

New York City Commission on Government Efficiency
Public Hearing Regarding Public Spaces

Chaired by Patrick Gaspard

Monday, June 22, 2026

5:21 p.m.

NYC Department of Design and Construction
30-30 Thompson Avenue, 1st Floor, Multipurpose Room
Queens, NY 11101

Reported by: Nicholas James Townsend

JOB NO: 8252534

Page 2 1 A P P E A R A N C E S 2 Attending the meeting and present in the room were the 3 following Commission Members: 4 Patrick Gaspard, Chair 5 Emma Wolfe, Vice Chair 6 Susan Kang, Secretary 7 Marco A. Carrion, Commissioner 8 Henry A. Garrido, Commissioner 9 Ruth Messigner, Commissioner 10 Theodore Moore, Commissioner 11 Ana Olivera, Commissioner 12 Dawn Pinnock, Commissioner 13 Carlina Rivera, Commissioner 14 Esther Rosario, Commissioner 15 Marc V. Shaw, Commissioner 16 Kathryn Wylde, Commissioner 17 18 Attending the meeting via Zoom were the following 19 Commission Members: 20 Kapil Longani, Commissioner 21 22 23 24 25	Page 4 1 A P P E A R A N C E S (Cont'd) 2 Attending the meeting via Zoom and testifying before 3 the Commission were the following: 4 Frank Morano, City Councilmember 5 Henry Smith, Member of the Public 6 Megan Rickerson, Member of the Public 7 Helen Zhang, Member of the Public 8 Michael Kelly, Member of the Public 9 Ashley Graber, Member of the Public 10 Sumana Ariha Swawa, Member of the Public 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25
Page 3 1 A P P E A R A N C E S (Cont'd) 2 Attending the meeting, present in the room, and 3 testifying before the Commission were the following: 4 Phil Wong, City Councilmember 5 Michelle Craven, DOT Associate Deputy Commissioner of 6 Cityscape and Franchises 7 Eric Beaton, DOT Deputy Commissioner of Transportation 8 Planning and Management 9 Ligia Guallpa, Member of the Public 10 Annemarie Gray, Member of the Public 11 Antonio Soliste, Member of the Public 12 Cordell Schachter, Member of the Public 13 Honda Wang, Member of the Public 14 Pei Wei, Member of the Public 15 Rajesh Sankat, Member of the Public 16 Prishaa Shrimali, Member of the Public 17 Deborah Green, Member of the Public 18 Merih Anil, Member of the Public 19 Damien Archvold, Member of the Public 20 India Bee, Member of the Public 21 Allen Cox, Member of the Public 22 Taiwan Green, Member of the Public 23 Terry Renee Hubert Green, Member of the Public 24 Robert Brown, Member of the Public 25 Zachary Thomas, Member of the Public	Page 5 1 P R O C E E D I N G S 2 THE CHAIR: Their cleanliness, the 3 degree to which they facilitate joy all contribute to 4 the livability of New York City as a whole. Tonight 5 we'll hear from New Yorkers with real ideas about how 6 to build better public spaces more efficiently. That 7 said, we are going to welcome testimony on all topics, 8 but we are primarily focused tonight on public space. 9 So to that end, we're going to 10 generally front load speakers who are on that theme, 11 while still working to assure that we cover a 12 diversity of ideas and hear from as many of you as we 13 quite possibly can. And I -- and I'm going to 14 emphasize the possible here. The -- the goal is to 15 complete the meeting on time by 8 p.m. 16 Should you be interested in testifying, 17 and you have not yet had a chance either in person or 18 online, and you can see that we're getting closer and 19 closer to 8 p.m., please know that you have the 20 opportunity to submit your testimony in writing online 21 on our platform or to attend one of the other hearings 22 that we will be holding. 23 There are -- after tonight there are 24 six additional public hearings that we will post, that 25 you will be invited to, that you can come and engage

Page 6 1 with us on. Thus far, in the hearings that we've had 2 in Manhattan and the Bronx, we've heard from over 538 3 New Yorkers. Approximately 220 of them or thereabouts 4 have submitted written testimony to us. It's been 5 really enlightening. Really inspiring. 6 And I know that in addition to the 7 specific recommendations that we make to change 8 and -- and transform the charter, there are other 9 reforms that are not charter specific that my 10 commission members and I have heard in these hearings 11 that I'm confident will be taken up by this mayor and 12 this city hall and by the commissioners who ably lead 13 city agencies. 14 I want to say just a few words about 15 how the meeting is going to unfold tonight. Before we 16 hear from the public, we have some expert speakers 17 from the Department of Transportation joining us. 18 We have Michelle Craven, Associate 19 Deputy Commissioner of Cityscape and Franchises, who 20 will be presiding -- who will be presenting on 21 revocable consent. And Eric Beaton, Deputy 22 Commissioner of Transportation Planning and 23 Management, who will be presenting on major 24 transportation projects. 25 These presentations are being made	Page 8 1 Brooklyn. 2 Is there a motion? 3 MULTIPLE SPEAKERS: [No audible 4 response.] 5 THE CHAIR: Is there a second? 6 UNIDENTIFIED SPEAKER 1: Second. 7 THE CHAIR: Is there any discussion on 8 the motion? All those in favor say aye. 9 MULTIPLE SPEAKERS: Aye. 10 THE CHAIR: Any opposed? Any 11 abstentions? Great. The minutes have been adopted. 12 So I'd like to -- now, before we move to our expert 13 testimony, I'd like to give the councilmember from 14 Staten Island an opportunity to weigh in on these 15 proceedings. 16 Councilmember, as I invite you in, I 17 want to apologize to you in advance because I'm aware 18 that you were actually online, and you had hoped to 19 testify in a previous hearing, but we failed to turn 20 to you in that -- in that moment. So I -- I, you 21 know, give you my personal apology for having failed 22 to do so. I'm excited that we have you here tonight, 23 and I know that we'll be seeing you in person tomorrow 24 in Staten Island. 25 MR. MORANO: Thank you for sharing. I
Page 7 1 tonight in response to inquiries that we received in 2 prior hearings. Following their presentations, we'll 3 then open it up to your participation. For members of 4 the public who wish to participate either in person or 5 virtually, please note that I will toggle between 6 those of you who are here, despite the rain and the -- 7 and -- and how windswept we all are, and those who are 8 online. 9 I know that Councilmember Morano from 10 Staten Island is online and wishes to make a brief 11 intervention tonight, and I'll let him do so at the 12 top. But following the councilmember, your 13 testimonies will then be invited in panels of two 14 each, and each individual presenter will have three 15 minutes, no more than three minutes, to make your 16 interventions. 17 And I will really stress and govern 18 over those three minutes. And I hope that you will 19 front load your very precise charter recommendations 20 in your presentation. And -- and as I said, we'll do 21 our best to hear from everybody by 8 p.m. tonight. 22 Before we proceed further with the 23 formal hearing, I'd like to ask for a motion to 24 approve the minutes from our hearings on June 9th in 25 Manhattan, June 10th in the Bronx, and June 11th in	Page 9 1 appreciate that. Very, very fortunate and very kind 2 of you, and I realize the very difficult job that you 3 have navigating public input from -- not only from 4 elected officials but from -- good evening, not only 5 to you but all the members of the commission. 6 Very, very special hello and 7 acknowledgment to my former colleague Carlina Rivera, 8 who I got to serve with all too briefly, but in the 9 time that I was able to be with her on the city 10 council she surely made everybody better. And I have 11 no doubt that she is going to make this commission 12 better. I would not be surprised if she has already. 13 Hello to the -- fellow New Yorkers, not 14 only you who braved the rain but those who are 15 watching wherever they happen to be. My name is Frank 16 Morano, and I have the privileged of representing the 17 people of Staten Island South Shore in the city 18 council. 19 I want to thank the commission for, 20 kind of, taking what is in many ways one of the most 21 important conversations in government. Not just 22 tonight's focus about public spaces, but the broader 23 focus of how do we make government work better. 24 Too often government measures success 25 by process; the public measures success by results.

Page 10 1 People don't care how you use rebar; they care whether 2 their pothole is filled. They don't care how many 3 rewards were written; they care whether they need a 4 permit for MOCS. They don't care how many agencies 5 are involved; they care whether somebody takes 6 responsibility. 7 Government should be efficient, 8 accountable, and understandable. And tonight I'd like 9 to offer two proposals that I believe will advance all 10 three of those goals. First, I urge the commission to 11 place on the ballot, whether it's this year, or even 12 if you end up doing a two-year commission, next year, 13 a proposal allowing city councilmembers to appoint one 14 half of the members of their local community boards. 15 Currently, community boards -- 16 community board appointments are made exclusively by 17 borough presidents. I have great respect for borough 18 presidents and all that they do, but community boards 19 are intended to be the closest link between the 20 residents and local government. 21 The elected official closest to the 22 people is often the local councilmember. We're the 23 officials attending to these communities, hearing 24 constituent complaints, navigating land use disputes, 25 and answering calls about quality of life issues every	Page 12 1 the public decide. Put the question before the 2 voters. 3 And my second recommendation, very 4 briefly, concerns efficiency, but it's also related to 5 the community boards. Today New York City's community 6 district boundaries and city council boundaries 7 frequently overlap in ways that create confusion 8 duplication, and inefficiency. 9 One community board may be represented 10 by multiple may be represented by multiple 11 councilmembers. One councilmember may have to have 12 staff at multiple community boards. In some cases, 13 multiple councilmembers are devoting staff and 14 resources to the same community board, while other 15 councilmembers are forced to divide their personnel 16 between two or three community boards. 17 As someone who spends a plethora of 18 time at community board meetings, I can assure you 19 that New Yorkers shouldn't need a flow chart to figure 20 out who represents them. I urge the commission to 21 consider making community district boundaries 22 coterminous with city council district boundaries. 23 When representation and boundaries 24 align, accountability becomes clearer; residents know 25 exactly who represents them; community boards know
Page 11 1 day. 2 We know the assemblymembers, block 3 association president, PTA members, veterans, the 4 small business owners, the community advocates who 5 make everyday government work. If community boards 6 are truly intended to reflect their communities, I 7 think it makes sense that the officials directly 8 elected by those communities should have meaningful 9 role in selecting their membership. 10 This isn't a partisan idea, and this is 11 a very democratic idea. It's -- it's all about how to 12 really add efficiency. If residents are unhappy with 13 the direction of a community board, they should know 14 who helped appoint its members. Shared appointment 15 authority creates shared accountability. Right now we 16 don't have that. 17 And importantly, this proposal enjoys 18 majority support in the New York City council. A 19 majority of councilmembers have signed onto this 20 legislation advancing this reform. 21 However, because this will require 22 charter amendment and because this commission will 23 likely be placing questions before voters this 24 November, the most practical path forward is through 25 this commission. If we believe in public input, let	Page 13 1 exactly who their elected partners are; council 2 offices can apply staff more efficiently; government 3 agencies have clearer points of contract; and 4 government becomes easier for ordinary people to 5 navigate. 6 Today, government often asks New 7 Yorkers to navigate a maze of overlapping 8 jurisdictions, competing responsibilities, and unclear 9 lines of authority. I think we can do better. 10 Government works best when everyone has knowledge of 11 who represents them, who appointed them, and who to 12 hold accountable if things go wrong. 13 That's why I believe these two reforms 14 are worth pursuing. Shared appointment authority for 15 local community boards will strengthen democratic 16 accountability. And aligning community districts with 17 the council districts will improve efficiency, reduce 18 duplication, and make government easier for residents 19 to navigate. 20 Good government isn't about creating 21 more layers; it's about creating clearer lines. The 22 best reforms are often the simplest ones. Make 23 representation more democratic and accountable; make 24 government easier to navigate. Those are the goals 25 that I think should be held by New Yorkers regardless

Page 14 1 of ideology or political party. 2 Thank you so much for your time, for 3 your service, for trodding out in the rain, and for 4 your consideration of these proposals. 5 THE CHAIR: Councilmember, thank you so 6 much for the clarity of your recommendations. There 7 are many of us here who have served in borough 8 president's offices and also in the city council. 9 And we recognize that you are exactly 10 right about the redundancies and the challenge we have 11 about shared democratic voices in those spaces. So I 12 think that this is worthy of interrogation. 13 Councilmember, am I correct in assuming that we will 14 see you in person tomorrow evening in Staten Island? 15 MR. MORANO: Wild -- wild horses could 16 not stop me -- 17 THE CHAIR: Excellent. 18 MR. MORANO: -- from being in Staten 19 Island with you tomorrow. And I am looking forward to 20 greeting all of you in person and welcoming you to the 21 borough office. 22 THE CHAIR: Judging from the weather 23 reports it might take wild horses to get us all there. 24 Councilman, thank you so much, and because we will see 25 you tomorrow, I will not ask commissioners to pose	Page 16 1 city, including streets and sidewalks. 2 Revocable consents authorizes a wide 3 range of structures from building improvements, like 4 stoops and ADA ramps; sidewalk improvements, such as 5 planners, benches, security bollards to utility 6 infrastructures, such as pipes and electrical conduits 7 and even electrical transmission lines to outdoor 8 dining setups. 9 Revocable consent serves a useful role 10 in allowing private entities to use public property 11 for worthwhile purposes. Today I would like to focus 12 on two sections of the charter that add delays, costs, 13 and complexity to revocable consent reviews. 14 First, Charter 371 requires DOT to hold 15 a public hearing on all revocable consent applications 16 regardless of the scale of the proposed structure. 17 Second, Charter 364.e carves out revocable consents 18 for sidewalk cafes by subjecting them to a review 19 process outlined in the city's administrative code 20 rather than the revocable consent requirements set 21 forth in the charter. 22 As a result, there are separate 23 applications and separate review processes for 24 sidewalk and revocable consent applications, even when 25 a single restaurant is applying for both. Let's start
Page 15 1 questions to you tonight, and we'll engage then. 2 Really appreciate this contribution. 3 MR. MORANO: Thank you very much. I 4 appreciate you all. 5 THE CHAIR: Thank you. Let's get to 6 our first experts. I'd like to call Michelle Craven. 7 MS. CRAVEN: Can you hear me? 8 THE CHAIR: Yes, we can. 9 MS. CRAVEN: Good afternoon, members of 10 the Charter Review Commission. My name is Michelle 11 Craven, and I am the associate deputy commissioner of 12 cityscape and franchises at the New York City 13 Department of Transportation. 14 It is my privilege to testify before 15 you today on this subject of revocable consent reform 16 for all revocable consent applications in general as 17 well as outdoor dining more specifically. 18 I've overseen revocable consent since I 19 began working at DOT nearly 14 years ago. I've also 20 worked on the outdoor dining program since the 21 inception of the emergency program in 2020, and I've 22 overseen the program since 2021. 23 Revocable consent is granted and gives 24 the right to construct and maintain certain structures 25 on, over, or under the inalienable property of the	Page 17 1 with the public hearing requirement. 2 Charter 371 requires DOT to hold a 3 public hearing for all revocable consent applications, 4 including applications for sidewalk -- or for roadway 5 cafes. Public hearings are required less frequently 6 for sidewalk cafes due their distinct application 7 process. 8 THE CHAIR: Oh, I'm sorry. Can I ask 9 you to move the microphone a little closer? 10 MS. CRAVEN: Closer? 11 THE CHAIR: Yes. 12 MS. CRAVEN: Is that better? 13 THE CHAIR: That's so much better. 14 Thank you. 15 MS. CRAVEN: Sorry about that. The 16 public hearing process is both expensive and time 17 consuming and has almost no effect on the revocable 18 consent reviews. Prior to the hearing DOT must 19 publish a notice of public hearing in the city record 20 for 15 consecutive days as well as twice in one or 21 multiple local newspapers. Notices of the city record 22 must be submitted a week before publication begins. 23 So noticing the hearing automatically 24 adds a month to an already lengthy review time. 25 Moreover, although the city record is free, the

Page 18 1 newspaper ads are quite expensive, and the charter 2 requires the applicant to pay for these advertising 3 costs. 4 DOT arranges for publication of the 5 public hearing notices in batches 10 or 12 bookable 6 consent applications per hearing to reduce costs. But 7 even so, each agenda item can cost over \$1,000. In 8 some cases, these ad fees are significantly higher 9 than the annual revocable consent fees for the 10 applicant's ongoing use of city property. 11 And they are incredibly burdensome 12 on -- burdensome on homeowners and small businesses. 13 The ad requirements stemmed from an earlier time when 14 print media was still thriving. Nowadays it's 15 reasonable to wonder whether classified ads are an 16 effective way to communicate hearing information to 17 public stakeholders. 18 In contrast to the cost, the associated 19 benefits of the public hearings are minimal. For 20 revocable consents unrelated to the outdoor dining 21 program, public hearings typically receive one to five 22 total attendees for a hearing agenda of a dozen items. 23 Those attendees are almost always representatives from 24 the applicant team as opposed to independent 25 stakeholders.	Page 20 1 simplified summary of the review process for roadway 2 cafe applications. As you can see, once an applicant 3 submits a complete and accurate application and site 4 plan to DOT, the application goes to the relevant 5 community board and councilmember for review and 6 comment. 7 The application is then heard at a DOT 8 public hearing as discussed above. Assuming all goes 9 well, the applicant submits insurance paperwork and 10 pays the annual fee, and the parties execute a 11 revocable consent agreement. 12 The Mayor's Office of Contract 13 Service -- Services, or MOCS, then reviews and signs 14 the agreement before DOT submits the agreement to the 15 comptroller's office for registration. After the 16 agreement is registered, DOT issues a roadway cafe 17 license to the applicant. This process takes several 18 months at a minimum. 19 The sidewalk cafe review process, which 20 is shown on the next slide, is even longer. After the 21 applicant submits a complete and accurate application 22 and site plan to DOT, the applicant -- the application 23 goes to the relevant community board, which may vote 24 to approve or deny the application. 25 Depending on the result of the
Page 19 1 It's exceedingly rare to receive any 2 public comments at these hearings. The relevant 3 community board borough president and councilmember 4 have all had a chance to review the proposal before 5 the public hearing occurs, so it is redundant. 6 For outdoor dining applications where 7 public hearings are required for all roadway 8 applications but only some sidewalk applications, one 9 or two community members may attend to comment on a 10 handful of agenda items, but approximately 90 percent 11 of applications received no comments whatsoever. 12 In recent months attendance of public 13 hearings for outdoor dining applications has been 14 minimal. Overall, the public hearing requirement does 15 a little more than add red tape and financial burdens 16 to an already cumbersome process. 17 Next I'd like to turn to Charter 364 18 and the carve out for sidewalk cafes. Before I 19 explain the implications of the carve out, I would 20 like to very briefly review -- describe the review 21 processes for roadway and sidewalk cafe applications, 22 which are dictated by the charter and the city's 23 administrative code. Both review processes are quite 24 lengthy. 25 This flow chart is a slightly	Page 21 1 community board review, DOT may be required to hold a 2 public hearing on the application. DOT then submits 3 the application to the relevant councilmember. The 4 councilmember may then decide to call out the -- call 5 up the application for a full council vote. 6 If the council does not deny the 7 application, the rest of the process mirrors the 8 roadway cafe review process. There are separate 9 review processes for sidewalk and roadway cafe 10 applications because of Charter 364.e, which reads 11 "Notwithstanding any provision of this charter or the 12 administrative code, revocable consents to construct 13 and operate sidewalk cafes shall be reviewed pursuant 14 to sections 19-160 through 19-160.6 of the 15 administrative code." 16 Although the ad code citations have 17 changed since the days when the Department of Consumer 18 and Market Protection managed the City Sidewalk Cafe 19 Program, the review process is substantially the same 20 with the same stakeholders reviewing each application. 21 Because there's no carve out for 22 roadway cafes, they are subject to the charter 23 requirements as well as separate additional 24 requirements of the administrative code. As a result, 25 sidewalk and roadway cafes follow two -- two separate

Page 22 1 review paths, which is an incredibly confusing, 2 expensive, and administratively burdensome scheme for 3 applicants. 4 It also requires restaurants to 5 duplicate efforts if they want both sidewalk and 6 roadway dining. Applicants who want to apply for 7 sidewalk and roadway cafes at the same property must 8 file two separate applications with two separate site 9 plans and then go through two separate review 10 processes. 11 Applicants who would like both sidewalk 12 and roadway cafes must also pay two license fees 13 instead of one. So they pay an extra \$1,050. The 14 community board must review both applications, 15 although they have more time to review sidewalk 16 applications. 17 One restaurant's sidewalk and roadway 18 applications can be heard at different public 19 hearings, then the applicants would be required to pay 20 two public hearing advertising fees. Applicants must 21 duplicate efforts at all stages of the review process, 22 which adds delays and administrative hurdles to their 23 license approvals: two checks, two agreements, two 24 licenses, two registrations with the comptroller. 25 We've heard from small businesses that	Page 24 1 MR. CARRION: I'm always a big 2 proponent of opening up government; right? And making 3 sure that we are letting folks know what's happening 4 and not take away transparency. 5 So I get your points regarding the 6 print media is not what it used to be. So what would 7 you say to those folks who see this as you are 8 actually taking away their ability to see these, like, 9 applications and this process? I mean, these -- are 10 other alternative method as to which they could find 11 out about these? I mean, these applications. 12 MS. CRAVEN: So every revocable consent 13 application goes to the community board, the 14 councilmember, and the borough president. So I do 15 think we're sort of sharing that information pretty 16 widely. I think if there was a greater concern, if -- 17 we could, you know, publish something on our website; 18 we could make something available without having to go 19 through the public hearing. 20 People could send us comments if they 21 want, or they could go to their community boards or 22 their elected officials. If keeping the hearing is 23 really important, I would think just getting rid of 24 the print ads, which is the expense, would be very 25 valuable because it is running in the city record.
Page 23 1 having two separate processes is overly complicated 2 and more expensive for applicants than it needs to be. 3 Thank you for the opportunity to testify today, and 4 I'll be happy to answer any questions. 5 THE CHAIR: Thank you so very much, 6 Michelle. You know, I think that this testimony ought 7 to go viral. That is -- that is a process. 8 MS. CRAVEN: I wish it would. Sorry. 9 THE CHAIR: Oh, my god. That's more 10 complicated than the second law of thermonuclear 11 dynamics. That is, you know, when can begin to 12 understand the frustrations of small businesses where 13 you have to run through that, kind of, a thicket of -- 14 of bureaucracy just to get a very, very simple thing 15 done. 16 MS. CRAVEN: Oh, absolutely. 17 THE CHAIR: Astonishing. I'd like to 18 invite questions for the associate deputy commissioner 19 from our panel. Please if we start at the end and 20 make our way over. 21 MR. CARRION: I appreciate the 22 testimony. So, you know, I'm always a big proponent 23 of opening up government -- 24 THE CHAIR: I think you need the 25 microphone closer.	Page 25 1 And the city record is free; it's available to 2 everyone. 3 And when people ask us about hearings, 4 we usually direct them to the city record 'cause it's 5 the easiest place to find everything. And maybe I 6 wouldn't run it for three weeks 'cause that seems like 7 overkill. But I think there are adjustments that 8 could be made there without making the applicants pay 9 these hefty ad fees that really, you know, aren't 10 serving a purpose as far as we can tell. 11 MR. CARRION: And -- and one -- and 12 that makes sense. My second question is, I just want 13 to make sure I get this right. Roadway dining, 14 sidewalk dining, these are sheds, but -- 15 MS. CRAVEN: Well, we don't allow sheds 16 anymore. 17 MR. CARRION: Okay. But potentially 18 having dining both on the sidewalk and the street. 19 MS. CRAVEN: Right. 20 MR. CARRION: So it could be the same 21 restaurants. 22 MS. CRAVEN: Mm-hmm. 23 MR. CARRION: So to the customer 24 there's no really -- it's -- it's one entity. 25 MS. CRAVEN: Right.

Page 26 1 MR. CARRION: But the process is 2 actually two separate -- 3 MS. CRAVEN: That's right. 4 MR. CARRION: Okay. 5 MS. CRAVEN: Right. 6 MR. CARRION: Thank you. 7 THE CHAIR: Please, Ruth. 8 MS. MESSINGER: So I want to thank you 9 very much for your testimony. I could not agree more 10 with the notion that we should not put paid public 11 notices in places where nobody reads them and drives 12 the small business people crazy. And I could not 13 agree more that if you're looking for both sidewalk 14 and roadway, you should be able to combine your 15 applications. 16 What I want to say is, living in an 17 area in which these permits are extensively used, 18 there are real challenges to the community and to 19 neighbors and to visitors. So I want to have us end 20 up with a process that is not crazy, but that is a 21 process and allows for some public notice and public 22 input. 23 So I'm going to ask the commission and 24 staff and you -- this is a good review of things that 25 are crazy. But I would like to see what -- what a	Page 28 1 in housing, one of the changes that happened was an 2 intentional posting around what the project was that 3 was coming for any project that has city funding. So 4 a sense, like, visually as you walk by here is what is 5 planned, here is the general timeline of what is 6 planned, here is who you should contact; right? 7 Thinking about the fact that the people 8 who are most likely with comments are folks who are 9 interacting with the physical space that's going to 10 have the outdoor dining or the sidewalk cafes. 11 The other piece is absolutely on 12 thinking about how to make this more efficient and 13 streamlining, but also making sure that some of the 14 businesses that require foot traffic and turnover have 15 some way to give input and feedback in the process, 16 which is something we've heard in some of our 17 commercial corridors of, like, what happens when you 18 end up with a block that has seven sidewalk cafes or 19 you know, seven roadway dinings but, "I'm a barber 20 shop" or I'm a -- right? That requires, like, lots of 21 coming and going and turning over. 22 So making sure that there's still a way 23 for them to engage and for us to make sure we are not 24 sort of getting to pass a critical tipping point. And 25 who is making the decision of when to say no. Thank
Page 27 1 streamlined process would look like and where 2 community voices could be heard. 3 I'm also going to take one minute Mr. 4 Chairman for public advertising. We talk here about 5 what happens in other cities. And we just draw to the 6 attention of these agencies in the city of New York 7 that in the city of Seattle, which builds a lot. 8 If you go past an area, like, let's 9 say, a roadway space or an empty lot, the city of 10 Seattle puts up a sign and says this is what is 11 proposed. This is the agency or the private developer 12 who proposes it. This is what to do if you want to 13 have your voice heard. It could not be simpler. We 14 seem incapable of doing it. 15 MS. CRAVEN: Thank you. 16 THE CHAIR: Other comments, questions, 17 please. 18 MS. RIVERA: So thank you very much for 19 this testimony, and find it incredibly interesting, as 20 somebody who thought that they had a sense of what a 21 lot of this was, just how many additional steps and 22 distinct different pieces folks thought were one big 23 process. 24 I think building on what Ruth said, one 25 note is that a few years -- maybe a couple decades ago	Page 29 1 you. 2 THE CHAIR: Commissioner Longani, I 3 believe that you're online and would like to make a 4 comment or ask a question. 5 MR. LONGANI: Thanks, Chair. Apologies 6 for not being there in person. I just wanted to ask 7 our witness if -- so if I run a restaurant and I want 8 sidewalk and a roadway permit, I have to go to two 9 public hearings; is that right? 10 MS. CRAVEN: Maybe. You have to go 11 through at least one for the roadway and then for the 12 sidewalk it depends how the community board review of 13 your application goes. So you could be required to 14 have a second one, yes. 15 MR. LONGANI: And do they usually 16 happen at the same hearing, or are they separate 17 hearings? Is it, like, generally speaking, two 18 completely separate processes? 19 MS. CRAVEN: It's two completely 20 separate processes. If you're lucky, they could be at 21 the same hearing, but there is absolutely no guarantee 22 that that would happen. Even the community board 23 review time for the two processes is different. The 24 community board has 40 days to review a sidewalk cafe 25 application and 30 days to review a roadway cafe

Page 30 1 application. 2 And typically when roadway cafe 3 applications come in, we know they're going to need to 4 have a public hearing. So we start the notice process 5 as soon as we can. So it could happen earlier. We 6 don't know if you're going to need the sidewalk cafe 7 application right away, so it can lag. 8 THE CHAIR: Thank you. 9 I believe we have one last question for 10 you, from Emma. 11 MS. CRAVEN: Okay. 12 MS. WOLFE: Thank you. So I -- I'm 13 not -- I'm not trying to put you on the spot, but I'm 14 sort of putting you on the spot. I -- and I -- 'cause 15 I know all of the commissioners are curious and you've 16 heard us all say we do need to account for the 17 community concerns or some community member's concerns 18 around some of the structures. 19 So and I -- coming back is, you know, 20 great. But do you have an idea, yourself, or 21 colleagues of what you would say to the public should 22 the change that you want go through what the sort of 23 guarantees are around community engagement? 24 MS. CRAVEN: Well, I think and 25 understand obviously that if we're talking about	Page 32 1 before, but we've made it twice as complicated. 2 MS. KANG: Could I just add though to 3 what the deputy chair said. It make -- would make me 4 nervous for us to do away with all of these 5 requirements and then say, "There will be a process." 6 So it's -- it's -- I think there's a -- there's a 7 complexity here in wanting to end up with a process, 8 and it's not crazy, which I -- 9 MS. CRAVEN: Right. 10 MS. KANG: -- agree with. But that 11 does let communities know and lets communities and 12 elected officials have some say. And we're in a city 13 in which simply saying "We're doing away with all of 14 this in the charter, and somebody will develop a 15 process someday," it's not -- not bode well. 16 MS. CRAVEN: But I -- I think the 17 charter changes that can be made are relatively simple 18 because part of it is just this carve out for the 19 sidewalk cafes creates this duplicative situation. 20 That wouldn't necessarily take anything away from 21 what's in the legislation. 22 And then I do think there are 23 improvements that could be made for the public hearing 24 process, but I think there are a number of changes 25 that could be made. And I, kind of, defer to the
Page 31 1 outdoor dining specifically, but, you know, the -- the 2 processes are legislated by the council. So I assume 3 that there would be council legislation to develop 4 whatever the new process would be. 5 I think my concern has always been that 6 it seems like from the start we have not been able to 7 create a process that makes sense because of the 8 constraints of the city charter. If we took those 9 away, then we could actually, ideally, have productive 10 legislative session with the council and come up with 11 something that makes sense and takes every sort of 12 stakeholder into account. 13 I mean, I would not plan to cut out the 14 community board, cut out the local councilmember. I 15 don't think everything needs to happen sequentially, 16 but can everyone look at it at the same time, and we 17 can kind of move on from there. And I'm sure there'd 18 be a lot of discussion back and forth, and I don't 19 want to speak for everyone, but I think that's the 20 goal really. 21 We weren't able to come up -- everyone 22 wanted to streamline the process. Everyone said this 23 is going to be great; we're going to have a brand new 24 process, and it's going to be -- make things so much 25 easier. But we're basically stuck with what we had	Page 33 1 group about what's most appropriate. 2 THE CHAIR: Great. Michelle, thank you 3 so very much for your expert testimony. That was 4 incredibly helpful. 5 MS. CRAVEN: Okay, thanks. Thanks for 6 having me. 7 THE CHAIR: I'd like to now invite the 8 testimony of Eric Beaton, Deputy Commissioner of 9 Transportation Planning and Management. 10 Hello, Eric. 11 MR. BEATON: Hello. All right. 12 Placement works? You can all hear okay? 13 THE CHAIR: We can hear you clearly. 14 MR. BEATON: All right. Let -- let 15 know if I drop -- if I tail off. 16 Good afternoon. My name is Eric 17 Beaton, and I'm deputy commissioner for transportation 18 planning and management at the New York City 19 Department of Transportation. I'm glad to be here to 20 talk about the major transportation projects laws. 21 New York City streets are ever 22 changing, and we have an urgent responsibility to make 23 our streets work better for New Yorkers. The MTA's 24 buses are the slowest in the nation and while also 25 having the highest ridership, leaving residents beyond

Page 34 1 the reach of the subway system with less access to 2 jobs, education, and other services. 3 Our public realm supports a vibrant 4 economy as research has shown that a better 5 streetscape leads to benefits for small businesses. 6 And while we have made great progress, still far too 7 many New Yorkers are killed or seriously injured on 8 our roads. We know what works: The agency has over a 9 hundred street projects in a given year, and we often 10 see reductions in injuries of 40 percent or more with 11 our projects, work we do equitably all over the city 12 driven by the data. 13 Yet some of these street redesign 14 initiatives are subject to mandated delays that slow 15 down the projects and in so doing risk lives and 16 injuries. The rules governing major transportation 17 projects, that is any project that alters a thousand 18 consecutive feet or four or more consecutive blocks, 19 whichever is less, or any bike lane, regardless of 20 length, is subject to bureaucratic inter-agency 21 notification requirements to four separate agencies, 22 consultation with the affected firehouse, and 23 certifications. 24 Projects involving a bike lane are 25 subject to additional notice requirements, which can	Page 36 1 affected councilmember, senator, assemblymember, and 2 community board. At this point, with an exception for 3 summertime bike lane projects that I'll come back to, 4 the elected officials have ten days to provide 5 comments, and the community boards have ten days to 6 submit comments and/or request a presentation. 7 If the community board requests a 8 presentation, DOT must present within 30 days and then 9 must forward the presentation to elected officials 10 within 3 days of that date. DOT then must take seven 11 days to consider comments and recommendations and then 12 must send to all parties either an amended plan or 13 notice that it will proceed with the original plan. 14 If the MTP contains a bike lane and 15 notice is provided between June 20 and August 20, then 16 elected officials have 20 days to provide comments. 17 Community boards have 20 days to request a 18 presentation and then 45 days to schedule that 19 presentation with DOT. 20 All in all, this can take nearly two 21 months for any M -- MTP and nearly three months for 22 bike projects given notice over the summer. For 23 reference, our typical construction season usually 24 covers about five and a half months, from late April 25 to early October.
Page 35 1 add up to 75 days to any given project. When a 2 project is an MTP, the law requires a set of internal 3 communications where DOT must formally send projects 4 to other city agencies including NYPD, FDNY, SBS, and 5 the Mayor's Office of People with Disabilities. 6 FDNY then has a further obligation to 7 consult on the project with any specific affected 8 firehouses and to provide back to DOT detail on which 9 firehouses were consulted, the feedback from the 10 project review, the method by which the affected 11 firehouses provided feedback, and the date the 12 feedback was provided. 13 DOT must then include a certification 14 of this correspondence occurring as part of the next 15 notification steps. As you can see, this is an 16 extraordinarily detailed process between mayoral 17 agencies mandated by the local law. While the law 18 does not specifically require any timelines for this 19 step, the process typically takes between one and two 20 months, sometimes requiring extra back and forth steps 21 if not every element noted previously is properly 22 recorded. 23 Once the mandated internal agency 24 coordination is complete, DOT must then send copies of 25 the certification and notice of the project to the	Page 37 1 It is important to note that all of 2 these steps have to happen after a project has already 3 been substantially planned 'cause otherwise there 4 would not be a project with -- with sufficient detail 5 to review. So DOT will always have done a substantial 6 amount of engagement prior to this point in the 7 process. 8 We go door-to-door with resident and 9 business surveys. We have street ambassadors that 10 engage New Yorkers in over 10 languages at bus stops 11 and community gathering places. And we use digital 12 tools, each of which gets feedback from different 13 stakeholders as we do our planning work. 14 The MTP steps then need to be completed 15 prior to project implementation, which creates a gap 16 in time after the detailed outreach and planning has 17 finished and before the improvements can be made on 18 the streets. 19 One specific example of this delay can 20 be seen with the Baychester Avenue School Safety 21 Project, which was sought by parents and school 22 administrators who wanted children to have safer 23 routes to school after over a dozen children were 24 injured along the corridor. The project makes a 25 number of street design improvements, including lane

Page 38 1 reconfiguration to add parking spaces and improve 2 school loading, extending school loading zones, and 3 improving bus stop accessibility. 4 The project is aimed at enhancing 5 safety for residents and the 50 under K-12 students in 6 the area. Yet because this redesign is considered a 7 major transportation project and therefore required to 8 follow the extensive steps detailed above, the full 9 implementation was delayed by nearly a year as the 10 notification timelines pushed the project past the 11 time of year when construction would be possible. 12 While thankfully no one was killed 13 here, we all know that any delay to safety work only 14 invites preventable tragedies. Thank you all for your 15 consideration and attention on street improvement 16 projects. 17 THE CHAIR: Thank you so very much, 18 Eric. 19 Questions from our commissioners, 20 please. 21 Kathy. 22 MS. WYLDE: Just a point of 23 clarification. You said it's in the law, and you mean 24 it's in the law or in the charter? 25 MR. BEATON: It -- it's in local city	Page 40 1 whether there's a much smaller universe that needs the 2 significantly enhanced notification procedures. And 3 then I would look at the -- the lengths of time 4 and -- and see if there's a way to incorporate this 5 into the development of the project. 6 'Cause having the -- all these 7 requirements only once a project is finished, does 8 nothing but add delay. And I think that, you know, 9 we -- we all care deeply about outreach; right? 10 Public input is an important part of what we do. But 11 just adding a complicated set of requirements at the 12 end is not really making the projects better. 13 And in fact has invited quite a -- a 14 large amount of litigation over whether each of the 15 day requirements of each of the certifications are 16 being done correctly. So I think this is an example 17 where just simplification would be much better. 18 THE CHAIR: Other -- other questions, 19 comments, Commissioners? 20 Please. 21 MS. KANG: Thank you for this. I was 22 wondering what -- if there's particular projects, 23 like, how do we carve out what's not included? Like, 24 I -- I think I hear you saying that certain projects 25 shouldn't be put up to the same level of review as a
Page 39 1 council law. 2 MS. WYLDE: So nothing that you 3 referenced is in the charter? 4 MR. BEATON: Correct. The -- the 5 laws -- I'm talking about laws here. The idea would 6 be that the charter -- the Charter Commission could 7 look at ways to streamline this process because it's 8 very difficult to do through the normal political 9 process. 10 MS. WYLDE: It's to override the laws? 11 MR. BEATON: Yes. 12 MS. ROSARIO: Do you have any 13 particular recommendations for that streamlining? 14 MR. BEATON: So my recommendations 15 would -- would be two-fold. And -- and, you know, 16 I'm -- I'm not the legal charter expert, so these are 17 more directional. But first, I would look carefully 18 at what projects are really subject to this. 19 You know, a -- a project that redesigns 20 miles and miles of a Manhattan Avenue is subject to 21 the same process as adding a bike lane on one block of 22 a street outside Manhattan; right? There's just -- 23 there's an imbalance in what's required for different 24 types of projects. 25 And so I would think carefully about	Page 41 1 major road construction. 2 I guess we'd love to hear 3 clarification. Like, should all bike lanes, for 4 example, or traffic calming type projects or something 5 like that be excluded? Because we do need to clarify 6 in any kind of proposals we can send to voters. 7 And then also are you suggesting the 8 DOT consult with fewer other agencies? And if so, 9 we'd love to hear a little bit more about that. 10 MR. BEATON: Sure. So to address the 11 second point first, like, no. Like, those four 12 agencies that we talk to are incredibly important, and 13 we -- and we -- we do do that; we often do it much 14 earlier in the -- in the process because we don't want 15 to show up at the community board with a project that 16 doesn't work for fire truck turning radius; right? 17 You know, we have a -- a detailed set 18 of procedures where we review projects with the fire 19 department; we have a set of requirements from the 20 fire department that our professional engineers ensure 21 are included in every project before they -- before 22 they're willing to sign a plan; right? We have -- we 23 have a very detailed system. 24 But the current -- the current 25 situation involves many multiple steps that have to be

Page 42 1 specifically certified. And you can imagine, like, 2 the fire department's responsibility isn't, and really 3 shouldn't be, having to know exactly what form the 4 feedback was provided in -- You know, was it an email? 5 Was it a phone call? Was it a meeting? -- to -- to 6 send back to DOT and to know that if that 7 certification isn't provided that someone can sue us 8 and potentially have projects sent back to start again 9 because they didn't report every step. So we 10 absolutely want that input. 11 And similarly, we -- we absolutely want 12 public input. You know, the -- we have put a 13 tremendous amount of effort into expanding how and 14 when the number of times that we engage with New 15 Yorkers about projects. So, you know, I -- I can't 16 speak to all the thinking when the law may have been 17 first introduced, but I think there's some broad 18 agreement that we do a tremendous amount of outreach 19 on projects now. 20 And I -- I think it would be a good 21 conversation about both the type of notification and 22 the length for specific projects. You know, the 23 extremes are easy; right? Like, should a -- should a 24 one block bike lane that doesn't take any moving or 25 parking lanes have to have this two to three month	Page 44 1 interventions, recommendations about -- that -- that 2 are focused on public spaces and that are charter 3 specific. 4 I'd like to invite the testimony -- 5 and -- and I -- and I expect to call those who are 6 testifying up in panels of two, with the exception of 7 this first person because I believe, if I'm not 8 mistaken, that they require the partnership of a 9 translator. 10 Second panel. Okay. Thank you. 11 I take that back. 12 Annemarie Gray and Ligia Guallpa. 13 Please forgive me if I mispronounce your name. I have 14 no phonetic help, so I'm really sorry. 15 MS. GRAY: You can go first. 16 MS. GUALLPA: No. Okay. Great. 17 Yeah. Well, good evening. Thank you 18 so much for the opportunity to testify today. My name 19 Ligia Guallpa, I'm the executive director of the 20 Worker's Justice Project, which is a community based 21 organization that organizes workers. And I'm here 22 particular to speak about the urgent need to ensure 23 that our public spaces also serve workers whose -- 24 whose work spaces happens to be our streets. 25 New York City is the home of 80,000 app
Page 43 1 review notification process? Probably not. You know, 2 but it -- for a higher level of project, something 3 might be appropriate. 4 From where I sit -- Right? -- like, I 5 would rather have -- be able to implement safety 6 projects as quickly as possible; right? We have an 7 urgent need; there's over 200 New Yorkers that are 8 killed on our streets every year. But I recognize 9 that there's some interplay with the proper 10 notification, particularly for larger types of 11 projects. So I think it's a good conversation, and I 12 don't have a specific taxonomy here. 13 THE CHAIR: So -- so we'll just say to 14 be continued on that score, Eric. 15 MR. BEATON: Yeah. 16 THE CHAIR: So thank you so very much 17 for your testimony and the care with which you took up 18 the questions from -- from this panel. Really 19 appreciate it. 20 MR. BEATON: Absolutely. Thank you 21 very much for the time. 22 THE CHAIR: Thank you. Thank you. 23 We are now going to open this hearing 24 to the general public and, of course, as I explained 25 at the very top, we tend to front load questions,	Page 45 1 delivery workers who keep our city moving every day. 2 They deliver food, medicine, essential goods to every 3 neighborhood in every weather conditions. While our 4 city depends on their labor, our streets and public 5 spaces are not designed to support their work. The 6 workers who rely -- who we rely on them every day. 7 Delivery workers are navigating 8 dangerous streets without -- without enough protected 9 bike lanes, without safe places to park their bikes, 10 without a dignified space to rest, eat, charge their 11 e-bikes, or simply wait for deliveries. 12 New York City is also home to 13 approximately 20,000 day labors who gather on the 14 street corners looking for work supporting 15 construction sites and building our city to sustain 16 the City of New York. For thousands of workers, 17 public spaces have become their workplaces, but there 18 is a need to treat public spaces and our streets also 19 as a workplace of thousands of workers. 20 And the reason I'm here today is to 21 testify to ask the city of New York to reconsider 22 about how we design public spaces to also serve New 23 Yorkers, thinking how we transform all-use public 24 spaces. 25 For instance, more delivery workers are

Page 46 1 looking for delivery zones where they can wait for 2 work or where to park. And here in the City of New 3 York, everybody is treating delivery workers as a 4 safety hazard or a public hazard without rethinking 5 that the real problem that our city is experiencing is 6 that our streets haven't really been designed to 7 re-adapt the new reality of our streets. 8 And for instance, we recently launched 9 the Deliversita Hub, which by the way took us five 10 long years to finally become a reality because of a 11 long bureaucratic process, for long public hearings 12 where the public event had a doubt about whether a 13 Deliversita Hub could be considered dignified and 14 provide space for delivery workers. 15 And we are here to say that Deliversita 16 Hubs are the solution, are the model to look at for 17 what public safety solutions should look like and how 18 we can transform all-use public spaces to serve 19 workers who need a dignified infrastructure to rest, 20 to charge their batteries, to be able to access to 21 basic resources. 22 Delivery workers have the knowledge and 23 experience to help redesign our streets and our public 24 spaces. Leaders like Antonio, who will be speaking 25 later today, and thousands of other delivery workers	Page 48 1 top-to-bottom look at streamlining procedures to 2 expedite equitable development, or the speed task 3 force report, and a range of strategies in the 4 block-by-block housing plan to build more homes. 5 And we really applaud the complimentary 6 intentions of this commission and urge you to 7 prioritize measures that will speed up the process of 8 building homes of all kinds to make New York City fair 9 and more affordable. High housing costs and lack of 10 options are driving New Yorkers out of the city. 11 Housing growth has been uneven and inequitable across 12 the five boroughs. 13 This commission can build on the 2025 14 Charter Commission's measures overwhelmingly voted 15 into law by New Yorkers last November, which are 16 already speeding up the delivery of affordable 17 housing. 18 So our recommendations are focused on 19 two complimentary areas of reform: permitting and 20 building code reform and a closer look at the 21 landmarking process. So the speed report, and frankly 22 my testimony before the last Charter Review Commission 23 highlighted how disparate permitting processes 24 over -- across over half a dozen city agencies slow 25 down housing production leading to increased
Page 47 1 know these streets better than anyone, who understands 2 the challenges that our streets are experiencing, have 3 just creative ideas about how we can make sure that 4 public spaces also serve them. 5 And Worker's Justice Project looks 6 forward to partnering with the City of New York to 7 create more Deliversita Hubs across the city to make 8 sure that we can deliver delivery zones to address the 9 concerns of every neighborhood who complains about too 10 many bikes parking in a neighborhood. 11 We can deliver more charging stations, 12 Ebike charging, parking for delivery workers in making 13 sure that we ensure that the City of New York and now 14 our streets will also adapt it for workers who whose 15 workplace happens to be the streets of the City of New 16 York. 17 THE CHAIR: Thank you. Can -- can you 18 please stay with us? Oh, there's only one mic there. 19 Apologies. 20 Please, Annmarie. 21 MS. GRAY: Good evening. I'm Annmarie 22 Gray, Executive Director of Open New York, a statewide 23 grassroots advocacy group that advocates for abundant 24 homes and lower rents. Thanks for having me tonight. 25 We're excited about Mamdani administration taking a	Page 49 1 construction costs that are passed along to tenants. 2 So we support efforts to implement the 3 Speed Task Force permitting reform recommendations and 4 give the Department of Buildings power to make changes 5 to the building code via rule making. Our complex 6 building code reflects centuries of layered on 7 requirements, some of which find their origins in the 8 days of horse-drawn fire engines, well before 9 inventions like the fire extinguisher or modern 10 sprinkler systems. 11 So DOB co-administration of the 12 building code can allow for a comprehensive review by 13 subject matter experts without sacrificing the city 14 council's ability to make needed changes via 15 legislation. 16 And secondly, Open New York is once 17 again calling for reforms to the Landmarks 18 Preservation Commission process. In a historic 19 housing crisis, we really must take a more 20 well-rounded view of -- of neighborhood character. 21 And while buildings themselves are a really crucial 22 part of the fabric of our neighborhoods so too are the 23 New Yorkers that live in them. 24 Today we're seeing town home conversion 25 gobble up multi-family buildings in affluent areas

Page 50 1 like the West Village, displacing the few working New 2 Yorkers that can remain in these areas thus far and 3 really fundamentally changing the neighborhood's 4 character absent LPC input. 5 So we -- we urge, we want LPC to 6 consider our historically low 1.4 percent vacancy rate 7 in their applications in particular projects that will 8 result in a net loss of housing units and work with 9 City Planning Commission to analyze the effects of 10 proposed historic districts in -- on future housing 11 opportunity sites. And we have a couple examples 12 of -- of where this is happening. 13 So in general, we're really eager to 14 work with the commission and explore these ideas and 15 frankly, any other reforms that help speed up 16 desperately needed housing for New Yorkers. Thank 17 you. 18 THE CHAIR: Thank you so much, 19 Annemarie. Can we assume that you have detailed those 20 examples in the testimony that you're submitting to 21 the commission? 22 MS. GRAY: Yes, we're planning on 23 submitting some -- some further details with examples. 24 THE CHAIR: Great, thank you so much. 25 Ligia, just a quick question for me	Page 52 1 can now adapt and develop these e-micro mobility 2 devices in a more faster way. 3 And also the -- the, I think, you know, 4 the public pushback to delivery perhaps, which has 5 been a big controversy in every neighborhood, pushing 6 back about whether deliveristas should access to 7 public spaces and whether public spaces should be 8 given it to all workers. 9 THE CHAIR: Thank you, Commissioners. 10 Ruth, please. 11 MS. MESSINGER: Yeah, I -- I don't 12 think there's any answer to this, but I'm very 13 appreciative of the need to think about charging 14 stations and ways and places for the universe of 15 delivery people to have some access to a reasonable 16 life in their jobs. 17 But I'm also concerned about the fact 18 that many of the companies that they work for take up 19 huge amounts of public space and are doing their 20 private business on city streets and parking lots. 21 That's obviously, that's then where the 22 delivery people have to go, but it becomes their work 23 assignment space in ways that I think it's -- I'm not 24 asking you really to have testimony on that, but I'm 25 just saying that -- that sympathy for the delivery
Page 51 1 before I turn it to -- to the panel. Can you please 2 help me to understand why it took five years for the 3 creation of the -- of the hub? You can just take -- 4 MS. GUALLPA: Thank you. Well, I think 5 one of the biggest challenge has been navigating the 6 city bureaucracy, especially when there is 7 inter-agency coordination to delivering a Deliverista 8 Hub, especially when we were using landmark spaces and 9 trying to put e-bike charging; there needs to be a 10 inter-agency coordination between Landmarks, between 11 DOT, between Parks, even between FDNY who now 12 regulates the e-bike charging. 13 And often the biggest challenge is that 14 lack of coordination and information. But also one of 15 the biggest challenges in the City of New York that is 16 experiencing is actually the fact that e-bike charging 17 stations need to be developed up to -- based on FDNY 18 guidelines. And a lot of those guidelines depends on 19 that e-bike charging needs to be tested in a specific 20 way. And often that mechanism of testing the e-bike 21 charging doesn't exist yet. 22 So we have all these new policies and 23 regulations on e-bike charging stations, on how 24 infrastructure needs to be developed, and often those 25 guidelines are -- are too extreme to the fact that we	Page 53 1 workers does not extend in my mind the sympathy for 2 the companies that are parking in my neighborhood, 3 literally taking up two lanes of traffic for half a 4 block so that they can provide packages and messages 5 to the delivery people who line up there. 6 Delivery people have no place else to 7 go but there. But I'm not sure that that's -- that -- 8 that all of these companies should be doing business 9 on city streets and public spaces. It's really not a 10 question; it's a comment, but. 11 THE CHAIR: But you're welcome to 12 respond. 13 MS. GUALLPA: Yeah, I well -- I -- I 14 just want to -- I think it's important to recognize, I 15 mean, the City of New York, I understand that 16 corporations are profiting out of the labor of 17 workers, but also New Yorkers are benefiting from the 18 labor of 80,000 app delivery workers who continue to 19 work in the City of New York. 20 And the reason I share -- I -- I think 21 about this is because it's not just about parking, but 22 it's also about how they utilizing public spaces in 23 order to rest, to have a dignified -- for instance, 24 and I -- I have to share this and I don't know if 25 Gustave [ph] is going to -- is going -- during --

Page 54 1 during the pandemic, most workers were struggling to 2 find a space where to have lunch. 3 And often when they found a public 4 space that was closed door during the winter time, 5 they were often kicked out, out of public-private 6 spaces because they were told that, you know, they 7 couldn't be those spaces because it was not a good 8 looking image for the rest of the public. 9 So the reason I say this is because we 10 also have to re-think about how we share public space 11 with workers and yes, holding corporations 12 accountable, and I think they do have to pay their 13 fair share to make sure that when we're re-designing 14 our city streets, that actually corporations are 15 putting money into it. 16 But I want to, kind of, keep thinking 17 about that these are workers who are using our 18 streets, who are New Yorkers, who are also reclaiming 19 back that their streets should also belong to them. 20 THE CHAIR: Additional questions, 21 please. 22 MR. MOORE: Maybe not -- not a question 23 but a comment. I feel like I've seen at a couple of 24 the hearings, people coming in and looking for 25 solutions in the charter when I've actually heard the	Page 56 1 some of the other issues that folks are dealing with 2 because we don't provide public space for them. 3 MS. GUALLPA: Yeah. So speaking about 4 harassment, especially with NYPD -- well, first of 5 all, we're grateful that we have a mayor who 6 eliminated the criminal summons, which was a big 7 issue, but that hasn't really eliminated by the fact 8 that the deliveristas are still getting civil summons 9 for parking often in -- in the sidewalk. 10 And I just have to say a lot of 11 deliveristas don't want to park in a sidewalk, but 12 often when they cannot find an area to park or wait, 13 they have no other option often. And also one of the 14 biggest issues in the industry, especially now -- 15 Thank you for highlighting. -- is that delivery 16 companies have become more aggressive with delivery 17 workers. 18 Since we passed minimum pay until -- 19 now they have to pay workers for the time that they're 20 actually working. They're putting more pressure on 21 workers to deliver faster, which that means that if 22 you -- if a deliverista doesn't deliver in the 23 estimated time that AI, which is being used to 24 predetermine, a worker gets fired. 25 And often workers find themselves
Page 55 1 solutions coming from the people who are testifying. 2 And I feel, like, I, especially on, 3 like, infrastructure around e-bikes and we hear about 4 the lack of infrastructure for -- for electric 5 vehicles. 6 Like, I feel like I need you and you to 7 talk. Like, Worker's Justice Project and the DOT 8 really need to get together and come up with a lot of 9 these solutions dealing with the -- with the 10 infrastructure that quite frankly doesn't exist 11 currently because we didn't anticipate this industry 12 really existing quite frankly, even five years ago. 13 So, you know, and -- and there's a lot 14 of other folks in there, but I -- I need to see a 15 business card exchange and conversation had, but also 16 was wondering if you could expand a little bit. I -- 17 I feel like we see it a lot in the -- in the news. 18 I live near Fulton Street, so I see a 19 lot of delivery workers near, like, the Magiagana [ph] 20 on -- on Fulton and -- and Bedford there. And -- and 21 oftentimes they're being harassed by -- by police 22 officers or, like, day laborers by, you know, Home 23 Depot being, you know, open to -- to ICE attacks. 24 I'm wondering if you can expand a 25 little bit more on just the -- the perils and -- and	Page 57 1 trying to navigate the streets without a protected 2 bike lane or an area where often even by the app it's 3 being asked to take the wrong -- the wrong lane in 4 order to get there faster. And often where workers 5 take those risky paths to avoid getting fired. 6 MR. MOORE: Understood. 7 MS. GUALLPA: And one of the biggest 8 issues that we are also experiencing, especially in 9 Brooklyn in areas, is that there has been a number of 10 ICE raids particularly targeting app delivery workers 11 and day laborers. Park Slope was one of them where we 12 had a huge number of members who were -- who were 13 actually deported and were caught by ice. 14 And, you know, and also we have to 15 think that these delivery workers and day laborers are 16 the ones who are exposed most to not only police 17 harassment, ICE raids, and other public safety issues. 18 Sixty percent of delivery workers, in our last report, 19 reported that they were getting injured. About 12 20 died last year. 21 So, you know, public safety and street 22 safety is the biggest priority for delivery workers, 23 not just for the public. 24 THE CHAIR: We have one more question 25 from the panel.

Page 58 1 MS. PINNOCK: I just want to say thanks 2 to both of you. I have a lot of respect and -- and 3 admiration for the both of you. I -- I appreciate 4 your testimony in re-imagining the public realm 5 and -- and the streets because I think commercial 6 loading zones as we have them, are a safe comparison 7 to actually a Deliverista Hub. 8 And in fact the Deliverista Hub that 9 you mentioned in your testimony took an underutilized 10 and in fact closed newsstand to provide some sort of 11 relief for these delivery workers. And they're 12 providing essentially a public good service. 13 And if we have these private trucks 14 parked in the commercial loading zone, then why not 15 have a private bike, so to speak, in a safe place 16 where people could take some refuge. That's not my 17 question though, I just want to say I know who you are 18 and what you're doing and I support it. 19 And Annemarie, I wanted to ask you if 20 there was anything that you weren't able to cover in 21 your testimony related to recommendations for housing. 22 I know Open New York has done incredible work around 23 government efficiency in the abundance and pro-growth 24 agenda and just wanted to ask if there was anything 25 that you didn't get to cover. Thank you. Thank you,	Page 60 1 feedback in your testimony around conversations with 2 landmarks or some folks in that space. I know there's 3 been 15 plus years worth of work to really push 4 Landmarks Commission to be thinking about cultural 5 landmarks and different cultural and historical 6 understanding. 7 So thinking about if there's a push to, 8 like, prioritize housing, making sure that it's not 9 now working against long-term work around really 10 getting landmarks to think about more diversity and 11 cultural histories and how they're using landmarks. 12 THE CHAIR: Thank you. We're going to 13 have to move on now. Really appreciate this testimony 14 and your daily advocacy. 15 I'd like to invite Antonio Martinez 16 Soliste [ph] to testify, and Antonio will need to be 17 joined by a translator. 18 UNIDENTIFIED SPEAKER 2 (FOR MR. 19 SOLISTE): Good morning, my name is Antonio Soliste 20 [ph]. 21 THE CHAIR: Can I ask you to hold one 22 second? We'll give you a second mic to make a little 23 easier on you. 24 UNIDENTIFIED SPEAKER 2 (FOR MR. 25 SOLISTE): Thanks.
Page 59 1 chair. 2 MS. GRAY: Yeah, thank you. I think 3 the main thing is we, you know, we were really active 4 in advocating for the ballot measures that did pass 5 last year that came out of last year's charter 6 commission. So actually this year I think, you know, 7 those are just going into effect. We're really 8 following how well they're working. 9 And these are actually some 10 recommendations that were on the cutting room floor 11 from that process of really focusing on permitting a 12 building code reform, which is already in line with a 13 lot of priorities of -- of this administration; I 14 think is something that hasn't gotten quite enough 15 attention. And again, I think taking a good look in 16 the landmark process. 17 So we're going to submit some even 18 further detailed stuff and -- and I'll happy to talk 19 more, but I think there are a couple themes here that 20 can really help speed up housing that are 21 complimentary to a lot of other things going on. 22 MS. RIVERA: Chair -- chair, can I 23 just -- oh. 24 Thank you to both of you. Just one 25 thing for you, Annemarie, is would love to get some	Page 61 1 THE CHAIR: Thank you. 2 UNIDENTIFIED SPEAKER 2 (FOR MR. 3 SOLISTE): Thank you for giving me the opportunity to 4 testify about the public spaces and the meaning that 5 it has for the 80,000 deliveries people that per week 6 we perform 2.77 millions of deliveries, of food 7 delivery, medicines, and all kind of staples around 8 the city. 9 We are 80,000 workers that we keep New 10 York City moving. Almost 70 percent of us perform our 11 deliveries in electric bikes or scooter. In reality, 12 the streets has become our place of work. But every 13 day we encounter and we face danger due to the very 14 lack of safe infrastructure, the lack of bicycle 15 lanes, and the lack of spaces where we can take -- or 16 park to take a dignifying break. 17 The parks have become our eating spaces 18 and our places to take a break. In each space that we 19 can take shelter between deliveries, it becomes our 20 place of work. The truth is that neither the streets, 21 the parks, and the very little shelters we have 22 encountered that were in reality created thinking of 23 our workers and ourselves. 24 This is why we have created our own 25 space called the Deliverista Hub thanks to the

Page 62 1 cooperation and the support of the Departments of 2 Parks, the Department of Transportation, Mayor 3 Mamdani, and Senator Chuck Schumer and all the allies 4 and to all the people, allies, that understood that 5 all the public spaces also must serve to our workers 6 to keep this city running. 7 Allow me to explain what does it mean, 8 a Deliverista Hub, for us. A Deliverista Hub, it's in 9 space dedicated for workers directed for deliveries 10 and for deliveristas, not for corporation or private 11 companies. It is a space where our dignity back us 12 up, where we could have access to tools for our work, 13 to know our rights, organizing, and to have the power 14 to build collective power. 15 THE CHAIR: And -- and I'm going to 16 interrupt at that point because we're at time, 17 Antonio. We doubled the time to accommodate for the 18 translation, but I believe that the panel has absorbed 19 the crux of your testimony. And I am also assuming 20 that you will -- that you will submit written 21 testimony as well. 22 I'd like to see if there are any 23 questions from the commission for Antonio. None. 24 Thank you so much. 25 UNIDENTIFIED SPEAKER 2 (FOR MR.	Page 64 1 possible for a job and prioritize finding a legal 2 parking space, everybody knows what it's like to park 3 in NYC. And trying to park a 20-foot truck is that 4 much more difficult. 5 And so we are ticketed as -- as 6 everyone else is. The -- the cost however do mount 7 for a company like ours. Just in the course of doing 8 business, we -- with a fleet of just three vehicles, 9 we do spend tens of thousands of dollars a year on 10 unavoidable parking tickets. 11 The City has recognized that these 12 tickets are unavoidable, but they've been treated as a 13 reliable revenue stream through the Commercial 14 Abatement Program in which you sign up to pay a 15 stipulated fine instead of the full fine and in turn 16 give up your right to fight the parking tickets. 17 Under Mayor Adams those stipulated fines actually 18 increased; some of them doubled and are very close to 19 value of the ticket itself. 20 We also have the option to forego the 21 Commercial Abatement Program and to contest tickets 22 when they are dismissable if we can show that we are 23 in the process of correct and expeditious delivery 24 service. However that standard is applied very 25 unevenly, and very similar tickets on very similar
Page 63 1 SOLISTE): Thank you so much for the support. Thank 2 you. Thank you. 3 THE CHAIR: Thank you so much. I'm now 4 going to turn to testimony from two online 5 participants, Ashley Graber and Sumana Ariha Swawa 6 [ph]. 7 Ashley? Ashley, can you hear us? 8 If Ashley's not on the line or if 9 Ashley can't -- 10 Ah, there you are. 11 MS. GRABER: I just got the email to 12 unmute myself, sorry about that. Yeah, so I can just 13 jump in? 14 THE CHAIR: Yes, please. 15 MS. GRABER: Great, thank you. So good 16 evening. Thanks so much for giving me the opportunity 17 to testify today. My name is Ashley Graber; I co-own 18 Cool Hand Movers with my husband Matt Graber, a 19 Brooklyn based business, and we're licensed movers in 20 New York City and New York State. 21 I am here to raise an issue about the 22 city managed parking fines for small local trucking 23 business like ours. It's rare to able to find legal 24 parking within a reasonable distance of locations on a 25 move. And while we always runs the smallest vehicles	Page 65 1 moves can yield either a guilty or not guilty result 2 on the ticket. 3 This cost is essentially -- it's 4 directly passed on to customers, New Yorkers who have 5 no choice but to hire a moving company, to moving 6 companies that were deemed essential businesses at the 7 start of the pandemic. And the cost just -- wow. 8 So I don't have a solution for this. 9 We know that parking is a major issue in the city. We 10 want to park in safe and legal ways. And the fine 11 schedules that we have are not the answer for small 12 businesses like ours. 13 So I'm hoping that this committee can 14 help facilitate some sort of cross-agency meeting, 15 some -- some sort of gathering of small truck -- and 16 local trucking businesses like ours to discuss how we 17 can approach this so we can provide safe solutions for 18 parking without passing on totally unavoidable costs 19 to small New York City businesses. 20 THE CHAIR: Thank you, Ashley. Please 21 stay on the line with us. I'm going to turn to Sumana 22 [ph], and then the panel will take a questions and 23 comments for both of you. 24 Sumana [ph]? 25 MS. SWAWA: Hello, Commission. Thank

Page 66 1 you so much for having all of us here. I'd like to 2 speak to you very briefly about the most exciting 3 section of the city charter, Chapter 13, Procurements. 4 Come on; we're all into purchasing; right? So the -- 5 I work in software, and I know that the software as 6 with so many other vendors, working collectively will 7 allow us to lower costs and increase efficiency. 8 And in software it's -- it would be 9 more efficient if various localities, various 10 municipalities can put together jointly on the kind of 11 software infrastructure that all cities and 12 municipalities need to use. 13 So I would love for the chapter on 14 procurement to follow up on, honestly, years of 15 recommendations to improve how we favor open source 16 software in procurement regulations. When we buy or 17 build software, only a few people can ever improve or 18 look at it if it's closed source. Then that reduces 19 efficiency; it slows down part of the ability to make 20 more changes and fix problems, and it also makes us 21 more vulnerable to vendors who don't have our best 22 interest at heart. 23 If we have a full standard for 24 procurement as part of the charter that says many 25 other ways we advance certain kinds of, kind of,	Page 68 1 room and invite Cordell Schachter and Honda Wang to 2 testify. 3 Good evening. Cordell. 4 MR. SCHACHTER: Good evening, Chair 5 Gaspard, Vice Chair Wolfe, Secretary Kang, and 6 commissioners. I appreciate the opportunity to 7 address you about -- about technology. 8 Okay. Thank you. 9 I was unable to attend your Brooklyn 10 session. My name is Cordell Schachter. I previously 11 served as a government chief technology officer, a 12 chief information officer in New York City and in the 13 federal government. 14 I currently serve as an executive in 15 residence at the Transit Tech Lab, a collaboration of 16 the FTA, the partnership fund for New York City, New 17 York City DOT, the Port Authority, and New Jersey 18 Transit to accelerate transportation innovation. 19 New York City cannot deliver 21st 20 century government with 20th century technology 21 governance. The city charter needs an update to 22 create a modern operating system for city technology. 23 The update should include these six recommendations 24 that belong in the charter acknowledging technology's 25 ubiquitous and permanent importance to efficiently
Page 67 1 contracts, one of the things we should advantage is 2 when a software solutions are open source, we can look 3 at the source for ourselves; we can fix things. 4 That opens up so many more 5 possibilities for us, not only to have some more 6 sovereignty so we run the city on our own and have 7 better security. But we can also collaborate with 8 other cities across America and thus lower costs and 9 work collectively with other partner cities. 10 I will follow up with some written 11 recommendations. There are already some guidelines 12 that we can borrow from ATF, from the federal level, 13 from the -- administration, and some various kinds of 14 initiatives that came out of previous councilmembers 15 and being on Public Data NYC. 16 So I'll follow up with some of those 17 specifics so they're on the radar. 18 THE CHAIR: Thank you so much Sumana 19 [ph], and some of us were very much on the edge of our 20 seats. So thank you. 21 Questions for Ashley and Samana [ph]. 22 Questions, comments, thoughts? 23 There are none. Thank you both for 24 your testimony. 25 I am going to now switch back to the	Page 69 1 providing government services by amplifying the 2 efforts of the city's workforce. 3 First, create a city hall IT chief 4 investment officer and OMB project review organization 5 to increase the value return by major technology 6 spending by approving, monitoring, and publicly 7 reporting on major IT investments. 8 Second, require a separate New York 9 City cybersecurity agency to more efficiently and 10 effectively defend the city from cyber threats, 11 improve incident response, and ensure that protection 12 of city systems, data, and critical services receives 13 the sustained executive focus needed. 14 Third, streamline IT hiring and 15 workforce development by establishing a 16 multidisciplinary board to modernize IT and all hiring 17 working with state authorities, labor, academia, city 18 hall, agency leadership, and the private sector to 19 make city hiring faster, fairer, more responsive to 20 changing needs, and to invest in the city's current 21 workforce. 22 Fourth, require agencies to pilot first 23 and purchase second. New York City's purchasing rules 24 already allow greater use of challenge-based 25 procurement and demonstration projects to recognize

Page 70 1 best practices, but they haven't taken hold here. A 2 charter requirement can make it happen. 3 Fifth, mandate a modernization roadmap 4 for obsolete systems using agile project delivery, 5 also a recognized best practice, and pilot based 6 purchasing rather than lengthy high-risk specification 7 driven projects. 8 And sixth, use automation and 9 artificial intelligence strategically and safely to 10 help city employees focus on higher value work while 11 improving the speed, consistency, and accessibility of 12 public services. 13 By updating the charter to strengthen 14 IT investment oversight, cybersecurity, hiring, 15 purchasing, system modernization, and responsible 16 automation. The commission can help create a city 17 government that is more efficient, secure, 18 accountable, and responsive to New Yorkers. 19 THE CHAIR: Thank you, Cordell. 20 Honda. 21 MR. WANG: Good evening. I've come to 22 testify after hearing some others talk about a need to 23 reform our civil service system. As an ordinary city 24 worker, I urge this charter revision commission to 25 focus its efforts elsewhere as topics related to the	Page 72 1 unions, not the city charter. 2 Asking the City -- the charter 3 commission to upheave our civil service system and 4 eliminate guardrails because of mismanagement would be 5 the equivalent of asking the FAA to relax its airline 6 safety standards after a plane crash 'cause of 7 Boeing's mismanagement of its own production line. 8 With regards to efficiency in hiring, 9 our civil service system is not the main barrier to 10 people taking on city jobs. It is the length of time 11 it takes to hire and onboard people for a relatively 12 low amount of pay. According to the city council's 13 hearings on civil service back in November, the best 14 case scenario for someone was 14 to 15 months to hire 15 from start to finish. 16 Public sector jobs typically pay 10 17 percent less than the private sector, and the most 18 severe pay disparities, in sections like public 19 health, are 47 percent lower according to the Columbia 20 Mailman School of Public Health. 21 Those seeking to change our civil 22 service system via this charter revision commission so 23 far have only proposed changes that would strip the 24 civil -- civil service system of its protections where 25 applicants would trade away their job protections for
Page 71 1 civil service system are often outside of the 2 commission's purview as Henry will likely remind folks 3 on the commission. 4 But also because many of the proposals 5 being brought forward are fundamentally responsibility 6 of city management and not the city charter. Two 7 prime examples of civil service dysfunction are the 8 exams being too encumbering and the use of civil 9 service titles as being too restrictive. And to these 10 points, I would suggest that they need to be fixed and 11 not eliminated. 12 Things like exams being riddled with 13 typos or illogical questions, exams being held 14 infrequently, or agencies misusing civil service 15 titles as catch-all titles are all within the purview 16 of management and not within the city charter. 17 And these things can be fixed by either 18 management simply choosing to respect and abide by the 19 principles of a civil service system or our unions and 20 our labor agreement would allow us to ensure our 21 rights are upheld under our contracts and the civil 22 service system. 23 The point here that I would like to 24 make, fundamentally, is that the solutions here are 25 about management and its good faith engage with our	Page 73 1 the same low compensation compared with the private 2 sector. 3 There will be no upside for being able 4 to retain talent or develop our existing human 5 capital. There's no question that we should demand 6 more of our civil service system, but that will only 7 come about with a change in management's culture and 8 attitude towards civil service and a real working 9 partnership with labor in our agreements. 10 I would encourage the charter revision 11 commission to focus its efforts elsewhere. You know, 12 maybe reconsidering the role of the borough 13 presidents, but I would suggest that you stay away 14 from civil service for the time being as it's not 15 within the charter revision commission's purview. 16 THE CHAIR: We're getting ambitious. 17 So let's take some -- some comments, questions from 18 the panel. 19 But, Cordell, can I ask you to just 20 repeat your third recommendation? I -- I lost the 21 details on -- 22 MR. SCHACHTER: Sure. 23 THE CHAIR: I -- I think it was about 24 the -- the centralized IT purchasing. 25 MR. SCHACHTER: The third was

Page 74 1 streamline I -- IT hiring -- streamline IT hiring and 2 workforce development. 3 THE CHAIR: If you could repeat, yeah. 4 MR. SCHACHTER: And then 5 purchasing -- to pilot first before purchasing was 6 number four. 7 THE CHAIR: Great. That's actually the 8 one that I wanted to ask you about. So -- so help me 9 to understand and forgive my ignorance here. Help me 10 to understand the -- the way. What are the -- what 11 are the current barriers to piloting, to -- to 12 innovation, to having -- to incubating projects in 13 current system? 14 MR. SCHACHTER: So the PPB rules have 15 been updated twice to encourage agencies to pilot or 16 conduct what's called challenge-based acquisitions, 17 which multiple companies then would compete to deliver 18 something in software called a "minimum viable 19 product," a small sample of what they would do, and 20 then the company with the best product, best value, 21 would then move forward to deliver additional steps or 22 phases of that. 23 The second PPB clarification said that 24 once you recognize the winner of that competition, you 25 do not need a formal competition. You can give more	Page 76 1 swap it. 2 THE CHAIR: Yeah. 3 MR. GARRIDO: Yeah. I -- is this 4 better? Thank you, everybody. 5 Thank you for your testimony. What I 6 was saying was that there are other methodologies in 7 the procurement policy that you could use in 8 technology and have been used for in the past such as 9 negotiated acquisition and pre-qualification of 10 technology projects. 11 But I think the -- the task that we've 12 been given as commissioners is what we can amend in 13 the city charter to, I think, Honda's point: What's 14 in our jurisdiction here? And so I am curious because 15 you mentioned something about the investment into 16 technology. Does that mean like, I don't know, 17 alternative investments into Bitcoin or some other -- 18 or or do you mean, you know, that Tesla and the SpaceX 19 and all? 20 MR. SCHACHTER: No. So just to pick a 21 number out of, kind of, as a -- as a hypothetical, the 22 city spends something like \$50 million a year on 23 technology projects throughout the government. It's 24 done in pieces, each agency proposing separately to 25 OMB with no one taking a long view as to what's the
Page 75 1 work to that winner and contracts for up to three 2 years, but almost no one does it. 3 THE CHAIR: Wow. 4 MR. SCHACHTER: And what happens is, 5 especially in IT, you take a year or two to write your 6 specifications, you go to the street, take about 7 another year to get back with clarifications, 8 objections, and all. You're now three years behind 9 when you first asked for it. And what you're likely 10 going to get is already obsolete. 11 THE CHAIR: Thank you. 12 Please, Henry. 13 MR. GARRIDO: Thank you for your 14 testimony. But with all due respect, there are other 15 pathways we can use to do that. You could do that to 16 a negotiated acquisition; you could do that to pre- 17 qualify as we did for a number of years and 18 technology. I think part of the process -- 19 THE CHAIR: There's something wrong 20 with your microphone, Henry; we have to switch it. 21 MR. GARRIDO: Okay. Is that better? 22 THE CHAIR: No, it's not. There's, 23 there's something wrong with it. I can see it's 24 dented. There's definitely something wrong with it. 25 UNIDENTIFIED SPEAKER 3: Let me just	Page 77 1 mayor's priorities over the next four years and what 2 proposals from each of the agencies best support city 3 hall's priorities. 4 And there's never going to be enough 5 money to go around. So we're going to have to pick 6 and choose among the various competing projects. And 7 I was at DOT for many years; I was at OTI, Parks 8 Department. Each agency doesn't know that they're 9 competing with another agency, but really there's only 10 one pot of money. 11 You need a central eye looking at 12 these, and I'm going to say "investments," because 13 we're not just buying software, not just buying 14 computers. We're buying digital infrastructure that a 15 21st century government needs to run. So think about 16 that spending being to achieve long-term goals, not 17 just as iPads that we're going to get rid of in a 18 couple of years, but what systems are we building for 19 social services to make -- because we -- we know we 20 have issues with New Yorkers who deserve benefits all 21 getting benefits. 22 And we've been working for 20 years to 23 try to centralize some of those system to try to 24 improve the visibility of caseworkers while 25 maintaining the privacy of their clients. And -- and

Page 78 1 yet we still struggle, and we know that people aren't 2 getting the service that they need. So we need to 3 make greater investments in that area. 4 MR. GARRIDO: So you mean by investing 5 you mean the city's investment? 6 MR. SCHACHTER: Taxpayer, that 7 taxpayers are paying. 8 MR. GARRIDO: Okay. Thanks, sir. 9 MR. SCHACHTER: Yes. 10 THE CHAIR: Great. Ruth. 11 MS. MESSINGER: Yes. That -- that was 12 a partial answer maybe to my question, but I just 13 wanted to start with your first recommendation, which 14 all of which makes sense to me. If there was a 15 central IT place, person, city hall, how would you 16 vision it functioning to make more of this seamless 17 and less repetitive? 18 MR. SCHACHTER: So I believe there 19 needs to be one person accountable to the mayor who is 20 charged with having that visibility across the 21 government and then a -- a reorganization of sorts 22 within OMB so that these technology projects come in 23 and receive the same kind of review initially before 24 they get their first funding. 25 And then periodically they have to come	Page 80 1 aligned with either the planned infrastructure for the 2 city. So I'm just trying to figure out how is this 3 recommendation different from what was the vision 4 before? 5 MR. SCHACHTER: Okay -- okay. So my 6 submitted testimony goes into more detail on that. 7 MS. OLIVERA: Thank you. 8 MR. SCHACHTER: In three minutes I 9 couldn't do that. But essentially OTI is another 10 agency among many agencies. It's a shared service 11 agency. It doesn't have the bandwidth to -- to be 12 also an oversight agency to the extent that it needs 13 to be, which is why I also recommend that we address 14 that through -- in our cybersecurity threats by going 15 back to having a separate cybersecurity agency. These 16 things are very important. OTI does an important job, 17 it's just too much. 18 THE CHAIR: Great. 19 Please -- Did I see a hand at -- was 20 that -- thank you. 21 MS. KANG: I just had a clarifying 22 question because you mentioned cybersecurity. So 23 where exactly -- it -- where does cybersecurity live 24 right now within New York City government? So NYPD? 25 Where -- where does it situate?
Page 79 1 back in and show that they're delivering the results 2 that they promised at first. We -- we sometimes say 3 we want to fail fast, not every good idea is going to 4 work, but if no one ever follows up, no agency's going 5 to volunteer and say: "Hey, take my money back. This 6 didn't work out." 7 But yet there needs to be a formal 8 process looking back in to see how well did you do, 9 especially -- 10 And I'm going to come back to the -- 11 the challenge-based acquisitions, Mr. Garrido. 12 -- if we're doing something very 13 innovative and we put our our hopes in that, let's 14 come back quickly to make sure we're getting a Phase 2 15 that achieves -- achieves the results that we want. 16 MS. OLIVERA: Thank you, Cordell. I 17 just wanted -- I just have a point of clarification. 18 So I know you're saying there isn't a singular person 19 in government that's taking that holistic view. So 20 wasn't that what was envisioned when OTI was created, 21 and the CTO position was created? 22 Because if I remember correctly, at the 23 time that you submitted a need, let's say, to OMB, part 24 of the process was supposed to be going to the CTO to 25 first of all ensure the technology or the software	Page 81 1 MR. SCHACHTER: So, centrally, the 2 cyber -- the city cybersecurity office lives within 3 OTI, reporting to the head of OTI. When City Cyber 4 Command first started out in de Blasio's 5 administration, it was a separate organization. I was 6 the CTO at New York City DOT at the time. It was a 7 new thing. It worked. 8 We got priority both spending and 9 attention from cyber experts without having to wait in 10 line as agencies I understand have to do now where 11 cyber security priorities get mixed in with the other 12 things that OTI has to do. 13 THE CHAIR: So -- so what happened? 14 When -- when was the -- what was the rationale behind 15 the consolidation, and what's the impact then? 16 MR. SCHACHTER: So I -- I wasn't part 17 of the administration. I moved to the federal 18 government. I was the CIO of US DOT when Cyber 19 Command was folded into OTI, which coincidentally is 20 where it started out. And the reason why Cyber 21 Command was broken out was we understood that we 22 weren't doing a good enough job there. 23 MR. GARRIDO: Yeah. Mr. Chair, just so 24 you, Dawn and I worked in a project on this, and the 25 Civil Service Commission rejected the city's proposal

Page 82 1 for the creation of the cybersecurity titles. She and 2 I can tell you. So actually the idea of the 3 cybersecurity bifurcation came through a collaboration 4 between DCAS and DC 37. 5 And then once the full titles were 6 proposed, it was an interim program; it was rejected 7 by the state commission. 8 THE CHAIR: Thank you, Henry. 9 MR. SCHACHTER: I just have one -- one 10 caveat add to that though. Since that time the 11 federal government has backed away from its cyber 12 investments, so the city now needs to do more to keep 13 New Yorkers safe. We need to revisit this question 14 again. 15 THE CHAIR: Other questions, comments? 16 Great. 17 Thank you both of your testimony. 18 MR. SCHACHTER: Thank you. 19 MR. WANG: Thank you. 20 THE CHAIR: We're now going back to our 21 online participants, and I'd like to call on -- 22 actually, no. That's the wrong order. We'll stay in 23 the room. Pei Wei and Rajesh Sankat. 24 MS. WEI: Hi. Good evening. 25 THE CHAIR: Good evening.	Page 84 1 space. In total, we had to spend, like, \$3,700, and 2 this is just our Queens location. So think about 3 other location, like, Brooklyn or Manhattan. Other 4 restaurant could spend more. 5 So after waiting several months, our 6 application was denied because our landlord's 7 signature was non-authorized. Unfortunately our 8 landlord was oversea at that time, so we are unable to 9 complete the whole process. So we didn't get the 10 Outdoor Dining Program approval. We also received the 11 dining table umbrella and dancing from the 12 congresswoman, the Small Business Support program, but 13 we don't have the permit. 14 Later on we got the \$500 violation fee 15 because we leave the fence out there, and then we also 16 got the letter say that we will face another 17 additional \$1,000 penalty if we don't remove -- remove 18 the fence. Another restaurant owner, my neighborhood, 19 my friend, they spend more than \$7,000 in Queens on 20 the attorney fee, architecture fee just attain the 21 sidewalk cafe permit. Not even when including the 22 roadway cafe; we only apply sidewalk cafe. 23 So I strongly urge the commissioner to 24 eliminate the revocable consent or this requirement. 25 Doing so, we could significantly reduce the cost and
Page 83 1 MS. WEI: Good evening, everyone. My 2 name's Pei Wei. I'm the co-owner of a small Thai 3 restaurant named Zaab Zaab from the underserved 4 Southeast Asian community. I'm also the board 5 director member of New York City Hospitality Alliance. 6 I -- I'm coming here to talking about the Dining Out 7 Program and the Open Street. 8 So I support the idea of creating the 9 public space and getting people together, but there 10 are many, many challenges that we are facing as a 11 small business restaurant owner. Outdoor dining 12 actually allowed to become a luxury for the well 13 funded restaurant in a wealthy neighborhood from my 14 point of view. 15 And they only can afford it for certain 16 restaurant; they can afford -- only afford the 17 application fee, construction cost, storage expense, 18 and legal requirement. They also have customer with a 19 higher income that can support those investment. 20 So I want to take my restaurant for 21 example. We applied for the sidewalk dining permit 22 when the program first launched, very -- very 23 beginning. So we paid \$1,050 for the non-refundable 24 application fee, \$1,500 refundable security deposit, 25 and the \$1,200 from this little space, outdoor dining	Page 85 1 shorten the approval process for the business, small 2 business for several months. 3 Some of my friend were already waiting 4 for one year and then ours also waiting for several 5 months and got denial. So we had to apply again. And 6 I want to talk a little bit about the Open Street. 7 THE CHAIR: You -- you're right at 8 time, but I'll give you just a second to conclude. 9 MS. WEI: Okay. Just the Open Street 10 because we also, in front our restaurant, we also had 11 Open Street. And then the street funding was funding 12 to a nonprofit, but we only got one to three event on 13 open street. We trying to organize a merchant 14 association, but we were told by ACS, like, we must 15 have a \$100,000 in the bank; otherwise, they don't 16 give the funding to us. Which I think it's unjust and 17 not fair. 18 So we strongly urge, like, you give 19 funding to the local Merchant Association because we 20 are the people who live there and have the business 21 there. We care our community the most. 22 THE CHAIR: We understand 23 MS. WEI: Not just giving funding to 24 the other non-profit organization. Thank you. 25 THE CHAIR: Thank you for your

Page 86 1 testimony and I'm sorry for how burdensome this has 2 all been. 3 Please, Rajesh. 4 MR. SANKAT: Can you hear me okay? 5 THE CHAIR: We can. 6 MR. SANKAT: Thank you so much 7 for -- for the time. Good evening. My name is Rajesh 8 Sankat. I am a program strategist and civic designer 9 at a community center design studio in Brooklyn called 10 3x3. My colleagues and I have been working at the 11 intersection of civic tech and design to explore and 12 pilot what we're calling community centered AI and 13 community controlled essential infrastructure that 14 makes AI possible. So community controlled data 15 centers, for example. 16 And we're seeing a lot of interest in 17 this topic. We've recently lectured at the University 18 of Michigan, the Center of Architecture here in New 19 York, SCA. And I think what our -- my testimony, it 20 will be about is because I think New York is at a 21 pivotal point when it comes to AI infrastructure, and 22 I was not able to join the technology hearing. So 23 that's why I'm coming today. 24 We believe New York has an opportunity 25 to avoid at this moment repeating a really familiar	Page 88 1 Solar, community mesh networks as positive examples 2 for this. All right. Forty-three seconds. So I -- I 3 think communities are increasingly being told that 4 they have two options: resist AI entirely and risk 5 being left behind or adopt systems that are built 6 completely elsewhere outside of New York and accept 7 the costs that come to them. 8 I'm coming to you all to just say that 9 is a false choice, and over the past year, my 10 colleagues and I have been exploring what it would 11 look like if we treat AI as not a product to consume 12 but as civic infrastructure that communities can 13 collectively shape, govern, and benefit from. 14 If COGE is serious. My last point, if 15 COGE is serious about government efficiency, I 16 encourage everyone here in the commission to broaden 17 the definition of efficiency itself when it comes to 18 AI. Think about not adopting more technology but 19 efficiency is something that is understood as building 20 systems that are publicly accountable and trusted by 21 the public. 22 THE CHAIR: That has to be the end. 23 Thank -- thank you so much. 24 Questions, comments. We have none. 25 Thank you for your -- thank you for
Page 87 1 mistake when it comes to public accountability of 2 digital infrastructure, including AI. For decades, 3 we've allowed essential digital infrastructure to 4 become concentrated in the hands of small 5 company -- companies. 6 And today as AI rapidly becomes more 7 embedded into aspects of our public life, we are at 8 risk of doing it again. So we spent a decade allowing 9 social media platforms to become de facto public 10 infrastructure without real democratic oversight. And 11 we should not make that same mistake with AI 12 infrastructure. 13 I think of public space as teaching us 14 a really important lesson: When something that shapes 15 all of our lives, we don't leave it entirely to 16 private actors. And that is what is happening with 17 AI. As the infrastructure emerges, we should apply 18 that same logic. 19 And something that we have been 20 piloting is a community-centered design stack that 21 looks at different governance models, shared 22 governance mechanisms, as well as technological stacks 23 that can make something like a community-led data 24 center a -- a reality. 25 So we look at models like Community,	Page 89 1 your testimony. 2 MR. SANKAT: I will submit some stuff 3 in writing as well. 4 THE CHAIR: Thank you. And -- and to 5 our -- to our small business owner, to our 6 restaurateur, I just want to thank you for -- just 7 want to thank you for how you are serving your 8 community and how you're serving the city. Just -- 9 just expressing gratitude. I -- we know how difficult 10 it is, and we really appreciate all you're doing to 11 help lift up your community in the city. So thank 12 you. 13 MS. WEI: Thank you. 14 THE CHAIR: Thank you. 15 There are -- so the -- there are four 16 small business restaurant operators who I believe are 17 online. We're not entirely certain. I'm going to 18 call out your names. I hope you're still there. I 19 know that you're joining us while you're conducting 20 your business this evening, and so it's challenging. 21 I'll say your names, and I -- if you're -- if you're 22 there, please join us and -- and testify, and if not, 23 we'll move on. Helen Zhang, Michael Kelly [ph], Rick 24 White, and Megan Rickerson. Helen Zhang, Michael 25 Kelly [ph], Rick White, Megan Rickerson. Are any of

Page 90 1 you on the line? Looks like we have one. 2 Please join us. Introduce yourself. 3 MS. ZHANG: Hello, good afternoon. My 4 name is Helen Zhang. I'm the owner of Ziggy's Roman 5 Cafe. It's a full service restaurant at 15 Main 6 Street in DUMBO Brooklyn. Thank you for the 7 opportunity to speak today. I wanted to walk everyone 8 through my process of submitting for my outdoor dining 9 application and make some recommendations for how to 10 improve the process in the future. 11 I submitted my outdoor dining 12 application on January 20, 2026. My application was 13 complete and accurate. The DOT confirmed this on 14 Febuary 2nd. My -- the community board review was 15 done by Febuary 17th and approved. And then the city 16 council review got to March 31st. 17 DOT processing began April 2nd, and 18 then by April 22nd I had cleared the revocable consent 19 payment. And I paid my \$1500 security deposit then 20 the same amount for the revocable consent fee. And 21 then I waited for a long time; I was stuck on the 22 revocable consent registration, which added nearly two 23 months to my timeline with little to no meaningful 24 public benefit. 25 Without the revocable consent	Page 92 1 administrative burden that falls entirely on the small 2 business owner. It's a relic of the past and doesn't 3 belong in our modern Outdoor Dining Program. 4 I'm urging this commission to eliminate 5 it. If you do, restaurants like mine can get 6 permitted in weeks instead of half a year. 7 That means tables on the sidewalk 8 sooner; that means jobs; it means revenue for the 9 city. It means access to equal streetscape that makes 10 New York's environment. I spent five months fighting 11 for the right to put tables outside my front door; 12 please, I would love to make sure no one does the 13 same. Thank you. 14 THE CHAIR: Thank you, Helen. 15 Is that Michael? 16 MR. KELLY: Yes. How are you? 17 THE CHAIR: Good, thank you. Welcome. 18 MR. KELLY: Okay. Good evening. Thank 19 you for giving me the opportunity to testify. My name 20 is Michael Kelly. I do not own a restaurant. I've 21 filed over 400 sidewalk, roadway enclosed cafe 22 applications. Many find me when going through the 23 program. 24 The reason I have so many is that I 25 have been doing this for a long time; people trust me.
Page 91 1 requirement, I would've had my permit by late April, 2 and instead I didn't receive it until about two weeks 3 ago, in June. That's about six and a half weeks of 4 lost outdoor revenue on one the busiest pedestrian 5 corridors in Brooklyn, in DUMBO, right next to 6 Brooklyn Bridge Park, because of one administrative 7 requirement. 8 And here's what the delay actually cost 9 me in time and money that doesn't really show up in 10 the application form. I spent hours and hours 11 personally logging into the Commissioner of Small 12 Business services; I worked with the Hospitality 13 Alliance; I worked with the president of Brooklyn 14 Chamber of Commerce; I contacted my local 15 councilmember a many of times. I even connected with 16 someone in Senator Chuck Schumer's office. I hired an 17 independent expediter. 18 All of these conversations took hours, 19 hours I really should have spent running my 20 restaurant, managing my staff, and dealing with 21 customers. And we all know that time is money, and 22 that money came directly off my business. 23 The revocable consent requirement is 24 the single biggest bottleneck in this system. It adds 25 costs; it adds months; and it adds enormous	Page 93 1 I've heard a lot of complaints about how long it takes 2 to conclude the applications. There are some clients 3 that still cannot utilize their outdoor dining areas. 4 I try explain to them that the DOT receives 1,000s of 5 applications in terms of what's going on. So the 6 agency was overwhelmed. 7 Even the clients who want to start out 8 very quickly don't get that chance. The only way they 9 would would be if DOT brings back the temporary -- 10 temporary operating letters, which were issued at the 11 start of COVID, and they stopped doing that. It's 12 possible this could be done with DOT's approval of the 13 Outdoor Dining Plan with that community board 14 approval. 15 We think this would create more jobs 16 and opportunities for the employees, help the owners 17 with their bottom line, and also create additional tax 18 revenue for the city and state. 19 Another complaint is clients that filed 20 for roadway and sidewalk seating at the same time. 21 I'm citing that they have separate community board 22 hearings for each application, even though they were 23 filed at the same time. This could be streamlined. 24 If both applications are heard at the same time, it 25 would cut down on work for everybody including the

Page 94 1 community boards. 2 I know at the beginning of the program, 3 in 2024, roadway cafes were given priority. Sidewalks 4 were given letters to operate. There are no more 5 temporary operating letters for that. The temporary 6 operating letters would allow them to build. The main 7 complaint is that they pay a fee and then cannot 8 operate. 9 There is still a lot of roadway cafes 10 that are waiting on their approval to them. A lot of 11 complaints about -- I hear a lot of complaints about 12 the DOT hearings to be a roadway cafe. In my mind, 13 just would be just like the DCA [ph] waive program. 14 It's a guaranteed low-fee applications. The business 15 just has to meet the standards. I believe that has 16 already been established by the approval of the plan 17 submitted. 18 And making a forum that people can 19 complain or comment only at the community board 20 hearing delay the roadside cafe process by months. 21 Also of course the restaurant is out \$783 to post a 22 legal notice in the newspaper. This is an expense 23 that hurts small and medium sized restaurants that are 24 trying to survive. It also takes away from DOT the 25 hours and personnel that could be used -- be put to	Page 96 1 its very easy to say, "Everything's expensive; it's 2 New York, everything's expensive." 3 Just so I can break down some costs and 4 make it digestible, my -- my costs for my sidewalk was 5 1,775; my street, which I get sixteen seats, was 6 \$4,573.36. It was for the \$2,000 for an alteration to 7 my liquor license, \$3,000 for my lawyer filling out 8 the application, \$1200 for my survey. After 9 application my bill initially was originally \$24,600. 10 So we get up to \$36,000. After that every year is 11 going to be a new bill plus the additional fees every 12 years. So we're looking at \$70,000. 13 And that's -- I actually forgot about 14 my -- posting the newspapers and all of the other 15 things. That doesn't include labor, the actual people 16 I employ. So every year I have to sell to break even 17 \$17,237 in product, in food and in drinks. To make 18 this disgestible, I have \$3 hot dogs, so that's 5,745 19 hot dogs. That's \$937 -- 907 burgers. 2,872 hot dogs 20 and drinks. 21 This is the real cost and the effort 22 that we have to put in to make this viable for our 23 businesses. And no labor, no extra things, 24 breaking -- so if we're waiting six plus to get going, 25 think about how many restaurants and bars just miss --
Page 95 1 better use, so. This hearing also holds up the 2 issuance of -- 3 THE CHAIR: Michael, you're right at 4 time; I'll let you finish that one thought 5 succinctly, please. 6 MR. KELLY: Okay. And holds up the 7 signing of the contract by the mayor's office and 8 registering that contract with the controller's 9 office, which adds about three months onto the 10 process. 11 THE CHAIR: Thank you. 12 MR. KELLY: Thank you. 13 THE CHAIR: Thank you, Michael. 14 Megan Rickerson. 15 MS. RICKERSON: Hello. How are you? 16 I'm Megan Rickerson. I own the Someday Bar in 17 Northern Brooklyn. We opened six months prior to 18 COVID. So I have done every iteration of outdoor 19 dining in existence. I've become very adept at 20 navigating all of these these ins and outs and -- and 21 all of that. 22 You know, obviously, we talk 23 revocable -- Excuse me. -- revocable consent. The 24 costs especially when talking about how long it's 25 taking for people to get started to, to break it down	Page 97 1 miss out when things sit. 2 So much revenue was lost from small 3 business that people really, really needed. And I got 4 lucky that I applied early, early, early; I still -- I 5 got one of those letters that let me operate even when 6 I wasn't approved; that's how early I applied. 7 But all of -- this isn't -- our 8 industry isn't about one business; this is about our 9 entire industry. People are suffering. People need 10 this revenue. Just so you're thinking about how hard 11 it is, we -- we don't want a wild west; I don't think 12 you all to think that there should be outdoor dining 13 without any type of, you know, inspection or process. 14 But it shouldn't be the his hard when 15 we're serving our communities. And we were essential 16 businesses during COVID, and we're still pretty 17 essential. So just when we're talking about these 18 things, keep that in mind. 19 And to the person who spoke to us about 20 the delivery hub. Delivery drivers keep my business 21 going and alive. So I just want to say we need to 22 support something that keeps them safe because that's 23 fully, fully needed to them. We are taking care of a 24 section of hospitality, and they should be taken care 25 of. So thank you so much for letting me speak.

25 (Pages 94 - 97)

Page 98 1 THE CHAIR: Thank -- thank you for 2 joining us, Megan. 3 Questions for Megan and Michael and 4 Helen. Questions, comments, thoughts? Great. 5 Thank -- thank you all for joining us 6 and pulling yourselves away from your nighttime 7 service. Really appreciate it. 8 We are turning back to the room now. 9 All right. I'd like to call Prishaa Shrimali and 10 Deborah Green to please join us at the front of the 11 room. 12 MS. SHRIMALI: Good evening, 13 commissioners. My name is Prishaa Shrimali, and I'm a 14 resident of New Jersey who attended and recently 15 graduated from a high school in New York City. I 16 spent the past couple years researching federal 17 Superfund -- 18 THE CHAIR: Prishaa, Prishaa. I 19 promise you that I'm going to let you get all the 20 testimony in, and you don't have to race. You got 21 this. 22 MS. SHRIMALI: My apologies. 23 THE CHAIR: No. Don't apologize; you 24 got this. 25 MS. SHRIMALI: I spent the past couple	Page 100 1 shared vision for what a remediated site becomes. I 2 studied this pattern in depth through the Quantum 3 Resources Superfund site in my own town, Edgewater, in 4 New Jersey. That site was closed by regulators in 5 1981 but didn't see active cleanup begin until 2017, 6 36 years later. 7 Contrary to popular assumption, a 8 significant portion of that delay was not from 9 scientific complexity. It was actually the absence of 10 any coordinated planning framework that brought 11 environmental, land use, and community agencies to the 12 same table at the same time. 13 What I'm asking this commission to 14 consider is a charter amendment establishing an 15 integrated remediation planning requirement for 16 contaminated sites within New York City above a 17 defined threshold. 18 More specifically, when a site reaches 19 a cleanup milestone, like, a national priorities list 20 listing, a consent order, or a city designated 21 brownfield designation, the charter would require the 22 Department of Environmental Protection, Design and 23 Construction, and City Planning to convene within 180 24 days, develop a joint remediation and land use plan, 25 and publish binding community benefit commitments with
Page 99 1 years researching federal Superfund policy and urban 2 environmental remediation. I'm here because the 3 structural failures I've studied at the federal level 4 have a direct parallel in how New York City governs 5 its own contaminated sites. And I believe this 6 commission has a real opportunity to fix part of that. 7 Queens sits next to Newtown Creek, 8 which is one of the most contaminated waterways in the 9 country. It became a federal Superfund site in 2010 10 after more than a century of industrial dumping, 11 sewage overflow, and oil spills along its banks. 12 The EPA's own timeline now estimates 13 that full cleanup of the creek won't even begin until 14 2032; 22 years after it was listed as a Superfund 15 site. A child born in this neighborhood today will be 16 finishing elementary school before the cleanup even 17 begins. 18 Part of that delay is federal, but part 19 of it is also local. The city's agencies, the 20 Department of Environmental Protection, the Department 21 of Design and Construction, and the Department of City 22 Planning, have no formal process requiring them to 23 plan together around a contaminated site. 24 They operate in parallel on separate 25 timelines, with separate procurement processes, and no	Page 101 1 a timeline. 2 Contaminated sites requiring this kind 3 of coordinated planning exists in every borough of the 4 city. This integrated remediation planning 5 requirement wouldn't require the city to spend more 6 money. This amendment would add a new requirement to 7 Chapter 57 under the environmental remediation chapter 8 of the NYC Charter as inter-agency convening doesn't 9 currently exist in the charter. 10 It would likely be in addition to or 11 live alongside Section 1404, which governs the Office 12 of Environmental Remediation and Section 192.e, which 13 establishes the Mayor's Office of Environmental 14 Coordination to cover review but not environmental 15 remediation, which is where the structural gap is. 16 The communities living next to Newtown 17 Creek and contaminated sites within -- across Queens 18 and the rest of New York City have waited long enough. 19 What's missing is a government structure that moves 20 quickly to address this public health need. But I 21 believe that this commission can change that. Thank 22 you. 23 THE CHAIR: Thank you. 24 MS. GREEN: Good evening. Can you hear 25 me?

Page 102 1 THE CHAIR: I think you need the mic a 2 little closer. You may want to -- you may have to 3 take it off. 4 MS. GREEN: Hi, can you hear me now? 5 THE CHAIR: Yes. 6 MS. GREEN: Good evening. My name is 7 Deborah Green, and I live here in Long Island City. 8 Thank you to the commission for the opportunity to 9 speak. 10 I'm testifying in support of a 11 referendum on open primaries. Mayor Mamdani has -- 12 has stated that one of the goals of this commission is 13 restoring faith in government. What better way to 14 restore faith in government than by ending the 15 longstanding disenfranchisement of almost a quarter of 16 the electorate? 17 I am currently a registered Democrat 18 who voted for Mayor Mamdani in both the primary and 19 the general election. I was acutely aware that the 20 vote that I cast for him in the primary was the one 21 that was more likely to make the difference. I can -- 22 I had considered myself an independent and was 23 unaffiliated for decades. But in nine -- in 2016, 24 during the presidential election, I changed my 25 registration to Democrat because I wanted a say in who	Page 104 1 closed primaries cannot truly be considered fair or 2 representative. 3 We must not lose this chance to allow 4 all registered New York City voters to participate in 5 a renewal of our political system. I urge the 6 Commission on Government Efficiency to put open 7 primaries on the New York City ballot this November. 8 Thank you. 9 THE CHAIR: Thank you so very much for 10 your testimony. 11 Questions, thoughts, comments from our 12 commissioners? 13 Emma. 14 MS. WOLFE: Okay. Thank you so much 15 for your testimony. I -- I was out there at the same 16 time you were preparing, and you -- you nailed it. 17 Can you just tell us a little bit more about what you 18 think the city can do charter versus not charter on 19 the issue that you raised on the Superfunds and 20 remediation? 21 MS. SHRIMALI: Yes. So this is a bit 22 of a tricky area as the Superfund program under the 23 EPA is technically under federal oversight. So in 24 order to not overstep this would have to be carefully 25 done at the local level. The main point that I raised
Page 103 1 could appear on the ballot in November. 2 Many registry -- registered Democrats, 3 and probably many Republicans as well, had made that 4 same calculation. In my congressional district, 5 Number 7, which has an open seat for the first time in 6 34 years, only 77 percent of the electorate can vote 7 in the primaries, shutting out 106,783 unaffiliated 8 voters. 9 Now, I recognize that the charter only 10 deals with municipal elections, but I offer this as 11 a -- this example of a congressional district to show 12 the extent of the problem. Of those who can vote in 13 my district, 70 percent are registered Democrats. In 14 a hyper-partisan district such as mine, the election 15 is decided on primary day. So almost a quarter of 16 registered voters are excluded from participating in 17 the most important and decisive phase of candidate 18 selection. 19 Meanwhile, many independents, like 20 myself, are disguising themselves as Democrats just so 21 they can vote in the primary. As the proportion of 22 non-affiliated voters continues to climb, some polls 23 put it at nationally at 45 percent of registered 24 voters more than the registration of either the 25 Democrat or the Republican, it's obvious that our	Page 105 1 within my testimony was an integrated remediation 2 planning requirement. 3 And this IRP would mostly be focusing 4 on bringing together different agencies across land 5 use, agencies involved in funding, as well as the 6 Department of Environmental Protection. The three I 7 named were Departments of Environmental Protection, 8 Design and Construction, and City Planning. But there 9 may be more that would need to be involved as well. 10 In addition to my testimony, I also 11 believe a tiered -- three-tiered liability allocation 12 system would be important because right now the EPA 13 operates under a polluter pays principle, which is -- 14 which is in agreement with a lot of local systems that 15 it is a fair model to use. 16 However, different polluters are 17 charged differently depending on what they can pay as 18 opposed to how large the operation is and how much 19 they've contributed to contamination over the years. 20 And this ties into the need for an 21 integrated remediation planning requirement because if 22 the -- if those in charge of determining which of the 23 three tiers of funding intensity should be assigned to 24 different polluters under the polluter pays principle, 25 they must be at the same table as those who are in

Page 106 1 charge of assessing the different contaminants in 2 especially waterfront sites, rivers, as well as the 3 soil and the air because the different degrees of the 4 contaminants that are present can determine the 5 different degrees to which polluters have had 6 involvement over the years, which is why it's 7 essential to have them all at the same -- the table at 8 the same time. 9 And in addition to that, also on the 10 funding side, it's important to adjust for inflation 11 because a lot of the funding allocations because this 12 is a slow crawling process were initially set out in 13 the 1980s, 1970s when a lot of these sites were 14 established. And I believe at that time, according to 15 the consumer price index, it was around 90, which is 16 now 300. So about a 3.3 increase in -- in adjustment 17 for inflation. 18 So a lot of remediation projects tend 19 to fall within the 10 to 100s of millions range, which 20 accounts for a significant gap in funding. And in -- 21 in addition to the three-tiered liability allocation 22 system, this will allow for a better funding process. 23 And in addition to the integrated remediation planning 24 requirement to allow for a smoother process with those 25 in charge of the scientific aspects.	Page 108 1 be on New York City Charter Chapter 50, Term Limits. 2 I'm also planning to submit testimonies on New York 3 City Charter Chapter 36, Equal Employment Practices 4 Commission, and Section 31, Advise and Consent for 5 Corporation Counsel and Other Positions. 6 The New York City term limits imposes a 7 limit of two consecutive terms for the offices of 8 mayor, public advocate, controller, borough 9 presidents, and 51 city councilmembers. There have 10 been significant changes to local elections. The 11 primaries are now in June instead of September. Our 12 local elections have become more competitive, and this 13 is what citizens in a healthy democracy should expect 14 and should want. 15 What I have been noticing recently is 16 that many incumbent elected officials are running 17 simultaneously for offices. As an example, I live in 18 Congressional District 7. All three candidates are 19 incumbents. They are actively campaigning to our term 20 limited Brooklyn Borough president and councilmembers 21 for District 26. 22 In the last mayoral elections, 23 including the primaries, many incumbent elected 24 officials term limited, or not, campaigned. Mayor 25 Zohran Mamdani was also an incumbent elected official,
Page 107 1 THE CHAIR: Excellent. 2 Thank you. Thank you both for your 3 well-researched testimony. Appreciate it. Thank you. 4 Merih Anil and Damien Archvold [ph]. 5 MS. ANIL: Thank you for your time. 6 THE CHAIR: Thank you. 7 MS. ANIL: Dear Chair and 8 Commissioners, greetings. My name is Merih Anil. I 9 hail from Astoria Queens. I have been an Astoria 10 resident for 29 years. I have been a New York City 11 government employee -- 12 THE CHAIR: I'm -- I'm sorry to do this 13 to, but can we -- is it possible to shut the door? 14 We're getting lots of -- oh, it's -- sorry, apologies. 15 I just may -- maybe that'll help a bit. Thank you. 16 So sorry. 17 MS. ANIL: I'll start again. Dear 18 Chair and Commissioners, greetings. My name is Merih 19 Anil. I hail from Astoria Queens. I have been an 20 Astoria resident for 29 years. I have been a New York 21 City government employee since 2007. I have a 22 master's degree in public administration from Baruch 23 College and a doctoral degree in political science 24 from CUNY Graduate Center. 25 My testimony for today's hearing will	Page 109 1 my New York State assemblymember. He has campaigned 2 hard and long; I wish him much success as our mayor. 3 This commission is about government 4 efficiency and improving governance. If many 5 incumbents are running for other offices in 6 competitive elections and are campaigning for six or 7 ten months, then I worry about our governance. In 8 addition, until Mayor Mamdani released his 2025 tax 9 returns, I thought he was on unpaid leave from his New 10 York assembly office during his campaigning. 11 My good citizen proposal for this 12 commission is that you consider including a question 13 on the ballot for elected officials who intend to run 14 for other local, state, or national offices as 15 incumbents. In my opinion, they should either take 16 unpaid leave of absence during their campaigning, or 17 they should wait to complete their term to run for 18 other offices. Thank you very much for your time. 19 THE CHAIR: Thank you. 20 MR. ARCHVOLD: Hi, everyone. Thanks 21 for the opportunity. When Mayor Mamdani was 22 inaugurated, he said that New Yorkers had chosen big 23 ideas over -- sorry. They had chosen big ideas over 24 money in politics. I'm a doctor at Elmhurst Hospital 25 in Queens. I live here in Long Island City, and I

Page 110 1 wanted to lift up what I heard from Antonio Soliste 2 [ph] and Ligia Guallpa about the 80,000 deliveristas. 3 I'm an anesthesiologist; I take care of 4 people who end up in the emergency department 5 requiring lots of surgery over weeks. The -- the 6 state of our public spaces and roads are a public 7 health issue. 8 And I think the city charter could be 9 amended to have a health in all policies section, 10 which better integrates our health services so that 11 the Department of Transport and City Planning are 12 working together a little bit like we heard before: 13 There are multiple different city agencies who don't 14 communicate with each other and multiple different 15 health worker unions who don't communicate with each 16 other. 17 And my -- my view on that is patients 18 arriving to the emergency department in escalating 19 numbers since COVID with a under -- understaffed, 20 overcrowded emergency department with a demoralized 21 and rapidly turning over health workforce, which is 22 fragmented into different services with EMS workers 23 disgracefully paid not enough, community health 24 workers, not enough focus on prevention and public 25 health as infrastructure, rather on revenue generation	Page 112 1 Thank you both. Really appreciate it. 2 I see that Councilmember Phil Wong, has 3 joined us. Councilman, I'd love to invite you to -- 4 to share your -- 5 MR. WONG: I'm going to have to ask for 6 two minutes. 7 THE CHAIR: Understood, understood. 8 We -- we've -- we can all relate. 9 Since the councilman has asked for two 10 minutes, I'd like to turn to a participant online, 11 Henry Smith. 12 Henry, are you with us? We can't hear 13 you, Henry. If you could -- you seem to be muted. 14 MR. SMITH: Is that better? 15 THE CHAIR: Yep, we can. Yeah, can now 16 MR. SMITH: Sorry, I don't want to take 17 up too much time. But, yeah. I'm the director of 18 economic development in the LIC business improvement 19 district at the Long Island City Partnership. The 20 Long Island City Partnership's mission is to advocate 21 for economic development that benefits LIC's 22 industrial, commercial, science and technology, 23 cultural, and residential sectors. And we also 24 operate the business improvement district. 25 Our organization works daily with city
Page 111 1 and funneling public money to private interests in 2 healthcare. 3 So if we're talking about efficiency, 4 New York State spends more money on health per capita 5 than any other state, but our outcomes are hugely 6 disparate, particularly between public and private 7 sectors. 8 And another modest proposal would be to 9 integrate the health sector of New York City and have 10 a single contract across each health worker. In my 11 hospital we have at least 10 different unions. They 12 have no coordination across each other, no shared 13 demands, and bringing it back to public space, public 14 hospitals in New York City are anchor institutions, 15 and they employ 44,000 New Yorkers. And those people 16 integrated -- 17 THE CHAIR: Your at time, Damien, so 18 wrap up. 19 MR. ARCHVOLD: Yep. 20 So the modest proposal would be 21 sectoral bargaining for health workers in -- in New 22 York City. 23 THE CHAIR: Great. Thank -- thank you 24 both. 25 Questions, comments? Great.	Page 113 1 agencies that keep our streets clean, our public 2 spaces functional, and our neighborhoods safe. Now 3 more than ever New Yorkers want to be outside and 4 neighborhoods are defined by their public space. As 5 the local LIC, we continue to look for opportunities 6 to create events, to engage our residents and 7 businesses, and create a thriving economy through 8 public space. 9 We, within recent years, have found 10 some struggles creating those opportunities due to 11 limitations of high insurance requirements, expensive 12 PDC process, and the long-time contracting process 13 for, you know, long-term cityscape amenities. 14 Additionally, the public spaces -- the -- they rarely 15 consider maintenance plans for long-term parks and 16 public spaces. 17 One example of that is Dutch Kills 18 Green. It's been major issue in recent years; the 19 Parks Department used to clean it, then a couple of 20 years ago the Parks determined it was no longer their 21 responsibility. Since then our organization was 22 forced to fund DOT to clean and maintain the space 23 with their staff and their requirements. And it took 24 a lot of advocacy and follow-up to -- to hold DOT 25 accountable for cleaning it up.

Page 114 1 Also, I want to mention that the 311 2 system, you know, our organization has been very 3 fortunate to have connections at the city agencies to 4 push forward streetscape cases and quality of life 5 cases. But we know many New Yorkers don't have that 6 luxury. 7 And 311 has very limited communication 8 capabilities, and it has really been, you know, a 9 problem with not only just cases being closed 10 immediately but also to have the follow up and 11 discussion needed to resolve these quality-of-life 12 issues that are crucial to public safety. And -- and, 13 you know, neighborhood vibrancy. 14 Also, the DOT has been very slow at 15 pushing forward with our lighting requests. We have 16 submitted ten plus lighting requests for various 17 standard streetscape lighting that's crucial, you 18 know, for public safety in a growing neighborhoods 19 like Long Island City especially in the industrial 20 area. And over the past four years, we've still 21 hearing that the lighting has been stuck in 22 contracting delays. With that, thank you so much for 23 your time and considerations. And any? 24 THE CHAIR: Thank, thank you. 25 Questions, comments for Henry? None.	Page 116 1 actually save for a crisis instead of spending the 2 money before the storm arrives. And it should require 3 that the mayor's management report to tell New Yorkers 4 where the programs actually work, not just how much we 5 spend on them. 6 Here's what not working looks like we 7 are spending \$352 a night, \$128,000 a year per person 8 to house people in hotel rooms as emergency shelters. 9 And quite often those are no-bid contracts. The 10 homeless population still grows 26 percent while 11 spendings triple. 12 The -- the charter should require cost 13 effectiveness reviews before the city signs billion 14 dollar contracts and tie those contracts to real 15 outcomes like how many people actually made it into 16 permanent housing, not how many people are stuffed 17 into a hotel shelter. Here's what else isn't working. 18 I -- I know my time is limited. 19 THE CHAIR: Go ahead. Don't -- don't 20 worry, Councilor. 21 MR. WONG: Okay. 22 New York City has schools with fewer 23 than 100 students right now. There are over 200 of 24 these schools right now with fewer than 100 students 25 enrolled per building, per school building. Some
Page 115 1 Thank you so much for your testimony. 2 Councilmember, please, if you would. 3 Welcome. 4 MR. WONG: Thank you. Thank you. 5 Good evening. My name is Phil Wong, 6 representing the 30th City Council District in Queens, 7 which covers the neighborhoods of Middle Village 8 Maspeth, Elmhurst, Richwood, Glendale, and Rego Park. 9 I sit on the council's finance committee, committee on 10 public safety, transportation, and many more. 11 Now, I'm going to be direct because the 12 taxpayers I represent don't have time for anything 13 else. New York City has a \$10 billion budget gap in 14 the upcoming fiscal year. That's a fact. However, 15 the state controller is more pessimistic. He said it 16 could hit 13.6 billion at the present growth rate by 17 2029. 18 And this did not happen because of bad 19 luck. It happened because we've been lying to 20 ourselves in the budget, chronically under budgeting 21 the same line items year after year, and acting 22 surprised when the bills come due. The charter should 23 require honest multi-year budget baselines, not any 24 artificial numbers that were cooked up. 25 It should fix the rainy day funds so we	Page 117 1 spending over \$63,000 per student with poor outcomes 2 and shrinking enrollment. The charter should require 3 a consolidation process for those schools. It's 4 simply -- simply ineffective to fund empty seats and 5 empty schools. But I can tell you it is happening 6 right now to over 200 schools in this city. 7 And we need to end the whole harmless 8 policy. The rule that lets schools keep full funding 9 for students they no longer have. Two thirds of our 10 schools have lower enrollment than budgeted this year, 11 and 250 million is sitting in their budgets paying for 12 those students. That money should follow actual 13 children to actual classrooms. 14 Finally, a water bill, my water bill 15 was being used as a backdoor tax. 313 million in 16 ratepayer funds, quietly funneled into general city 17 expenses while they were legitimately collected as 18 payments to maintain our water system. Now, think 19 about that. 20 The charter should prohibit that 21 because that money is supposed to be used to fix our 22 sewers, waters, and drainage systems, not for plugging 23 in budget holes or gaps for programs that don't work. 24 And my constituents -- and my -- and my constituents 25 constantly flood with DEP doing little or nothing to

Page 118 1 fix it. 2 Okay. I -- I will -- I will sum up. 3 The residents of -- 4 THE CHAIR: I will give you 30 more 5 seconds. 6 MR. WONG: Okay. 7 The residents of District 30 work hard, 8 pay the taxes, and follow the rules. They ask only 9 that our government do the same. Thank you for the 10 opportunity to testify. 11 THE CHAIR: Thank you so very much, 12 Councilman. I'm -- I'm sure that our commission 13 members will have some -- 14 MR. WONG: Yes. 15 THE CHAIR: -- some comments, 16 questions, thoughts for you. 17 Henry, please. 18 MR. GARRIDO: Hello, Councilman, how 19 are you? 20 MR. WONG: Good evening. Yes. 21 MR. GARRIDO: You know, the -- the 22 school is not a function of the charter, but a 23 function of the state as an authority separate from 24 the charter law. So any amendment to the school law 25 would require state intervention. And the charter is	Page 120 1 students enrolled. 2 And I've been keeping track. I'm in 3 the education committee. I sat in the school board 4 for four years. I know they're out there, and I know 5 where they are. So anytime I reach out, I can tell 6 you where they are, and I can even tour the school to 7 tell you that these -- these schools really should be 8 combined. 9 I'm not saying close them; they should 10 be combined. And that's the way it was before the 11 COVID. But now they -- they don't do that anymore, 12 and it's bleeding -- bleeding money, and it makes no 13 sense to do that. 14 MR. GARRIDO: Thank you, Councilman. 15 THE CHAIR: Other -- other 16 interventions from commission members? None. 17 MR. WONG: None. 18 THE CHAIR: Councilman, thank you so 19 very much. 20 MR. WONG: Thank you. 21 THE CHAIR: Thank you again. We 22 appreciate your contribution. 23 So we have 15 minutes before the 24 conclusion of this hearing. There are a number of you 25 who still hope to be able to testify. I'm going to be
Page 119 1 a local order. 2 MR. WONG: But the mayor has control of 3 the schools, and he's the one that's keeping all these 4 schools open, keeping them empty while funding them at 5 full capacity. 6 MR. GARRIDO: That control is granted 7 to him by the state, and it constantly gets renewed 8 over that. But state still keeps control over the -- 9 MR. WONG: Right. 10 MR. GARRIDO: -- school opening and the 11 school size. So part of the -- I'm only saying that 12 because part of our limitation as a commission is what 13 we can do in the city charter -- 14 MR. WONG: Right. 15 MR. GARRIDO: -- without the state. 16 Now, we are also talking about what other things we 17 could recommend to the state -- to the mayor, but the 18 state who changes. But as -- as far as the charter 19 goes, school closure is not one of those. 20 MR. WONG: Yeah. Well, while the mayor 21 has control of the schools, you can certainly write to 22 the charter that the school should be funded per 23 child, but not at the capacity of the school. Like, 24 we have school now that's fully funded at full 25 capacity, but in fact we're fewer than a hundred	Page 121 1 like really, really tough on -- on the three minutes 2 and -- and then the Q and A portion as well. So let's 3 see if we can kind of blitz through a number of you 4 before 8 p.m. 5 Allen Cox and India Bee [ph], can you 6 join us. 7 MS. BEE: Good evening. Thank you 8 guys. Can you hear us? 9 THE CHAIR: Good evening. 10 MS. BEE: Sorry. My name is India Bee 11 [ph]; I'm a local beekeeper. I'm here with my 12 daughter Memphis. I'm also an advocate and a parent 13 to a child on the spectrum. I'm here today to talk 14 about sensory inclusion. I started an organization a 15 couple years ago where I pop up in public places in 16 private spaces providing headphones, fidget spinners, 17 weighted vests for children and adults within -- 18 within the neurodivergent community. 19 A lot of parents like myself, we love 20 this city, but the city is beautiful, noisy, chaos, 21 and a lot of our loved ones cannot function in that. 22 So coming here today on the train, I saw an ad; it 23 said: "Get a grip. Allow everyone to hold onto the 24 pole." And that's what I'm asking for the committee 25 today to allow us to hold onto the pole and support

Page 122 1 our loved ones. 2 I'm asking for a dedicated brick and 3 mortar sensory space. I have done this space in other 4 places: in churches and community centers where 5 because of my lived experience and my education, 6 originally -- recently graduated with a graduate 7 degree from CUNY on disability studies. And I've been 8 able to transform spaces with dim lights, just the 9 smallest touches to make it inclusive for everyone, 10 and everyone to feel welcome. 11 I love this city, but my daughter has a 12 hard time navigating it. And sometimes in restaurants 13 we walk around with backpacks -- or I've also -- I've 14 also supplied restaurants with this busy bag. It's a 15 backpack with headphones, weighted vests, and it's on 16 a menu, and they can order it like a menu item. It's 17 beyond crayons and paper because not everyone can use 18 that to calm their spaces. 19 I am asking the committee to work with 20 us to, I guess, be human and just advocate for those 21 who may not have a voice. If we all live to be, like, 22 maybe my grandmother's age, 80 or 90, we'll all need 23 someone to advocate for us. And we would want them to 24 include -- we would want them to be able to say, "This 25 is what India would want," or, "This is what Memphis	Page 124 1 games in Harlem and South Jamaica. I played with some 2 great athletes like Kareem Abdul-Jabbar and Nate Tiny 3 Archibald. I've been around long enough to play the 4 game before the Knicks' last championship, and I'm 5 still playing now in the old Timers league. 6 I've been a referee for the PSAL for 7 the last decade. I love the game. It's a team sport, 8 and I'm thrilled to see the Knicks win their -- with 9 their grit and determination -- Yay Knicks. -- and 10 bring this city together in such a celebration of what 11 it means to be a New Yorker. 12 So here we are, the Knicks and 13 basketball. I brought our -- have brought our city 14 together. Unfortunately, our politics do not; we 15 don't treat all our voters the same way. Not everyone 16 in this -- not everyone is in the game. 17 You can't tell people we are obligated 18 to vote, given that so many of our people fought and 19 died for that right to vote, and at the same time have 20 a system where 1.2 million folks who are independents 21 are shut out of voting in the primaries. And that's 22 where most decisions are made of who will be our 23 elected official. 24 Malcolm X once said that American 25 democracy is American hypocrisy. I think it's time
Page 123 1 would want." 2 New York City has invited us, but 3 sometimes we don't feel welcome. I wanted to thank 4 you guys for taking the time to listen to us and once 5 again, I'm asking that this place that we call home 6 can open so many places that look shut down and help 7 us to have a dedicated space for those to come in and 8 calm down. Thank you. 9 THE CHAIR: Thank you India. Your -- 10 your daughter's name is Memphis? And she's absolutely 11 beautiful and -- 12 MS. BEE: Thank you. 13 THE CHAIR: -- thank you for being a 14 moral conscious on this issue. 15 MS. BEE: Thank you. 16 THE CHAIR: Thank you. 17 MR. COX: Hi, my name is Allen Cox. 18 I'm a lifelong New Yorker, born in Harlem and living 19 in the Bronx. I'm a community health outreach worker 20 with COPE, the Coalition for Positive Health 21 Empowerment. I'm also the father of four children, 22 two of them living in New York City. My daughter and 23 I are both independents. 24 I'm one of those New Yorkers that has 25 played basketball all of my entire life to pick up	Page 125 1 for us to do what 85 percent of cities in the US do: 2 Let our primaries be more democratic and let 3 independents vote. 4 THE CHAIR: Thank you so very much for 5 that testimony. Questions, comments, thoughts? 6 MS. WYLDE: Thank you so much, and 7 thank you so much India for raising that. I'm not 8 sure what -- what the charter can do about it. And 9 there are experts here that will know that. But I 10 wanted to connect you with other additional resources 11 about that that are not bound to the charter. But 12 I'll do that with you after this. 13 MS. BEE: Thank you. 14 THE CHAIR: Thank you both 15 MS. WYLDE: And thank -- thanks to your 16 daughter for testifying. 17 MS. BEE: Thank you. 18 THE CHAIR: Thank you. 19 Taiwan Green [ph] and Terry Renee 20 Hubert Green [ph]. The two of you could not be More 21 New York between your Yankees and Knicks here. 22 MR. GREEN: Good evening. Thank you 23 for allowing me to testify -- allowing my testimony. 24 Can everybody hear me? 25 THE CHAIR: We can. Yes.

Page 126 1 MR. GREEN: My name is Taiwan Green 2 [ph], though most people know me as Mr. Fingers. I'm 3 a lifelong resident of Southeast Queens. I'm a music 4 educator, community advocate, and small business owner 5 who works throughout the community. 6 I'm here today because I believe New 7 York City must do a better job of coordinating its 8 agencies and responding to quality of life concerns 9 that result that residents and businesses face every 10 day. 11 Last October I organized a community 12 cleanup at Jamaica Center with dozens of volunteers. 13 We worked very hard to move -- remove litter, and 14 improve the area. Unfortunately, by the very next 15 day, it looked as though we had never been there. 16 That experience showed me that the 17 community members cannot solve these issues alone. We 18 need city agencies working together with residents in 19 a coordinated, sustained way. 20 One major issue with sanitation. For 21 years, there's only -- there's been stretches of 22 Jamaica Avenue with very few public garbage cans. As 23 a result, trash accumulates, and the area suffers. 24 We all -- we also have serious problem with public 25 restroom problem. People are often forced to relieve	Page 128 1 process and meaningful feedback from residents, home 2 owners in small business owners and find better ways 3 to promote the hearing. And thank you so much for 4 giving me this opportunity to testify. 5 THE CHAIR: Thank you. 6 Terry Renee [ph]. 7 MS. GREEN: Okay. Hello, everyone. So 8 I did have a question, but it is not aligned with 9 tonight's event. So I just want to have a talk about 10 an observation that I've had. I've been attending 11 public hearings throughout New York City, and I'm 12 always left with the same question: Where is everyone 13 at? Where is my community at? 14 I know tons of business owners in my 15 community who would've loved to be here, either in 16 person or online, who just don't know about this. And 17 I know this because when I post about it, everyone 18 will be underneath it saying, how did you find out 19 about it? 20 I found out about it an hour -- a 21 couple of hours before it started today. So I guess 22 when it comes to resources, if a resource is not being 23 used, you can't navigate it; you don't know where to 24 find it; you might as well not have it exist; right? 25 It's the same thing. It's, like, if it
Page 127 1 themselves near transit facilities because there are 2 few accessible public restrooms available. 3 Why isn't there any public restroom 4 serving one of the business -- busiest transport hubs 5 in Queens? I believe the city should create a 6 dedicated Jamaicas task force to bring together 7 Department of Sanitation, Department of 8 Transportation, MTA, NYPD, and local businesses, 9 community leaders to address this issue in a 10 coordinated manner. 11 I'm also concerned about traffic -- 12 traffic and transportation changes along Jamaica 13 Avenue and Hollis -- and Hillside Avenue. Many local 14 businesses and business owners believe recent traffic 15 patterns and bus lane configurations have reduced 16 access to business limiting parking and contributing 17 to economic challenges throughout this corridor. 18 Traffic on Hillside Avenue is 19 frequently backed up because of the lane reductions, 20 and residents and neighborhoods such as Cambri Heights 21 face, increasing difficulties, navigating their own 22 communities, even being asked to show identification. 23 Before implementing major 24 transportation changes. The city should conduct a 25 regular impact -- an impact assessments to create a	Page 129 1 doesn't exist because you can't navigate it. You -- 2 so how can the commission work towards getting this 3 information out to the public? 4 I do know that different generations 5 receive information differently. So not everyone's on 6 social media, not everyone, you know, maybe some 7 people are getting a snail mail like my mom, and 8 that's how they get information. So in what ways can 9 the commission work to further give information 10 specifically about Public Hearings 'cause I feel, 11 like, it's important for the representation to be in 12 the room for everyone. 13 I am a community health worker and I 14 care deeply about inclusive -- inclusivity, equity, 15 fairness, and yeah. So I just wanted to take that -- 16 to bring that point. 17 THE CHAIR: We'll take -- we'll take it 18 under serious advisement. You -- you can imagine that 19 our thoughtful and careful staff of this commission 20 used every platform imaginable to reach out both 21 traditional and non-traditional communication, to 22 associations, to groups, everywhere that we could. 23 And fortunately, we -- we have six 24 additional hearings, and we're going to take into 25 consideration some of your suggestions or

Page 130 1 recommendations about how we can amplify this 2 information to make sure that those who would love to 3 be able to participate, have an opportunity to do so. 4 Taiwan [ph], I wanted to personally 5 thank you for the work that you're doing to try to 6 lift up the spirit of Southeast Queens. It's 7 important work. I -- my mother lives in St. Albans, 8 so I understand all of the infrastructure challenges 9 that you just described. That is a community that is 10 often forgotten. So thank you so very much for, for 11 this work. 12 In the interest of time, I'm not taking 13 any further questions from commission members. I 14 really wanted to get into last members of this 15 community to testify tonight, but your recommendations 16 were taken in and appreciate your work. Thank you so 17 much. 18 MS. GREEN: Thank you so much. I -- I 19 do just want to say thank you for having the testimony 20 see and heard online. A lot of other places do not do 21 that. I really appreciate that. 22 THE CHAIR: Thank you for noting that. 23 We're trying to be 21st century; we're trying. So 24 our -- the -- the last two that we'll be able to hear 25 from tonight are Robert Brown and Zachary Thomas. I	Page 132 1 poison, highly preventable causes of tree death. 2 We didn't ask the city for a handout. 3 Instead, we partnered with our neighbors and raised 4 \$1,000 to purchase a standard pre-approved metal tree 5 guard to the New York City Parks Tree Time program. 6 We submitted our nation -- we submitted our donation 7 on January 30th of this year. 8 Unfortunately, as of today, nearly five 9 months later, that single simple tree guard has not 10 yet been installed. To put that in perspective, since 11 January 30th, the New York Knicks basketball team has 12 played 54 basketball games including winning the NBA 13 Championship. 14 Our state's administrative apparatus 15 requires more time to install a single tree guard. 16 When proactive citizens are met with months of silence 17 and administrative delays, it discourages civic 18 participation and erodes public trust. Thankfully, 19 there may be ways to amend the city charter to restore 20 faith in local government and empower entrepreneurial 21 New Yorkers who want to help their community. 22 The first is making it easier for New 23 York City Parks and other agencies to hire engaging 24 quality candidates to execute our promises to 25 residents. Our main contact with Tree Guard at Parks
Page 131 1 apologize to those of you in person and online who 2 waited out the evening who hoped to be able to 3 testify, but we just couldn't get to you tonight. 4 You have an opportunity to submit your 5 testimony in writing. If you go to our website, it's 6 very, very clear how you can submit your testimony, 7 and you also have an opportunity, if you so choose, to 8 appear at another one of the public hearing that we 9 will have across the city. 10 So please, Robert, and, Zachary. 11 MR. THOMAS: Good evening, Chair 12 Gaspard and fellow members of the commission. And 13 thank you to fellow New Yorkers for offering 14 insightful ideas and roadmaps at this hearing. My 15 name is Zachary Thomas, and I serve in the Parks 16 Committee of Community Board 3 in Manhattan although I 17 recently moved to Long Island City. So thank you for 18 being here. 19 Earlier this year a fellow board member 20 and I set out to address a critical gap at Tompkins 21 Square Park in the East Village. Of the 58 trees that 22 surround the park, only 7 have protective tree guards. 23 This really sucks. This means that 90 percent of the 24 park's perimeter trees were left completely exposed to 25 soil compaction, to vehicle strikes, and animal waste	Page 133 1 has already left department, and the new ones aren't 2 really responding to my emails. If Parks had more 3 institutional knowledge within its ranks, they might 4 not need a public-private partnership like Tree Time 5 to install tree guards. 6 Next, we may need to examine 7 procurement rules so that agencies can respond to 8 common resident requests, like, installing the tree 9 guards. That might look like raising the direct 10 purchase threshold for agencies in Chapter 13 of the 11 state charter or exempting routine purchases from the 12 full chapter process. 13 I'm still really excited about the tree 14 guard, and I'm waiting for it to get installed. And 15 as it turns out, raising the money was the easy part. 16 I hope voters this fall receive a valid proposition 17 that amend the charter to make it -- take local 18 government more responsive to not just resident 19 complaints but New Yorkers who are trying to help out. 20 Thank you all. 21 THE CHAIR: Thank you. 22 ROBERT BROWN: Hello, everyone. I just 23 want to say thank you council [sic] for having this 24 and having us. I'm not going to take up much of your 25 time. I sort of organize what I'm here to testify

Page 134 1 about in three small topics. 2 The first one just would be to advocate 3 for open primaries. Just, you know, any sense of just 4 looking at the fact that most of the population of the 5 city, at least from a fair amount, identifies that. 6 And a lot of times, you know, people identify as a 7 Democrat or even some cases a Republican just to be 8 able to fit it. 9 But usually we would, you know, a lot 10 of people would like to remain independent as some 11 form of leverage due to the fact that us as younger 12 generations, and I mean especially younger Gen Xs, gen 13 Zs, millennials who have been long-time residents, 14 long-time taxpayers feel excluded from what major 15 parties, platforms, and policies address. 16 So, for example, many of our hardest 17 hitting or most important issues such as maintaining 18 and obtaining housing while also, you know, staying 19 fiscally responsible, something that, you know, we've 20 noticed and experienced from other generations, but 21 this generation is having a lot more time doing that. 22 And one of my proposals is, you know, 23 for us to try to cut as much red tape and bureaucracy 24 where we can without sacrificing safety for things 25 like building infrastructure, building more housing,	Page 136 1 appreciate it. 2 I also want to thank everybody else who 3 testified tonight and would love to share with you 4 all. If you -- if you're here and you wanted to 5 testify and you could not like to submit your 6 testimony, you can do so at nyc.gov/coge. That's 7 nyc.gov/coge. 8 Thank you to everyone for your 9 testimony. 10 Thank you to the staff at -- at the 11 Department of Design and Construction for your support 12 this evening. 13 Thank you to our stenographer and to 14 our interpreter for making this an accessible and 15 welcoming event. 16 The next public hearing of this 17 commission will be held tomorrow on Staten Island at 5 18 p.m. at Staten Island University North, Regina McGinn 19 Center, second floor auditorium. That's at 475 20 Seaview Avenue. 21 It will focus on ideas for savings from 22 efficiencies, but like today, we'll welcome testimony 23 from any New Yorkers who are interested in impacting 24 the charter process. 25 I'd like to bring this hearing to a
Page 135 1 and also regulating it in a way that all citizens can 2 participate. You know, we all pay taxes. We all 3 contribute to the city. We should all have a fair 4 shot. 5 And also to add to some -- a few other 6 points that was mentioned earlier. You know, a lot of 7 general economic reforms as far as small 8 businesses -- and smaller businesses and businesses 9 that are just starting out to obtain city procurement 10 opportunities and contracts and other things of that 11 sort. 12 And sort of have more of a outreach 13 approach, sort of like it was mentioned a lot earlier 14 to those and -- and to get those resources to these 15 people, you know, and to have, you know, the market 16 for them and have them available. 17 So basically, yeah, we just, you know, 18 want to testify for just a little more inclusion into 19 how the city works and how the city operates to be a 20 part of it. 21 THE CHAIR: Thank you so much. 22 Thank you both. Appreciate your 23 testimony. We don't have time for questions, but 24 again, thank you for the time you've taken to be so 25 thoughtful and informing our process. Really	Page 137 1 close. Is there a motion to adjourn this hearing? 2 UNIDENTIFIED SPEAKER 4: I motion. 3 THE CHAIR: Is there a second? 4 UNIDENTIFIED SPEAKER 5: I second. 5 THE CHAIR: All in favor. 6 MULTIPLE SPEAKERS: Aye. 7 THE CHAIR: Thank you. We are 8 adjourned. 9 (Whereupon, at 8:07 p.m., the 10 proceeding was concluded.) 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25

1 CERTIFICATE

2 I, NICHOLAS JAMES TOWNSEND, the officer
 3 before whom the foregoing proceedings were taken, do
 4 hereby certify that any witness(es) in the foregoing
 5 proceedings, prior to testifying, were duly sworn;
 6 that the proceedings were recorded by me and
 7 thereafter reduced to typewriting by a qualified
 8 transcriptionist; that said digital audio recording of
 9 said proceedings are a true and accurate record to the
 10 best of my knowledge, skills, and ability; that I am
 11 neither counsel for, related to, nor employed by any
 12 of the parties to the action in which this was taken;
 13 and, further, that I am not a relative or employee of
 14 any counsel or attorney employed by the parties
 15 hereto, nor financially or otherwise interested in the
 16 outcome of this action.

17
 18 

19 NICHOLAS JAMES TOWNSEND

20 Notary Public in and for the
 21 State of New York
 22
 23
 24
 25

1 CERTIFICATE OF TRANSCRIBER

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

13 

14
 15 ALEC TOWSE
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

1	1500 90:19 17,237 96:17 17th 90:15 180 100:23 19-160 21:14 19-160.6 21:14 192.e 101:12 1970s 106:13 1980s 106:13 1981 100:5 1st 1:13	2026 1:8 90:12 2029 115:17 2032 99:14 20th 68:20 21st 68:19 77:15 130:23 22 1:8 99:14 220 6:3 22nd 90:18 24,600 96:9 250 117:11 26 108:21 116:10 29 107:10,20 2nd 90:14,17	352 116:7 35523 138:18 35937 139:13 36 100:6 108:3 36,000 96:10 364 19:17 364.e 16:17 21:10 37 82:4 371 16:14 17:2 3x3 86:10
1 8:6 1,000 18:7 84:17 132:4 1,000s 93:4 1,050 22:13 83:23 1,200 83:25 1,500 83:24 1,775 96:5 1.2 124:20 1.4 50:6 10 18:5 37:10 72:16 106:19 111:11 115:13 100 116:23,24 100,000 85:15 100s 106:19 106,783 103:7 10th 7:25 11101 1:14 11th 7:25 12 18:5 38:5 57:19 1200 96:8 128,000 116:7 13 66:3 133:10 13.6 115:16 14 15:19 72:14 1404 101:11 15 17:20 60:3 72:14 90:5 120:23	2 2 60:18,24 61:2 62:25 79:14 2,000 96:6 2,872 96:19 2.77 61:6 20 36:15,15,16 36:17 64:3 77:22 90:12 20,000 45:13 200 43:7 116:23 117:6 2007 107:21 2010 99:9 2016 102:23 2017 100:5 2020 15:21 2021 15:22 2024 94:3 2025 48:13 109:8	3 3 36:10 75:25 96:18 131:16 3,000 96:7 3,700 84:1 3.3 106:16 30 29:25 36:8 118:4,7 30-30 1:13 300 106:16 30th 115:6 132:7,11 31 108:4 311 114:1,7 313 117:15 31st 90:16 34 103:6	4 4 137:2 4,573.36. 96:6 40 29:24 34:10 400 92:21 44,000 111:15 45 36:18 103:23 47 72:19 475 136:19 5 5 136:17 137:4 5,745 96:18 50 38:5 76:22 108:1 500 84:14 51 108:9 538 6:2 54 132:12 57 101:7 58 131:21

5:21 1:9	a	academia	achieves 79:15
6	abatement	69:17	79:15
63,000 117:1	64:14,21	accelerate	acknowledging
7	abdul 124:2	68:18	68:24
7 103:5 108:18	abide 71:18	accept 88:6	acknowledg...
131:22	ability 24:8	access 34:1	9:7
7,000 84:19	49:14 66:19	46:20 52:6,15	acquisition
70 61:10	138:10 139:7	62:12 92:9	75:16 76:9
103:13	able 9:9 26:14	127:16	acquisitions
70,000 96:12	31:6,21 43:5	accessibility	74:16 79:11
75 35:1	46:20 58:20	38:3 70:11	acs 85:14
77 103:6	63:23 73:3	accessible	acting 115:21
783 94:21	86:22 120:25	127:2 136:14	action 138:12
8	122:8,24 130:3	accommodate	138:16 139:8
8 5:15,19 7:21	130:24 131:2	62:17	139:12
121:4	134:8	account 30:16	active 59:3
80 122:22	ably 6:12	31:12	100:5
80,000 44:25	above 20:8	accountability	actively 108:19
53:18 61:5,9	38:8 100:16	11:15 12:24	actors 87:16
110:2	absence 100:9	13:16 87:1	actual 96:15
8252534 1:21	109:16	accountable	117:12,13
85 125:1	absent 50:4	10:8 13:12,23	actually 8:18
8:07 137:9	absolutely	54:12 70:18	24:8 26:2 31:9
9	23:16 28:11	78:19 88:20	51:16 54:14,25
90 19:10	29:21 42:10,11	113:25	56:20 57:13
106:15 122:22	43:20 123:10	accounts	58:7 59:6,9
131:23	absorbed 62:18	106:20	64:17 74:7
907 96:19	abstentions	accumulates	82:2,22 83:12
937 96:19	8:11	126:23	91:8 96:13
9th 7:24	abundance	accurate 20:3	100:9 116:1,4
	58:23	20:21 90:13	116:15
	abundant	138:9 139:5	acutely 102:19
	47:23	achieve 77:16	ad 18:8,13
			21:16 25:9

121:22 ada 16:4 adams 64:17 adapt 46:7 47:14 52:1 add 11:12 16:12 19:15 32:2 35:1 38:1 40:8 82:10 101:6 135:5 added 90:22 adding 39:21 40:11 addition 6:6 101:10 105:10 106:9,21,23 109:8 additional 5:24 21:23 27:21 34:25 54:20 74:21 84:17 93:17 96:11 125:10 129:24 additionally 113:14 address 41:10 47:8 68:7 80:13 101:20 127:9 131:20 134:15 adds 17:24 22:22 91:24,25 91:25 95:9	adept 95:19 adjourn 137:1 adjourned 137:8 adjust 106:10 adjustment 106:16 adjustments 25:7 administration 47:25 49:11 59:13 67:13 81:5,17 107:22 administrative 16:19 19:23 21:12,15,24 22:22 91:6 92:1 132:14,17 administrativ... 22:2 administrators 37:22 admiration 58:3 adopt 88:5 adopted 8:11 adopting 88:18 ads 18:1,15 24:24 adults 121:17 advance 8:17 10:9 66:25 advancing 11:20	advantage 67:1 advertising 18:2 22:20 27:4 advise 108:4 advisement 129:18 advocacy 47:23 60:14 113:24 advocate 108:8 112:20 121:12 122:20,23 126:4 134:2 advocates 11:4 47:23 advocating 59:4 affected 34:22 35:7,10 36:1 affiliated 103:22 affluent 49:25 afford 83:15,16 83:16 affordable 48:9 48:16 afternoon 15:9 33:16 90:3 age 122:22 agencies 6:13 10:4 13:3 27:6 34:21 35:4,17 41:8,12 48:24 69:22 71:14	74:15 77:2 80:10 81:10 99:19 100:11 105:4,5 110:13 113:1 114:3 126:8,18 132:23 133:7 133:10 agency 27:11 34:8,20 35:23 51:7,10 65:14 69:9,18 76:24 77:8,9 80:10 80:11,12,15 93:6 101:8 agency's 79:4 agenda 18:7,22 19:10 58:24 aggressive 56:16 agile 70:4 ago 15:19 27:25 55:12 91:3 113:20 121:15 agree 26:9,13 32:10 agreement 20:11,14,14,16 42:18 71:20 105:14 agreements 22:23 73:9
--	--	---	---

ah 63:10 ahead 116:19 ai 56:23 86:12 86:14,21 87:2 87:6,11,17 88:4,11,18 aimed 38:4 air 106:3 airline 72:5 albans 130:7 alec 139:2,15 align 12:24 aligned 80:1 128:8 aligning 13:16 alive 97:21 allen 3:21 121:5 123:17 alliance 83:5 91:13 allies 62:3,4 allocation 105:11 106:21 allocations 106:11 allow 25:15 49:12 62:7 66:7 69:24 71:20 94:6 104:3 106:22 106:24 121:23 121:25 allowed 83:12 87:3	allowing 10:13 16:10 87:8 125:23,23 allows 26:21 alongside 101:11 alteration 96:6 alternative 24:10 76:17 alters 34:17 ambassadors 37:9 ambitious 73:16 amend 76:12 132:19 133:17 amended 36:12 110:9 amendment 11:22 100:14 101:6 118:24 amenities 113:13 america 67:8 american 124:24,25 amount 37:6 40:14 42:13,18 72:12 90:20 134:5 amounts 52:19 amplify 130:1 amplifying 69:1	ana 2:11 analyze 50:9 anchor 111:14 anesthesiolog... 110:3 anil 3:18 107:4 107:5,7,8,17,19 animal 131:25 annemarie 3:10 44:12 47:21 50:19 58:19 59:25 annmarie 47:20 annual 18:9 20:10 answer 23:4 52:12 65:11 78:12 answering 10:25 anticipate 55:11 antonio 3:11 46:24 60:15,16 60:19 62:17,23 110:1 anymore 25:16 120:11 anytime 120:5 apologies 29:5 47:19 98:22 107:14	apologize 8:17 98:23 131:1 apology 8:21 app 44:25 53:18 57:2,10 apparatus 132:14 appear 103:1 131:8 applaud 48:5 applicant 18:2 18:24 20:2,9 20:17,21,22 applicant's 18:10 applicants 22:3 22:6,11,19,20 23:2 25:8 72:25 application 17:6 20:3,4,7 20:21,22,24 21:2,3,5,7,20 24:13 29:13,25 30:1,7 83:17 83:24 84:6 90:9,12,12 91:10 93:22 96:8,9 applications 15:16 16:15,23 16:24 17:3,4 18:6 19:6,8,8 19:11,13,21
---	--	---	--

20:2 21:10 22:8,14,16,18 24:9,11 26:15 30:3 50:7 92:22 93:2,5 93:24 94:14 applied 64:24 83:21 97:4,6 apply 13:2 22:6 84:22 85:5 87:17 applying 16:25 appoint 10:13 11:14 appointed 13:11 appointment 11:14 13:14 appointments 10:16 appreciate 9:1 15:2,4 23:21 43:19 58:3 60:13 68:6 89:10 98:7 107:3 112:1 120:22 130:16 130:21 135:22 136:1 appreciative 52:13 approach 65:17 135:13	appropriate 33:1 43:3 approval 84:10 85:1 93:12,14 94:10,16 approvals 22:23 approve 7:24 20:24 approved 90:15 97:6 132:4 approving 69:6 approximately 6:3 19:10 45:13 april 36:24 90:17,18 91:1 archibald 124:3 architecture 84:20 86:18 archvold 3:19 107:4 109:20 111:19 area 26:17 27:8 38:6 56:12 57:2 78:3 104:22 114:20 126:14,23 areas 48:19 49:25 50:2 57:9 93:3	ariha 4:10 63:5 arranges 18:4 arrives 116:2 arriving 110:18 artificial 70:9 115:24 ashley 4:9 63:5 63:7,7,9,17 65:20 67:21 ashley's 63:8 asian 83:4 asked 57:3 75:9 112:9 127:22 asking 52:24 72:2,5 100:13 121:24 122:2 122:19 123:5 asks 13:6 aspects 87:7 106:25 assembly 109:10 assemblyme... 36:1 109:1 assemblyme... 11:2 assessing 106:1 assessments 127:25 assigned 105:23 assignment 52:23	associate 3:5 6:18 15:11 23:18 associated 18:18 association 11:3 85:14,19 associations 129:22 assume 31:2 50:19 assuming 14:13 20:8 62:19 assumption 100:7 assure 5:11 12:18 astounding 23:17 astoria 107:9,9 107:19,20 atf 67:12 athletes 124:2 attacks 55:23 attain 84:20 attend 5:21 19:9 68:9 attendance 19:12 attended 98:14 attendees 18:22 18:23 attending 2:2 2:18 3:2 4:2
---	---	--	--

10:23 128:10 attention 27:6 38:15 59:15 81:9 attitude 73:8 attorney 84:20 138:14 139:10 audible 8:3 audio 138:8 139:3 auditorium 136:19 august 36:15 authorities 69:17 authority 11:15 13:9,14 68:17 118:23 authorized 84:7 authorizes 16:2 automatically 17:23 automation 70:8,16 available 24:18 25:1 127:2 135:16 avenue 1:13 37:20 39:20 126:22 127:13 127:13,18 136:20	avoid 57:5 86:25 aware 8:17 102:19 aye 8:8,9 137:6 b back 30:19 31:18 35:8,20 36:3 42:6,8 44:11 52:6 54:19 62:11 67:25 72:13 75:7 79:1,5,8 79:10,14 80:15 82:20 93:9 98:8 111:13 backdoor 117:15 backed 82:11 127:19 backpack 122:15 backpacks 122:13 bad 115:18 bag 122:14 ballot 10:11 59:4 103:1 104:7 109:13 bandwidth 80:11 bank 85:15	banks 99:11 bar 95:16 barber 28:19 bargaining 111:21 barrier 72:9 barriers 74:11 bars 96:25 baruch 107:22 based 44:20 51:17 63:19 69:24 70:5 74:16 79:11 baselines 115:23 basic 46:21 basically 31:25 135:17 basketball 123:25 124:13 132:11,12 batches 18:5 batteries 46:20 baychester 37:20 beaton 3:7 6:21 33:8,11,14,17 38:25 39:4,11 39:14 41:10 43:15,20 beautiful 121:20 123:11 bedford 55:20	bee 3:20 121:5 121:7,10,10 123:12,15 125:13,17 beekeeper 121:11 began 15:19 90:17 beginning 83:23 94:2 begins 17:22 99:17 believe 10:9 11:25 13:13 29:3 30:9 44:7 62:18 78:18 86:24 89:16 94:15 99:5 101:21 105:11 106:14 126:6 127:5,14 belong 54:19 68:24 92:3 benches 16:5 benefit 88:13 90:24 100:25 benefiting 53:17 benefits 18:19 34:5 77:20,21 112:21 best 7:21 13:10 13:22 66:21 70:1,5 72:13
--	--	---	---

74:20,20 77:2 138:10 139:6 better 5:6 9:10 9:12,23 13:9 17:12,13 33:23 34:4 40:12,17 47:1 67:7 75:21 76:4 95:1 102:13 106:22 110:10 112:14 126:7 128:2 beyond 33:25 122:17 bicycle 61:14 bid 116:9 bifurcation 82:3 big 23:22 24:1 27:22 52:5 56:6 109:22,23 biggest 51:5,13 51:15 56:14 57:7,22 91:24 bike 34:19,24 36:3,14,22 39:21 41:3 42:24 45:9 51:9,12,16,19 51:20,23 57:2 58:15 bikes 45:9,11 47:10 55:3 61:11	bill 96:9,11 117:14,14 billion 115:13 115:16 116:13 bills 115:22 binding 100:25 bit 41:9 55:16 55:25 85:6 104:17,21 107:15 110:12 bitcoin 76:17 blasio's 81:4 bleeding 120:12,12 blitz 121:3 block 11:2 28:18 39:21 42:24 48:4,4 53:4 blocks 34:18 board 10:16 11:13 12:9,14 12:18 19:3 20:5,23 21:1 22:14 24:13 29:12,22,24 31:14 36:2,7 41:15 69:16 83:4 90:14 93:13,21 94:19 120:3 131:16 131:19 boards 10:14 10:15,18 11:5	12:5,12,16,25 13:15 24:21 36:5,17 94:1 bode 32:15 boeing's 72:7 bollards 16:5 bookable 18:5 born 99:15 123:18 borough 10:17 10:17 14:7,21 19:3 24:14 73:12 101:3 108:8,20 boroughs 48:12 borrow 67:12 bottleneck 91:24 bottom 48:1 93:17 bound 125:11 boundaries 12:6,6,21,22,23 brand 31:23 braved 9:14 break 61:16,18 95:25 96:3,16 breaking 96:24 brick 122:2 bridge 91:6 brief 7:10 briefly 9:8 12:4 19:20 66:2	bring 124:10 127:6 129:16 136:25 bringing 105:4 111:13 brings 93:9 broad 42:17 broaden 88:16 broader 9:22 broken 81:21 bronx 6:2 7:25 123:19 brooklyn 8:1 57:9 63:19 68:9 84:3 86:9 90:6 91:5,6,13 95:17 108:20 brought 71:5 100:10 124:13 124:13 brown 3:24 130:25 133:22 brownfield 100:21 budget 115:13 115:20,23 117:23 budgeted 117:10 budgeting 115:20 budgets 117:11 build 5:6 48:4 48:13 62:14
--	--	---	--

66:17 94:6 building 16:3 27:24 45:15 48:8,20 49:5,6 49:12 59:12 77:18 88:19 116:25,25 134:25,25 buildings 49:4 49:21,25 builds 27:7 built 88:5 burden 92:1 burdens 19:15 burdensome 18:11,12 22:2 86:1 bureaucracy 23:14 51:6 134:23 bureaucratic 34:20 46:11 burgers 96:19 bus 37:10 38:3 127:15 buses 33:24 busiest 91:4 127:4 business 11:4 26:12 37:9 52:20 53:8 55:15 63:19,23 64:8 83:11 84:12 85:1,2	85:20 89:5,16 89:20 91:12,22 92:2 94:14 97:3,8,20 112:18,24 126:4 127:4,14 127:16 128:2 128:14 businesses 18:12 22:25 23:12 28:14 34:5 65:6,12 65:16,19 96:23 97:16 113:7 126:9 127:8,14 135:8,8,8 busy 122:14 buy 66:16 buying 77:13 77:13,14	28:18 32:19 94:3,9 calculation 103:4 call 15:6 21:4,4 42:5 44:5 82:21 89:18 98:9 123:5 called 61:25 74:16,18 86:9 calling 49:17 86:12 calls 10:25 calm 122:18 123:8 calming 41:4 cambri 127:20 campaigned 108:24 109:1 campaigning 108:19 109:6 109:10,16 candidate 103:17 candidates 108:18 132:24 cans 126:22 capabilities 114:8 capacity 119:5 119:23,25 capita 111:4 capital 73:5	card 55:15 care 10:1,1,2,3 10:4,5 40:9 43:17 85:21 97:23,24 110:3 129:14 careful 129:19 carefully 39:17 39:25 104:24 carlina 2:13 9:7 carrion 2:7 23:21 24:1 25:11,17,20,23 26:1,4,6 carve 19:18,19 21:21 32:18 40:23 carves 16:17 case 72:14 cases 12:12 18:8 114:4,5,9 134:7 caseworkers 77:24 cast 102:20 catch 71:15 caught 57:13 cause 25:4,6 30:14 37:3 40:6 72:6 129:10 causes 132:1 caveat 82:10
	c		
	c 2:1 3:1 4:1 5:1 cafe 19:21 20:2 20:16,19 21:8 21:9,18 29:24 29:25 30:2,6 84:21,22,22 90:5 92:21 94:12,20 cafes 16:18 17:5,6 19:18 21:13,22,25 22:7,12 28:10		

celebration 124:10	chair 2:4,5 5:2 8:5,7,10 14:5 14:17,22 15:5 15:8 17:8,11 17:13 23:5,9 23:17,24 26:7 27:16 29:2,5 30:8 32:3 33:2 33:7,13 38:17 40:18 43:13,16 43:22 47:17 50:18,24 52:9 53:11 54:20 57:24 59:1,22 59:22 60:12,21 61:1 62:15 63:3,14 65:20 67:18 68:4,5 70:19 73:16,23 74:3,7 75:3,11 75:19,22 76:2 78:10 80:18 81:13,23 82:8 82:15,20,25 85:7,22,25 86:5 88:22 89:4,14 92:14 92:17 95:3,11 95:13 98:1,18 98:23 101:23 102:1,5 104:9 107:1,6,7,12,18 109:19 111:17 111:23 112:7	112:15 114:24 116:19 118:4 118:11,15 120:15,18,21 121:9 123:9,13 123:16 125:4 125:14,18,25 128:5 129:17 130:22 131:11 133:21 135:21 137:3,5,7 chaired 1:7 chairman 27:4 challenge 14:10 51:5,13 69:24 74:16 79:11 challenges 26:18 47:2 51:15 83:10 127:17 130:8 challenging 89:20 chamber 91:14 championship 124:4 132:13 chance 5:17 19:4 93:8 104:3 change 6:7 30:22 72:21 73:7 101:21 changed 21:17 102:24	changes 28:1 32:17,24 49:4 49:14 66:20 72:23 108:10 119:18 127:12 127:24 changing 33:22 50:3 69:20 chaos 121:20 chapter 66:3,13 101:7,7 108:1 108:3 133:10 133:12 character 49:20 50:4 charge 45:10 46:20 105:22 106:1,25 charged 78:20 105:17 charging 47:11 47:12 51:9,12 51:16,19,21,23 52:13 chart 12:19 19:25 charter 6:8,9 7:19 11:22 15:10 16:12,14 16:17,21 17:2 18:1 19:17,22 21:10,11,22 31:8 32:14,17 38:24 39:3,6,6
------------------------------	---	--	--

39:16 44:2 48:14,22 54:25 59:5 66:3,24 68:21,24 70:2 70:13,24 71:6 71:16 72:1,2 72:22 73:10,15 76:13 100:14 100:21 101:8,9 103:9 104:18 104:18 108:1,3 110:8 115:22 116:12 117:2 117:20 118:22 118:24,25 119:13,18,22 125:8,11 132:19 133:11 133:17 136:24 checks 22:23 chief 68:11,12 69:3 child 99:15 119:23 121:13 children 37:22 37:23 117:13 121:17 123:21 choice 65:5 88:9 choose 77:6 131:7 choosing 71:18 chosen 109:22 109:23	chronically 115:20 chuck 62:3 91:16 churches 122:4 cio 81:18 citations 21:16 cities 27:5 66:11 67:8,9 125:1 citing 93:21 citizen 109:11 citizens 108:13 132:16 135:1 city 1:1 3:4 4:4 5:4 6:12,13 9:9 9:17 10:13 11:18 12:6,22 14:8 15:12 16:1 17:19,21 17:25 18:10 21:18 24:25 25:1,4 27:6,7,9 28:3 31:8 32:12 33:18,21 34:11 35:4 38:25 44:25 45:1,4,12,15,16 45:21 46:2,5 47:6,7,13,15 48:8,10,24 49:13 50:9 51:6,15 52:20 53:9,15,19	54:14 61:8,10 62:6 63:20,22 64:11 65:9,19 66:3 67:6 68:12,16,17,19 68:21,22 69:3 69:9,10,12,17 69:19 70:10,16 70:23 71:6,6 71:16 72:1,2 72:10,12 76:13 76:22 77:2 78:15 80:2,24 81:2,3,6 82:12 83:5 89:8,11 90:15 92:9 93:18 98:15 99:4,21 100:16 100:20,23 101:4,5,18 102:7 104:4,7 104:18 105:8 107:10,21 108:1,3,6,9 109:25 110:8 110:11,13 111:9,14,22 112:19,20,25 114:3,19 115:6 115:13 116:13 116:22 117:6 117:16 119:13 121:20,20 122:11 123:2	123:22 124:10 124:13 126:7 126:18 127:5 127:24 128:11 131:9,17 132:2 132:5,19,23 134:5 135:3,9 135:19,19 city's 12:5 16:19 19:22 69:2,20,23 78:5 81:25 99:19 cityscape 3:6 6:19 15:12 113:13 civic 86:8,11 88:12 132:17 civil 56:8 70:23 71:1,7,8,14,19 71:21 72:3,9 72:13,21,24,24 73:6,8,14 81:25 clarification 38:23 41:3 74:23 79:17 clarifications 75:7 clarify 41:5 clarifying 80:21 clarity 14:6
---	---	---	--

classified 18:15	21:16,24 48:20	comes 86:21	11:25 12:20
classrooms	49:5,6,12	87:1 88:17	15:10 26:23
117:13	59:12	128:22	39:6 48:6,13
clean 113:1,19	coge 88:14,15	coming 28:3,21	48:22 49:18
113:22	136:6,7	30:19 54:24	50:9,14,21
cleaning	coincidentally	55:1 83:6	59:6 60:4
113:25	81:19	86:23 88:8	62:23 65:25
cleanliness 5:2	collaborate	121:22	70:16,24 71:3
cleanup 99:13	67:7	command 81:4	72:3,22 73:11
99:16 100:5,19	collaboration	81:19,21	81:25 82:7
126:12	68:15 82:3	comment 19:9	88:16 92:4
clear 131:6	colleague 9:7	20:6 29:4	99:6 100:13
cleared 90:18	colleagues	53:10 54:23	101:21 102:8
clearer 12:24	30:21 86:10	94:19	102:12 104:6
13:3,21	88:10	comments 19:2	108:4 109:3,12
clearly 33:13	collected	19:11 24:20	118:12 119:12
clients 77:25	117:17	27:16 28:8	120:16 129:2,9
93:2,7,19	collective 62:14	36:5,6,11,16	129:19 130:13
climb 103:22	collectively	40:19 65:23	131:12 136:17
close 64:18	66:6 67:9	67:22 73:17	commission's
120:9 137:1	88:13	82:15 88:24	48:14 71:2
closed 54:4	college 107:23	98:4 104:11	73:15
58:10 66:18	columbia 72:19	111:25 114:25	commissioner
100:4 104:1	combine 26:14	118:15 125:5	2:7,8,9,10,11
114:9	combined	commerce	2:12,13,14,15
closer 5:18,19	120:8,10	91:14	2:16,20 3:5,7
17:9,10 23:25	come 5:25 30:3	commercial	6:19,22 15:11
48:20 102:2	31:10,21 36:3	28:17 58:5,14	23:18 29:2
closest 10:19,21	55:8 66:4	64:13,21	33:8,17 84:23
closure 119:19	70:21 73:7	112:22	91:11
coalition	78:22,25 79:10	commission 1:1	commissioners
123:20	79:14 88:7	2:3,19 3:3 4:3	6:12 14:25
code 16:19	115:22 123:7	6:10 9:5,11,19	30:15 38:19
19:23 21:12,15		10:10,12 11:22	40:19 52:9

68:6 76:12 98:13 104:12 107:8,18 commitments 100:25 committee 65:13 115:9,9 120:3 121:24 122:19 131:16 common 133:8 communicate 18:16 110:14 110:15 communication 114:7 129:21 communicati... 35:3 communities 10:23 11:6,8 32:11,11 88:3 88:12 97:15 101:16 127:22 community 10:14,15,16,18 11:4,5,13 12:5 12:5,9,12,14,16 12:18,21,25 13:15,16 19:3 19:9 20:5,23 21:1 22:14 24:13,21 26:18 27:2 29:12,22 29:24 30:17,17 30:23 31:14	36:2,5,7,17 37:11 41:15 44:20 83:4 85:21 86:9,12 86:13,14 87:20 87:23,25 88:1 89:8,11 90:14 93:13,21 94:1 94:19 100:11 100:25 110:23 121:18 122:4 123:19 126:4,5 126:11,17 127:9 128:13 128:15 129:13 130:9,15 131:16 132:21 compaction 131:25 companies 52:18 53:2,8 56:16 62:11 65:6 74:17 87:5 company 64:7 65:5 74:20 87:5 compared 73:1 comparison 58:6 compensation 73:1 compete 74:17	competing 13:8 77:6,9 competition 74:24,25 competitive 108:12 109:6 complain 94:19 complains 47:9 complaint 93:19 94:7 complaints 10:24 93:1 94:11,11 133:19 complete 5:15 20:3,21 35:24 84:9 90:13 109:17 completed 37:14 completely 29:18,19 88:6 131:24 complex 49:5 complexity 16:13 32:7 100:9 complicated 23:1,10 32:1 40:11 complimentary 48:5,19 59:21 comprehensive 49:12	comptroller 22:24 comptroller's 20:15 computers 77:14 concentrated 87:4 concern 24:16 31:5 concerned 52:17 127:11 concerns 12:4 30:17,17 47:9 126:8 conclude 85:8 93:2 concluded 137:10 conclusion 120:24 conditions 45:3 conduct 74:16 127:24 conducting 89:19 conduits 16:6 confident 6:11 configurations 127:15 confirmed 90:13 confusing 22:1
--	---	--	---

confusion 12:7 congressional 103:4,11 108:18 congresswo... 84:12 connect 125:10 connected 91:15 connections 114:3 conscious 123:14 consecutive 17:20 34:18,18 108:7 consent 6:21 15:15,16,18,23 16:9,13,15,20 16:24 17:3,18 18:6,9 20:11 24:12 84:24 90:18,20,22,25 91:23 95:23 100:20 108:4 consents 16:2 16:17 18:20 21:12 consider 12:21 36:11 50:6 100:14 109:12 113:15 consideration 14:4 38:15	129:25 considerations 114:23 considered 38:6 46:13 102:22 104:1 consistency 70:11 consolidation 81:15 117:3 constantly 117:25 119:7 constituent 10:24 constituents 117:24,24 constraints 31:8 construct 15:24 21:12 construction 1:12 36:23 38:11 41:1 45:15 49:1 83:17 99:21 100:23 105:8 136:11 consult 35:7 41:8 consultation 34:22 consulted 35:9 consume 88:11	consumer 21:17 106:15 consuming 17:17 cont'd 3:1 4:1 contact 28:6 132:25 contacted 91:14 contains 36:14 contaminants 106:1,4 contaminated 99:5,8,23 100:16 101:2 101:17 contamination 105:19 contest 64:21 continue 53:18 113:5 continued 43:14 continues 103:22 contract 13:3 20:12 95:7,8 111:10 contracting 113:12 114:22 contracts 67:1 71:21 75:1 116:9,14,14 135:10	contrary 100:7 contrast 18:18 contribute 5:3 135:3 contributed 105:19 contributing 127:16 contribution 15:2 120:22 control 119:2,6 119:8,21 controlled 86:13,14 controller 108:8 115:15 controller's 95:8 controversy 52:5 convene 100:23 convening 101:8 conversation 42:21 43:11 55:15 conversations 9:21 60:1 91:18 conversion 49:24 cooked 115:24 cool 63:18
---	---	--	--

cooperation 62:1	83:17 84:25 91:8 96:21	councilmemb... 10:13 11:19	26:3,5 27:15 29:10,19 30:11
coordinated 100:10 101:3 126:19 127:10	116:12 costs 16:12 18:3,6 48:9	12:11,13,15 67:14 108:9,20	30:24 32:9,16 33:5
coordinating 126:7	49:1 65:18 66:7 67:8 88:7	councilor 116:20	crawling 106:12
coordination 35:24 51:7,10 51:14 101:14 111:12	91:25 95:24 96:3,4	counsel 108:5 138:11,14 139:7,10	crayons 122:17 crazy 26:12,20 26:25 32:8
cope 123:20	coterminous 12:22	country 99:9	create 12:7 31:7 47:7 68:22 69:3 70:16 93:15,17 113:6,7 127:5 127:25
copies 35:24	council 9:10,18 11:18 12:6,22 13:1,17 14:8 21:5,6 31:2,3 31:10 39:1 90:16 115:6 133:23	couple 27:25 50:11 54:23 59:19 77:18 98:16,25 113:19 121:15 128:21	created 61:22 61:24 79:20,21
cordell 3:12 68:1,3,10 70:19 73:19 79:16	council's 49:14 72:12 115:9	course 43:24 64:7 94:21	creates 11:15 32:19 37:15
corners 45:14	councilman 14:24 112:3,9 118:12,18 120:14,18	cover 5:11 58:20,25 101:14	creating 13:20 13:21 83:8 113:10
corporation 62:10 108:5	councilmember 3:4 4:4 7:9,12 8:13,16 10:22 12:11 14:5,13 19:3 20:5 21:3 21:4 24:14 31:14 36:1 91:15 112:2 115:2	covers 36:24 115:7	creation 51:3 82:1
corporations 53:16 54:11,14		covid 93:11 95:18 97:16 110:19 120:11	creative 47:3
correct 14:13 39:4 64:23		cox 3:21 121:5 123:17,17	creek 99:7,13 101:17
correctly 40:16 79:22		crash 72:6	criminal 56:6
corresponden... 35:14		craven 3:5 6:18 15:6,7,9,11 17:10,12,15 23:8,16 24:12 25:15,19,22,25	crisis 49:19 116:1
corridor 37:24 127:17			critical 28:24 69:12 131:20
corridors 28:17 91:5			cross 65:14
cost 18:7,18 64:6 65:3,7			

crucial 49:21 114:12,17 crux 62:19 cto 79:21,24 81:6 cultural 60:4,5 60:11 112:23 culture 73:7 cumbersome 19:16 cuny 107:24 122:7 curious 30:15 76:14 current 41:24 41:24 69:20 74:11,13 currently 10:15 55:11 68:14 101:9 102:17 customer 25:23 83:18 customers 65:4 91:21 cut 31:13,14 93:25 134:23 cutting 59:10 cyber 69:10 81:2,3,9,11,18 81:20 82:11 cybersecurity 69:9 70:14 80:14,15,22,23 81:2 82:1,3	d d 5:1 daily 60:14 112:25 damien 3:19 107:4 111:17 dancing 84:11 danger 61:13 dangerous 45:8 data 34:12 67:15 69:12 86:14 87:23 date 35:11 36:10 daughter 121:12 122:11 123:22 125:16 daughter's 123:10 dawn 2:12 81:24 day 11:1 40:15 45:1,6,13 55:22 57:11,15 61:13 103:15 115:25 126:10 126:15 days 17:20 21:17 29:24,25 35:1 36:4,5,8 36:10,11,16,17 36:18 49:8 100:24	dc 82:4 dca 94:13 dcas 82:4 de 81:4 87:9 dealing 55:9 56:1 91:20 deals 103:10 dear 107:7,17 death 132:1 deborah 3:17 98:10 102:7 decade 87:8 124:7 decades 27:25 87:2 102:23 decide 12:1 21:4 decided 103:15 decision 28:25 decisions 124:22 decisive 103:17 dedicated 62:9 122:2 123:7 127:6 deemed 65:6 deeply 40:9 129:14 defend 69:10 defer 32:25 defined 100:17 113:4 definitely 75:24	definition 88:17 degree 5:3 107:22,23 122:7 degrees 106:3,5 delay 37:19 38:13 40:8 91:8 94:20 99:18 100:8 delayed 38:9 delays 16:12 22:22 34:14 114:22 132:17 deliver 45:2 47:8,11 56:21 56:22 68:19 74:17,21 deliveries 45:11 61:5,6 61:11,19 62:9 delivering 51:7 79:1 deliverista 51:7 56:22 58:7,8 61:25 62:8,8 deliveristas 52:6 56:8,11 62:10 110:2 deliversita 46:9 46:13,15 47:7 delivery 45:1,7 45:25 46:1,3 46:14,22,25

47:8,12 48:16 52:4,15,22,25 53:5,6,18 55:19 56:15,16 57:10,15,18,22 58:11 61:7 64:23 70:4 97:20,20 demand 73:5 demands 111:13 democracy 108:13 124:25 democrat 102:17,25 103:25 134:7 democratic 11:11 13:15,23 14:11 87:10 125:2 democrats 103:2,13,20 demonstration 69:25 demoralized 110:20 denial 85:5 denied 84:6 dented 75:24 deny 20:24 21:6 dep 117:25 department 1:12 6:17	15:13 21:17 33:19 41:19,20 49:4 62:2 77:8 99:20,20,21 100:22 105:6 110:4,11,18,20 113:19 127:7,7 133:1 136:11 department's 42:2 departments 62:1 105:7 depending 20:25 105:17 depends 29:12 45:4 51:18 deported 57:13 deposit 83:24 90:19 depot 55:23 depth 100:2 deputy 3:5,7 6:19,21 15:11 23:18 32:3 33:8,17 describe 19:20 described 130:9 deserve 77:20 design 1:12 37:25 45:22 86:9,11 87:20 99:21 100:22 105:8 136:11	designated 100:20 designation 100:21 designed 45:5 46:6 designer 86:8 designing 54:13 desperately 50:16 despite 7:6 detail 35:8 37:4 80:6 detailed 35:16 37:16 38:8 41:17,23 50:19 59:18 details 50:23 73:21 determination 124:9 determine 106:4 determined 113:20 determining 105:22 develop 31:3 32:14 52:1 73:4 100:24 developed 51:17,24	developer 27:11 development 40:5 48:2 69:15 74:2 112:18,21 devices 52:2 devoting 12:13 dictated 19:22 died 57:20 124:19 difference 102:21 different 22:18 27:22 29:23 37:12 39:23 60:5 80:3 87:21 105:4,16 105:24 106:1,3 106:5 110:13 110:14,22 111:11 129:4 differently 105:17 129:5 difficult 9:2 39:8 64:4 89:9 difficulties 127:21 digestible 96:4 digital 37:11 77:14 87:2,3 138:8 139:3 dignified 45:10 46:13,19 53:23
--	--	--	--

dignifying 61:16 dignity 62:11 dim 122:8 dining 15:17,20 16:8 18:20 19:6,13 22:6 25:13,14,18 28:10 31:1 83:6,11,21,25 84:10,11 90:8 90:11 92:3 93:3,13 95:19 97:12 dinings 28:19 direct 25:4 99:4 115:11 133:9 directed 62:9 direction 11:13 directional 39:17 directly 11:7 65:4 91:22 director 44:19 47:22 83:5 112:17 disabilities 35:5 disability 122:7 discourages 132:17 discuss 65:16 discussed 20:8	discussion 8:7 31:18 114:11 disenfranchis... 102:15 disgestible 96:18 disgracefully 110:23 disguising 103:20 dismissable 64:22 disparate 48:23 111:6 disparities 72:18 displacing 50:1 disputes 10:24 distance 63:24 distinct 17:6 27:22 district 12:6,21 12:22 103:4,11 103:13,14 108:18,21 112:19,24 115:6 118:7 districts 13:16 13:17 50:10 diversity 5:12 60:10 divide 12:15 dob 49:11	doctor 109:24 doctoral 107:23 dogs 96:18,19 96:19 doing 10:12 27:14 32:13 34:15 52:19 53:8 58:18 64:7 79:12 81:22 84:25 87:8 89:10 92:25 93:11 117:25 130:5 134:21 dollar 116:14 dollars 64:9 donation 132:6 door 37:8,8 54:4 92:11 107:13 dot 3:5,7 15:19 16:14 17:2,18 18:4 20:4,7,14 20:16,22 21:1 21:2 35:3,8,13 35:24 36:8,10 36:19 37:5 41:8 42:6 51:11 55:7 68:17 77:7 81:6,18 90:13 90:17 93:4,9 94:12,24	113:22,24 114:14 dot's 93:12 doubled 62:17 64:18 doubt 9:11 46:12 dozen 18:22 37:23 48:24 dozens 126:12 drainage 117:22 draw 27:5 drawn 49:8 drinks 96:17,20 driven 34:12 70:7 drivers 97:20 drives 26:11 driving 48:10 drop 33:15 due 17:6 61:13 75:14 113:10 115:22 134:11 duly 138:5 dumbo 90:6 91:5 dumping 99:10 duplicate 22:5 22:21 duplication 12:8 13:18 duplicative 32:19
---	---	---	---

dutch 113:17 dynamics 23:11 dysfunction 71:7	edge 67:19 edgewater 100:3 education 34:2 120:3 122:5 educator 126:4 effect 17:17 59:7 effective 18:16 effectively 69:10 effectiveness 116:13 effects 50:9 efficiencies 136:22 efficiency 1:1 11:12 12:4 13:17 58:23 66:7,19 72:8 88:15,17,19 104:6 109:4 111:3 efficient 10:7 28:12 66:9 70:17 efficiently 5:6 13:2 68:25 69:9 effort 42:13 96:21 efforts 22:5,21 49:2 69:2 70:25 73:11	either 5:17 7:4 36:12 65:1 71:17 80:1 103:24 109:15 128:15 elected 9:4 10:21 11:8 13:1 24:22 32:12 36:4,9 36:16 108:16 108:23,25 109:13 124:23 election 102:19 102:24 103:14 elections 103:10 108:10 108:12,22 109:6 electorate 102:16 103:6 electric 55:4 61:11 electrical 16:6 16:7 element 35:21 elementary 99:16 eliminate 72:4 84:24 92:4 eliminated 56:6 56:7 71:11 elmhurst 109:24 115:8	email 42:4 63:11 emails 133:2 embedded 87:7 emergency 15:21 110:4,18 110:20 116:8 emerges 87:17 emma 2:5 30:10 104:13 emphasize 5:14 employ 96:16 111:15 employed 138:11,14 139:8,11 employee 107:11,21 138:13 139:10 employees 70:10 93:16 employment 108:3 empower 132:20 empowerment 123:21 empty 27:9 117:4,5 119:4 ems 110:22 enclosed 92:21 encounter 61:13
e	e 2:1,1 3:1,1 4:1 4:1 5:1,1 45:11 51:9,12,16,19 51:20,23 52:1 55:3 eager 50:13 earlier 18:13 30:5 41:14 131:19 135:6 135:13 early 36:25 97:4,4,4,6 easier 13:4,18 13:24 31:25 60:23 132:22 easiest 25:5 east 131:21 easy 42:23 96:1 133:15 eat 45:10 eating 61:17 ebike 47:12 economic 112:18,21 127:17 135:7 economy 34:4 113:7		

encountered 61:22	entire 97:9 123:25	especially 51:6 51:8 55:2 56:4	136:12
encourage 73:10 74:15 88:16	entirely 87:15 88:4 89:17 92:1	56:14 57:8 75:5 79:9 95:24 106:2 114:19 134:12	event 46:12 85:12 128:9 136:15
encumbering 71:8	entities 16:10	essential 45:2 65:6 86:13 87:3 97:15,17 106:7	events 113:6
engage 5:25 15:1 28:23 37:10 42:14 71:25 113:6	entity 25:24	essentially 58:12 65:3 80:9	everybody 7:21 9:10 46:3 64:2 76:4 93:25 125:24 136:2
engagement 30:23 37:6	entrepreneurial 132:20	established 94:16 106:14	everyday 11:5
engaging 132:23	environment 92:10	establishes 101:13	everyone's 129:5
engineers 41:20	environmental 99:2,20 100:11 100:22 101:7 101:12,13,14 105:6,7	establishing 69:15 100:14	everything's 96:1,2
engines 49:8	envisioned 79:20	esther 2:14	exactly 12:25 13:1 14:9 42:3 80:23
enhanced 40:2	epa 104:23 105:12	estimated 56:23	examine 133:6
enhancing 38:4	epa's 99:12	estimates 99:12	example 37:19 40:16 41:4 83:21 86:15 103:11 108:17 113:17 134:16
enjoys 11:17	equal 92:9 108:3	evening 9:4 14:14 44:17 47:21 63:16 68:3,4 70:21 82:24,25 83:1 86:7 89:20 92:18 98:12 101:24 102:6 115:5 118:20 121:7,9 125:22 131:2,11	examples 50:11 50:20,23 71:7 88:1
enlightening 6:5	equitable 48:2 equitably 34:11		exams 71:8,12 71:13
enormous 91:25	equity 129:14		exceedingly 19:1
enrolled 116:25 120:1	equivalent 72:5		excellent 14:17 107:1
enrollment 117:2,10	eric 3:7 6:21 33:8,10,16 38:18 43:14		exception 36:2 44:6
ensure 41:20 44:22 47:13 69:11 71:20 79:25	erodes 132:18		
	es 138:4		
	escalating 110:18		

exchange 55:15 excited 8:22 47:25 133:13 exciting 66:2 excluded 41:5 103:16 134:14 exclusively 10:16 excuse 95:23 execute 20:10 132:24 executive 44:19 47:22 68:14 69:13 exempting 133:11 exist 51:21 55:10 101:9 128:24 129:1 existence 95:19 existing 55:12 73:4 exists 101:3 expand 55:16 55:24 expanding 42:13 expect 44:5 108:13 expedite 48:2 expediter 91:17 expeditious 64:23	expense 24:24 83:17 94:22 expenses 117:17 expensive 17:16 18:1 22:2 23:2 96:1 96:2 113:11 experience 46:23 122:5 126:16 experienced 134:20 experiencing 46:5 47:2 51:16 57:8 expert 6:16 8:12 33:3 39:16 experts 15:6 49:13 81:9 125:9 explain 19:19 62:7 93:4 explained 43:24 explore 50:14 86:11 exploring 88:10 exposed 57:16 131:24 expressing 89:9	extend 53:1 extending 38:2 extensive 38:8 extensively 26:17 extent 80:12 103:12 extinguisher 49:9 extra 22:13 35:20 96:23 extraordinarily 35:16 extreme 51:25 extremes 42:23 eye 77:11 f faa 72:5 fabric 49:22 face 61:13 84:16 126:9 127:21 facilitate 5:3 65:14 facilities 127:1 facing 83:10 fact 28:7 40:13 51:16,25 52:17 56:7 58:8,10 115:14 119:25 134:4,11 facto 87:9	fail 79:3 failed 8:19,21 failures 99:3 fair 48:8 54:13 85:17 104:1 105:15 134:5 135:3 fairer 69:19 fairness 129:15 faith 71:25 102:13,14 132:20 fall 106:19 133:16 falls 92:1 false 88:9 familiar 86:25 family 49:25 far 6:1 25:10 34:6 50:2 72:23 119:18 135:7 fast 79:3 faster 52:2 56:21 57:4 69:19 father 123:21 favor 8:8 66:15 137:5 fdny 35:4,6 51:11,17 february 90:14 90:15
--	---	--	---

federal 67:12 68:13 81:17 82:11 98:16 99:1,3,9,18 104:23 fee 20:10 83:17 83:24 84:14,20 84:20 90:20 94:7,14 feedback 28:15 35:9,11,12 37:12 42:4 60:1 128:1 feel 54:23 55:2 55:6,17 122:10 123:3 129:10 134:14 fees 18:8,9 22:12,20 25:9 96:11 feet 34:18 fellow 9:13 131:12,13,19 fence 84:15,18 fewer 41:8 116:22,24 119:25 fidget 121:16 fifth 70:3 fight 64:16 fighting 92:10 figure 12:19 80:2	file 22:8 filed 92:21 93:19,23 filled 10:2 filling 96:7 finally 46:10 117:14 finance 115:9 financial 19:15 financially 138:15 139:11 find 24:10 25:5 27:19 49:7 54:2 56:12,25 63:23 92:22 128:2,18,24 finding 64:1 fine 64:15,15 65:10 fines 63:22 64:17 fingers 126:2 finish 72:15 95:4 finished 37:17 40:7 finishing 99:16 fire 41:16,18,20 42:2 49:8,9 fired 56:24 57:5 firehouse 34:22 firehouses 35:8 35:9,11	first 10:10 15:6 16:14 39:17 41:11 42:17 44:7,15 56:4 69:3,22 74:5 75:9 78:13,24 79:2,25 81:4 83:22 103:5 132:22 134:2 fiscal 115:14 fiscally 134:19 fit 134:8 five 18:21 36:24 46:9 48:12 51:2 55:12 92:10 132:8 fix 66:20 67:3 99:6 115:25 117:21 118:1 fixed 71:10,17 fleet 64:8 flood 117:25 floor 1:13 59:10 136:19 flow 12:19 19:25 focus 9:22,23 16:11 69:13 70:10,25 73:11 110:24 136:21 focused 5:8 44:2 48:18	focusing 59:11 105:3 fold 39:15 folded 81:19 folks 24:3,7 27:22 28:8 55:14 56:1 60:2 71:2 124:20 follow 21:25 38:8 66:14 67:10,16 113:24 114:10 117:12 118:8 following 2:3 2:18 3:3 4:3 7:2,12 59:8 follows 79:4 food 45:2 61:6 96:17 foot 28:14 64:3 force 48:3 49:3 127:6 forced 12:15 113:22 126:25 forego 64:20 foregoing 138:3,4 139:4 forgive 44:13 74:9 forgot 96:13 forgotten 130:10
---	---	--	--

form 42:3 91:10 134:11 formal 7:23 74:25 79:7 99:22 formally 35:3 former 9:7 forth 16:21 31:18 35:20 fortunate 9:1 114:3 fortunately 129:23 forty 88:2 forum 94:18 forward 11:24 14:19 36:9 47:6 71:5 74:21 114:4,15 fought 124:18 found 54:3 113:9 128:20 four 34:18,21 41:11 74:6 77:1 89:15 114:20 120:4 123:21 fourth 69:22 fragmented 110:22 framework 100:10 franchises 3:6 6:19 15:12	frank 4:4 9:15 frankly 48:21 50:15 55:10,12 free 17:25 25:1 frequently 12:7 17:5 127:19 friend 84:19 85:3 front 5:10 7:19 43:25 85:10 92:11 98:10 frustrations 23:12 fta 68:16 full 21:5 38:8 64:15 66:23 82:5 90:5 99:13 117:8 119:5,24 133:12 fully 97:23,23 119:24 fulton 55:18,20 function 118:22,23 121:21 functional 113:2 functioning 78:16 fund 68:16 113:22 117:4 fundamentally 50:3 71:5,24	funded 83:13 119:22,24 funding 28:3 78:24 85:11,11 85:16,19,23 105:5,23 106:10,11,20 106:22 117:8 119:4 funds 115:25 117:16 funneled 117:16 funneling 111:1 further 7:22 35:6 50:23 59:18 129:9 130:13 138:13 139:9 future 50:10 90:10	garbage 126:22 garrido 2:8 75:13,21 76:3 78:4,8 79:11 81:23 118:18 118:21 119:6 119:10,15 120:14 gaspard 1:7 2:4 68:5 131:12 gather 45:13 gathering 37:11 65:15 gen 134:12,12 general 15:16 28:5 43:24 50:13 102:19 117:16 135:7 generally 5:10 29:17 generation 110:25 134:21 generations 129:4 134:12 134:20 getting 5:18 24:23 28:24 56:8 57:5,19 60:10 73:16 77:21 78:2 79:14 83:9 107:14 129:2,7 give 8:13,21 28:15 49:4
		g g 5:1 game 124:4,7 124:16 games 124:1 132:12 gap 37:15 101:15 106:20 115:13 131:20 gaps 117:23	

60:22 64:16 74:25 85:8,16 85:18 118:4 129:9 given 34:9 35:1 36:22 52:8 76:12 94:3,4 124:18 gives 15:23 giving 61:3 63:16 85:23 92:19 128:4 glad 33:19 glendale 115:8 go 13:12 22:9 23:7 24:18,21 27:8 29:8,10 30:22 37:8 44:15 52:22 53:7 75:6 77:5 116:19 131:5 goal 5:14 31:20 goals 10:10 13:24 77:16 102:12 gobble 49:25 god 23:9 goes 20:4,8,23 24:13 29:13 80:6 119:19 going 5:7,9,13 6:15 9:11 26:23 27:3 28:9,21 30:3,6	31:23,23,24 43:23 53:25,25 59:7,17,21 60:12 62:15 63:4 65:21 67:25 75:10 77:4,5,12,17 79:3,4,10,24 80:14 82:20 89:17 92:22 93:5 96:11,24 97:21 98:19 112:5 115:11 120:25 129:24 133:24 good 9:4 13:20 15:9 26:24 33:16 42:20 43:11 44:17 47:21 54:7 58:12 59:15 60:19 63:15 68:3,4 70:21 71:25 79:3 81:22 82:24,25 83:1 86:7 90:3 92:17,18 98:12 101:24 102:6 109:11 115:5 118:20 121:7,9 125:22 131:11 goods 45:2 gotten 59:14	govern 7:17 88:13 governance 68:21 87:21,22 109:4,7 governing 34:16 government 1:1 9:21,23,24 10:7,20 11:5 13:2,4,6,10,18 13:20,24 23:23 24:2 58:23 68:11,13,20 69:1 70:17 76:23 77:15 78:21 79:19 80:24 81:18 82:11 88:15 101:19 102:13 102:14 104:6 107:11,21 109:3 118:9 132:20 133:18 governs 99:4 101:11 graber 4:9 63:5 63:11,15,17,18 graduate 107:24 122:6 graduated 98:15 122:6 grandmother's 122:22	granted 15:23 119:6 grassroots 47:23 grateful 56:5 gratitude 89:9 gray 3:10 44:12 44:15 47:21,22 50:22 59:2 great 8:11 10:17 30:20 31:23 33:2 34:6 44:16 50:24 63:15 74:7 78:10 80:18 82:16 98:4 111:23,25 124:2 greater 24:16 69:24 78:3 green 3:17,22 3:23 98:10 101:24 102:4,6 102:7 113:18 125:19,20,22 126:1,1 128:7 130:18 greeting 14:20 greetings 107:8 107:18 grip 121:23 grit 124:9 group 33:1 47:23
--	--	---	--

groups 129:22 growing 114:18 grows 116:10 growth 48:11 58:23 115:16 guallpa 3:9 44:12,16,19 51:4 53:13 56:3 57:7 110:2 guarantee 29:21 guaranteed 94:14 guarantees 30:23 guard 132:5,9 132:15,25 133:14 guardrails 72:4 guards 131:22 133:5,9 guess 41:2 122:20 128:21 guidelines 51:18,18,25 67:11 guilty 65:1,1 gustave 53:25 guys 121:8 123:4	h hail 107:9,19 half 10:14 36:24 48:24 53:3 91:3 92:6 hall 6:12 69:3 69:18 78:15 hall's 77:3 hand 63:18 80:19 handful 19:10 handout 132:2 hands 87:4 happen 9:15 29:16,22 30:5 31:15 37:2 70:2 115:18 happened 28:1 81:13 115:19 happening 24:3 50:12 87:16 117:5 happens 27:5 28:17 44:24 47:15 75:4 happy 23:4 59:18 harassed 55:21 harassment 56:4 57:17 hard 97:10,14 109:2 118:7 122:12 126:13	hardest 134:16 harlem 123:18 124:1 harmless 117:7 hazard 46:4,4 head 81:3 headphones 121:16 122:15 health 72:19,20 101:20 110:7,9 110:10,15,21 110:23,25 111:4,9,10,21 123:19,20 129:13 healthcare 111:2 healthy 108:13 hear 5:5,12 6:16 7:21 15:7 33:12,13 40:24 41:2,9 55:3 63:7 86:4 94:11 101:24 102:4 112:12 121:8 125:24 130:24 heard 6:2,10 20:7 22:18,25 27:2,13 28:16 30:16 54:25 93:1,24 110:1 110:12 130:20	hearing 1:2 7:23 8:19 10:23 16:15 17:1,3,16,18,19 17:23 18:5,6 18:16,22 19:5 19:14 20:8 21:2 22:20 24:19,22 29:16 29:21 30:4 32:23 43:23 70:22 86:22 94:20 95:1 107:25 114:21 120:24 128:3 131:8,14 136:16,25 137:1 hearings 5:21 5:24 6:1,10 7:2 7:24 17:5 18:19,21 19:2 19:7,13 22:19 25:3 29:9,17 46:11 54:24 72:13 93:22 94:12 128:11 129:10,24 heart 66:22 hefty 25:9 heights 127:20 held 13:25 71:13 136:17
--	--	---	---

helen 4:7 89:23 89:24 90:4 92:14 98:4 hello 9:6,13 33:10,11 65:25 90:3 95:15 118:18 128:7 133:22 help 44:14 46:23 50:15 51:2 59:20 65:14 70:10,16 74:8,9 89:11 93:16 107:15 123:6 132:21 133:19 helped 11:14 helpful 33:4 henry 2:8 4:5 71:2 75:12,20 82:8 112:11,12 112:13 114:25 118:17 hereto 138:15 139:11 hey 79:5 hi 82:24 102:4 109:20 123:17 high 48:9 70:6 98:15 113:11 higher 18:8 43:2 70:10 83:19	highest 33:25 highlighted 48:23 highlighting 56:15 highly 132:1 hillside 127:13 127:18 hire 65:5 72:11 72:14 132:23 hired 91:16 hiring 69:14,16 69:19 70:14 72:8 74:1,1 historic 49:18 50:10 historical 60:5 historically 50:6 histories 60:11 hit 115:16 hitting 134:17 hmm 25:22 hold 13:12 16:14 17:2 21:1 60:21 70:1 113:24 121:23,25 holding 5:22 54:11 holds 95:1,6 holes 117:23 holistic 79:19	hollis 127:13 home 44:25 45:12 49:24 55:22 123:5 128:1 homeless 116:10 homeowners 18:12 homes 47:24 48:4,8 honda 3:13 68:1 70:20 honda's 76:13 honest 115:23 honestly 66:14 hope 7:18 89:18 120:25 133:16 hoped 8:18 131:2 hopes 79:13 hoping 65:13 horse 49:8 horses 14:15,23 hospital 109:24 111:11 hospitality 83:5 91:12 97:24 hospitals 111:14 hot 96:18,19,19 hotel 116:8,17	hour 128:20 hours 91:10,10 91:18,19 94:25 128:21 house 116:8 housing 28:1 48:4,9,11,17,25 49:19 50:8,10 50:16 58:21 59:20 60:8 116:16 134:18 134:25 hub 46:9,13 51:3,8 58:7,8 61:25 62:8,8 97:20 hubert 3:23 125:20 hubs 46:16 47:7 127:4 huge 52:19 57:12 hugely 111:5 human 73:4 122:20 hundred 34:9 119:25 hurdles 22:22 hurts 94:23 husband 63:18 hyper 103:14 hypocrisy 124:25
--	---	--	---

hypothetical 76:21	impacting 136:23	improving 38:3 70:11 109:4	increasing 127:21
i	implement 43:5 49:2	inalienable 15:25	increasingly 88:3
ice 55:23 57:10 57:13,17	implementati... 37:15 38:9	inaugurated 109:22	incredible 58:22
idea 11:10,11 30:20 39:5 79:3 82:2 83:8	implementing 127:23	incapable 27:14	incredibly 18:11 22:1 27:19 33:4 41:12
ideally 31:9	implications 19:19	inception 15:21	incubating 74:12
ideas 5:5,12 47:3 50:14 109:23,23 131:14 136:21	importance 68:25	include 35:13 68:23 96:15 122:24	incumbent 108:16,23,25
identification 127:22	important 9:21 24:23 37:1 40:10 41:12 53:14 80:16,16 87:14 103:17 105:12 106:10 129:11 130:7 134:17	included 40:23 41:21	incumbents 108:19 109:5 109:15
identifies 134:5	importantly 11:17	including 16:1 17:4 35:4 37:25 84:21 87:2 93:25 108:23 109:12 132:12	independent 18:24 91:17 102:22 134:10
identify 134:6	imposes 108:6	inclusion 121:14 135:18	independents 103:19 123:23 124:20 125:3
ideology 14:1	improve 13:17 38:1 66:15,17 69:11 77:24 90:10 126:14	inclusive 122:9 129:14	index 106:15
ignorance 74:9	improvement 38:15 112:18 112:24	inclusivity 129:14	india 3:20 121:5,10 122:25 123:9 125:7
illogical 71:13	improvements 16:3,4 32:23 37:17,25	income 83:19	individual 7:14
image 54:8		incorporate 40:4	industrial 99:10 112:22 114:19
imaginable 129:20		increase 66:7 69:5 106:16	industry 55:11 56:14 97:8,9
imagine 42:1 129:18		increased 48:25 64:18	
imagining 58:4			
imbalance 39:23			
immediately 114:10			
impact 81:15 127:25,25			

ineffective 117:4 inefficiency 12:8 inequitable 48:11 inflation 106:10,17 information 18:16 24:15 51:14 68:12 129:3,5,8,9 130:2 informing 135:25 infrastructure 46:19 51:24 55:3,4,10 61:14 66:11 77:14 80:1 86:13,21 87:2 87:3,10,12,17 88:12 110:25 130:8 134:25 infrastructures 16:6 infrequently 71:14 initially 78:23 96:9 106:12 initiatives 34:14 67:14 injured 34:7 37:24 57:19	injuries 34:10 34:16 innovation 68:18 74:12 innovative 79:13 input 9:3 11:25 26:22 28:15 40:10 42:10,12 50:4 inquiries 7:1 ins 95:20 insightful 131:14 inspection 97:13 inspiring 6:5 install 132:15 133:5 installed 132:10 133:14 installing 133:8 instance 45:25 46:8 53:23 institutional 133:3 institutions 111:14 insurance 20:9 113:11 integrate 111:9 integrated 100:15 101:4 105:1,21	106:23 111:16 integrates 110:10 intelligence 70:9 intend 109:13 intended 10:19 11:6 intensity 105:23 intentional 28:2 intentions 48:6 inter 34:20 51:7,10 101:8 interacting 28:9 interest 66:22 86:16 130:12 interested 5:16 136:23 138:15 139:12 interesting 27:19 interests 111:1 interim 82:6 internal 35:2 35:23 interplay 43:9 interpreter 136:14 interrogation 14:12	interrupt 62:16 intersection 86:11 intervention 7:11 118:25 interventions 7:16 44:1 120:16 introduce 90:2 introduced 42:17 inventions 49:9 invest 69:20 investing 78:4 investment 69:4 70:14 76:15 78:5 83:19 investments 69:7 76:17 77:12 78:3 82:12 invite 8:16 23:18 33:7 44:4 60:15 68:1 112:3 invited 5:25 7:13 40:13 123:2 invites 38:14 involved 10:5 105:5,9 involvement 106:6
--	---	--	---

involves 41:25 involving 34:24 ipads 77:17 irp 105:3 island 7:10 8:14,24 9:17 14:14,19 102:7 109:25 112:19 112:20 114:19 131:17 136:17 136:18 issuance 95:2 issue 56:7 63:21 65:9 104:19 110:7 113:18 123:14 126:20 127:9 issued 93:10 issues 10:25 20:16 56:1,14 57:8,17 77:20 114:12 126:17 134:17 item 18:7 122:16 items 18:22 19:10 115:21 iteration 95:18	jamaicas 127:6 james 1:20 138:2,19 january 90:12 132:7,11 jersey 68:17 98:14 100:4 job 1:21 9:2 64:1 72:25 80:16 81:22 126:7 jobs 34:2 52:16 72:10,16 92:8 93:15 join 86:22 89:22 90:2 98:10 121:6 joined 60:17 112:3 joining 6:17 89:19 98:2,5 joint 100:24 jointly 66:10 joy 5:3 judging 14:22 jump 63:13 june 1:8 7:24 7:25,25 36:15 91:3 108:11 jurisdiction 76:14 jurisdictions 13:8	justice 44:20 47:5 55:7	kinds 48:8 66:25 67:13
		k	knicks 124:4,8 124:9,12 125:21 132:11 know 5:19 6:6 7:9 8:21,23 11:2,13 12:24 12:25 23:6,11 23:22 24:3,17 25:9 28:19 30:3,6,15,19 31:1 32:11 33:15 34:8 38:13 39:15,19 40:8 41:17 42:3,4,6,12,15 42:22 43:1 47:1 52:3 53:24 54:6 55:13,22,23 57:14,21 58:17 58:22 59:3,6 60:2 62:13 65:9 66:5 73:11 76:16,18 77:8,19 78:1 79:18 89:9,19 91:21 94:2 95:22 97:13 113:13 114:2,5 114:8,13,18 116:18 118:21 120:4,4 125:9

126:2 128:14 128:16,17,23 129:4,6 134:3 134:6,9,18,19 134:22 135:2,6 135:15,15,17 knowledge 13:10 46:22 133:3 138:10 139:6 knows 64:2	landmarks 49:17 51:10 60:2,4,5,10,11 lane 34:19,24 36:3,14 37:25 39:21 42:24 57:2,3 127:15 127:19 lanes 41:3 42:25 45:9 53:3 61:15 languages 37:10 large 40:14 105:18 larger 43:10 late 36:24 91:1 launched 46:8 83:22 law 23:10 35:2 35:17,17 38:23 38:24 39:1 42:16 48:15 118:24,24 laws 33:20 39:5 39:5,10 lawyer 96:7 layered 49:6 layers 13:21 lead 6:12 leaders 46:24 127:9 leadership 69:18	leading 48:25 leads 34:5 league 124:5 leave 84:15 87:15 109:9,16 leaving 33:25 lectured 86:17 led 87:23 left 88:5 128:12 131:24 133:1 legal 39:16 63:23 64:1 65:10 83:18 94:22 legislated 31:2 legislation 11:20 31:3 32:21 49:15 legislative 31:10 legitimately 117:17 length 34:20 42:22 72:10 lengths 40:3 lengthy 17:24 19:24 70:6 lesson 87:14 letter 84:16 letters 93:10 94:4,5,6 97:5 letting 24:3 97:25	level 40:25 43:2 67:12 99:3 104:25 leverage 134:11 liability 105:11 106:21 lic 112:18 113:5 license 20:17 22:12,23 96:7 licensed 63:19 licenses 22:24 lic's 112:21 life 10:25 52:16 87:7 114:4,11 123:25 126:8 lifelong 123:18 126:3 lift 89:11 110:1 130:6 lighting 114:15 114:16,17,21 lights 122:8 ligia 3:9 44:12 44:19 50:25 110:2 likely 11:23 28:8 71:2 75:9 101:10 102:21 limit 108:7 limitation 119:12
l			
lab 68:15 labor 45:4 53:16,18 69:17 71:20 73:9 96:15,23 laborers 55:22 57:11,15 labors 45:13 lack 48:9 51:14 55:4 61:14,14 61:15 lag 30:7 land 10:24 100:11,24 105:4 landlord 84:8 landlord's 84:6 landmark 51:8 59:16 landmarking 48:21			

limitations 113:11 limited 108:20 108:24 114:7 116:18 limiting 127:16 limits 108:1,6 line 53:5 59:12 63:8 65:21 72:7 81:10 90:1 93:17 115:21 lines 13:9,21 16:7 link 10:19 liquor 96:7 list 100:19 listed 99:14 listen 123:4 listing 100:20 literally 53:3 litigation 40:14 litter 126:13 little 17:9 19:15 41:9 55:16,25 60:22 61:21 83:25 85:6 90:23 102:2 104:17 110:12 117:25 135:18 livability 5:4 live 49:23 55:18 80:23 85:20 101:11	102:7 108:17 109:25 122:21 lived 122:5 lives 34:15 81:2 87:15 130:7 living 26:16 101:16 123:18 123:22 load 5:10 7:19 43:25 loading 38:2,2 58:6,14 local 10:14,20 10:22 13:15 17:21 31:14 35:17 38:25 63:22 65:16 85:19 91:14 99:19 104:25 105:14 108:10 108:12 109:14 113:5 119:1 121:11 127:8 127:13 132:20 133:17 localities 66:9 location 84:2,3 locations 63:24 logging 91:11 logic 87:18 long 46:10,11 46:11 60:9 76:25 77:16 90:21 92:25	93:1 95:24 101:18 102:7 109:2,25 112:19,20 113:12,13,15 114:19 124:3 131:17 134:13 134:14 longani 2:20 29:2,5,15 longer 20:20 113:20 117:9 longstanding 102:15 look 27:1 31:16 39:7,17 40:3 46:16,17 48:1 48:20 59:15 66:18 67:2 87:25 88:11 113:5 123:6 133:9 looked 126:15 looking 14:19 26:13 45:14 46:1 54:8,24 77:11 79:8 96:12 134:4 looks 47:5 87:21 90:1 116:6 lose 104:3 loss 50:8	lost 73:20 91:4 97:2 lot 27:7,9,21 31:18 51:18 55:8,13,17,19 56:10 58:2 59:13,21 86:16 93:1 94:9,10 94:11 105:14 106:11,13,18 113:24 121:19 121:21 130:20 134:6,9,21 135:6,13 lots 28:20 52:20 107:14 110:5 love 41:2,9 59:25 66:13 92:12 112:3 121:19 122:11 124:7 130:2 136:3 loved 121:21 122:1 128:15 low 50:6 72:12 73:1 94:14 lower 47:24 66:7 67:8 72:19 117:10 lpc 50:4,5 luck 115:19 lucky 29:20 97:4
--	---	--	---

lunch 54:2	make 6:7 7:10	108:25 109:8	108:8,24 109:2
luxury 83:12	7:15 9:11,23	109:21	109:8,21 119:2
114:6	11:5 13:18,22	managed 21:18	119:17,20
lying 115:19	13:23 23:20	63:22	mayor's 20:12
m	24:18 25:13	management	35:5 77:1 95:7
m 36:21	28:12,23 29:3	3:8 6:23 33:9	101:13 116:3
made 6:25 9:10	31:24 32:3,3	33:18 71:6,16	mayoral 35:16
10:16 25:8	33:22 47:3,7	71:18,25 116:3	108:22
32:1,17,23,25	48:8 49:4,14	management's	maze 13:7
34:6 37:17	54:13 60:22	73:7	mcginn 136:18
103:3 116:15	66:19 69:19	managing	mean 24:9,11
124:22	70:2 71:24	91:20	31:13 38:23
magiagana	77:19 78:3,16	mandate 70:3	53:15 62:7
55:19	79:14 87:11,23	mandated	76:16,18 78:4
mail 129:7	90:9 92:12	34:14 35:17,23	78:5 134:12
mailman 72:20	96:4,17,22	manhattan 6:2	meaning 61:4
main 59:3 72:9	102:21 122:9	7:25 39:20,22	meaningful
90:5 94:6	130:2 133:17	84:3 131:16	11:8 90:23
104:25 132:25	makes 11:7	manner 127:10	128:1
maintain 15:24	25:12 31:7,11	marc 2:15	means 56:21
113:22 117:18	37:24 66:20	march 90:16	92:7,8,8,9
maintaining	78:14 86:14	marco 2:7	124:11 131:23
77:25 134:17	92:9 120:12	market 21:18	measures 9:24
maintenance	making 12:21	135:15	9:25 48:7,14
113:15	24:2 25:8	martinez 60:15	59:4
major 6:23	28:13,22,25	maspeth 115:8	mechanism
33:20 34:16	40:12 47:12	master's	51:20
38:7 41:1 65:9	49:5 60:8	107:22	mechanisms
69:5,7 113:18	94:18 132:22	matt 63:18	87:22
126:20 127:23	136:14	matter 49:13	media 18:14
134:14	malcolm	mayor 6:11	24:6 87:9
majority 11:18	124:24	56:5 62:2	129:6
11:19	mamdani 47:25	64:17 78:19	medicine 45:2
	62:3 102:11,18	102:11,18	

medicines 61:7 medium 94:23 meet 94:15 meeting 2:2,18 3:2 4:2 5:15 6:15 42:5 65:14 meetings 12:18 megan 4:6 89:24,25 95:14 95:16 98:2,3 member 3:9,10 3:11,12,13,14 3:15,16,17,18 3:19,20,21,22 3:23,24,25 4:5 4:6,7,8,9,10 83:5 131:19 member's 30:17 members 2:3 2:19 6:10 7:3 9:5 10:14 11:3 11:14 15:9 19:9 57:12 118:13 120:16 126:17 130:13 130:14 131:12 membership 11:9 memphis 121:12 122:25 123:10	mention 114:1 mentioned 58:9 76:15 80:22 135:6,13 menu 122:16 122:16 merchant 85:13,19 merih 3:18 107:4,8,18 mesh 88:1 messages 53:4 messenger 2:9 messenger 26:8 52:11 78:11 met 132:16 metal 132:4 method 24:10 35:10 methodologies 76:6 mic 47:18 60:22 102:1 michael 4:8 89:23,24 92:15 92:20 95:3,13 98:3 michelle 3:5 6:18 15:6,10 23:6 33:2 michigan 86:18 micro 52:1 microphone 17:9 23:25	75:20 middle 115:7 miles 39:20,20 milestone 100:19 millennials 134:13 million 76:22 117:11,15 124:20 millions 61:6 106:19 mind 53:1 94:12 97:18 mine 92:5 103:14 minimal 18:19 19:14 minimum 20:18 56:18 74:18 minute 27:3 minutes 7:15 7:15,18,24 8:11 80:8 112:6,10 120:23 121:1 mirrors 21:7 mismanagem... 72:4,7 mispronounce 44:13 missing 101:19	mission 112:20 mistake 87:1 87:11 mistaken 44:8 misusing 71:14 mixed 81:11 mm 25:22 mobility 52:1 mocs 10:4 20:13 model 46:16 105:15 models 87:21 87:25 modern 49:9 68:22 92:3 modernization 70:3,15 modernize 69:16 modest 111:8 111:20 mom 129:7 moment 8:20 86:25 monday 1:8 money 54:15 77:5,10 79:5 91:9,21,22 101:6 109:24 111:1,4 116:2 117:12,21 120:12 133:15
---	--	--	--

monitoring 69:6 month 17:24 42:25 months 19:12 20:18 35:20 36:21,21,24 72:14 84:5 85:2,5 90:23 91:25 92:10 94:20 95:9,17 109:7 132:9,16 moore 2:10 54:22 57:6 moral 123:14 morano 4:4 7:9 8:25 9:16 14:15,18 15:3 morning 60:19 mortar 122:3 mother 130:7 motion 7:23 8:2 8:8 137:1,2 mount 64:6 move 8:12 17:9 31:17 60:13 63:25 74:21 89:23 126:13 moved 81:17 131:17 movers 63:18 63:19 moves 65:1 101:19	moving 42:24 45:1 61:10 65:5,5 mta 127:8 mta's 33:23 mtp 35:2 36:14 36:21 37:14 multi 49:25 115:23 multidiscipli... 69:16 multiple 8:3,9 12:10,10,12,13 17:21 41:25 74:17 110:13 110:14 137:6 multipurpose 1:13 municipal 103:10 municipalities 66:10,12 music 126:3 muted 112:13	92:19 98:13 102:6 107:8,18 115:5 121:10 123:10,17 126:1 131:15 name's 83:2 named 83:3 105:7 names 89:18,21 nate 124:2 nation 33:24 132:6 national 100:19 109:14 nationally 103:23 navigate 13:5,7 13:19,24 57:1 128:23 129:1 navigating 9:3 10:24 45:7 51:5 95:20 122:12 127:21 nba 132:12 near 55:18,19 127:1 nearly 15:19 36:20,21 38:9 90:22 132:8 necessarily 32:20 need 10:3 12:19 23:24 30:3,6 30:16 37:14	41:5 43:7 44:22 45:18 46:19 51:17 52:13 55:6,8 55:14 60:16 66:12 70:22 71:10 74:25 77:11 78:2,2 79:23 82:13 97:9,21 101:20 102:1 105:9,20 117:7 122:22 126:18 133:4,6 needed 49:14 50:16 69:13 97:3,23 114:11 needs 23:2 31:15 40:1 51:9,19,24 68:21 69:20 77:15 78:19 79:7 80:12 82:12 negotiated 75:16 76:9 neighborhood 45:3 47:9,10 49:20 52:5 53:2 83:13 84:18 99:15 114:13 neighborhood's 50:3
	n		
	n 2:1 3:1 4:1 5:1 nailed 104:16 name 9:15 15:10 33:16 44:13,18 60:19 63:17 68:10 86:7 90:4		

neighborhoods 49:22 113:2,4 114:18 115:7 127:20 neighbors 26:19 132:3 neither 61:20 138:11 139:7 nervous 32:4 net 50:8 networks 88:1 neurodivergent 121:18 never 77:4 126:15 new 1:1 5:4,5 6:3 9:13 11:18 12:5,19 13:6 13:25 15:12 27:6 31:4,23 33:18,21,23 34:7 37:10 42:14 43:7 44:25 45:12,16 45:21,22 46:2 46:7 47:6,13 47:15,22 48:8 48:10,15 49:16 49:23 50:1,16 51:15,22 53:15 53:17,19 54:18 58:22 61:9 63:20,20 65:4 65:19 68:12,16	68:16,17,19 69:8,23 70:18 77:20 80:24 81:6,7 82:13 83:5 86:18,20 86:24 88:6 92:10 96:2,11 98:14,15 99:4 100:4,16 101:6 101:18 104:4,7 107:10,20 108:1,2,6 109:1,9,22 111:4,9,14,15 111:21 113:3 114:5 115:13 116:3,22 123:2 123:18,22,24 124:11 125:21 126:6 128:11 131:13 132:5 132:11,21,22 133:1,19 136:23 138:21 news 55:17 newspaper 18:1 94:22 newspapers 17:21 96:14 newsstand 58:10 newtown 99:7 101:16	nicholas 1:20 138:2,19 night 116:7 nighttime 98:6 nine 102:23 noisy 121:20 non 83:23 84:7 85:24 103:22 129:21 nonprofit 85:12 normal 39:8 north 136:18 northern 95:17 notary 138:20 note 7:5 27:25 37:1 noted 35:21 notice 17:19 26:21 30:4 34:25 35:25 36:13,15,22 94:22 noticed 134:20 notices 17:21 18:5 26:11 noticing 17:23 108:15 notification 34:21 35:15 38:10 40:2 42:21 43:1,10 noting 130:22	notion 26:10 notwithstandi... 21:11 november 11:24 48:15 72:13 103:1 104:7 nowadays 18:14 number 32:24 37:25 42:14 57:9,12 74:6 75:17 76:21 103:5 120:24 121:3 numbers 110:19 115:24 ny 1:14 nyc 1:12 64:3 67:15 101:8 nyc.gov 136:6,7 nypd 35:4 56:4 80:24 127:8
o			
o 5:1 objections 75:8 obligated 124:17 obligation 35:6 observation 128:10 obsolete 70:4 75:10			

obtain 135:9	oftentimes	112:10 128:16	61:3 63:16
obtaining	55:21	130:20 131:1	68:6 86:24
134:18	oh 17:8 23:9,16	open 7:3 43:23	90:7 92:19
obvious 103:25	47:18 59:23	47:22 49:16	99:6 102:8
obviously	107:14	55:23 58:22	109:21 118:10
30:25 52:21	oil 99:11	66:15 67:2	128:4 130:3
95:22	okay 25:17	83:7 85:6,9,11	131:4,7
occurring	26:4 30:11	85:13 102:11	opposed 8:10
35:14	33:5,12 44:10	103:5 104:6	18:24 105:18
occurs 19:5	44:16 68:8	119:4 123:6	option 56:13
october 36:25	75:21 78:8	134:3	64:20
126:11	80:5,5 85:9	opened 95:17	options 48:10
offer 10:9	86:4 92:18	opening 23:23	88:4
103:10	95:6 104:14	24:2 119:10	order 53:23
offering 131:13	116:21 118:2,6	opens 67:4	57:4 82:22
office 14:21	128:7	operate 21:13	100:20 104:24
20:12,15 35:5	old 124:5	94:4,8 97:5	119:1 122:16
81:2 91:16	olivera 2:11	99:24 112:24	ordinary 13:4
95:7,9 101:11	79:16 80:7	operates	70:23
101:13 109:10	omb 69:4 76:25	105:13 135:19	organization
officer 68:11,12	78:22 79:23	operating	44:21 69:4
69:4 138:2	onboard 72:11	68:22 93:10	81:5 85:24
officers 55:22	once 20:2 35:23	94:5,6	112:25 113:21
offices 13:2	40:7 49:16	operation	114:2 121:14
14:8 108:7,17	74:24 82:5	105:18	organize 85:13
109:5,14,18	123:4 124:24	operators	133:25
official 10:21	ones 13:22	89:16	organized
108:25 124:23	57:16 121:21	opinion 109:15	126:11
officials 9:4	122:1 133:1	opportunities	organizes
10:23 11:7	ongoing 18:10	93:16 113:5,10	44:21
24:22 32:12	online 5:18,20	135:10	organizing
36:4,9,16	7:8,10 8:18	opportunity	62:13
108:16,24	29:3 63:4	5:20 8:14 23:3	original 36:13
109:13	82:21 89:17	44:18 50:11	

originally 96:9 122:6 origins 49:7 oti 77:7 79:20 80:9,16 81:3,3 81:12,19 ought 23:6 outcome 138:16 139:12 outcomes 111:5 116:15 117:1 outdoor 15:17 15:20 16:7 18:20 19:6,13 28:10 31:1 83:11,25 84:10 90:8,11 91:4 92:3 93:3,13 95:18 97:12 outlined 16:19 outreach 37:16 40:9 42:18 123:19 135:12 outs 95:20 outside 39:22 71:1 88:6 92:11 113:3 overall 19:14 overcrowded 110:20 overflow 99:11 overkill 25:7 overlap 12:7	overlapping 13:7 overly 23:1 override 39:10 oversea 84:8 overseen 15:18 15:22 oversight 70:14 80:12 87:10 104:23 overstep 104:24 overwhelmed 93:6 overwhelmin... 48:14 own 61:24 63:17 67:6 72:7 92:20 95:16 99:5,12 100:3 127:21 owner 83:2,11 84:18 89:5 90:4 92:2 126:4 owners 11:4 93:16 127:14 128:2,2,14	121:4 136:18 137:9 packages 53:4 paid 26:10 83:23 90:19 110:23 pandemic 54:1 65:7 panel 23:19 43:18 44:10 51:1 57:25 62:18 65:22 73:18 panels 7:13 44:6 paper 122:17 paperwork 20:9 parallel 99:4,24 parent 121:12 parents 37:21 121:19 park 45:9 46:2 56:11,12 57:11 61:16 64:2,3 65:10 91:6 115:8 131:21 131:22 park's 131:24 parked 58:14 parking 38:1 42:25 47:10,12 52:20 53:2,21 56:9 63:22,24	64:2,10,16 65:9,18 127:16 parks 51:11 61:17,21 62:2 77:7 113:15,19 113:20 131:15 132:5,23,25 133:2 part 32:18 35:14 40:10 49:22 66:19,24 75:18 79:23 81:16 99:6,18 99:18 119:11 119:12 133:15 135:20 partial 78:12 participant 112:10 participants 63:5 82:21 participate 7:4 104:4 130:3 135:2 participating 103:16 participation 7:3 132:18 particular 39:13 40:22 44:22 50:7 particularly 43:10 57:10 111:6
	p p 2:1,1 3:1,1 4:1,1 5:1 p.m. 1:9 5:15 5:19 7:21		

parties 20:10 36:12 134:15 138:12,14 139:8,11 partisan 11:10 103:14 partner 67:9 partnered 132:3 partnering 47:6 partners 13:1 partnership 44:8 68:16 73:9 112:19 133:4 partnership's 112:20 party 14:1 pass 28:24 59:4 passed 49:1 56:18 65:4 passing 65:18 past 27:8 38:10 76:8 88:9 92:2 98:16,25 114:20 path 11:24 paths 22:1 57:5 pathways 75:15 patients 110:17 patrick 1:7 2:4	pattern 100:2 patterns 127:15 pay 18:2 22:12 22:13,19 25:8 54:12 56:18,19 64:14 72:12,16 72:18 94:7 105:17 118:8 135:2 paying 78:7 117:11 payment 90:19 payments 117:18 pays 20:10 105:13,24 pdc 113:12 pedestrian 91:4 pei 3:14 82:23 83:2 penalty 84:17 people 9:17 10:1,22 13:4 24:20 25:3 26:12 28:7 35:5 52:15,22 53:5,6 54:24 55:1 58:16 61:5 62:4 66:17 72:10,11 78:1 83:9 85:20 92:25 94:18 95:25	96:15 97:3,9,9 110:4 111:15 116:8,15,16 124:17,18 126:2,25 129:7 134:6,10 135:15 percent 19:10 34:10 50:6 57:18 61:10 72:17,19 103:6 103:13,23 116:10 125:1 131:23 perform 61:6 61:10 perils 55:25 perimeter 131:24 periodically 78:25 permanent 68:25 116:16 permit 10:4 29:8 83:21 84:13,21 91:1 permits 26:17 permitted 92:6 permitting 48:19,23 49:3 59:11 person 5:17 7:4 8:23 14:14,20 29:6 44:7	78:15,19 79:18 97:19 116:7 128:16 131:1 personal 8:21 personally 91:11 130:4 personnel 12:15 94:25 perspective 132:10 pessimistic 115:15 ph 53:25 55:19 60:16,20 63:6 65:22,24 67:19 67:21 89:23,25 94:13 107:4 110:2 121:5,11 125:19,20 126:2 128:6 130:4 phase 79:14 103:17 phases 74:22 phil 3:4 112:2 115:5 phone 42:5 phonetic 44:14 physical 28:9 pick 76:20 77:5 123:25 piece 28:11 pieces 27:22 76:24
---	--	--	---

pilot 69:22 70:5 74:5,15 86:12 piloting 74:11 87:20 pinnock 2:12 58:1 pipes 16:6 pivotal 86:21 place 10:11 25:5 53:6 58:15 61:12,20 78:15 123:5 placement 33:12 places 26:11 37:11 45:9 52:14 61:18 121:15 122:4 123:6 130:20 placing 11:23 plan 20:4,22 31:13 36:12,13 41:22 48:4 93:13 94:16 99:23 100:24 plane 72:6 planned 28:5,6 37:3 80:1 planners 16:5 planning 3:8 6:22 33:9,18 37:13,16 50:9 50:22 99:22 100:10,15,23	101:3,4 105:2 105:8,21 106:23 108:2 110:11 plans 22:9 113:15 platform 5:21 129:20 platforms 87:9 134:15 play 124:3 played 123:25 124:1 132:12 playing 124:5 please 5:19 7:5 23:19 26:7 27:17 38:20 40:20 44:13 47:18,20 51:1 52:10 54:21 63:14 65:20 75:12 80:19 86:3 89:22 90:2 92:12 95:5 98:10 115:2 118:17 131:10 plethora 12:17 plugging 117:22 plus 60:3 96:11 96:24 114:16 point 28:24 36:2 37:6	38:22 41:11 62:16 71:23 76:13 79:17 83:14 86:21 88:14 104:25 129:16 points 13:3 24:5 71:10 135:6 poison 132:1 pole 121:24,25 police 55:21 57:16 policies 51:22 110:9 134:15 policy 76:7 99:1 117:8 political 14:1 39:8 104:5 107:23 politics 109:24 124:14 polls 103:22 polluter 105:13 105:24 polluters 105:16,24 106:5 poor 117:1 pop 121:15 popular 100:7 population 116:10 134:4	port 68:17 portion 100:8 121:2 pose 14:25 position 79:21 positions 108:5 positive 88:1 123:20 possibilities 67:5 possible 5:14 38:11 43:6 64:1 86:14 93:12 107:13 possibly 5:13 post 5:24 94:21 128:17 posting 28:2 96:14 pot 77:10 potentially 25:17 42:8 pothole 10:2 power 49:4 62:13,14 ppb 74:14,23 practical 11:24 practice 70:5 practices 70:1 108:3 pre 75:16 76:9 132:4 precise 7:19
--	--	---	---

predetermine 56:24	prevention 110:24	prishaa 3:16 98:9,13,18,18	20:19 21:7,8 21:19 22:21
prepared 139:3	previous 8:19 67:14	privacy 77:25	23:7 24:9 26:1
preparing 104:16	previously 35:21 68:10	private 16:10 27:11 52:20	26:20,21 27:1 27:23 28:15
present 2:2 3:2 36:8 106:4 115:16	price 106:15	54:5 58:13,15 62:10 69:18 72:17 73:1	30:4 31:4,7,22 31:24 32:5,7 32:15,24 35:16
presentation 7:20 36:6,8,9 36:18,19	primaries 102:11 103:7 104:1,7 108:11 108:23 124:21	87:16 111:1,6 121:16 133:4	35:19 37:7 39:7,9,21 41:14 43:1
presentations 6:25 7:2	125:2 134:3	privilege 15:14	46:11 48:7,21 49:18 59:11,16
presenter 7:14	primarily 5:8	privileged 9:16	64:23 75:18 79:8,24 84:9
presenting 6:20 6:23	primary 102:18,20 103:15,21	pro 58:23	85:1 90:8,10 94:20 95:10
preservation 49:18	prime 71:7	proactive 132:16	97:13 99:22 106:12,22,24
president 11:3 19:3 24:14 91:13 108:20	principle 105:13,24	problem 46:5 103:12 114:9 126:24,25	113:12,12 117:3 128:1 133:12 135:25
president's 14:8	principles 71:19	problems 66:20	136:24
presidential 102:24	print 18:14 24:6,24	procedures 40:2 41:18 48:1	processes 16:23 19:21,23 21:9 22:10 23:1
presidents 10:17,18 73:13 108:9	prior 7:2 17:18 37:6,15 95:17 138:5	proceed 7:22 36:13	29:18,20,23 31:2 48:23 99:25
presiding 6:20	priorities 59:13 77:1,3 81:11 100:19	proceeding 137:10 139:4	processing 90:17
pressure 56:20	prioritize 48:7 60:8 64:1	proceedings 8:15 138:3,5,6 138:9 139:6	procurement 66:14,16,24 69:25 76:7
pretty 24:15 97:16	priority 57:22 81:8 94:3	process 9:25 16:19 17:7,16 19:16 20:1,17	
preventable 38:14 132:1			

99:25 133:7 135:9 procurements 66:3 product 74:19 74:20 88:11 96:17 production 48:25 72:7 productive 31:9 professional 41:20 profit 85:24 profiting 53:16 program 15:20 15:21,22 18:21 21:19 64:14,21 82:6 83:7,22 84:10,12 86:8 92:3,23 94:2 94:13 104:22 132:5 programs 116:4 117:23 progress 34:6 prohibit 117:20 project 28:2,3 34:17 35:1,2,7 35:10,25 37:2 37:4,15,21,24 38:4,7,10 39:19 40:5,7 41:15,21 43:2	44:20 47:5 55:7 69:4 70:4 81:24 projects 6:24 33:20 34:9,11 34:15,17,24 35:3 36:3,22 38:16 39:18,24 40:12,22,24 41:4,18 42:8 42:15,19,22 43:6,11 50:7 69:25 70:7 74:12 76:10,23 77:6 78:22 106:18 promise 98:19 promised 79:2 promises 132:24 promote 128:3 proper 43:9 properly 35:21 property 15:25 16:10 18:10 22:7 proponent 23:22 24:2 proportion 103:21 proposal 10:13 11:17 19:4 81:25 109:11 111:8,20	proposals 10:9 14:4 41:6 71:4 77:2 134:22 proposed 16:16 27:11 50:10 72:23 82:6 proposes 27:12 proposing 76:24 proposition 133:16 protected 45:8 57:1 protection 21:18 69:11 99:20 100:22 105:6,7 protections 72:24,25 protective 131:22 provide 35:8 36:4,16 46:14 53:4 56:2 58:10 65:17 provided 35:11 35:12 36:15 42:4,7 providing 58:12 69:1 121:16 provision 21:11 psal 124:6	pta 11:3 public 1:2,2 3:9 3:10,11,12,13 3:14,15,16,17 3:18,19,20,21 3:22,23,24,25 4:5,6,7,8,9,10 5:6,8,24 6:16 7:4 9:3,22,25 11:25 12:1 16:10,15 17:1 17:3,5,16,19 18:5,17,19,21 19:2,5,7,12,14 20:8 21:2 22:18,20 24:19 26:10,21,21 27:4 29:9 30:4 30:21 32:23 34:3 40:10 42:12 43:24 44:2,23 45:4 45:17,18,22,23 46:4,11,12,17 46:18,23 47:4 52:4,7,7,19 53:9,22 54:3,5 54:8,10 56:2 57:17,21,23 58:4,12 61:4 62:5 67:15 70:12 72:16,18 72:20 83:9 87:1,7,9,13
--	---	--	---

88:21 90:24 101:20 107:22 108:8 110:6,6 110:24 111:1,6 111:13,13 113:1,4,8,14,16 114:12,18 115:10 121:15 126:22,24 127:2,3 128:11 129:3,10 131:8 132:18 133:4 136:16 138:20 publication 17:22 18:4 publicly 69:6 publicy 88:20 publish 17:19 24:17 100:25 pulling 98:6 purchase 69:23 132:4 133:10 purchases 133:11 purchasing 66:4 69:23 70:6,15 73:24 74:5,5 purpose 25:10 purposes 16:11 pursuant 21:13 pursuing 13:14 purview 71:2 71:15 73:15	push 60:3,7 114:4 pushback 52:4 pushed 38:10 pushing 52:5 114:15 put 12:1 26:10 30:13 40:25 42:12 51:9 66:10 79:13 92:11 94:25 96:22 103:23 104:6 132:10 puts 27:10 putting 30:14 54:15 56:20	question 12:1 25:12 29:4 30:9 50:25 53:10 54:22 57:24 58:17 73:5 78:12 80:22 82:13 109:12 128:8 128:12 questions 11:23 15:1 23:4,18 27:16 38:19 40:18 43:18,25 54:20 62:23 65:22 67:21,22 71:13 73:17 82:15 88:24 98:3,4 104:11 111:25 114:25 118:16 125:5 130:13 135:23 quick 50:25 quickly 43:6 79:14 93:8 101:20 quietly 117:16 quite 5:13 18:1 19:23 40:13 55:10,12 59:14 116:9	race 98:20 radar 67:17 radius 41:16 raids 57:10,17 rain 7:6 9:14 14:3 rainy 115:25 raise 63:21 raised 104:19 104:25 132:3 raising 125:7 133:9,15 rajesh 3:15 82:23 86:3,7 ramps 16:4 range 16:3 48:3 106:19 ranks 133:3 rapidly 87:6 110:21 rare 19:1 63:23 rarely 113:14 rate 50:6 115:16 ratepayer 117:16 rather 16:20 43:5 70:6 110:25 rationale 81:14 reach 34:1 120:5 129:20 reaches 100:18
	q		
	qualification 76:9 qualified 138:7 qualify 75:17 quality 10:25 114:4,11 126:8 132:24 quantum 100:2 quarter 102:15 103:15 queens 1:14 84:2,19 99:7 101:17 107:9 107:19 109:25 115:6 126:3 127:5 130:6		
		r	
		r 2:1 3:1 4:1 5:1	

reads 21:10 26:11 real 5:5 26:18 46:5 73:8 87:10 96:21 99:6 116:14 reality 46:7,10 61:11,22 87:24 realize 9:2 really 6:5,5 7:17 11:12 15:2 24:23 25:9,24 31:20 39:18 40:12 42:2 43:18 44:14 46:6 48:5 49:19,21 50:3,13 52:24 53:9 55:8,12 56:7 59:3,7,11 59:20 60:3,9 60:13 77:9 86:25 87:14 89:10 91:9,19 97:3,3 98:7 112:1 114:8 120:7 121:1,1 130:14,21 131:23 133:2 133:13 135:25 realm 34:3 58:4 reason 45:20 53:20 54:9 81:20 92:24	reasonable 18:15 52:15 63:24 rebar 10:1 receive 18:21 19:1 78:23 91:2 129:5 133:16 received 7:1 19:11 84:10 receives 69:12 93:4 recent 19:12 113:9,18 127:14 recently 46:8 86:17 98:14 108:15 122:6 131:17 reclaiming 54:18 recognize 14:9 43:8 53:14 69:25 74:24 103:9 recognized 64:11 70:5 recommend 80:13 119:17 recommenda... 12:3 73:20 78:13 80:3 recommenda... 6:7 7:19 14:6	36:11 39:13,14 44:1 48:18 49:3 58:21 59:10 66:15 67:11 68:23 90:9 130:1,15 reconfiguration 38:1 reconsider 45:21 reconsidering 73:12 record 17:19 17:21,25 24:25 25:1,4 138:9 139:5 recorded 35:22 138:6 recording 138:8 139:4 red 19:15 134:23 redesign 34:13 38:6 46:23 redesigns 39:19 reduce 13:17 18:6 84:25 reduced 127:15 138:7 reduces 66:18 reductions 34:10 127:19 redundancies 14:10	redundant 19:5 referee 124:6 reference 36:23 referenced 39:3 referendum 102:11 reflect 11:6 reflects 49:6 reform 11:20 15:15 48:19,20 49:3 59:12 70:23 reforms 6:9 13:13,22 49:17 50:15 135:7 refuge 58:16 refundable 83:23,24 regarding 1:2 24:5 regardless 13:25 16:16 34:19 regards 72:8 regina 136:18 registered 20:16 102:17 103:2,13,16,23 104:4 registering 95:8 registration 20:15 90:22 102:25 103:24
---	--	--	---

registrations 22:24 registry 103:2 rego 115:8 regular 127:25 regulates 51:12 regulating 135:1 regulations 51:23 66:16 regulators 100:4 rejected 81:25 82:6 relate 112:8 related 12:4 58:21 70:25 138:11 139:7 relative 138:13 139:10 relatively 32:17 72:11 relax 72:5 released 109:8 relevant 19:2 20:4,23 21:3 reliable 64:13 relic 92:2 relief 58:11 relieve 126:25 rely 45:6,6 remain 50:2 134:10	remediated 100:1 remediation 99:2 100:15,24 101:4,7,12,15 104:20 105:1 105:21 106:18 106:23 remember 79:22 remind 71:2 remove 84:17 84:17 126:13 renee 3:23 125:19 128:6 renewal 104:5 renewed 119:7 rents 47:24 reorganization 78:21 repeat 73:20 74:3 repeating 86:25 repetitive 78:17 report 42:9 48:3,21 57:18 116:3 reported 1:20 57:19 reporting 69:7 81:3	reports 14:23 represent 115:12 representation 12:23 13:23 129:11 representative 104:2 representatives 18:23 represented 12:9,10 representing 9:16 115:6 represents 12:20,25 13:11 republican 103:25 134:7 republicans 103:3 request 36:6,17 requests 36:7 114:15,16 133:8 require 11:21 28:14 35:18 44:8 69:8,22 100:21 101:5 115:23 116:2 116:12 117:2 118:25 required 17:5 19:7 21:1 22:19 29:13	38:7 39:23 requirement 17:1 19:14 70:2 83:18 84:24 91:1,7 91:23 100:15 101:5,6 105:2 105:21 106:24 requirements 16:20 18:13 21:23,24 32:5 34:21,25 40:7 40:11,15 41:19 49:7 113:11,23 requires 16:14 17:2 18:2 22:4 28:20 35:2 132:15 requiring 35:20 99:22 101:2 110:5 research 34:4 researched 107:3 researching 98:16 99:1 residence 68:15 resident 37:8 98:14 107:10 107:20 126:3 133:8,18 residential 112:23
---	--	---	---

residents 10:20 11:12 12:24 13:18 33:25 38:5 113:6 118:3,7 126:9 126:18 127:20 128:1 132:25 134:13	responsive 69:19 70:18 133:18 rest 21:7 45:10 46:19 53:23 54:8 101:18 restaurant 16:25 29:7 83:3,11,13,16 83:20 84:4,18 85:10 89:16 90:5 91:20 92:20 94:21 restaurant's 22:17 restaurants 22:4 25:21 92:5 94:23 96:25 122:12 122:14 restaurateur 89:6 restore 102:14 132:19 restoring 102:13 restrictive 71:9 restroom 126:25 127:3 restrooms 127:2 result 16:22 20:25 21:24 50:8 65:1	126:9,23 results 9:25 79:1,15 retain 73:4 rethinking 46:4 return 69:5 returns 109:9 revenue 64:13 91:4 92:8 93:18 97:2,10 110:25 review 15:10 16:18,23 17:24 19:4,20,20,23 20:1,5,19 21:1 21:8,9,19 22:1 22:9,14,15,21 26:24 29:12,23 29:24,25 35:10 37:5 40:25 41:18 43:1 48:22 49:12 69:4 78:23 90:14,16 101:14 reviewed 21:13 reviewing 21:20 reviews 16:13 17:18 20:13 116:13 revision 70:24 72:22 73:10,15	revisit 82:13 revocable 6:21 15:15,16,18,23 16:2,9,13,15,17 16:20,24 17:3 17:17 18:9,20 20:11 21:12 24:12 84:24 90:18,20,22,25 91:23 95:23,23 rewards 10:3 richwood 115:8 rick 89:23,25 rickerson 4:6 89:24,25 95:14 95:15,16 rid 24:23 77:17 riddled 71:12 ridership 33:25 right 11:15 14:10 15:24 24:2 25:13,19 25:25 26:3,5 28:6,20 29:9 30:7 32:9 33:11,14 39:22 40:9 41:16,22 42:23 43:4,6 64:16 66:4 80:24 85:7 88:2 91:5 92:11 95:3 98:9 105:12 116:23,24
--	---	--	---

117:6 119:9,14 124:19 128:24 rights 62:13 71:21 risk 34:15 70:6 87:8 88:4 risky 57:5 rivera 2:13 9:7 27:18 59:22 rivers 106:2 road 41:1 roadmap 70:3 roadmaps 131:14 roads 34:8 110:6 roadside 94:20 roadway 17:4 19:7,21 20:1 20:16 21:8,9 21:22,25 22:6 22:7,12,17 25:13 26:14 27:9 28:19 29:8,11,25 30:2 84:22 92:21 93:20 94:3,9,12 robert 3:24 130:25 131:10 133:22 role 11:9 16:9 73:12	roman 90:4 room 1:13 2:2 3:2 59:10 68:1 82:23 98:8,11 129:12 rooms 116:8 rosario 2:14 39:12 rounded 49:20 routes 37:23 routine 133:11 rule 49:5 117:8 rules 34:16 69:23 74:14 118:8 133:7 run 23:13 25:6 29:7 67:6 77:15 109:13 109:17 running 24:25 62:6 91:19 108:16 109:5 runs 63:25 ruth 2:9 26:7 27:24 52:10 78:10	97:22 113:2 safely 70:9 safer 37:22 safety 37:20 38:5,13 43:5 46:4,17 57:17 57:21,22 72:6 114:12,18 115:10 134:24 samana 67:21 sample 74:19 sanitation 126:20 127:7 sankat 3:15 82:23 86:4,6,8 89:2 sat 120:3 save 116:1 savings 136:21 saw 121:22 saying 32:13 40:24 52:25 76:6 79:18 119:11 120:9 128:18 says 27:10 66:24 sbs 35:4 sca 86:19 scale 16:16 scenario 72:14 schachter 3:12 68:1,4,10 73:22,25 74:4	74:14 75:4 76:20 78:6,9 78:18 80:5,8 81:1,16 82:9 82:18 schedule 36:18 schedules 65:11 scheme 22:2 school 37:20,21 37:23 38:2,2 72:20 98:15 99:16 116:25 118:22,24 119:10,11,19 119:22,23,24 120:3,6 schools 116:22 116:24 117:3,5 117:6,8,10 119:3,4,21 120:7 schumer 62:3 schumer's 91:16 science 107:23 112:22 scientific 100:9 106:25 scooter 61:11 score 43:14 seamless 78:16 season 36:23
	s 2:1 3:1 4:1 5:1 sacrificing 49:13 134:24 safe 45:9 58:6 58:15 61:14 65:10,17 82:13		

seat 103:5	83:24 90:19	sensory 121:14	72:13,22,24
seating 93:20	see 5:18 14:14	122:3	73:6,8,14 78:2
seats 67:20	14:24 20:2	sent 42:8	80:10 81:25
96:5 117:4	24:7,8 26:25	separate 16:22	90:5 98:7
seattle 27:7,10	34:10 35:15	16:23 21:8,23	services 20:13
seaview 136:20	40:4 55:14,17	21:25 22:8,8,9	34:2 69:1,12
second 8:5,6	55:18 62:22	23:1 26:2	70:12 77:19
12:3 16:17	75:23 79:8	29:16,18,20	91:12 110:10
23:10 25:12	80:19 100:5	34:21 69:8	110:22
29:14 41:11	112:2 121:3	80:15 81:5	serving 25:10
44:10 60:22,22	124:8 130:20	93:21 99:24,25	89:7,8 97:15
69:8,23 74:23	seeing 8:23	118:23	127:4
85:8 136:19	49:24 86:16	separately	session 31:10
137:3,4	seeking 72:21	76:24	68:10
secondly 49:16	seem 27:14	september	set 16:20 35:2
seconds 88:2	112:13	108:11	40:11 41:17,19
118:5	seems 25:6 31:6	sequentially	106:12 131:20
secretary 2:6	seen 37:20	31:15	setups 16:8
68:5	54:23	serious 88:14	seven 28:18,19
section 66:3	selecting 11:9	88:15 126:24	36:10
97:24 101:11	selection	129:18	several 20:17
101:12 108:4	103:18	seriously 34:7	84:5 85:2,4
110:9	sell 96:16	serve 9:8 44:23	severe 72:18
sections 16:12	senator 36:1	45:22 46:18	sewage 99:11
21:14 72:18	62:3 91:16	47:4 62:5	sewers 117:22
sector 69:18	send 24:20 35:3	68:14 131:15	shape 88:13
72:16,17 73:2	35:24 36:12	served 14:7	shapes 87:14
111:9	41:6 42:6	68:11	share 53:20,24
sectoral 111:21	sense 11:7	serves 16:9	54:10,13 112:4
sectors 111:7	25:12 27:20	service 14:3	136:3
112:23	28:4 31:7,11	20:13 58:12	shared 11:14
secure 70:17	78:14 120:13	64:24 70:23	11:15 13:14
security 16:5	134:3	71:1,7,9,14,19	14:11 80:10
67:7 81:11		71:22 72:3,9	87:21 100:1

111:12 sharing 8:25 24:15 shaw 2:15 sheds 25:14,15 shelter 61:19 116:17 shelters 61:21 116:8 shop 28:20 shore 9:17 shorten 85:1 shot 135:4 show 41:15 64:22 79:1 91:9 103:11 127:22 showed 126:16 shown 20:20 34:4 shrimali 3:16 98:9,12,13,22 98:25 104:21 shrinking 117:2 shut 107:13 123:6 124:21 shutting 103:7 sic 133:23 side 106:10 sidewalk 16:4 16:18,24 17:4 17:6 19:8,18 19:21 20:19	21:9,13,18,25 22:5,7,11,15,17 25:14,18 26:13 28:10,18 29:8 29:12,24 30:6 32:19 56:9,11 83:21 84:21,22 92:7,21 93:20 96:4 sidewalks 16:1 94:3 sign 27:10 41:22 64:14 signature 84:7 138:18 139:13 signed 11:19 significant 100:8 106:20 108:10 significantly 18:8 40:2 84:25 signing 95:7 signs 20:13 116:13 silence 132:16 similar 64:25 64:25 similarly 42:11 simple 23:14 32:17 132:9 simpler 27:13 simplest 13:22	simplification 40:17 simplified 20:1 simply 32:13 45:11 71:18 117:4,4 simultaneously 108:17 single 16:25 91:24 111:10 132:9,15 singular 79:18 sir 78:8 sit 43:4 97:1 115:9 site 20:3,22 22:8 99:9,15 99:23 100:1,3 100:4,18 sites 45:15 50:11 99:5 100:16 101:2 101:17 106:2 106:13 sits 99:7 sitting 117:11 situate 80:25 situation 32:19 41:25 six 5:24 68:23 91:3 95:17 96:24 109:6 129:23	sixteen 96:5 sixth 70:8 sixty 57:18 size 119:11 sized 94:23 skills 138:10 139:6 slide 20:20 slightly 19:25 slope 57:11 slow 34:14 48:24 106:12 114:14 slowest 33:24 slows 66:19 small 11:4 18:12 22:25 23:12 26:12 34:5 63:22 65:11,15,19 74:19 83:2,11 84:12 85:1 87:4 89:5,16 91:11 92:1 94:23 97:2 126:4 128:2 134:1 135:7 smaller 40:1 135:8 smallest 63:25 122:9 smith 4:5 112:11,14,16
---	--	--	--

smoother 106:24	121:10	53:9,22 54:6,7	specifics 67:17
snail 129:7	sort 24:15	61:4,15,17	spectrum 121:13
social 77:19	28:24 30:14,22	62:5 110:6	speed 48:2,7,21
87:9 129:6	31:11 58:10	113:2,14,16	49:3 50:15
software 66:5,5	65:14,15	121:16 122:8	59:20 70:11
66:8,11,16,17	133:25 135:11	122:18	speeding 48:16
67:2 74:18	135:12,13	spacex 76:18	spend 64:9
77:13 79:25	sorts 78:21	speak 31:19	84:1,4,19
soil 106:3	sought 37:21	42:16 44:22	101:5 116:5
131:25	source 66:15,18	58:15 66:2	spending 69:6
solar 88:1	67:2,3	90:7 97:25	77:16 81:8
soliste 3:11	south 9:17	102:9	116:1,7 117:1
60:16,19,19,25	124:1	speaker 8:6	spendings 116:11
61:3 63:1	southeast 83:4	60:18,24 61:2	spends 12:17
110:1	126:3 130:6	62:25 75:25	76:22 111:4
solution 46:16	sovereignty 67:6	137:2,4	spent 87:8
65:8	space 5:8 27:9	speakers 5:10	91:10,19 92:10
solutions 46:17	28:9 45:10	6:16 8:3,9	98:16,25
54:25 55:1,9	46:14 52:19,23	137:6	spills 99:11
65:17 67:2	54:2,4,10 56:2	speaking 29:17	spinners 121:16
71:24	60:2 61:18,25	46:24 56:3	spirit 130:6
solve 126:17	62:9,11 64:2	special 9:6	spoke 97:19
somebody 10:5	83:9,25 84:1	specific 6:7,9	sport 124:7
27:20 32:14	87:13 111:13	35:7 37:19	spot 30:13,14
someday 32:15	113:4,8,22	42:22 43:12	sprinkler 49:10
95:16	122:3,3 123:7	44:3 51:19	square 131:21
soon 30:5	spaces 1:2 5:6	specifically 15:17 31:1	st 130:7
sooner 92:8	9:22 14:11	35:18 42:1	stack 87:20
sorry 17:8,15	38:1 44:2,23	100:18 129:10	stacks 87:22
23:8 44:14	44:24 45:5,17	specification 70:6	staff 12:12,13
63:12 86:1	45:18,22,24	specifications 75:6	13:2 26:24
107:12,14,16	46:18,24 47:4		
109:23 112:16	51:8 52:7,7		

91:20 113:23 129:19 136:10 stages 22:21 stakeholder 31:12 stakeholders 18:17,25 21:20 37:13 standard 64:24 66:23 114:17 132:4 standards 72:6 94:15 staples 61:7 start 16:25 23:19 30:4 31:6 42:8 65:7 72:15 78:13 93:7,11 107:17 started 81:4,20 95:25 121:14 128:21 starting 135:9 state 63:20 69:17 82:7 93:18 109:1,14 110:6 111:4,5 115:15 118:23 118:25 119:7,8 119:15,17,18 133:11 138:21 state's 132:14 stated 102:12	staten 7:10 8:14,24 9:17 14:14,18 136:17,18 statewide 47:22 stations 47:11 51:17,23 52:14 stay 47:18 65:21 73:13 82:22 staying 134:18 stemmed 18:13 stenographer 136:13 step 35:19 42:9 steps 27:21 35:15,20 37:2 37:14 38:8 41:25 74:21 stipulated 64:15,17 stoops 16:4 stop 14:16 38:3 stopped 93:11 stops 37:10 storage 83:17 storm 116:2 strategically 70:9 strategies 48:3 strategist 86:8 stream 64:13 streamline 31:22 39:7	69:14 74:1,1 streamlined 27:1 93:23 streamlining 28:13 39:13 48:1 street 25:18 34:9,13 37:9 37:25 38:15 39:22 45:14 55:18 57:21 75:6 83:7 85:6 85:9,11,11,13 90:6 96:5 streets 16:1 33:21,23 37:18 43:8 44:24 45:4,8,18 46:6 46:7,23 47:1,2 47:14,15 52:20 53:9 54:14,18 54:19 57:1 58:5 61:12,20 113:1 streetscape 34:5 92:9 114:4,17 strengthen 13:15 70:13 stress 7:17 stretches 126:21 strikes 131:25	strip 72:23 strongly 84:23 85:18 structural 99:3 101:15 structure 16:16 101:19 structures 15:24 16:3 30:18 struggle 78:1 struggles 113:10 struggling 54:1 stuck 31:25 90:21 114:21 student 117:1 students 38:5 116:23,24 117:9,12 120:1 studied 99:3 100:2 studies 122:7 studio 86:9 stuff 59:18 89:2 stuffed 116:16 subject 15:15 21:22 34:14,20 34:25 39:18,20 49:13 subjecting 16:18 submit 5:20 36:6 59:17
--	--	--	--

62:20 89:2 108:2 131:4,6 136:5 submitted 79:23 submits 20:3,9 20:14,21 21:2 submitted 6:4 17:22 80:6 90:11 94:17 114:16 132:6,6 submitting 50:20,23 90:8 substantial 37:5 substantially 21:19 37:3 subway 34:1 success 9:24,25 109:2 succinctly 95:5 sucks 131:23 sue 42:7 sufferers 126:23 suffering 97:9 sufficient 37:4 suggest 71:10 73:13 suggesting 41:7 suggestions 129:25 sum 118:2 sumana 4:10 63:5 65:21,24	67:18 summary 20:1 summer 36:22 summertime 36:3 summons 56:6 56:8 superfund 98:17 99:1,9 99:14 100:3 104:22 superfunds 104:19 supplied 122:14 support 11:18 45:5 49:2 58:18 62:1 63:1 77:2 83:8 83:19 84:12 97:22 102:10 121:25 136:11 supporting 45:14 supports 34:3 supposed 79:24 117:21 sure 24:3 25:13 28:13,22,23 31:17 41:10 47:3,8,13 53:7 54:13 60:8 73:22 79:14 92:12 118:12	125:8 130:2 surely 9:10 surgery 110:5 surprised 9:12 115:22 surround 131:22 survey 96:8 surveys 37:9 survive 94:24 susan 2:6 sustain 45:15 sustained 69:13 126:19 swap 76:1 swawa 4:10 63:5 65:25 switch 67:25 75:20 sworn 138:5 sympathy 52:25 53:1 system 34:1 41:23 68:22 70:15,23 71:1 71:19,22 72:3 72:9,22,24 73:6 74:13 77:23 91:24 104:5 105:12 106:22 114:2 117:18 124:20 systems 49:10 69:12 70:4	77:18 88:5,20 105:14 117:22 t table 84:11 100:12 105:25 106:7 tables 92:7,11 tail 33:15 taiwan 3:22 125:19 126:1 130:4 take 14:23 24:4 27:3 32:20 36:10,20 42:24 44:11 49:19 51:3 52:18 57:3,5 58:16 61:15,16,18,19 65:22 73:17 75:5,6 79:5 83:20 102:3 109:15 110:3 112:16 129:15 129:17,17,24 133:17,24 taken 6:11 70:1 97:24 130:16 135:24 138:3 138:12 139:9 takes 10:5 20:17 31:11 35:19 72:11 93:1 94:24
---	---	---	--

talent 73:4	technology 68:7,11,20,22	testify 8:19	130:19 131:5,6
talk 27:4 33:20	69:5 75:18	15:14 23:3	135:23 136:6,9
41:12 55:7	76:8,10,16,23	44:18 45:21	136:22
59:18 70:22	78:22 79:25	60:16 61:4	testing 51:20
85:6 95:22	86:22 88:18	63:17 68:2	thai 83:2
121:13 128:9	112:22	70:22 89:22	thank 8:25 9:19
talking 30:25	technology's 68:24	92:19 118:10	14:2,5,24 15:3
39:5 83:6	tell 25:10 82:2	120:25 125:23	15:5 17:14
95:24 97:17	104:17 116:3	128:4 130:15	23:3,5 26:6,8
111:3 119:16	117:5 120:5,7	131:3 133:25	27:15,18 28:25
tape 19:15	124:17	135:18 136:5	30:8,12 33:2
134:23	temporary 93:9	testifying 3:3	38:14,17 40:21
targeting 57:10	93:10 94:5,5	4:2 5:16 44:6	43:16,20,22,22
task 48:2 49:3	ten 36:4,5	55:1 102:10	44:10,17 47:17
76:11 127:6	109:7 114:16	125:16 138:5	50:16,18,24
tax 93:17 109:8	tenants 49:1	testimonies 7:13 108:2	51:4 52:9
117:15	tend 43:25	testimony 5:7	56:15 58:25,25
taxes 118:8	106:18	5:20 6:4 8:13	59:2,24 60:12
135:2	tens 64:9	23:6,22 26:9	61:1,3 62:24
taxonomy 43:12	term 60:9	27:19 33:3,8	63:1,1,2,3,15
taxpayer 78:6	77:16 108:1,6	43:17 44:4	65:20,25 67:18
taxpayers 78:7	108:19,24	48:22 50:20	67:20,23 68:8
115:12 134:14	109:17 113:13	52:24 58:4,9	70:19 75:11,13
teaching 87:13	113:15	58:21 60:1,13	76:4,5 79:16
team 18:24	terms 93:5	62:19,21 63:4	80:7,20 82:8
124:7 132:11	108:7	67:24 75:14	82:17,18,19
tech 68:15	terry 3:23	76:5 80:6	85:24,25 86:6
86:11	125:19 128:6	82:17 86:1,19	88:23,23,25,25
technically 104:23	tesla 76:18	89:1 98:20	89:4,6,7,11,13
technological 87:22	tested 51:19	104:10,15	89:14 90:6
	testified 136:3	105:1,10 107:3	92:13,14,17,18
		107:25 115:1	95:11,12,13
		125:5,23	97:25 98:1,1,5
			98:5 101:21,23

102:8 104:8,9 104:14 107:2,2 107:3,5,6,15 109:18,19 111:23,23 112:1 114:22 114:24,24 115:1,4,4 118:9,11 120:14,18,20 120:21 121:7 123:3,8,9,12,13 123:15,16 125:4,6,7,13,14 125:15,17,18 125:22 128:3,5 130:5,10,16,18 130:19,22 131:13,17 133:20,21,23 135:21,22,24 136:2,8,10,13 137:7 thankfully 38:12 132:18 thanks 29:5 33:5,5 47:24 58:1 60:25 61:25 63:16 78:8 109:20 125:15 theme 5:10 themes 59:19	theodore 2:10 thereabouts 6:3 thermonuclear 23:10 thicket 23:13 thing 23:14 59:3,25 81:7 128:25 things 13:12 26:24 31:24 59:21 67:1,3 71:12,17 80:16 81:12 96:15,23 97:1,18 119:16 134:24 135:10 think 11:7 13:9 13:25 14:12 23:6,24 24:15 24:16,23 25:7 27:24 30:24 31:5,15,19 32:6,16,22,24 39:25 40:8,16 40:24 42:17,20 43:11 51:4 52:3,12,13,23 53:14,20 54:10 54:12 57:15 58:5 59:2,6,14 59:15,19 60:10 73:23 75:18 76:11,13 77:15 84:2 85:16	86:19,20 87:13 88:3,18 93:15 96:25 97:11,12 102:1 104:18 110:8 117:18 124:25 thinking 28:7 28:12 42:16 45:23 54:16 60:4,7 61:22 97:10 third 69:14 73:20,25 thirds 117:9 thomas 3:25 130:25 131:11 131:15 thompson 1:13 thought 27:20 27:22 95:4 109:9 thoughtful 129:19 135:25 thoughts 67:22 98:4 104:11 118:16 125:5 thousand 34:17 thousands 45:16,19 46:25 64:9 threats 69:10 80:14 three 7:14,15 7:18 10:10	12:16 25:6 36:21 42:25 64:8 75:1,8 80:8 85:12 88:2 95:9 105:6,11,23 106:21 108:18 121:1 134:1 threshold 100:17 133:10 thrilled 124:8 thriving 18:14 113:7 ticket 64:19 65:2 ticketed 64:5 tickets 64:10,12 64:16,21,25 tie 116:14 tiered 105:11 105:11 106:21 tiers 105:23 ties 105:20 time 5:15 9:9 12:18 14:2 17:16,24 18:13 22:15 29:23 31:16 37:16 38:11 40:3 43:21 54:4 56:19,23 62:16 62:17 72:10 73:14 79:23 81:6 82:10
---	--	---	--

84:8 85:8 86:7 90:21 91:9,21 92:25 93:20,23 93:24 95:4 100:12 103:5 104:16 106:8 106:14 107:5 109:18 111:17 112:17 113:12 114:23 115:12 116:18 122:12 123:4 124:19 124:25 130:12 132:5,15 133:4 133:25 134:13 134:14,21 135:23,24 timeline 28:5 90:23 99:12 101:1 timelines 35:18 38:10 99:25 timers 124:5 times 42:14 91:15 134:6 tiny 124:2 tipping 28:24 titles 71:9,15 71:15 82:1,5 today 12:5 13:6 15:15 16:11 23:3 44:18 45:20 46:25 49:24 63:17	86:23 87:6 90:7 99:15 121:13,22,25 126:6 128:21 132:8 136:22 today's 107:25 together 55:8 66:10 83:9 99:23 105:4 110:12 124:10 124:14 126:18 127:6 toggle 7:5 told 54:6 85:14 88:3 tomorrow 8:23 14:14,19,25 136:17 tompkins 131:20 tonight 5:4,8 5:23 6:15 7:1 7:11,21 8:22 10:8 15:1 47:24 130:15 130:25 131:3 136:3 tonight's 9:22 128:9 tons 128:14 took 31:8 43:17 46:9 51:2 58:9 91:18 113:23	tools 37:12 62:12 top 7:12 43:25 48:1 topic 86:17 topics 5:7 70:25 134:1 total 18:22 84:1 totally 65:18 touches 122:9 tough 121:1 tour 120:6 towards 73:8 129:2 town 49:24 100:3 townsend 1:20 138:2,19 towse 139:2,15 track 120:2 trade 72:25 traditional 129:21,21 traffic 28:14 41:4 53:3 127:11,12,14 127:18 tragedies 38:14 train 121:22 transcriber 139:1 transcript 139:3,5	transcriptionist 138:8 transform 6:8 45:23 46:18 122:8 transit 68:15 68:18 127:1 translation 62:18 translator 44:9 60:17 transmission 16:7 transparency 24:4 transport 110:11 127:4 transportation 3:7 6:17,22,24 15:13 33:9,17 33:19,20 34:16 38:7 62:2 68:18 115:10 127:8,12,24 trash 126:23 treat 45:18 88:11 124:15 treated 64:12 treating 46:3 tree 131:22 132:1,4,5,9,15 132:25 133:4,5 133:8,13
---	---	---	--

trees 131:21,24 tremendous 42:13,18 tricky 104:22 triple 116:11 trodding 14:3 truck 41:16 64:3 65:15 trucking 63:22 65:16 trucks 58:13 true 138:9 139:5 truly 11:6 104:1 trust 92:25 132:18 trusted 88:20 truth 61:20 try 77:23,23 93:4 130:5 134:23 trying 30:13 51:9 57:1 64:3 80:2 85:13 94:24 130:23 130:23 133:19 turn 8:19 19:17 51:1 63:4 64:15 65:21 112:10 turning 28:21 41:16 98:8 110:21	turnover 28:14 turns 133:15 twice 17:20 32:1 74:15 two 7:13 10:9 10:12 12:16 13:13 16:12 19:9 21:25,25 22:8,8,9,12,20 22:23,23,23,24 23:1 26:2 29:8 29:17,19,23 35:19 36:20 39:15 42:25 44:6 48:19 53:3 63:4 71:6 75:5 88:4 90:22 91:2 108:7 112:6,9 117:9 123:22 125:20 130:24 type 41:4 42:21 97:13 types 39:24 43:10 typewriting 138:7 typical 36:23 typically 18:21 30:2 35:19 72:16 typos 71:13	u ubiquitous 68:25 umbrella 84:11 unable 68:9 84:8 unaffiliated 102:23 103:7 unavoidable 64:10,12 65:18 unclear 13:8 under 15:25 38:5 64:17 71:21 101:7 104:22,23 105:13,24 110:19 115:20 129:18 underneath 128:18 underserved 83:3 understaffed 110:19 understand 23:12 30:25 51:2 53:15 74:9,10 81:10 85:22 130:8 understandable 10:8 understanding 60:6	understands 47:1 understood 57:6 62:4 81:21 88:19 112:7,7 underutilized 58:9 uneven 48:11 unevenly 64:25 unfold 6:15 unfortunately 84:7 124:14 126:14 132:8 unhappy 11:12 unidentified 8:6 60:18,24 61:2 62:25 75:25 137:2,4 unions 71:19 72:1 110:15 111:11 units 50:8 universe 40:1 52:14 university 86:17 136:18 unjust 85:16 unmute 63:12 unpaid 109:9 109:16 unrelated 18:20
---	---	--	--

upcoming 115:14 update 68:21 68:23 updated 74:15 updating 70:13 upheave 72:3 upheld 71:21 upside 73:3 urban 99:1 urge 10:10 12:20 48:6 50:5 70:24 84:23 85:18 104:5 urgent 33:22 43:7 44:22 urging 92:4 use 10:1,24 16:10 18:10 37:11 45:23 46:18 66:12 69:24 70:8 71:8 75:15 76:7 95:1 100:11,24 105:5,15 122:17 used 24:6 26:17 56:23 76:8 94:25 113:19 117:15,21 128:23 129:20	useful 16:9 using 51:8 54:17 60:11 70:4 usually 25:4 29:15 36:23 134:9 utility 16:5 utilize 93:3 utilizing 53:22 v v 2:15 vacancy 50:6 valid 133:16 valuable 24:25 value 64:19 69:5 70:10 74:20 various 66:9,9 67:13 77:6 114:16 vehicle 131:25 vehicles 55:5 63:25 64:8 vendors 66:6 66:21 versus 104:18 vests 121:17 122:15 veterans 11:3 viable 74:18 96:22	vibrancy 114:13 vibrant 34:3 vice 2:5 68:5 view 49:20 76:25 79:19 83:14 110:17 village 50:1 115:7 131:21 violation 84:14 viral 23:7 virtually 7:5 visibility 77:24 78:20 vision 78:16 80:3 100:1 visitors 26:19 visually 28:4 voice 27:13 122:21 voices 14:11 27:2 volunteer 79:5 volunteers 126:12 vote 20:23 21:5 102:20 103:6 103:12,21 124:18,19 125:3 voted 48:14 102:18 voters 11:23 12:2 41:6	103:8,16,22,24 104:4 124:15 133:16 voting 124:21 vulnerable 66:21 w wait 45:11 46:1 56:12 81:9 109:17 waited 90:21 101:18 131:2 waiting 84:5 85:3,4 94:10 96:24 133:14 waive 94:13 walk 28:4 90:7 122:13 wang 3:13 68:1 70:21 82:19 want 6:14 8:17 9:19 22:5,6 24:21 25:12 26:8,16,19 27:12 29:7 30:22 31:19 41:14 42:10,11 50:5 53:14 54:16 56:11 58:1,17 65:10 79:3,15 83:20 85:6 89:6,7 93:7 97:11,21
--	---	---	--

102:2 108:14 112:16 113:3 114:1 122:23 122:24,25 123:1 128:9 130:19 132:21 133:23 135:18 136:2 wanted 29:6 31:22 37:22 58:19,24 74:8 78:13 79:17 90:7 102:25 110:1 123:3 125:10 129:15 130:4,14 136:4 wanting 32:7 waste 131:25 watching 9:15 water 117:14 117:14,18 waterfront 106:2 waters 117:22 waterways 99:8 way 18:16 23:20 28:15,22 40:4 46:9 51:20 52:2 74:10 93:8 102:13 120:10 124:15 126:19 135:1	ways 9:20 12:7 39:7 52:14,23 65:10 66:25 128:2 129:8 132:19 we've 6:1,2 22:25 28:16 32:1 76:11 77:22 86:17 87:3 112:8 114:20 115:19 134:19 wealthy 83:13 weather 14:22 45:3 website 24:17 131:5 week 17:22 61:5 weeks 25:6 91:2,3 92:6 110:5 wei 3:14 82:23 82:24 83:1,2 85:9,23 89:13 weigh 8:14 weighted 121:17 122:15 welcome 5:7 53:11 92:17 115:3 122:10 123:3 136:22 welcoming 14:20 136:15	west 50:1 97:11 whatsoever 19:11 whichever 34:19 white 89:24,25 wide 16:2 widely 24:16 wild 14:15,15 14:23 97:11 willing 41:22 win 124:8 windswept 7:7 winner 74:24 75:1 winning 132:12 winter 54:4 wish 7:4 23:8 109:2 wishes 7:10 witness 29:7 138:4 wolfe 2:5 30:12 68:5 104:14 wonder 18:15 wondering 40:22 55:16,24 wong 3:4 112:2 112:5 115:4,5 116:21 118:6 118:14,20 119:2,9,14,20 120:17,20	words 6:14 work 9:23 11:5 33:23 34:11 37:13 38:13 41:16 44:24 45:5,14 46:2 50:8,14 52:18 52:22 53:19 58:22 60:3,9 61:12,20 62:12 66:5 67:9 70:10 75:1 79:4,6 93:25 116:4 117:23 118:7 122:19 129:2,9 130:5 130:7,11,16 worked 15:20 81:7,24 91:12 91:13 126:13 worker 56:24 70:24 110:15 111:10 123:19 129:13 worker's 44:20 47:5 55:7 workers 44:21 44:23 45:1,6,7 45:16,19,25 46:3,14,19,22 46:25 47:12,14 52:8 53:1,17 53:18 54:1,11 54:17 55:19
---	--	--	--

56:17,19,21,25 57:4,10,15,18 57:22 58:11 61:9,23 62:5,9 110:22,24 111:21 workforce 69:2 69:15,21 74:2 110:21 working 5:11 15:19 50:1 56:20 59:8 60:9 66:6 69:17 73:8 77:22 86:10 110:12 116:6 116:17 126:18 workplace 45:19 47:15 workplaces 45:17 works 13:10 33:12 34:8 112:25 126:5 135:19 worry 109:7 116:20 worth 13:14 60:3 worthwhile 16:11 worthy 14:12 would've 91:1 128:15	wow 65:7 75:3 wrap 111:18 write 75:5 119:21 writing 5:20 89:3 131:5 written 6:4 10:3 62:20 67:10 wrong 13:12 57:3,3 75:19 75:23,24 82:22 wylde 2:16 38:22 39:2,10 125:6,15 x x 124:24 xs 134:12 y yankees 125:21 yay 124:9 yeah 43:15 44:17 52:11 53:13 56:3 59:2 63:12 74:3 76:2,3 81:23 112:15 112:17 119:20 129:15 135:17 year 10:11,12 10:12 34:9 38:9,11 43:8 57:20 59:5,6	64:9 75:5,7 76:22 85:4 88:9 92:6 96:10,16 115:14,21,21 115:23 116:7 117:10 131:19 132:7 year's 59:5 years 15:19 27:25 46:10 51:2 55:12 60:3 66:14 75:2,8,17 77:1 77:7,18,22 96:12 98:16 99:1,14 100:6 103:6 105:19 106:6 107:10 107:20 113:9 113:18,20 114:20 120:4 121:15 126:21 yep 111:19 112:15 yield 65:1 york 1:1 5:4 11:18 12:5 15:12 27:6 33:18,21 44:25 45:12,16,21 46:3 47:6,13 47:16,22 48:8 49:16 51:15	53:15,19 58:22 61:10 63:20,20 65:19 68:12,16 68:17,19 69:8 69:23 80:24 81:6 83:5 86:19,20,24 88:6 96:2 98:15 99:4 100:16 101:18 104:4,7 107:10 107:20 108:1,2 108:6 109:1,10 111:4,9,14,22 115:13 116:22 123:2,22 125:21 126:7 128:11 132:5 132:11,23 138:21 york's 92:10 yorker 123:18 124:11 yorkers 5:5 6:3 9:13 12:19 13:7,25 33:23 34:7 37:10 42:15 43:7 45:23 48:10,15 49:23 50:2,16 53:17 54:18 65:4 70:18 77:20 82:13 109:22 111:15
---	--	---	---

113:3 114:5 116:3 123:24 131:13 132:21 133:19 136:23 younger 134:11 134:12
z
zaab 83:3,3 zachary 3:25 130:25 131:10 131:15 zhang 4:7 89:23,24 90:3 90:4 ziggy's 90:4 zohran 108:25 zone 58:14 zones 38:2 46:1 47:8 58:6 zoom 2:18 4:2 zs 134:13