:10	certification	chicken 68:19,20	111:2,3,4,16,19	collaboration
careful 73:2	156:19	chief 18:10 96:8	111:20,22	36:24 49:10
Carlton 152:8	certified 66:7	Chinua 152:16	112:20	116:21 130:18
153:2	115:25	choosing 77:18	clearly 119:13	collapse 5:8,25
carry 138:19	CERTIFY 156:3	Cindy 1:13 28:14	Clerk 6:24 7:2	6:5 12:10 25:14
cars 144:11	certifying 156:23	92:17	9:25 12:21	73:7 83:14 91:2
150:12	Chair 1:11 2:25	cities 4:13 153:15	13:23 14:5 20:4	collapsed 6:3
case 5:6 6:10 10:3	3:7 28:12 33:9	citizens 4:10 36:5	82:12,14 95:9	collapses 104:15
12:15,22 19:24	36:12 49:19	79:25 133:3	95:11,15 109:13	colleague 17:7
43:16 57:11	92:16	154:9,16	109:15	collect 137:20
71:4 85:3 103:8	Chairman 7:16	city 1:2,7,16,18	client 83:16,17	collecting 138:23
117:20 134:7	7:18 8:11 9:8	2:7,11,15,21 3:2	close 11:13 59:23	collection 110:9
143:22,24	28:18 35:19	3:14 4:16 5:2	80:24 120:15	collector 150:9
cases 18:24 70:23	36:15 49:22	7:5,24 15:4,22	136:11 149:16	come 4:5 9:5 24:7
124:17 132:8	68:8 70:3 80:8	16:13 27:17	closed 27:20	31:20,22 42:5
136:5	92:21 121:19	29:7,17 30:23	145:20 146:4	47:7,23 66:24
cash 116:4 119:16	130:15 139:16	31:16 32:14,14	closely 98:24	67:2 90:13 95:5
catastrophe 5:15	148:18	34:15 38:18	108:24	106:7 111:2,10
132:11	challenges 49:8	39:17 41:6	closer 10:15 32:22	111:23 112:10
catastrophes 5:17	54:21 56:18,21	46:16 48:2,11	84:15	112:22 117:15
	56:23 57:7	48:24 49:12	closes 150:24	119:20 127:14

131:23 135:22	144:13 145:3,21	103:1 104:1	136:15	compliment
136:10 138:5	146:9,23 147:9	105:1 106:1	company 8:15	148:19 149:4
139:12 142:14	147:23 148:6	107:1 108:1	35:14 40:20	component 3:4
142:24 143:6	149:23 150:20	109:1 110:1	42:4,5 50:15,18	88:12
145:9 153:22	151:24 152:20	111:1 112:1	53:11 55:5,7,7	components
154:14	152:22 153:6	113:1 114:1	66:17 86:14	58:23 72:24
comes 36:21	commissioners	115:1 116:1	91:4 113:22,23	computer 115:3
42:11 68:25	92:24 94:5	117:1 118:1	114:19 115:6,20	concern 5:12,22
96:22 97:17	Commissioner's	119:1 120:1	115:24 117:23	6:15 72:5 94:13
112:16 124:7	152:9	121:1 122:1	134:3 136:18,19	94:23 154:12,17
134:21 135:17	committee 1:3,16	123:1 124:1	137:12 151:9,12	concerned 21:6
148:11,15	2:4,8,17 3:1,8	125:1 126:1	company's 36:4	21:13 62:19
149:13 153:18	4:1 5:1,9 6:1 7:1	127:1 128:1	compare 13:13	72:22 79:21
coming 14:8	7:4,8,17,19 8:1	129:1 130:1	competency 55:3	80:13 107:20
40:11 45:13	8:3 9:1 10:1	131:1 132:1	55:13 71:12	concerns 40:2
77:16 83:2	11:1 12:1 13:1	133:1 134:1	75:17	concludes 12:12
93:22 99:19	14:1 15:1 16:1	135:1 136:1	competent 35:6	conclusion 94:20
100:22 117:2	17:1 18:1 19:1	137:1 138:1	52:2,18 55:2	concrete 78:8,13
154:24	20:1 21:1 22:1	139:1,22 140:1	complaint 124:5,8	78:24 79:4
comment 4:20	23:1 24:1 25:1	141:1 142:1	125:3,15 131:20	80:15 88:8
83:12 84:3	26:1 27:1 28:1	143:1 144:1	139:3 150:14	concurrently
comments 17:9	29:1 30:1 31:1	145:1 146:1	complaints	142:20
83:6 89:24	32:1 33:1 34:1	147:1 148:1	131:25 138:22	condition 104:14
109:25 154:19	35:1 36:1 37:1	149:1 150:1	complaint-driven	106:3
Commerce 97:16	38:1 39:1 40:1	151:1 152:1,11	149:20,24	conditions 81:5,9
commercial 3:4	41:1 42:1 43:1	153:1 154:1,22	complete 142:3	confidential
commissioner	44:1 45:1 46:1	155:1,2	147:4,5	129:21
93:9 94:2,9 96:9	47:1 48:1 49:1	common 66:5	completed 84:22	confirmed 94:8
96:10,18,19	50:1 51:1 52:1	145:13	140:16	confiscate 137:10
100:17 101:14	53:1 54:1 55:1	communicate	compliance 17:25	conflict 23:13
102:4,13 103:22	56:1 57:1 58:1	105:21 106:17	18:14,14 63:20	conflicts 140:13
108:17,22 110:2	59:1 60:1 61:1	107:5 118:3	75:20 111:11,12	confusion 111:13
110:4 112:6,18	62:1 63:1 64:1	126:20 132:7	111:23 112:10	connection 104:5
113:7 114:2	65:1 66:1 67:1	communicating	112:23 113:14	107:10 112:9
116:20 118:20	68:1 69:1 70:1	37:3 108:8	113:19 117:19	Connie 15:9,19
119:5,23 120:3	71:1 72:1 73:1	communication	119:20 128:19	conscientious
121:10 122:6,11	74:1 75:1 76:1	29:13 39:10	135:9,10,12,13	52:13
123:15,21,25	77:1 78:1 79:1	42:8 108:3	136:11 152:25	consent 84:8 87:9
124:15 126:18	80:1 81:1 82:1	117:8 120:14	compliant 110:21	87:11,13 90:16
129:13 131:7	83:1 84:1 85:1	126:17 145:4,16	111:19 114:17	consequences
133:4 134:24	86:1 87:1 88:1	152:15	114:20 115:7,10	79:16
135:5,15 136:25	89:1 90:1 91:1	community 81:9	115:15 125:24	considerable 2:19
137:15,21	92:1 93:1 94:1	comp 53:24 116:8	126:11 127:20	consideration
138:12,24 139:4	95:1 96:1 97:1	116:9	129:22	27:23 28:11
139:14,20,23	97:15,21 98:1	companies 55:9	complicated	34:17 103:14
140:5 141:11	99:1 100:1	55:18 76:5	70:22 71:3	137:8
143:5 144:2,6	101:1,24 102:1	77:16 87:7	147:12	considered 6:13

constant 66:2 145:4	40:17 41:5,7,23 41:24 43:25	coop 68:20	25:9,15 28:12 28:16,17,24	95:3,8,13,24 96:3,17 97:10
constantly 145:11	46:12,12 47:2	cooperate 154:4	29:4,23 30:2,5,7 30:20 31:6,10	98:12,18 99:10 99:16 100:3,10
constitutes 16:17	51:20,25 52:2,4	cooperating 131:21	32:9,13,20,25 33:5,7,8 35:20	101:10,20,21,22 102:9 103:16,24
construction 2:20 2:24 5:23 16:24 17:19,23,24,24 18:9 19:7,8 50:11 54:23 65:19 74:12 80:16 97:14 102:18 115:20 115:23 116:2,25 117:11 125:22 125:23 132:8 136:18,19 137:11 140:14 142:9 143:10,18 146:2 147:19 153:22	52:8,18 53:22 55:14,20 56:14 57:8 63:22 65:17 66:10,19 67:6,7,22 71:6 71:10 75:2,16 78:2 84:23 97:25 112:4 113:16,18,20 115:24 116:12 117:22 118:11 123:6,11,12,17 123:20,24 124:11,12,12 125:3,8,9 127:8 133:17 143:6 145:8,24 151:4	cooperation 3:25 5:5 36:23 128:9 128:10	35:24 36:2,8,12 36:13,14 37:14 37:17,22 38:11 38:21,25 39:4,7 41:4,10,13,15 41:20 42:7,13 42:18,22 43:3,6 44:5,5,19,23 45:6,9,20 46:2 46:10,21 47:10 47:15,24 48:4,6 48:7,8,24 49:5 49:16,17,18,19 49:21 52:19 53:4,5,6,18 54:10 55:4,25 56:6 57:9 58:3 58:14 59:8,13 60:12,16,22,24 61:23 63:5,8,12 65:11,15 66:12 66:13,14,25 68:9,14,22 69:5 69:18,25 70:2 70:10,17,21 71:7,14,23 72:2 73:20 75:21 76:14,19,21 77:10,23 78:6 78:10,15,21 79:2,8,12,19 81:15,18,19,23 82:2,3,11,17,25 84:10 85:5,13 85:17,22 86:4 86:19 87:10,17 87:20 88:2,6,11 88:24 89:3,9,13 89:18,21,25 90:9,21 91:3,8 92:14 93:23	104:4,11,18 105:13,19 107:4 107:9,15,22 108:12,14,14 109:7,9,20 112:2,14 113:3 113:21 114:8 118:12 119:10 119:25 120:16 121:12,14,15,16 121:17,18 122:9 122:22 123:19 123:23 124:4 125:18,19 128:5 128:5 129:11 130:12,13,14 131:10 133:6,6 133:8,9 135:2,8 136:13 137:9,18 137:23 139:2,6 139:9,18 140:3 141:6 142:22 143:22 144:4,10 144:23 145:18 146:6,20 147:6 147:16 148:3,13 148:16,17 150:4 150:22 152:2,3 153:7,10 154:21
consultants 18:19	contractors 32:5 48:15 50:4,12 51:14 55:2 74:8 76:2,9 109:3 117:15 118:23 122:15 123:4 128:13 146:24 149:6	coordinate 41:6 153:20 154:3		
contact 86:20,22 86:24 87:2,3,6,8 111:2,4 117:17 117:18 149:9	contractor's 36:24 60:20 126:11	coordinates 97:17		
contacted 86:17	control 26:24 27:4 40:25 58:20 72:18 96:25 102:16,17 140:11 156:22	coordination 42:9 126:8 129:4		
contained 88:25 156:5	controlled 73:5 75:14	copies 8:5		
contaminant 77:19 78:16 79:6	controls 97:5 102:23,24	cordoning 57:22		
contaminants 77:17 78:23 88:4,7	convenience 149:2	core 21:17 130:22 130:22		
contamination 78:17	Convention 15:6	corner 116:14		
context 129:15	conversations 94:10 122:25 131:11,12	corners 54:7		
continue 42:16 101:7		Corps 19:6		
contract 66:19 70:14		correct 23:15,15 24:21 28:23 32:12,19 37:15 37:16,20,21 38:8,24 39:6 41:14,19 48:14 71:18 78:25 89:17 104:17 118:11 127:23 132:20 156:8		
contractor 14:25 16:15 20:15,19 26:19 29:15,18 29:24 30:9,16 31:13 34:10,10 35:6 37:10		cost 37:24 65:9 68:5,24 85:18 86:2 146:8		
		Council 1:2 2:7 14:10,19 15:10 16:21 83:8 117:2 123:2		
		Councilman 1:11 1:12,12,13 2:2 2:16,18,22 5:21 6:23 7:7,11 9:9 9:13,14,15,15 9:17,18 12:16 12:23 14:2,6,14 15:12,17 16:5 16:12,16 17:11 19:16 23:2,11 24:9,16,19,22		
				Councilwoman 1:11,13 2:25 3:6 6:22 7:10,11,13 9:10 28:14 33:10,11 34:4 35:9,17,21 46:19 60:23,25 63:3,10 64:22 65:13 66:15 67:11 68:6,10 69:6,8,16,24 80:5,6 81:13,16

82:9 91:9,10 92:17,18 93:24 93:25 95:2,19 152:4,5 Councilwoman's 68:23 count 127:11 counting 134:8 County 133:18 couple 5:18 12:17 69:19 87:13 89:23 course 30:25 Court 134:6 coverage 5:20 76:7 covered 29:20 62:10 76:8 cracks 12:11 crane 24:3 25:5 26:16,22,23 27:3,11 cranes 144:16 create 2:14 8:18 57:14 64:10 108:3 129:7 130:16 154:8 creates 56:20 creation 1:16 7:3 crew 98:8 99:19 crime 149:15 critical 31:2 128:15 cue 129:2 current 107:3 113:5 124:13,13 141:12 currently 6:12 90:2 103:18 107:13 125:21 131:8 137:17 140:15 150:2 Curtis 1:11 2:16 customer 105:4 cut 45:3,18 54:6 73:17 101:3 cuts 116:14	cutting 73:16 <hr/> D D 100:24 dad 15:13 daily 91:25 damage 12:2,5 73:9 101:12 dance 135:14 danger 36:6 45:7 45:22,25 49:14 91:2 dangerous 12:8 13:6 39:22 46:7 49:2 77:19 79:9 91:15,17 92:5 105:16 106:2 148:4 dangerously 149:18 dangers 79:22,23 data 129:18,20,21 129:24 database 141:3 databases 141:2 date 78:11 147:17 Dave 153:2 David 109:16 139:22 Davis 13:24 14:18 14:19 15:15,20 16:11,14,19 19:25 20:5 23:4 23:15 24:14,18 24:21,25 25:12 25:16 28:23 29:3,14,25 30:4 30:6,15 31:5,19 32:12,19,24 33:4,16 34:8 35:15,23 36:7 36:10,16 37:13 37:16,21 38:9 38:20,24 39:3,6 39:23 41:9,12 41:14,19,22 42:12,15 43:2,5	43:17 44:17,21 45:2,8,10,24 46:4,17,23 47:14,17 48:3 48:23 49:4,15 51:2 53:2,17 59:12 67:10,11 68:13,21 69:4,7 69:15 77:9,21 78:9,14,18,25 79:7,11,18 81:11,25 82:8 Dawn 82:14,21 day 6:4 40:22 43:13 48:18 64:4 65:4 67:25 68:3 119:15 124:22 125:4 142:19,24 150:10 days 31:7 90:5,6 124:7,24 deal 5:23 7:25 109:5 123:3 dealing 5:7,10 8:4 8:6 81:5 debarred 134:11 decades 69:20 decide 150:16 decides 149:16 declared 83:22 dedicated 4:20 deem 130:4 define 90:22 144:24 definitely 35:16 36:11 94:7 degree 13:14 40:25 127:11 137:2 142:23 delay 42:10 91:13 delays 49:13 delinquencies 122:4,7 delinquents 120:9 Delta 48:25 demo 43:10 86:14	demolish 13:2 17:2 29:20 44:25 72:19 142:2 demolished 13:17 20:23,25 21:5 54:17 83:22 99:12 103:8 demolishing 3:15 28:21 34:2 72:9 89:14 demolition 1:4,16 1:18 2:5,11 3:3 4:3 5:24 6:13 7:5 10:4 12:14 14:23 15:21 19:4 20:19 29:2 31:3,23 37:9,11 38:2,6,13,19 42:10 46:13 50:12 56:2,14 65:20 67:20 70:23,24 71:16 71:21 72:6 73:5 73:19 75:2,12 75:14 76:2 83:9 83:25 84:19 85:18 87:22 92:7 96:23 97:22 98:3,5,10 99:2,24 100:2 100:18 102:2,6 106:22 108:21 110:6 113:22 114:19 116:3 125:23 132:8 141:9,25 153:23 155:2 demolitions 38:14 42:20 47:12 73:23 101:11 demonstrate 55:3 DENNIS 1:13 Denny 81:18 deny 112:25 department 3:13 4:4 13:15 29:9	39:18,19 41:8 41:17,25 42:11 86:11,21,23 87:4 90:5 94:14 95:16 97:16 100:16,20,25 103:12,20,20 107:2 108:6,18 108:23 109:16 109:17 110:25 120:8 123:8,13 126:7 128:14,22 128:24 129:16 131:2,6 132:6 140:7,17,21 141:10 142:12 142:15 143:16 145:12 146:14 148:20 149:4 150:13 154:13 departments 4:2 37:24 41:16 42:9 86:18 95:14 103:18 106:11 110:12 129:7,19 130:2 130:4 131:15 142:20 144:25 145:5,17 151:19 151:20,21 152:15 Department's 123:8 depends 20:15 46:17,20 113:10 Deputy 110:2,4 112:6,18 113:7 114:2 116:20 119:5,23 120:3 121:10 122:6,11 123:15,21,25 124:15 126:18 129:13 131:7 133:4 134:24 135:5,15 136:25 137:15,21 138:24 139:4
--	---	--	---	---

describe 9:21 102:10	differently 90:4	86:15	dump 22:15	employ 69:21
design 17:22,24 18:14 50:4 140:23 141:15	difficult 104:25	documents 70:14 151:15	dumpster 150:17	employee 65:5 66:9 123:12,22 123:24 124:11 133:19
designated 65:22 66:7 98:8	digging 151:16	dog 138:13	dust 79:4,15 96:25	employees 50:16 105:14,15 117:24 120:21 127:10,12,17 133:23 134:5,19
desk 30:24	direct 156:22	doing 8:15 9:4 14:23 15:21 19:20 24:3 35:7 40:4 46:12 52:23,25 59:18 61:12 66:4,4 71:2 78:2 79:13 80:16 106:5 116:14,15 120:8 124:22 132:4 133:16 134:6 138:4 146:12 151:12 152:18	E	employer 116:7
detailed 38:5 58:11 84:20 87:24	directed 113:14	door 39:5	earlier 97:12	employs 120:19
details 112:13 144:3,19	direction 73:6,18 119:4	double 48:22	ears 148:14	empty 132:21
detective 134:14	directly 107:6	Douglas 95:11 96:6	earth 103:2	endanger 78:16
deter 4:8	Director 17:22	Dr 13:24 14:3 16:20 17:18 51:10 53:3,20 54:12 55:6 56:4 56:7 57:13 58:9 58:16 59:11,15 60:15,18 61:4 62:20 63:7,15 66:5 70:9,12,20 70:25 71:9,19 71:25 72:4 74:11	East 63:19	ends 28:22 64:25
deteriorate 10:13	dirt 28:5	draw 94:20	easy 51:18	enforce 131:14
determination 143:14	disastrous 6:6	drawn 128:20	echo 51:10	enforced 131:19
detective 134:14	disclose 129:22	dreaded 150:6	Eclipse 119:8	enforcement 125:17
deter 4:8	disconnected 40:10	Drexel 6:17 14:3 16:22 59:17 61:12 62:14	economic 94:14 153:17 154:9	engagement 18:12 29:12
deteriorate 10:13	disconnections 100:5	drill 93:16	economy 116:10	engineer 14:20,21 18:11 56:10 71:16 72:8 75:13 83:19 86:8,10 87:24 88:21,21 112:15 112:19 114:15
determining 136:14	discontinuance 97:4 100:21 102:7	drive 59:15 74:7	efficient 150:8	engineering 18:9 18:25 70:5,8,18 71:11 73:22,24 74:4
determine 13:4 33:2 99:4 125:9 136:22	discontinuation 137:7	driven 69:3 150:15	effort 110:11	engineers 19:7 50:5 86:7
determined 13:5	discovered 43:22 121:25	due 110:9 126:4	eight 64:4 66:22 67:24 68:2	enhance 137:20
determining 136:14	discuss 38:3 94:22		eight-hour 64:24	enhancements 119:7
detour 143:19	discussed 76:4 119:7,11 120:4		either 26:14 49:9 57:22 105:23 116:16 117:18 133:21 139:19 146:25	ensure 74:20 75:6 75:10,19
develop 106:16	discussion 17:16 119:17 120:2,17 121:9		elaborate 44:19 53:19 59:14	ensures 75:8
developer 65:17 65:25 66:20 68:25 121:5	discussions 118:13		electric 32:6 39:14 40:13,16 40:20,21,22 41:2 42:3,4,5 45:5,13 46:3,4 48:12	entail 87:22
developer/owner 120:18	disparity 10:19		electrical 44:24 48:21 133:17	enter 59:20
developing 18:22 118:22 129:17	dispatch 124:18		electrician 133:21	entire 146:10,16
development 94:14 97:19 154:10	disrespect 152:22		electricians 45:12	entities 137:4
died 80:9,10 85:7	disruption 108:19		electrocuted 45:11	entity 68:24 112:12 128:11
difference 11:3,19 11:22 63:21 148:4	distinction 66:10		elements 10:13 73:4	entrance 45:16
different 39:20 46:8 47:21,21 74:15 86:18 96:22 102:14 120:10 126:25 127:6,6,22 146:25	distinguished 17:7		elevate 123:13	
	district 61:12 110:10		eligible 111:24 136:9	
	disturbance 103:2		emergency 109:6	
	disuse 104:7		emphasis 143:21	
	Doctor 70:4			
	document 82:5			
	documentation			

environment 47:22	43:4 53:14 61:11,16 133:10	extent 73:23 143:11	fence 86:21	firsthand 48:13
environmental 18:15	133:13 136:16 137:11,24	extra 61:10 62:15 62:16	field 49:9 51:5 67:21 105:14	fit-out 42:24
equal 76:12	143:24 150:6,15	extreme 138:8	figure 6:19 93:16	five 136:23,24
equipment 26:15 26:19 27:5,10 27:13 39:5 54:13	excavator 27:2	extremely 49:2	file 50:13 111:13 122:18 149:10	five-story 46:7
equivalent 71:12	excellent 93:24	eyes 115:11 123:8	files 134:16	fix 91:13
erosion 97:5 102:16,24	exceptional 64:12	E&S 102:16,23	fill 46:14 47:13	flag 128:12 129:2
especially 7:16 27:6 31:2	Excuse 71:25 112:2 133:11	e-mails 4:22	filter 102:19	floor 21:23 22:4 22:24 23:7,7,8 23:19,20 24:8 24:12,15 25:10 25:18,24
essential 51:17 60:19	execute 38:23	F	final 4:11	floors 21:20,23 22:8,14,18,21 22:23 23:12,16 23:18,24 24:17
essentially 118:4 135:22 140:10	Executive 96:7	face 20:2	financial 54:2,3,5 75:16	fly 58:23
establish 55:23	exercising 79:14	facilities 145:14	financials 50:15	flying 79:4 122:19
established 2:5 18:8,18	exist 118:8	facing 54:21	find 39:14,14 77:15,16 101:15 104:24 117:16 127:4,8,25 133:15	fly-by-night 48:15
estimate 85:25 100:6	existing 20:6,10 20:25 23:5,17 25:8	fact 64:19 78:12 97:13 115:7	finding 152:12	focus 4:11 51:18 122:2,4,7
ethic 77:25	expand 5:22	factor 37:24	fine 9:14 91:16 132:3	focused 3:12,14 3:18
ethical 36:3 74:16 77:15	expect 29:6 71:10 76:25 77:6 78:12 93:22 104:14	fair 76:11	finer 150:9	folks 93:11 107:11,19 133:15 138:20 149:19,21 150:11
ethics 44:9 56:11 68:16	expectation 79:5	fairly 124:16 146:15	fingers 93:15	follow 149:7
evacuate 58:25	expedited 118:4	fall 25:7 73:6,7 106:14 152:17	finished 34:7 119:22	followed 31:14
evacuating 58:17	expediter 114:14	fallacy 142:4	fire 96:25 103:19 106:18 108:18 108:20,23,25 109:6 128:24 143:19	following 49:24 61:3 152:21 153:12
evaluate 71:12	experience 26:21 31:23 33:13 34:5,23 35:2,5 35:10 36:17 37:25 39:9 42:19 47:25 48:14,18 54:16 54:20 55:8 67:20 74:3 75:3 76:5,5 83:9 84:12,14 91:11 91:18 92:2,13	falls 68:11 73:17	firm 18:17 50:23 52:24 71:11 133:20 135:8	follow-up 100:9
evaluated 86:8	experienced 132:16	familiar 18:4 19:2 19:8	firms 50:11,12 154:2	footprint 11:10
evaluating 53:21 55:12 60:20	experiencing 153:15	family 78:19 79:10	first 3:10,12 8:4 9:23 13:20,23 21:12,23 22:4 23:19 24:8 25:24 33:17 55:19 56:13,19 57:13 60:19 62:20 94:24,24 96:23 100:20 130:24 135:17 141:19 148:11 148:15,19	Force 116:25
evening 34:6	experts 6:18	far 27:17 84:9 86:5 107:19 132:16	feasible 59:10	foregoing 156:7 156:19
event 5:14	expiration 147:17	fault 114:22	fee 85:24 100:23 146:10,13,15	foremost 96:24
eventually 102:22	explain 65:8 95:5	feasible 59:10	feed 48:22	forensic 18:24
everybody 8:5 76:11 119:21	exploding 39:20	feel 26:12,14 141:13	feet 12:19 85:16 86:12 97:8 103:2,5	forever 153:3
evidence 156:4	exposing 10:12	fees 146:16	fell 61:20	form 38:5 85:6
exacerbates 115:18	extensive 12:5	feet 12:19 85:16 86:12 97:8 103:2,5		formal 139:24
exact 112:9				former 92:23 94:2 94:8
Exactly 130:12				forth 3:17 126:2
examiner 89:8 142:14				forward 5:13 58:5
example 5:24				

91:19 101:9 131:13 four 3:11 6:7 23:23 99:15 136:23 fourth 75:18 four-story 22:9 25:3 46:6 fox 68:19 framework 76:11 130:16 132:14 Fran 118:20 Frank 109:15 110:3 fraud 119:13 freezing 105:10 fresh 79:14 friends 79:25 front 10:8 12:4 17:6 19:25 33:21 frontage 11:5 12:3 frustrating 149:14 frustration 4:7 full 43:15 fully 156:5 function 8:14 fund 64:10 further 2:12 6:21 16:4 19:22 76:18 future 58:6 80:4 93:6	gatekeeper 74:24 gather 127:5,7 GC 30:22 46:24 46:25 47:3 65:25 149:9 gear 151:11 general 29:24 41:5,21 46:11 50:12 74:9 92:20 115:24 118:23 120:5 124:17 147:10 generally 39:12 116:13 123:16 126:20 135:16 generous 135:18 135:23 gentleman 8:22 57:17 70:13 72:21 gentlemen 14:9 79:3 95:20 germane 3:19 getting 27:10 45:11 99:6 100:23 102:21 102:22 118:24 119:22 134:11 138:13,22 139:15 giants 19:19 give 7:8 9:12 13:20 15:4,24 20:8,12,14 33:24 44:14 58:10 100:6 112:19,21 120:14 129:19 133:9,13,14 given 16:7 85:23 97:21 100:19 gives 120:13 giving 32:16 76:22 133:24 145:6 glad 73:20 go 9:19 12:18	15:20 16:3 21:11,19 22:7 22:14,19 23:9 23:25 25:4,20 26:6 32:5 33:20 34:8,21 37:4 39:13 40:2,15 42:16 45:3 52:22 59:2 61:23 63:11 72:11 88:13 98:6,9 99:3,7 100:25 105:10 116:8 118:7 119:18 125:6 126:22 127:7 129:11 133:25 134:7 135:14 136:7 138:3 145:22 147:13 God 107:24 153:16 God's 6:8 goes 22:17 29:13 30:23 59:24 79:10 124:7 126:24 going 5:13 20:7 20:11,12,23,24 21:2,5 22:5,6,11 24:10 26:13 27:13 28:21 31:18 33:2 35:25 40:6 44:8 44:22 45:5 52:2 58:2,5,5 59:25 62:14,16 64:20 64:21 65:20 67:18 73:3 74:18 77:6 78:21 79:19 80:2 92:9,24 93:7,22 98:4,5 99:24 102:15 104:12,25 106:14 114:9,24 117:5,8,24	119:4 121:7 125:25 129:5 135:20 136:11 138:17 139:13 139:19 144:16 148:8 149:16 150:16 good 2:2 4:25 7:15 14:18 15:24 16:19,20 19:9 20:9 36:16 38:4 46:9 51:9 51:25 52:12 82:20 90:22 95:22 116:15 121:20 126:12 133:13,21 135:20 138:25 139:3,16 145:6 145:10,16 153:4 154:6,8 gotten 31:14 120:5 136:16 govern 2:14 government 37:2 50:3 151:21 governmental 29:10 52:11 Graham 9:21 12:17 grand 137:13 granted 147:18 gravel 102:19 great 51:3 76:16 124:4 129:25 153:18 greater 102:25 ground 28:9 group 139:10 guarantee 132:18 132:22 150:23 guard 68:19 guess 13:14 59:16 95:22 97:10 121:23 137:20 147:21 guidelines 70:7	guy 134:9 149:16 150:23,25 151:13 guys 24:4 36:2 104:5 106:17 107:18 109:8,23 115:8 119:15,19 134:7
H				
				half 17:20 126:3 Hall 1:7 hand 22:13,15 28:21 34:24 113:23 142:5 152:17,18 Handbook 75:24 handheld 107:6 handle 23:8 handled 67:14 happen 30:12,14 57:21 65:3 76:24 77:22,24 93:7,17 98:13 98:14,19,20 99:13 101:25 107:24 120:6 125:15 129:3 154:5 happened 22:10 43:14,15 93:14 94:16,18 141:7 happening 93:21 happens 36:3 43:16 44:12 90:17 125:20 132:22 135:21 happy 138:21,21 146:11 hard 8:23 78:4 136:3 151:10 harm 34:18 40:3 hats 151:10 hay 102:18 head 61:21 125:20 127:11 heading 128:9

heads 134:8	101:21	hundreds 4:21	impressive 42:20	107:7,11 110:16
health 79:16	hey 39:12	5:16,16	inability 154:3,4	117:13 118:3
127:2	he'll 61:19	hurt 40:4 92:9	incentive 52:3	119:3 125:2,5
healthy 80:20	high 10:16 45:8	hydrants 96:25	incentives 53:13	125:14 126:23
hear 49:7 73:21	54:22 68:3	108:25 109:3,5	101:8	127:5,7,25
heard 97:11 103:9	higher 55:17	hypothetical 10:4	inclined 45:12	128:12 130:3,5
122:5	highlights 10:19	12:13	include 72:3	131:18 132:20
hearing 2:3 3:10	highly 105:14,15		118:6	150:19
3:12,18,24 4:11	high-profile 18:5	I	included 119:8	information-ga...
4:20 5:6 7:21	18:24	ID 83:23 90:3,13	includes 13:24	151:22
9:3 16:7 17:8	Hill 134:5	90:22,25 91:11	71:24 125:3	informed 40:8
75:23 82:24	hire 66:16	127:9	including 12:10	106:23
118:21	hired 8:15 43:13	idea 4:25 20:9	110:13	informs 110:23
hearings 3:11	65:25 71:10	48:19 127:13	incompliant	infrastructure
82:6 94:4	hires 35:14	identified 84:23	122:2 124:10,13	18:15
heart 44:10	115:20	90:3,13	126:14	infrastructures
height 10:19 11:3	hiring 119:15	identify 1:17 2:10	incorporate 6:19	101:13
11:18,22	historic 58:24	151:8	140:22	inhabitants 59:7
held 6:7	historical 47:19	ID'd 91:22	independent 8:13	inhabited 105:25
help 5:2 28:9 67:9	history 74:3	ill 80:21	8:13,17,20	initial 29:11 38:7
134:22 138:16	hit 44:9 61:20	illegal 150:2	66:18 67:3,8	initiative 29:24
helpful 17:12	125:19	illegally 150:12	68:24 103:25	124:23
154:15	hits 28:8	illustrates 10:22	independently	input 81:24
helping 8:18	hold 25:18 53:10	11:9,17,20 12:2	67:4 101:25	inquiries 4:22
Henon 1:12 2:22	92:10 151:2	illustration 10:8	indicated 37:4	inside 21:12,20
6:23 9:13,14	holding 24:4	imagine 37:9 40:5	57:18 72:21	22:5,7,16,17
36:2,13,14	holes 12:4	immediately	74:6	24:6 25:17 26:5
37:14,17,22	home 79:10	83:19,21	indicates 7:21	insight 6:17 13:21
38:11,21,25	honest 76:8	immigrant	128:13,19	16:8 94:11,25
39:4,7 41:4,10	honor 16:11	151:14	indicating 85:4	insist 34:11 143:3
41:13,15,20	53:12 68:20	imminent 91:2	125:11	inspect 47:7 77:2
42:7,13,18 43:3	honorable 44:13	imminently 12:7	indicator 54:11	inspection 3:8,13
43:6 46:10,21	hope 6:9,17 19:17	13:6 91:17	54:13	29:8 62:23,23
47:10,15,24	hopefully 19:9	148:4	individual 128:17	62:24 64:7
48:4,8,24 49:5	48:10	impact 13:16 28:6	128:18	75:19 98:25
49:16 60:24	Hospital 15:5	79:23,24 143:13	individuals	99:19
69:25 70:2,10	hourly 77:12	impeccable 36:18	105:15 106:21	inspections 63:19
70:17,21 71:7	hours 64:4 66:22	implementation	116:2 118:8	63:24 100:4,13
71:14,23 72:2	67:25 68:3	116:24	industry 2:24	110:13 130:19
73:20 75:21	118:24 121:3	implementing	3:19,21 14:23	140:18,21
101:22 109:9	house 138:4	131:13	16:24 64:2	142:13
121:17,18 122:9	housing 3:2 4:14	implied 32:15	74:12	inspector 8:20
122:22 123:19	Howard 95:12	128:9	inform 15:24	35:12 51:23
123:23 124:4	96:9	important 5:14	80:22 111:9	62:25 64:3 65:2
125:18 130:14	How's 31:18	8:8 76:25 77:2	information 8:3,9	65:6,19 67:24
131:10	huge 122:23	100:11 130:5	10:3 65:12 84:4	145:19
Henon's 44:6	hundred 137:13	imposing 50:20	84:21 85:2,3,21	inspectors 8:14

33:14 52:11 62:7,8,9 63:17 64:11,13 66:18 67:3,15 145:22 inspects 42:14 instability 72:12 installment 111:15 instance 30:8 61:22 91:20 146:12 instances 5:19 institution 15:8 insurance 50:16 53:14 55:5,7,9 55:18 76:7 91:4 insurances 55:7 intact 24:12,15,24 integral 107:25 integrate 141:14 integration 106:10 intentional 52:6 intentions 153:4 153:12 interact 29:21 103:17 108:16 interaction 28:25 29:6 30:11 102:3,5 103:21 interdepartmen... 117:7 128:8 130:17 interest 97:18 interested 7:24 17:7 interface 30:3 32:22 100:16 133:14 intergovernme... 3:25 5:5 36:23 interior 10:12 internal 106:20 106:24 107:7,11 125:7 127:14 intervention 6:8 intriguing 44:6	investigate 1:17 2:9 investigating 1:3 1:16 7:4 19:11 139:21 154:25 investigation 2:13 investigations 126:21 Investigative 2:4 investigator 124:18 investigators 124:21 involved 7:19,23 8:18 19:11 55:21 68:4 83:12 85:12 86:6 143:17 involvement 32:10 involving 55:10 inward 23:10 73:6 irresponsible 49:11 issuance 30:12 32:16 141:16 issue 2:20 3:3 5:11 6:2 7:25 8:7 77:20,22 80:8 90:20 91:23 100:20 111:20 112:11 115:17 116:17 132:2 140:8,10 140:19 142:15 142:18 143:20 150:13,14 issued 12:9 142:19 issuer 150:9 issues 2:9 32:14 61:4 80:11,14 90:7,15 102:15 145:13 152:25 issuing 141:13 item 87:15	J	JAMES 1:12 JANNIE 1:11 January 147:18 Jerry 8:23 Jersey 17:21 18:2 49:25 51:12 Jim 2:18 job 20:16,16,18 20:20 29:16 30:17,17 31:2 33:18 34:7 35:7 35:11 39:13 40:3 43:18,19 46:18,22,24,25 47:3,4 51:15,23 54:4 63:2,21,22 64:3,23,24,24 65:5,10 66:21 67:8,16 75:18 78:3 108:9 115:3,14 116:15 118:19 119:12 119:17,22 120:2 120:4,15 121:24 123:10,14 124:3 124:7,18,24 125:4,21 126:21 129:5 132:3 134:2,6,22 153:4 jobs 8:19,21 31:12 32:5 34:7 37:5 133:23 151:23 jogger 79:13 jogging 80:17 joined 2:22 6:22 28:13 81:18 joint 110:14 126:22 Jones 1:11 2:2,16 7:7,11 9:9,15,18 12:16,23 14:2,6 14:14 16:5,12 16:16 17:11 19:16 23:2,11	24:9,16,19,22 25:9,15 28:12 33:7 35:20,24 36:8,12 44:5,19 44:23 45:6,9,20 46:2 49:17 53:5 53:18 54:10 55:4,25 56:6 57:9 58:3,14 59:8,13 60:12 60:16,22 63:5,8 63:12 66:13 68:9,14,22 69:5 69:18 76:19 77:10 78:6,10 78:15,21 79:2,8 79:12,19 81:15 81:23 82:3,11 82:17,25 84:10 85:5,13,17,22 86:4,19 87:10 87:17,20 88:2,6 88:11,24 89:3,9 89:13,18,21,25 90:9,21 91:3,8 92:14 93:23 95:3,8,13,19,24 96:3,17 97:10 98:12,18 99:10 99:16 100:3,10 101:10,20 102:9 103:16,24 108:14 109:7,20 112:2,14 113:3 113:21 121:14 128:5 130:12 133:6 139:6,9 139:17,18 140:3 141:6 142:22 143:22 144:4,10 144:23 145:18 146:6,20 147:6 147:16 148:3,13 152:3 153:7,10 154:21 JR 1:11 judge 61:17 62:2	62:3 judgment 46:9 July 1:8 June 83:15,17,20 83:24 147:20 jurisdiction 18:2 63:17 justify 147:4 juxtapose 100:12
		K			
				Kaseen 8:23 keep 24:23 41:20 44:21 45:4 74:8 74:10 77:12 105:8,9 keeping 130:23 148:24 keeps 76:8,10 128:25 Kenney 1:12 2:18 9:16,17 15:12 15:17 28:16,17 28:24 29:4,23 30:2,5,7,20 31:10 32:9,13 32:20,25 33:5,8 42:22 48:6,7 49:20,21 52:19 53:4 65:11,15 66:12,14,25 76:14,21 104:4 104:11,18 105:13,19 107:4 107:9,15,22 108:12,15 114:8 118:12 119:10 119:25 120:16 121:12,16 125:19 133:8,9 135:2,8 136:13 137:9,18,23 139:2 148:16,17 150:4,22 152:2 Kenney's 5:22 kettle 138:7 kicks 34:22	

killed 61:21	known 47:20 79:22	letter 84:3	living 55:15	132:22 147:13
kind 28:24 40:5 45:6,22 76:10 91:21 97:17,21 106:9 108:9 109:5 126:16 129:9 132:24 134:13	knows 134:9 151:12 Kupper 18:11	letting 119:18 let's 9:18 21:8 36:25 38:16 64:23 100:6 134:19	Local 14:20 located 10:5 11:15 log 118:25 logic 102:11 long 2:23 5:21,21 15:21 99:16 101:18 105:5,12 132:9,10 146:6	loved 81:8 lungs 79:14 L&I 12:7,9,23 13:3,6,11 29:17 31:17,20,22 41:13 42:2,3 43:19 50:21 51:18 61:7 86:24 89:8 90:6 91:14 92:13 99:11 100:19 103:19 106:18 106:25 110:7,16 110:19 111:6,22 112:24,24 114:5 114:9,21,22 115:4,7,16 116:21 117:4,11 117:25 118:13 118:14 126:8,15 126:20,23,23 128:2,3,21 131:2,6,9,16,21 133:14 140:25 141:18 142:5,16 144:24 145:5 151:4 152:8,20
kinds 78:22 79:22	<hr/> L <hr/> L 156:14	level 24:8,8 55:17 56:2 97:23 138:19	longer 101:4 124:25 146:4 147:13	L&I's 134:16
knock 21:18 22:21 26:16 28:2 40:18 47:2	labor 2:24	levels 46:8	long-term 103:6	<hr/> M <hr/> Mack 15:9,19
knocked 34:14	laborers 119:15	Levin 61:18	look 6:9 23:22 31:18 40:17 43:8 53:22 54:2 56:13 57:25 58:12,18 59:25 60:19 73:11,12 77:5 93:8 126:10,13 127:14 130:3 136:3 137:4 143:9,11,12 145:19,23 151:5	mail 132:7,9
knocking 26:25	lack 39:9 42:8 49:10 106:9	liable 118:11	looking 5:4 39:21 39:22 64:14 71:4 80:3 96:21 104:13 106:6 107:16 122:20 127:19,24 129:17 149:21 150:2,12	main 29:14 106:5
know 7:21 8:24 20:17,19 21:13 24:10 28:10 31:24,25 34:20 34:25 35:10,11 35:15,16 38:13 39:12 40:16 42:21 43:8 44:15 45:13 47:19 48:17 49:25 52:7 61:16 62:4 64:14 65:7,8 69:23 76:24 79:20 81:2,3,4 88:17 90:23 91:6,16 93:19 97:12 99:23 104:6 110:8 111:6,7 112:9,9 114:3,7,25 115:12,13,14 116:4 119:6,9 124:16 126:2 129:4 130:9 134:2,3,19 144:3 151:11 152:18,23 153:3	lacking 61:8,9	license 29:7 98:24 110:20 113:17 122:17 123:5 138:2,6	lookout 49:6	maintain 72:17
knocked 34:14	ladder 138:3	licensed 56:9 84:23 123:6,11 123:12,19,24 124:10,11 133:17 134:4	looks 57:2,4,5 103:5 106:6	maintenance 108:25
knocking 26:25	lane 144:8,17,22	licenses 3:8,13 110:13 120:12 127:23 140:17 140:21 142:12	lose 81:8	major 40:24,24 42:19 97:14 132:10
know 7:21 8:24 20:17,19 21:13 24:10 28:10 31:24,25 34:20 34:25 35:10,11 35:15,16 38:13 39:12 40:16 42:21 43:8 44:15 45:13 47:19 48:17 49:25 52:7 61:16 62:4 64:14 65:7,8 69:23 76:24 79:20 81:2,3,4 88:17 90:23 91:6,16 93:19 97:12 99:23 104:6 110:8 111:6,7 112:9,9 114:3,7,25 115:12,13,14 116:4 119:6,9 124:16 126:2 129:4 130:9 134:2,3,19 144:3 151:11 152:18,23 153:3	lanes 148:25 149:2	lie 52:17	losing 40:18	making 41:17 55:22 77:4 78:8 141:21 149:17
knocked 34:14	large 18:5 102:19 105:23 136:4	lien 121:7	loss 120:23	man 15:11 24:2
knocking 26:25	lateral 72:25	life 2:23 17:20 74:13 147:21	lost 62:2	managed 103:15
know 7:21 8:24 20:17,19 21:13 24:10 28:10 31:24,25 34:20 34:25 35:10,11 35:15,16 38:13 39:12 40:16 42:21 43:8 44:15 45:13 47:19 48:17 49:25 52:7 61:16 62:4 64:14 65:7,8 69:23 76:24 79:20 81:2,3,4 88:17 90:23 91:6,16 93:19 97:12 99:23 104:6 110:8 111:6,7 112:9,9 114:3,7,25 115:12,13,14 116:4 119:6,9 124:16 126:2 129:4 130:9 134:2,3,19 144:3 151:11 152:18,23 153:3	law 5:2 53:24 137:16 152:10	light 52:10 101:21	lot 17:4 19:13 48:8 49:25 50:2 52:12 55:8 56:18 85:6,8,10 119:7 126:20	management 18:9 53:15 86:13
knocked 34:14	laws 2:14 62:18 80:14	line 44:6 53:7 104:16 114:9 121:21 136:3		
knocking 26:25	lawyer 97:6 103:10	lines 11:8,11		
know 7:21 8:24 20:17,19 21:13 24:10 28:10 31:24,25 34:20 34:25 35:10,11 35:15,16 38:13 39:12 40:16 42:21 43:8 44:15 45:13 47:19 48:17 49:25 52:7 61:16 62:4 64:14 65:7,8 69:23 76:24 79:20 81:2,3,4 88:17 90:23 91:6,16 93:19 97:12 99:23 104:6 110:8 111:6,7 112:9,9 114:3,7,25 115:12,13,14 116:4 119:6,9 124:16 126:2 129:4 130:9 134:2,3,19 144:3 151:11 152:18,23 153:3	layer 75:19	link 130:2		
knocked 34:14	lead 14:21	list 7:21 50:7,21 62:10,13 67:2 91:23 98:25		
knocking 26:25	learn 17:9 19:13 19:17	listed 12:20 92:3		
know 7:21 8:24 20:17,19 21:13 24:10 28:10 31:24,25 34:20 34:25 35:10,11 35:15,16 38:13 39:12 40:16 42:21 43:8 44:15 45:13 47:19 48:17 49:25 52:7 61:16 62:4 64:14 65:7,8 69:23 76:24 79:20 81:2,3,4 88:17 90:23 91:6,16 93:19 97:12 99:23 104:6 110:8 111:6,7 112:9,9 114:3,7,25 115:12,13,14 116:4 119:6,9 124:16 126:2 129:4 130:9 134:2,3,19 144:3 151:11 152:18,23 153:3	leave 22:21,22 24:11,14 79:20	listen 4:24 94:21		
knocked 34:14	leaving 102:20	listening 144:14		
knocking 26:25	left 21:4 34:16 41:24 43:22 152:18	lists 99:12		
know 7:21 8:24 20:17,19 21:13 24:10 28:10 31:24,25 34:20 34:25 35:10,11 35:15,16 38:13 39:12 40:16 42:21 43:8 44:15 45:13 47:19 48:17 49:25 52:7 61:16 62:4 64:14 65:7,8 69:23 76:24 79:20 81:2,3,4 88:17 90:23 91:6,16 93:19 97:12 99:23 104:6 110:8 111:6,7 112:9,9 114:3,7,25 115:12,13,14 116:4 119:6,9 124:16 126:2 129:4 130:9 134:2,3,19 144:3 151:11 152:18,23 153:3	legal 5:12 137:4	lit 101:21		
knocked 34:14	legislation 8:12 131:14,15,18 154:8	literally 6:7 74:13		
knocking 26:25	legitimate 116:12 124:2	little 17:17 28:19 120:9 121:20		
know 7:21 8:24 20:17,19 21:13 24:10 28:10 31:24,25 34:20 34:25 35:10,11 35:15,16 38:13 39:12 40:16 42:21 43:8 44:15 45:13 47:19 48:17 49:25 52:7 61:16 62:4 64:14 65:7,8 69:23 76:24 79:20 81:2,3,4 88:17 90:23 91:6,16 93:19 97:12 99:23 104:6 110:8 111:6,7 112:9,9 114:3,7,25 115:12,13,14 116:4 119:6,9 124:16 126:2 129:4 130:9 134:2,3,19 144:3 151:11 152:18,23 153:3	length 23:20,21 23:25 64:23 90:9 104:21 132:12 146:17 147:7	lives 58:21 128:15		

87:5 97:9 102:10,14 103:6 manager 66:19 mandate 70:16 71:2 manner 53:16 116:4 Maria 3:7 market 5:8 13:13 114:11 122:23 141:8 masonry 56:21,21 mass 119:13 materials 10:14 12:22 86:17 matter 19:6,7 35:12 51:20 60:10 64:20 75:8 147:20 156:7 Mayor 3:14 94:17 94:18 ma'am 95:20 MDT 107:6 mean 29:11 32:14 35:22,25 36:5 39:8,19 42:19 44:13 45:15 53:8,23 56:7 61:16 63:23 65:7 69:23 106:8 107:17 114:24 121:16 126:19,22 130:22 131:3 134:13 137:2 145:4 146:2 148:9,22 150:10 meaning 122:12 127:20 means 60:4,5,9 73:10 90:25 114:25 156:21 measures 115:8,9 mechanism 52:21 110:19 113:24 114:21,23	meet 61:15 116:23 117:5,8 meeting 92:22 145:12 meetings 110:15 116:23 meets 101:24 152:13 members 2:7 5:9 7:8,16,20 9:11 72:15 81:8 139:21 memories 15:16 mention 61:19 mentioned 47:25 48:12 83:7 met 117:4 meter 45:4,15,17 method 59:3 111:4 144:15 methods 4:9 60:10 mic 84:15 MICHELE 156:14 middle 26:11 mind 55:19 72:7 minimal 84:21 missing 84:7 mistakes 19:14,14 19:18 misunderstood 47:11 moment 93:5 106:7 money 40:18 120:19 month 126:3 monthly 117:5,9 months 67:25 68:2 126:3 moral 74:16 morals 68:16 morning 2:3 7:15 14:18 16:20 34:6 36:16 95:23,25	Moser 95:11,23 96:2,6,7,12 97:24 98:16,21 99:14,21 100:7 101:17 104:10 104:17,23 105:18 106:19 107:8,13,21 108:10 motel 134:5 mother 80:10 motive 36:4 69:3 move 45:4 101:9 131:13 moved 21:15 moves 91:19 moving 23:16 MSB 100:22 multiple 131:15 136:14,15 Municipal 134:6 municipalities 4:12 municipality 19:17 55:20 56:3 60:17 61:5 75:8 MURPHY 156:14 music 148:14	28:5 33:24 34:17,23,25 38:2,13,22 47:12 50:6 57:19 62:22,23 64:19 66:20 68:23 70:8 71:17 74:23 75:5 77:4,5 111:10,13,14,14 111:16 113:12 114:5 117:15,17 121:17 126:6 127:5 128:20 141:13 142:6 143:16 144:7,17 145:20 146:5 147:4,5,25 148:7,11 152:24 needed 69:7 86:12 103:11 needs 70:6,19 90:15,19 100:20 128:10 151:2,5 negative 19:12 neighbor 90:17 90:18 92:8 neighbors 33:23 87:9,11,14 90:16 91:19 nets 59:8 60:4 Neukrug 95:12 96:9,10,19 100:17 101:14 102:4,13 103:22 108:22 never 54:17 92:7 92:13 122:16 new 17:21,25 49:25 51:12 63:5 65:16,16 65:21 83:9 84:2 84:14 89:10,10 121:5 134:3 140:22 153:21 newer 10:20 11:21	news 5:19 7:23 nine 64:4 non-compliance 111:6 112:13 113:5,16 128:13 non-compliant 110:24 111:8 113:23 128:2 129:23 non-existent 31:4 31:5 noontime 121:21 normally 40:6 north 6:4 28:22 31:3 nose 119:21 Notable 10:9 note 81:17 105:21 noted 56:19 notes 156:6 notice 125:11 147:11 notices 125:25 noticing 67:22 notification 99:7 99:18 140:12 notified 101:18 notify 43:19,20 98:3,4 106:23 143:18 number 6:25 12:8 18:24 19:11 21:11 55:24 56:8,10 57:18 60:5 72:5 96:22 100:12,13 119:2 127:9,16 148:23 numerous 11:13
<hr/> N <hr/>				
name 14:19 16:21 82:18,21 96:5,6 109:22 110:3 139:22 names 14:16 82:12 136:14,15 narrowly 67:5 nationally 18:8 natural 99:5 nature 77:19 Navy 15:5 near 129:17 necessarily 58:20 69:3 70:9,11 115:22,22 need 27:23,24				
<hr/> O <hr/>				
objection 150:21 objections 156:4 observe 10:11 52:15 obstacles 49:8 obtain 87:9,13 obviously 61:24				

71:2 108:24 118:10 145:13 occasion 108:20 143:2 occasionally 16:25 73:10 occasions 98:19 98:20 101:11 occupied 6:16 10:23 13:10 58:8 104:22 occur 34:3 occurring 98:11 offer 140:2 146:24 Office 17:22 officer 66:8 96:8 officers 63:14,16 official 31:16 66:11 officials 29:7,8,9 63:20 off-of-the-line 131:11 oftentimes 52:5 Oh 15:17 Okay 15:20 33:5 35:17 66:12 86:4 91:8 92:20 103:25 109:7 121:12 140:5 152:2 old 15:5,8,14 47:25 48:2 81:2 84:13 88:7 150:15 153:22 older 56:20,22 once 15:14 16:2 101:2 ones 52:12 55:16 81:3,8 86:19 151:16 one-and-a-half-... 10:23 one-story 21:4,6,8 21:9,22 23:5,17 25:4,8 26:9 46:6	ongoing 5:12 29:12 onus 41:4 on-site 65:24 on-street 10:10 open 22:2,7,13,18 23:17,23,24 24:17 25:23 51:5 131:21,23 136:18 opened 27:16 136:22 opening 7:9 9:12 23:21,22 24:13 24:20 25:6 38:3 136:21 137:3 operate 53:16 operating 14:20 96:8 125:12 operation 59:4 60:21 106:4 108:24 144:21 operator 14:22 opinion 20:21 49:23 50:19 opportunities 108:3 opportunity 64:12 69:20 74:25 130:16 153:17 opposed 73:7 94:15 119:18 120:20 opposite 44:18 options 146:25 order 26:17 51:8 60:8 67:13 96:4 100:18 OSHA 3:20 46:14 46:14 47:6,6,12 47:13,22 48:10 66:7 70:4,5,6,7 70:15,18,25 73:21 outcomes 19:10 19:13	outline 33:24 outstanding 86:25 87:15 outward 23:9 73:8 overall 142:8 overlaid 11:8 oversee 35:4 oversight 1:18 2:10 overview 12:18 owe 122:13,15 137:13 owned 29:5 owner 30:21 65:18,25 82:22 83:18 100:22 101:8 112:3,15 113:4,11 114:16 owners 74:7 84:8 O'Brien 1:13 81:18	28:15 35:14 53:15,20 57:23 60:13 61:20 64:8 65:24 69:23 71:20 82:4,4 89:10 97:25 105:2 106:8 107:25 116:21 117:2 129:18 131:4 147:7 partial 12:10 83:14 147:3 participates 110:16 particular 5:7 6:5 20:20 21:10 43:21 56:17 57:11 67:18 92:19 96:4 101:12 113:13 131:8 143:20 144:21 particularly 3:19 6:15 54:22 108:17 parts 31:2 party 112:7 128:16 pass 8:2,9 passed 117:4 123:2 126:3 passes 128:16 passing 80:18 patience 95:20 109:21 patrol 150:2 pattern 134:17 patterns 142:24 143:13 pay 54:7 55:21 111:14 135:12 149:11 payer 110:24 paying 100:23 116:5,6 119:15 127:17,21 151:3	payment 135:4,6 135:9,11,17,24 136:4,5,9 payroll 31:7,8 115:23,25 118:5 118:9,9 119:14 payrolls 117:20 PECO 30:5 pedestrian 11:6 pedestrians 33:22 56:24 penetrate 59:25 Pennsylvania 1:7 19:3 50:2 PEO 150:15 people 7:22,24 8:21 18:4,13 44:8,12,16 49:10 52:22 53:15 54:5 60:6 62:6 66:4,16,17 67:4,8 68:15 74:15 77:6 80:15,22,24 81:2,6 85:11 91:11 104:12 105:25 106:15 106:17 109:12 115:21 121:22 124:2 131:22 136:20 138:14 138:22 148:24 149:18 percent 39:13 40:14 41:3 67:12 136:4 percentage 39:11 39:24 77:24 78:5 perfect 39:25 43:4 perfectly 11:10 performed 100:5 performing 121:22 perimeter 55:23 56:15 57:15 period 18:6 105:5
P				
	PA 98:2,4 page 4:15 142:21 paid 67:6 116:3 panel 9:23 13:20 13:23 82:13 89:19 95:10 104:3 139:7 paper 141:20,24 paperwork 85:8 85:10,11 148:10 parcel 85:14,15 parent 80:9 parents 80:10 81:8 park 144:12,17 parked 150:12 parking 10:10 11:5 108:5 144:8,17,21 145:24 148:25 148:25 150:6 part 17:2 20:2 24:23 25:2,18			

105:7,12 118:6	149:23 150:20	105:9	63:16 65:11	preliminary
periodic 63:24	151:24 152:8	place 3:22 4:17	68:11,23 69:13	94:10
periodically	153:2,6	38:18 42:25	78:7 85:23	preparation
145:22	person 35:7 40:21	49:2 70:8 72:15	87:14 89:5	75:23
periods 72:11	43:20 63:4	73:15 74:2,19	90:22 92:6 93:2	prepared 86:9,10
137:6	65:21,22 66:3,8	75:10,12,19	93:5,15 99:3	86:15 87:24
permanent 73:15	78:2 80:17	76:16 114:24	103:23 113:25	prerequisite 76:3
permission 32:17	88:22 114:15	129:25	144:16 146:21	140:18
permit 12:25	115:15 124:25	plan 20:14 21:11	148:9	presence 66:3
30:12,23 31:22	130:8,8,10	38:2,19,22,23	points 15:25	present 1:10 51:4
32:3,15,15 38:7	131:8 135:16	43:7 47:13 55:5	17:15	57:7
50:21,23 51:17	136:17	55:19 56:3	poles 149:17	presentation 10:2
74:23 85:18,19	personally 76:24	57:10 58:11	150:24	12:13
86:2,3,22 97:2,4	personnel 105:20	59:3 60:14,21	Police 143:16,18	presents 16:3
100:19,21,24	121:2	71:17,22,24	policy 6:20	President 96:7
102:7,8,12	pertinent 119:3	72:3,6 73:2,12	104:12 106:15	pretty 27:20 38:4
109:2 110:20	PGW 95:15 96:8	75:2,3,9,12	106:16,20 107:3	52:23 92:4
111:25 112:8,17	97:24 99:11	87:18,21 88:12	154:8	102:5 145:15
113:2,10,13	100:5	88:15,19,25	polite 14:9	prevent 102:20
114:17 115:15	ph 120:11	89:4,6,16 91:5	poor 151:14	prevented 81:10
130:20 135:10	Philadelphia 1:2	118:17 140:22	portion 4:19	previously 84:18
140:16,20 141:3	1:7,17 2:12,15	141:14 142:11	position 37:19	106:23
141:17,19,22	2:21 3:2 4:10,16	142:14	90:20	pre-qualification
142:16,17,18	5:3 6:4 7:6	planned 38:6,12	positive 5:2	50:3,20 51:13
145:8,10 146:7	48:11 74:23	plans 74:6 86:10	possibility 119:11	62:9 67:2 76:3
147:8,17,22	75:7 80:2 87:4	90:6	122:13	pre-qualificatio...
151:6	96:11 97:15,19	plates 27:25 28:3	possible 4:9 67:16	76:13
permits 31:15	110:11 122:24	28:5	124:20 127:12	pre-qualified
41:18 84:19	125:13 132:23	platform 146:12	post 141:7	50:6,7,24 52:24
90:20 100:12	133:3 137:25	147:2	posted 131:24	pre-qualifying
102:2 114:4	140:6 153:25	platforms 59:9,19	potential 3:11	50:11 53:9
126:12,14	154:16	play 53:15 96:22	5:17 44:14 45:7	price 37:10
127:23 133:19	Philadelphia's	142:25 151:21	45:22	primarily 51:24
134:10 140:9,10	3:15	played 137:3	power 44:24 45:3	149:24
141:13 142:7,19	phone 4:22 111:3	plays 131:3	45:16 137:19	primary 29:16
147:24 149:10	photo 10:11	please 6:24 14:7	practice 14:10	52:16 59:5
153:21,22	photograph 10:7	14:16 44:20	17:3 63:25	154:11
permitting 3:16	10:9,22 11:2,9	82:18 84:15	practices 1:4,16	principal 137:6
71:21 74:21	11:17,20,25	89:25 95:21	2:5 3:19 4:12,19	principals 136:20
75:6 146:10	pick 4:25 113:6	96:5 109:13,21	6:11 7:5 71:5,8	prior 16:23 48:9
Perri 109:16	picture 20:2	109:24 140:3	71:9 75:25	98:10 99:6,25
139:11,14,20,22	129:8	pleasure 82:8	155:2	141:16
140:5 141:11	piece 27:10	96:14	praise 138:11	priority 56:10
143:5 144:2,6	141:20,24	pocket 120:20	precautions 31:24	94:19
144:13 145:3,21	pieces 93:4	pockets 120:21	43:10	private 3:20,23
146:9,23 147:9	pin 80:3	point 4:7,7 31:11	preempting 94:13	16:15 28:25
147:23 148:6	pipes 40:5,10	38:16 44:9	preferred 144:15	30:10

privately 29:5	profit 36:4 69:3	provide 2:10 19:9	28:3,5 31:7 46:8	R
proactive 126:9	program 9:5	52:20 62:24	62:25 64:3,13	radar 122:19
proactively 99:8	18:10 110:17,18	72:25 73:12	78:4 80:3	rain 68:11
105:10	118:22	76:9 93:20	110:24 120:19	raises 37:10
probably 27:19	programmatic	96:14 99:11	132:13 138:3	ramifications
116:4,15 151:3	130:11	100:8,8 103:11	141:20 147:2	5:12
151:4,5	project 16:2	130:23 132:25	150:16	range 99:15
problem 40:14,24	19:24 58:22	133:2	puts 49:13	ratcheted 138:18
91:17,21 94:12	67:18 95:5	provided 4:6 66:3	putting 37:18	rate 77:13
104:16 106:9	96:23 97:7	96:12	134:4	reach 94:6 144:18
149:20 152:13	119:8 142:9	provides 75:14	p.m 155:3	reached 94:2
problems 1:17 2:9	143:25 144:9	110:19 140:7		react 149:25
128:20 132:16	projects 1:18 18:3	providing 10:2	Q	read 6:24 82:12
proceedings	18:5,20 36:18	57:10	qualifications	95:9 96:15
156:4	76:6 110:14	proximity 11:13	50:14 53:21	109:13 139:25
process 2:15 3:15	145:7	59:23	55:13	reading 17:14
3:17 4:23 5:18	proof 111:22	public 3:22 4:20	qualified 52:5,18	75:22
13:7 18:23	proper 41:18 43:9	4:24 6:20 18:5	65:18 75:15,25	ready 91:22
28:20 37:8,8	127:17	32:17 37:19	qualify 51:16	real 45:25 77:22
50:4 52:20	properly 47:8	39:2 41:21	62:21	108:16 124:20
71:21 72:20	properties 3:16	44:10 50:8	quarterly 116:23	realize 5:13 80:18
75:7 76:15	88:14,16 97:22	51:19 52:10	quasi 29:9 151:20	realizing 152:12
83:11,12,13	97:23	56:9,12 58:19	question 24:10	really 34:16 35:22
84:19 85:12	property 11:8,11	60:6 66:11 74:9	49:24 61:7	52:12,16 68:14
86:6 89:11 97:2	12:9 29:5 60:7	75:11 80:13	62:11 77:11	68:15,17 80:12
97:25 102:10	83:17,18 84:8	94:15,23,24	90:11 92:20,23	88:20 91:5,12
103:3,18 108:2	89:14 98:7 99:5	107:18,19	93:24 101:23	91:15 92:5,21
109:2,11 110:6	99:11 101:5,8	130:24 131:24	137:16	93:3,10,16
110:23 111:12	proposal 51:3	145:14 148:10	questioned 26:18	102:14 103:4,23
111:17 126:4	proposed 87:21	148:14 154:6,8	questioning 44:6	117:24 126:24
130:18 131:4,23	99:2	154:11 156:15	53:8 121:22	127:24 133:22
134:11 135:16	proposing 143:8	public's 69:2	questions 13:19	138:21,21 149:3
136:14 140:24	protect 26:7,8	pull 84:15 134:12	46:11 76:18,20	reason 22:13,20
141:9,16 146:7	28:3,9 33:25	pulled 84:18	81:20 83:8	25:2 51:6 111:5
147:8,11 151:22	34:18 56:8,11	109:10 115:15	88:21,23 89:19	125:11 140:9
processes 2:11	57:8 58:2,4,6,19	133:18 151:6	92:15 96:16	reasonable 79:5
19:9 59:14	59:6,9 60:9	pulling 130:20	104:2 109:9	reasons 39:20
114:4 117:6,7	80:24 81:6	134:10 143:17	117:21 139:7	107:17 128:7
141:12	88:15 91:19	pulls 126:13	141:5 153:8	rebuilt 103:9,13
produce 82:5	154:15	purchased 83:16	quick 15:4 108:16	recall 98:21
87:18	protected 8:21	purpose 22:5,7	124:8 133:22	recap 3:9
professional 2:23	34:2 35:8	127:6	quickly 90:12	receive 84:3 87:11
56:9 65:24	protecting 56:16	purposes 126:25	96:21 124:16,20	received 4:21 8:4
75:24 140:23	60:3,6	pursuant 83:25	Quinones-Sanc...	recess 154:22
professionals	protection 75:11	push 24:6 26:4	3:7	recession 153:16
50:5 141:15	protects 154:9	pushed 150:5	quite 18:4 19:8,21	recognize 9:2
professor 16:22	proud 74:14	put 19:25 27:24	quote 76:23	35:25 77:18

recognizes 33:9 36:13 49:19 92:16	regularly 110:15 116:22	149:6,9 154:2	58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	resolution 1:15,15 2:6 6:25 7:2,3
recommend 22:12 26:16 30:13 33:4 56:2 57:12 58:7	regulated 47:6	request 30:18 83:7 102:6,7 143:8 147:11	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	resources 51:22 54:4,6 75:17
recommendation 13:16 26:20 72:7 73:21 76:17	regulating 68:17	requested 4:4 84:5	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	respect 112:4
recommendatio... 74:2 140:24 141:15 154:14	regulation 70:18	requesting 25:22	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	respond 58:21 115:19 125:16
recommended 83:20	regulations 47:22 83:10 84:2 90:4	require 30:14,16 30:21 48:10 55:5,18 72:6 73:13,22,24 89:15 91:4 140:15 146:21 146:22 147:10	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	responders 130:25
recommending 32:21	related 1:17 40:12	required 38:15 46:13 47:23 54:14 61:6,14 62:5,5,11,12 84:22 85:2 98:2 102:25	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	response 81:22 84:5 89:20 139:8 153:9 154:20
record 14:16 53:19,23 54:25 55:2 76:6 81:17 82:4,19 84:11 90:22 96:15 109:22 140:2	relates 9:24	requirement 13:8 64:18 70:15 119:12 120:18	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	responsibilities 57:7
records 54:2,3 61:13 62:17 99:3 104:24 118:5 125:6,7 127:15	relationship 145:11	requirements 47:4 50:17 97:8 116:7 148:21	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	responsibility 29:16,19 30:24 31:20 44:2 51:24 52:17 55:24 56:8 58:19 59:5 60:8 65:23 153:18
recurring 149:5	relative 104:5 105:22	requires 50:3,18 64:15 65:16	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	responsible 18:13 37:6 74:8 120:23 142:8
red 128:12 129:2	relatively 147:14	RES 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	rest 25:10
redevelopment 97:7 103:4	reliable 20:18 149:6	requiring 56:3	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	result 79:17 82:5 85:7 108:21 130:22 131:12
reference 27:16 142:22	reliant 77:25	requires 50:3,18 64:15 65:16	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	resume 17:6
references 76:6	relying 34:9	requires 50:3,18 64:15 65:16	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	retail 88:15
referrals 145:6	remaining 24:11 24:15 25:10	requires 50:3,18 64:15 65:16	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	return 65:4
reflective 151:11	remarks 9:12 38:4	requiring 56:3	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	returns 111:14 122:18
regarding 121:22	remiss 4:3	requires 50:3,18 64:15 65:16	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	revenue 86:23 109:16 110:4,8 110:9,25 112:8 115:4 116:9,18 117:15 118:3 120:8 124:8 126:7 127:2 131:2,6,16,22 132:2,3
region 4:13	remove 72:24 73:3	requires 50:3,18 64:15 65:16	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1	Revenue's 110:5 114:22
registered 117:13 117:14,14,17 125:8,10	removing 23:12 73:14	requires 50:3,18 64:15 65:16	67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1	

reviewed 141:12 142:11	138:4	72:3,5 74:5 75:3 75:9 76:6 80:13 87:18,21 88:25 89:4,6,15 91:4 94:16,23,24 107:19 116:16 127:3 129:8 140:12,22 141:14 142:9,11 148:10,14 154:11	23:21 27:7,9,20 31:19 39:8 45:14 61:8 67:23 79:3 93:3 94:7 101:20,22 102:18,19 105:19 106:11 106:21 110:21 114:8 115:5 117:9 118:7 124:9 125:7 126:14 127:12 134:16 137:4 138:10 148:13	133:2
revocation 120:12 136:7	roofer 137:25	salary 121:4	Seeing 81:23 153:10	servicing 132:21
revoking 120:12	Room 1:7	salient 17:15	San 19:5	set 53:9 117:6
re-illustrates 11:2	rope 136:17	Satisfaction 99:20	satisfaction 99:20	sets 81:21
ridden 42:24	routinely 104:19	saving 128:15	saying 37:2 62:24 63:24 66:25 113:8,8	seven 17:20
right 14:5 17:8 21:3 25:6,15 29:2,3 32:24 33:3 37:8,13 38:9,9 39:3,23 41:22 48:3 51:4 52:3,4,25 57:18 59:2,15 63:11 68:13 69:4 70:13 72:21 73:18 74:18,20 75:21 77:7 79:13 81:11 88:3 98:22 122:22 123:20 125:19,22 127:16,21 132:2 144:13 152:17 153:14,21,24	routing 101:25	scene 80:19 149:15	self-report 115:2 self-reported 115:6 self-reporting 115:11 118:18	sewer 101:4,6 102:22
right-of-way 32:18 145:15	RPR-Notary 156:15	scaffolding 146:21	Senate 19:3	shadows 52:9
ripping 116:11,12	rubber 61:14 152:13	scan 51:8	send 98:25 125:10 145:18 146:11	shape 6:6
rise 54:22	rules 31:14 62:18 68:15 149:7	scary 35:22 44:7	sending 99:18 125:25 150:18	share 19:14 110:16 126:23 127:25 131:17
risk 45:8 53:14 57:15,17 68:3	run 91:24	schedule 146:10	sense 134:18	shared 10:24
road 27:25 28:3,5 61:15 127:19 152:14	rundown 15:5	scheduled 110:15 116:22	separate 25:3 137:3	sharing 140:25
roadmap 133:15	running 148:25	scheduling 140:12	SEPTA 29:10 30:3 87:2	shed 151:10
Robert 6:23 13:24 16:21	runs 27:21 79:15	School 110:10	servants 154:6	sheds 146:21 148:21 149:11
robust 64:6,19,20	rural 54:19	scot-free 139:15	service 39:16 48:21 97:3 98:8 98:10 99:5 100:4 101:2,3,6 104:19 105:3,6 105:8,24 108:19 130:23 132:17	shelf 147:21
role 31:4 33:14,16 105:20 110:5 117:16 129:10 131:3 151:22	Rutgers 18:7	seat 95:22 109:22		shelter 147:2
rolls 120:22	S	second 3:18 16:6 36:20 60:7 75:11 135:21		shift 94:16
roof 6:6 12:2,4,10 21:24 22:3 23:20 25:25	sad 5:15	Secondly 90:14		short 18:6
	safe 26:12,14 33:19 34:20 41:21 53:16 55:23 62:15,16 74:9,10 76:12 128:25 130:24	sector 3:22,23		shortly 36:2
	safe 26:12,14 33:19 34:20 41:21 53:16 55:23 62:15,16 74:9,10 76:12 128:25 130:24	secure 65:3		shot 12:18
	safeguard 88:19	secured 33:19		shoulders 19:19
	safeguards 74:19	sediment 97:5 102:17,20,24		show 54:9 103:12 141:23
	safely 24:5 26:7,8 59:21 72:13	see 6:21 9:22 20:5 20:10 21:2 22:8		showing 147:25
	safer 4:16			shows 11:12
	safest 20:12			shut 43:23 44:2 87:8 98:9 100:25 105:11 119:12 148:7,9 148:12,12 150:18
	safety 1:17 2:9,20 3:20 4:9 8:4,14 31:24 33:14 35:12 36:5,21 37:19 38:25 43:9 44:3,10 52:21 53:23,25 55:5,18 56:3,12 56:15 57:10,15 60:4,14,21 61:10,13 62:6 63:13,16 64:25 65:18,24 66:8 67:3,9 71:24			shutoff 97:2,3
				shuts 42:14
				side 21:21,25 22:2 23:16 25:20 26:2,3,10,14,22 27:19 44:15 69:2 120:7
				sides 27:8
				sidewalk 140:8,19 141:17,24 144:8 144:11,12,18,22 145:9 146:3,12 146:16 147:2

148:7,8,21	situation 44:24	19:1 20:1 21:1	140:1 141:1	134:8 138:4
149:13,15,17	66:23 117:25	22:1 23:1 24:1	142:1 143:1	started 103:14
150:3,18,25	120:10	25:1 26:1 27:1	144:1 145:1	starting 72:24
151:9	situations 115:13	28:1 29:1 30:1	146:1 147:1	120:11 135:25
sidewalks 11:6	six 15:2 99:15	31:1 32:1 33:1	148:1 149:1	136:3
57:20 146:22	136:23	34:1 35:1 36:1	150:1 151:1	state 14:15 17:21
sign 90:17 151:9	size 27:6 40:4	37:1 38:1 39:1	152:1 153:1	17:25 53:24
signed 72:7 75:12	slide 9:25 88:14	40:1 41:1 42:1	154:1,25 155:1	64:9 82:18 96:4
142:13	slides 9:22	43:1 44:1 45:1	specialty 51:13	109:22 116:6
significant 103:10	slip 102:2	46:1 47:1 48:1	specific 113:18	120:24
146:15	software 118:22	49:1 50:1 51:1	specifically 8:7	stated 27:15
sign-offs 31:15	sold 18:18	52:1 53:1 54:1	110:5 152:23	125:20 130:15
silos 108:15	solutions 1:17	55:1 56:1 57:1	specifics 5:11	statement 7:9
similar 4:14	2:10	58:1 59:1 60:1	119:6,9 120:6	27:16 153:11
22:10 72:10	somebody 49:3	61:1 62:1 63:1	specs 46:18,21,24	station 11:15
120:10	62:15 66:6	64:1 65:1 66:1	47:3,9	status 126:10
Similarly 100:15	67:23 74:18	67:1 68:1 69:1	Spectrum 15:7	stay 20:7,12 21:2
simple 77:3	92:10,11 121:25	70:1 71:1 72:1	speeds 132:14	21:8 109:8
147:10,14	124:5,5,9,24	73:1 74:1 75:1	spent 2:19,23	stays 52:8
simplified 85:6	125:24 127:25	76:1 77:1 78:1	16:23 18:6	stenographic
single 141:3	128:15 130:20	79:1 80:1 81:1	spoke 97:6	156:6
single-phase	132:17 134:9	82:1 83:1 84:1	spot 93:12	step 18:20
48:20	somebody's	85:1 86:1 87:1	square 12:19	steps 122:17
sir 36:10,11 70:20	126:11	88:1 89:1 90:1	85:16 86:12	stickered 92:3
79:7 105:18	soon 114:24,25	91:1 92:1 93:1	97:7 103:2,5	stock 4:14
sit 27:12 58:10	115:2	94:1 95:1 96:1	stability 72:17,23	Stooges 114:18
72:13	sophistication	97:1 98:1 99:1	72:25	115:20
site 8:20 34:5	55:12	100:1 101:1	stabilization	stop 42:11,16
39:15 43:21,23	sorry 34:12 63:9	102:1 103:1	73:13	43:18,18 61:7
57:12 63:2	84:10 129:11	104:1 105:1	stabilized 72:14	133:16
65:19 83:20	130:13	106:1 107:1	stabilizing 73:4	stoppage 120:2,4
86:11 98:6	sort 20:8,18 22:9	108:1 109:1	stable 72:12	stopping 119:17
102:18,21 103:7	27:2,3 60:7	110:1 111:1	Stacey 9:21	store 10:24 11:18
103:15 115:3,14	Sounds 16:19	112:1 113:1	Stadium 15:9	20:11 88:18
116:3,16,25	south 6:14 10:5	114:1 115:1	staff 9:21 18:3,12	stormwater 86:12
118:19,25	10:16 11:15	116:1 117:1	stand 8:24 66:21	87:5 97:9 103:6
120:15 121:24	12:14 28:22	118:1 119:1	154:22	103:15
123:10,14 124:3	31:3	120:1 121:1	standard 53:10	strategies 18:23
124:18,24 125:5	space 25:6	122:1 123:1	63:25	streamlined
126:21 127:10	speak 132:24	124:1 125:1	standards 3:20,21	86:16
127:13 140:22	speaking 108:15	126:1 127:1	68:16 74:16	streamlining
141:14 142:11	Special 1:3,16 2:4	128:1 129:1	standing 19:19	83:13
143:18 146:2	3:1 4:1 5:1 6:1	130:1 131:1	standpoint 36:25	street 5:8 6:14
sites 102:25	7:1,4 8:1 9:1	132:1 133:1	127:2,3	11:5 13:12,14
117:12 134:2	10:1 11:1 12:1	134:1 135:1	start 33:15 36:25	15:6 27:12,13
sits 22:23	13:1 14:1 15:1	136:1 137:1	54:6 97:13	27:14,18,19,22
sitting 23:6 62:3	16:1 17:1 18:1	138:1 139:1,21	99:24 126:13	33:23 40:11

57:22,23 59:17 61:24,25 104:20 105:20 106:3,4 106:20 108:2 115:21 124:22 140:9,19 141:8 141:17,21 142:6 142:7,16,17,23 143:2,3,23 144:5 145:10 149:10,18 150:10 151:8	123:18 subcontractors 54:8,8 112:5 subject 82:23 submission 140:23 submit 38:2,21 46:13,15 48:11 51:17 61:5 71:17 111:21 submittal 38:6 140:16 submitted 43:7 60:17 70:6,19 71:22 74:5 83:24 84:6,24 85:3 89:4,7 96:20 139:24 subs 118:24 subsequent 114:6 substance 105:16 suburban 137:24 subway 27:21,24 27:25 28:3,9 33:22 87:3 sub-components 60:13 successfully 54:4 54:14 such-and-such 138:2 suffering 133:11 suggest 21:9 27:18 suggested 20:17 150:5 suggesting 21:19 27:22 64:5 suggestion 66:16 suggests 26:21 summarize 96:20 109:24 140:4 summary 140:2 supervision 106:24 156:22 supposed 43:20 supposedly	114:23 sure 8:19 27:21 29:17,19 31:8 31:21 32:3 33:17,20,21,25 34:18,19,25 35:4,8 40:7,9 41:17 43:25 47:7 55:22 65:2 67:21 73:24 80:25 82:20 83:5 86:24 87:7 93:17 109:4 110:3 114:3 115:9 132:19 137:17,22 141:21 142:6 145:23,25 146:3 154:13 sureties 18:22 55:9,10 surety 18:19 surrounded 11:24 surrounding 11:14 33:18 survey 70:6,8,19 98:6 104:23 surveyed 39:15 surveys 73:22,25 74:5 suspect 57:21 synergistic 129:6 synopsis 96:14 system 53:13 68:20 98:3 99:9 101:2 102:23 113:5 126:5 137:5 systematic 130:11 systems 48:25	take 4:15 6:11,11 13:2 21:10,20 21:22,24 22:14 24:5 26:22 27:23 28:6 31:18,25 34:16 34:24 43:9,13 44:2 45:17 70:8 72:20 73:11 74:21 96:15 99:17 115:8,9 125:16 126:10 127:11,18 136:3 137:7,14 138:6 138:7,7 142:17 145:19 146:7 147:19 154:2 taken 22:12 28:11 38:17 73:25 156:6 takes 35:5 132:9 take-home 78:17 talk 3:24 28:19 37:23 93:2,11 93:13 118:16 131:16 135:22 talked 42:21,22 65:15 118:15,21 talking 8:10 17:5 36:22 37:11,24 44:8 69:11,11 69:11,12,19 76:14 77:14 97:13 114:12 128:8 130:8,21 131:20 134:21 140:25 142:10 Tancredi 82:14 82:20,21 83:5 84:17 85:9,15 85:20,25 86:5 86:20 87:12,19 87:23 88:5,9,20 89:2,6,12,17,23 90:2,11,24 91:6 95:7 tangible 53:12	tape 149:15 150:17,24 Task 116:25 tax 86:23 110:17 110:18,21,21,22 110:23 111:2,3 111:4,16,19,20 111:21 112:19 112:23 113:19 114:17,19 115:7 115:10,14 119:2 120:8,21 121:6 122:18 125:14 125:24 127:15 127:18,21 taxes 116:5,6 120:24 121:4 122:13,16 124:14 132:18 135:12 137:14 138:23 149:11 151:3 taxpayer 111:7,9 111:18 taxpayers 122:20 teaching 16:22 tear 22:6 81:4 technical 75:17 telephone 107:12 television 17:13 tell 24:22 31:25 34:12 58:12 69:14 83:10 84:6,11,17,25 100:14 104:7 112:11,12 118:16 139:19 template 2:13 Temple 5:20,25 temporary 72:16 73:14 ten 64:4 tends 56:22 term 129:17,23 terminate 98:9 terms 93:20 120:5 135:18,23,24
		T		
		table 14:8,13 82:16 95:18,21 109:19 tactics 120:19 tail 119:19 153:15		

152:24	60:19 71:20	thousands 5:16	28:4,4,6	25:2 78:22
terrain 10:12	73:18 77:7	three 114:18	tore 15:3,7	91:23 94:6
terrorism 106:13	79:14 94:12	115:20 137:12	torn 20:13	111:11 123:3
testified 19:2 64:8	98:23 126:2	145:16	total 129:7	124:23 127:9
testifies 61:19	135:3 153:23	threefold 140:11	touch 17:15 36:19	134:19 146:2
testify 8:25 9:24	things 3:21 12:17	three-phase 48:20	106:25 110:25	trying 54:6 69:14
82:13 83:3 94:7	16:25 17:2	three-story 21:3,7	township 138:3	91:12 94:20
95:10 109:12,14	50:17 51:6	25:21,23 26:8	track 53:25	118:14 119:19
110:5 139:10,11	52:23,25 53:12	54:18	tracking 136:20	132:6,13
testifying 19:6	54:24 56:19	thumbing 119:21	traffic 10:17 11:4	turn 42:3,5 46:15
83:2 94:3	57:19 58:12	Thursday 1:8	13:12,13 56:25	104:19 106:25
testimony 4:6	59:21 60:2 64:7	ticket 150:8	140:11 142:24	114:18 124:9
14:17 83:4	69:12 72:17	time 2:19 8:25	143:13,17,20	142:16 147:15
92:19 94:22	73:5 76:4 80:3	17:5 18:3,6	tragedies 38:17	turned 42:2,17
95:4 96:5,13,20	80:23 92:12	19:21 22:10	tragedy 107:23	twice 16:17
97:12 109:24	94:22 97:11,18	31:11 39:13	132:10	two 6:15 14:8
139:24 144:14	118:13 120:7	40:15 46:23	train 64:10	19:20 26:10
Texas 19:5	129:3,14,16	51:16,22 52:14	trained 38:23	31:7 40:22
thank 7:13 9:6,6,8	131:19 132:4,19	54:9 61:19	43:7 49:3 65:22	54:18 56:21
9:9 12:16 14:6,8	134:17 152:16	90:10 93:5 95:4	67:4 105:14,15	67:25 68:2 84:8
16:9 28:14,17	152:17	98:14,15,17	training 37:23	86:6 93:3
33:6,7,11 35:18	think 3:5 5:9 6:2	99:4,17,23	50:15 64:15	102:14 118:13
35:19,20 36:14	8:8 17:5,11,16	101:6 104:21	transcript 156:8	123:9,14 126:3
36:16 49:16,17	20:13 24:9	105:5,12,17	156:20	142:20 147:11
49:21 53:4,5	38:15 48:4 49:7	117:3 118:6	transgression	147:15
60:22,25 66:13	51:2 57:3 60:18	126:6 132:12	152:10	two-phase 48:19
68:6,8,9 69:5,8	64:8,11 67:14	135:18,21,25	treated 90:3	48:25
69:9,16 70:2	70:12 74:7 75:4	136:2 142:24	tree 73:16,17	two-week 99:22
76:19 77:8	75:5 76:12 77:3	147:7 148:2	trees 85:6	134:6
81:13,15,19,24	80:19,21 88:17	timeframe 146:18	tremendous	type 26:19 27:5
81:25 82:6,6,7,9	93:10 94:11	timeline 83:11	55:11 138:18	47:21 118:17
82:17,25 84:16	100:10 106:8	121:24	triggered 102:6	143:7
89:21 92:18	107:16,24 113:9	times 39:11 40:20	103:4	types 70:23
94:24 95:3,7,8	117:2 125:18	41:3 46:5 49:25	trouble 18:21	123:10,14
95:19 107:23	129:9 133:18	50:2 126:21	52:6	typically 99:21
108:13 109:20	134:14,15,20	135:3,6,13	truck 117:23	102:25
121:13,14,18	144:19 145:15	title 6:25 140:6	138:8	
133:7 138:25	thinking 141:19	today 2:18 3:6,24	trucks 137:12,14	U
141:6 148:17	thinks 79:13	5:4 6:18 7:20	true 36:7 39:24	ultimately 120:22
152:5,7,19,20	third 3:11 75:15	17:10 36:22	43:2 46:5 48:23	120:25 127:19
153:5,6 154:24	128:16 135:25	58:10 83:7	49:4,15 68:21	154:15
theatre 58:24	136:2	97:20 133:12	69:15 77:9 78:6	unanimously 2:6
theme 149:6	third-party	148:23 149:8	78:10,18 79:11	unavailable 90:18
themselves 45:3	114:13	today's 12:15	81:12 132:21	underground
thing 25:23 29:15	thought 47:11	82:23	156:7	116:10 122:23
32:2 55:19	129:15 139:13	tools 134:22	truth 51:20	understand
56:13 57:14	139:14	top 23:19 27:25	try 4:15 9:5 14:10	109:23 138:12

138:17	87:7 140:13	walking 61:17	15:25 20:13	108:6 113:18
understanding	utility 41:11 87:6	64:5,17 150:11	21:24 22:3,11	114:12 117:4,8
14:3 63:13 70:5		walks 111:17	22:19 23:18,19	117:23,24,24
understood	V	walkways 59:19	24:7,18,19	120:11 121:7
135:19	vacant 99:11	wall 10:24 21:21	25:24 26:6	122:20 125:25
unemployment	104:7 106:21	22:9,11,15,22	28:13 33:3 36:5	126:24,25
116:9	vacated 58:8	22:25 23:9,13	45:9,10,13 51:7	127:19,23 129:9
unexpected 77:17	vacation 90:19	24:5,6,7 26:3,4	52:25 59:24	132:13 135:25
unfortunately	92:11 130:10	26:13	67:13 73:4,8,17	136:2,11 140:24
19:10 34:12	valid 147:24	walls 6:7 12:11	77:3 102:2,11	141:18 142:10
74:11,14	Vallery 8:23	26:10	106:12,13	145:4,11 148:7
unidentifiable	69:10,18	want 3:9 9:2,11	108:18,20 111:8	152:12
48:16	valuable 9:6	17:4 22:21 32:2	136:19 141:18	we've 5:7,19 6:22
unintended 79:16	vary 55:6	37:22 40:3 52:9	142:25	8:10 15:7 28:13
132:11	vehicles 145:24	53:22 58:21	ways 15:21 72:9	39:19 40:8
unit 10:20 110:22	vehicular 11:4	62:21 64:13	96:23	69:10 84:18
111:2,3,5,17,19	vents 27:25 28:4	67:19 69:9 73:7	website 118:18	86:15 91:20
units 11:4,14,24	verify 124:19	79:20 92:8	131:25	100:12 107:22
107:6	versus 27:2 48:19	109:4 125:13	week 18:25 64:8	115:12 117:4,5
University 5:20	66:11	127:3,4,8,10	119:16	122:25 131:19
6:18 14:4 16:23	vet 15:18,18	129:5 133:16	weekend 19:5	149:8
18:7 58:22	74:25	141:20 143:12	83:15	whatsoever 122:2
59:17	vetted 75:10	147:3 148:19	weeks 99:15	whichever 19:23
unjust 68:12	Vice 96:7	153:11 154:12	125:15 147:11	wide 23:24
unknown 79:22	view 10:15,18	wanted 8:2 58:23	147:15	width 24:12,20
unlicensed 123:4	11:7,12 30:25	122:3	weight 22:24	Williams 152:8
unregistered	50:10 117:10	wants 19:23 105:5	weight-bearing	153:2
117:22 122:20	viewing 17:13	warehouse	12:11	willing 153:17
unsafe 81:5	views 15:25	129:18,25	welcome 14:15	willy-nilly 153:19
upcoming 94:3	violations 12:9	warm 105:9	151:25	window 99:22
update 93:20	86:25	wasn't 43:12	welfare 56:12	windows 10:12
updated 50:13	visible 51:19	118:10 129:15	well-known 76:23	23:23 59:23
up-close 10:7	visit 83:19	waste 17:4	went 122:16	60:3
up-front 52:21	visual 40:9	water 21:15 30:3	weren't 139:18	winds 134:10
urban 54:20,22	vitae 17:14	32:4 39:18	west 57:3	winter 105:7
usage 104:25	vital 131:3,3	40:13,23,23,25	we'll 16:3 40:19	wire 45:18
105:4,12	volume 10:17	41:2,8,24,25	80:3 118:7	witness 14:7,12
use 2:13 11:6 46:9	voluntarily 5:10	45:21,25 86:10	125:6,16 126:22	82:15,15 95:17
74:7 88:18	volunteering 16:9	87:4 90:5 95:15	we're 21:13 36:21	95:21 109:18
96:24 104:22		96:10,21,24	36:22 37:11	witnesses 9:23
109:3 112:24	W	97:3 100:15,19	40:17,18 44:7	14:12 49:24
114:9 134:12	wage 116:5	100:25 101:2,3	58:2,4 59:17	81:21 95:17
usually 40:7 66:6	127:15 137:13	101:4,6 102:10	62:14,16 66:22	109:14,18
99:14	wait 148:10	102:12,14	68:17 71:4	women 79:3
utilities 21:16	walk 59:4 75:5	103:12 108:5,20	72:13 73:3,14	wonderful 154:10
29:18 37:7	80:17 111:11	128:22 145:2,12	80:2 81:4 93:7	word 35:25
39:10,17 49:12	149:18	way 8:17 13:9	96:21 101:18	138:11
	walkable 148:22			

work 4:2 8:16 15:13 16:14 26:3 33:2,15,19 41:7 50:9,22 54:15,20 66:4 66:21 67:5,8 69:20 91:25 98:24 103:11 105:16 106:5 108:23 121:23 123:5 126:15 130:18 133:22 134:14,14,18 138:10 140:14 143:4 144:24,25 153:13 154:7,12	52:22 65:6 74:3 77:21 78:3 114:7 130:7 wrap 150:17 wrapping 149:17 wraps 150:23 writing 30:19 written 4:6 30:19 83:3 84:8 87:9 96:13 109:23 wrong 34:21 59:24	<hr/> 0 <hr/> 0 123:3 <hr/> 1 <hr/> 1st 8:7 154:23 10:00 154:23 10:15 1:8 100 67:12 108 18:3 11 140:6 12:40 155:3 120776 117:3 1221 6:13 10:5 12:14 13th 15:6 130546 1:15 2:6 3:1 4:1 5:1 6:1 7:1,2 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1	97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1 15 90:5 15,000 86:12 97:7 103:5 1561 64:9 16th 83:15 17 123:3 17th 83:17 18 1:8 18th 83:20 19-story 59:18 61:11 1978 18:18 1980 48:7 1986 18:19	200 18:12 2006 75:25 2013 1:8 154:23 22nd 114:11 24/7 51:21,23 62:25 63:22,22 64:21 67:16 25 115:25 27th 83:24 270 133:18,22 <hr/> 3 <hr/> 3-1-1 124:6,6 30 39:12 41:2 31 6:14 10:5 33,000 85:16 35 16:24 36 14:22 34:13 <hr/> 4 <hr/> 40 19:15 40:14 41:3 400 1:7 <hr/> 5 <hr/> 5,000 103:2 50 124:7 136:4 542 14:20,22 <hr/> 6 <hr/> 600 18:2 <hr/> 7 <hr/> 7/18/13 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1								
worked 8:22 14:24 15:10,18 16:12 37:5 52:12 55:17 63:18 65:9 69:22 153:3	worker 78:16 79:9,10	workers 44:3 48:18 74:9 79:23 107:19 108:6 123:4,10 123:14 151:10	workforce 37:18 38:22 43:8,11 48:16	working 24:2 49:11 66:22 106:3,4 117:9 128:21,22,23,23 128:24 132:25 140:20 141:2	workmen's 53:24 116:8	workout 18:22	works 128:23 138:9	worry 26:13	worst 44:7	worth 68:4	wouldn't 42:2	XYZ 115:5 136:18 <hr/> Y <hr/> Yale 58:22,24 yeah 31:19 47:17 56:7 67:24 123:16 134:25 145:3 146:23 year 42:23 48:5 93:10 100:6 133:19,23 147:24 years 14:22 15:2 16:24 17:20 19:15 34:14 61:18,22 93:14 136:24 138:15 148:21,23 yesterday 6:3 84:6 York 63:6 65:16 65:16,21 121:5 134:3 young 15:11 <hr/> Z <hr/> zone 57:16 <hr/> \$ <hr/> \$100 100:23 \$5,500 86:2 \$6,000 86:3

48:1 49:1 50:1	72 118:24		
51:1 52:1 53:1			
54:1 55:1 56:1	<u>8</u>		
57:1 58:1 59:1	80's 133:20		
60:1 61:1 62:1			
63:1 64:1 65:1			
66:1 67:1 68:1			
69:1 70:1 71:1			
72:1 73:1 74:1			
75:1 76:1 77:1			
78:1 79:1 80:1			
81:1 82:1 83:1			
84:1 85:1 86:1			
87:1 88:1 89:1			
90:1 91:1 92:1			
93:1 94:1 95:1			
96:1 97:1 98:1			
99:1 100:1			
101:1 102:1			
103:1 104:1			
105:1 106:1			
107:1 108:1			
109:1 110:1			
111:1 112:1			
113:1 114:1			
115:1 116:1			
117:1 118:1			
119:1 120:1			
121:1 122:1			
123:1 124:1			
125:1 126:1			
127:1 128:1			
129:1 130:1			
131:1 132:1			
133:1 134:1			
135:1 136:1			
137:1 138:1			
139:1 140:1			
141:1 142:1			
143:1 144:1			
145:1 146:1			
147:1 148:1			
149:1 150:1			
151:1 152:1			
153:1 154:1			
155:1			
70s 18:7,16			