

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, May 13, 2014
10:40 a.m.

PRESENT:

COUNCILMAN WILLIAM K. GREENLEE, CHAIR
COUNCILWOMAN CINDY BASS
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN BOBBY HENON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DENNIS O'BRIEN
COUNCILMAN DAVID OH
COUNCILMAN BRIAN J. O'NEILL

BILLS 130489, 130724, 140140, 140144, 140145,
140146, 140147, and 140148
RESOLUTION 140159

- - -

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

COUNCILMAN GREENLEE: Good morning, everyone. Sorry for the delay. This is the public hearing of the Committee of the Whole regarding Bill Nos. 130489, 130724, 140140, 140144, 140145, 140146, 140147, 140148, and Resolution 140159.

I would ask Ms. Lewis to please read the titles of the bills and resolution.

MS. LEWIS: Bill No. 130489, an ordinance amending Chapter 19-2500 of The Philadelphia Code, entitled "Real Estate Non-Utilization Tax," by changing certain tax rates; all under certain terms and conditions.

Bill No. 130724, amending Chapter 19-1300 of The Philadelphia Code, entitled "Real Estate Taxes," by authorizing the School Reform Commission to determine whether certain tax exemptions from School District of Philadelphia real estate taxes shall continue; and by making technical

1 5/13/14 - WHOLE - BILL 130489, etc.
2 corrections; all under certain terms and
3 conditions.

4 Bill No. 140140, an ordinance
5 amending Chapter 19-1500 of The
6 Philadelphia Code, entitled "Wage and Net
7 Profits Tax," by decreasing the rate or
8 rates of the tax imposed upon certain low
9 income persons, providing for refunds of
10 excess taxes paid, directing the Revenue
11 Department to develop procedures and
12 forms whereby eligible taxpayers can
13 obtain such refunds, and requiring
14 employers to provide refund forms to
15 employees; all under certain terms and
16 conditions.

17 Bill No. 140144, an ordinance
18 to adopt a Capital Program for the six
19 Fiscal Years 2015 through 2020 inclusive.

20 Bill No. 140145, an ordinance
21 to adopt a Fiscal 2015 Capital Budget.

22 Bill No. 140146, an ordinance
23 adopting the Operating Budget for Fiscal
24 Year 2015.

25 Bill No. 140147, an ordinance

1 5/13/14 - WHOLE - BILL 130489, etc.
2 amending Section 19-1806 of The
3 Philadelphia Code, entitled
4 "Authorization of Realty Use and
5 Occupancy Tax," to further authorize the
6 Board of Education of the School District
7 of Philadelphia to impose a tax on the
8 use or occupancy of real estate within
9 the School District of Philadelphia,
10 under certain terms and conditions.

11 Bill No. 140148, an ordinance
12 amending Section 19-1801 of The
13 Philadelphia Code, entitled
14 "Authorization of Tax," to further
15 authorize the Board of Education of the
16 School District of Philadelphia to impose
17 a tax on real estate within the City of
18 Philadelphia, under certain terms and
19 conditions.

20 And Resolution 140159,
21 providing for the approval by the Council
22 of the City of Philadelphia of a Revised
23 Five Year Financial Plan for the City of
24 Philadelphia covering Fiscal Years 2015
25 through 2019, and incorporating proposed

1 5/13/14 - WHOLE - BILL 130489, etc.
2 changes with respect to Fiscal Year 2014,
3 which is to be submitted by the Mayor to
4 the Pennsylvania Intergovernmental
5 Cooperation Authority (the "Authority")
6 pursuant to the Intergovernmental
7 Cooperation Agreement, authorized by an
8 ordinance of this Council approved by the
9 Mayor on January 3rd, 1992 (Bill No.
10 1563-A), by and between the City and the
11 Authority.

12 COUNCILMAN GREENLEE: Thank
13 you, Ms. Lewis, and now you can take a
14 breath.

15 Our first department today is
16 the Managing Director's Office.
17 Mr. Negrin, could you come forward and
18 please identify yourself and proceed.

19 (Witnesses approached witness
20 table.)

21 MR. NEGRIN: My name is Richard
22 Negrin. I'm the Managing Director for
23 the City of Philadelphia. With me today
24 is David Wilson, First Deputy Managing
25 Director. We are joined behind me, as

1 5/13/14 - WHOLE - BILL 130489, etc.
2 you can see, by the majority of our team
3 in the Managing Director's Office.

4 Good morning, Councilman
5 Greenlee and other members of Council.
6 The Fiscal Year General Fund allocation
7 budget reflects an overall increase of
8 \$1.3 million, attributable to the legal
9 services contract and some modest salary
10 increases for CLIP. The total proposed
11 budget for the Office of Managing
12 Director is \$81 million, with roughly 5
13 million derived from the Grants Revenue
14 Fund and 76 million derived from the
15 General Fund.

16 Throughout Fiscal Year '14, the
17 MDO continued to foster an environment of
18 continuous improvement, and we strive
19 toward reaching the Mayor's strategic
20 objectives and goals while also
21 responding to and addressing the needs of
22 our citizens.

23 Over the past year, the Office
24 of the Managing Director has focused on
25 and continued to work on several key

1 5/13/14 - WHOLE - BILL 130489, etc.
2 initiatives. Philly311, for example,
3 continues its direct outreach in
4 neighborhoods while continuously working
5 to update its technology and relaying
6 service requests to our departments for
7 resolution. I am proud to say that this
8 year 311 has reached its six millionth
9 call here in Philadelphia. And besides
10 providing excellent service on a daily
11 basis, it has also become the go-to
12 number during times of crisis, going to
13 24 hours, working hard, whether it's a
14 storm or a hurricane or an earthquake, to
15 be there to answer the questions for our
16 citizens.

17 PhillyRising has expanded this
18 year with four additional neighborhoods
19 to reach 19 neighborhoods in need of
20 assistance throughout the City, and I
21 want to personally thank most members of
22 City Council who have been just huge
23 partners for us. We can't do what we do
24 in these neighborhoods without working
25 together with these stakeholders to make

1 5/13/14 - WHOLE - BILL 130489, etc.
2 a huge difference around the quality of
3 life issues.

4 I want to introduce for the
5 first time publicly in a formal setting
6 the new Director of PhillyRising, Ade
7 Fuqua.

8 Could you stand up, Ade.
9 (Applause.)

10 COUNCILMAN GREENLEE: Thank
11 you, sir. Welcome.

12 MR. NEGRIN: The Office of
13 Special Events has coordinated City
14 services for hundreds of events,
15 including Welcome America, Made in
16 America, and the Broad Street Run. Just
17 this past weekend, Race for the Cure and
18 the Dad Vail Regatta went off without a
19 hitch, really showing that Philadelphia
20 is a place where great things happen and
21 that we are a showcased city comparable
22 of any major city in the United States of
23 America.

24 The new Center of Excellence
25 with its Director, Jackie Linton, who is

1 5/13/14 - WHOLE - BILL 130489, etc.
2 here as well, is developing capability of
3 City workers through training, tools,
4 processes, and internal consulting
5 services. Just yesterday, we kicked off
6 our leadership development series in
7 partnership with Drexel University, and
8 Jackie, in partnership with Al D'Attilio,
9 who is here, has taken that class through
10 their initial segment around leadership
11 development. It is developing the
12 capacity within our employees in the
13 areas of project management,
14 organizational development, and
15 performance management. We continue to
16 make great progress in that area. That's
17 a new effort, which Jackie will be happy
18 to give you some detail on. I'm sure
19 there will be some questions.

20 Finally, as you know, the
21 Office of the Managing Director provides
22 important leadership to our key
23 infrastructure operating departments in
24 order to better provide government
25 services to both our internal customers

1 5/13/14 - WHOLE - BILL 130489, etc.
2 and our external citizens. We are
3 grateful for the many partnerships that
4 we have in this room, and we look forward
5 to answering all your questions.

6 COUNCILMAN GREENLEE: Thank
7 you, Mr. Negrin. I think many of us,
8 particularly the Council President, has
9 been interested for a while on the whole
10 municipal advertising issue. Could you
11 give an update on the RFPs for that and
12 where we stand and how quickly we're
13 going to get it done.

14 MR. NEGRIN: I can. This is a
15 big week for municipal advertising. So
16 Thursday we expect to get the proposals
17 that are due on municipal advertising.
18 There's been a great deal of interest,
19 over 12 at this point. There might be
20 more -- 12. So all the major players
21 that you would expect from the industry
22 are engaged and involved. So we expect
23 to have very detailed, comprehensive
24 proposals that will bear some fruit.

25 We'll have at that point, once

1 5/13/14 - WHOLE - BILL 130489, etc.
2 we receive those proposals on Thursday,
3 roughly 30 days or so to render an award.
4 We can extend that, which I anticipate we
5 will in this case just because of the
6 nature of the complexity of the decisions
7 we're going to make around municipal
8 advertising.

9 For example, I'm looking
10 forward to working with -- as you know,
11 City Council is an important part of our
12 working committee around municipal
13 advertising, and the Council President's
14 office literally sits right next to me in
15 those meetings. One of the things we're
16 going to have to determine as we see the
17 quality of the proposals that come in on
18 Thursday is whether we set up -- and I
19 think we should -- some form of a public
20 comment process around giving the
21 neighborhoods and people that will be
22 affected by potential municipal
23 advertising an opportunity to speak up
24 and help frame and form the decisions we
25 make around those issues. So to the

1 5/13/14 - WHOLE - BILL 130489, etc.
2 extent there's any anxiety around the
3 potential to advertise on libraries, the
4 potential to advertise on rec centers,
5 the potential to advertise on public
6 vehicles and public buildings, we want to
7 make sure that we're addressing those
8 concerns, we're listening to the public.
9 And working together, I think City
10 Council may be a forum that we can use to
11 do some of that and capture some of that,
12 whether we hold some public meetings or
13 whether we hold public testimony here to
14 help collect information on what the
15 public cares about.

16 So that's the timeline. We
17 expect and hope that as we work through
18 that process, that we'll have some
19 municipal advertising up and running by
20 the end of the year.

21 COUNCILMAN GREENLEE: Okay.

22 MR. NEGRIN: And the revenue
23 question is the one I get on a regular
24 basis. We know how much SEPTA has made
25 and what they expect to make on their

1 5/13/14 - WHOLE - BILL 130489, etc.
2 plans, which is in the hundreds of --
3 over a hundred million dollars. If we're
4 in the millions of dollars, we're
5 incredibly satisfied with starting
6 relatively small, building this up, and I
7 think trying to maximize eventually as
8 much revenue as we can for the City of
9 Philadelphia.

10 COUNCILMAN GREENLEE: Well,
11 obviously raising revenue is a big piece
12 of this obviously. It's something we've
13 all been interested in, and certainly I
14 think I can say we certainly want public
15 involvement and we want the public to be
16 as comfortable as possible. The Council
17 President has said many times that we're
18 talking about tasteful advertising, that
19 kind of thing. But I guess on the other
20 hand, we want to add, we want to try to
21 get it done. We have been a little
22 frustrated. We think this is taking
23 longer than it needed to be. We can
24 disagree on that, but obviously the
25 quicker we can get this going and get

1 5/13/14 - WHOLE - BILL 130489, etc.
2 that revenue in, obviously the better.

3 Thank you on that. I just have
4 one other question. On the Office of
5 Special Events, you mention in your
6 written testimony it has broadened its
7 mission. Can you detail that a little
8 bit more for us?

9 MR. NEGRIN: Well, I think the
10 office is doing a couple new things.
11 We're doing more bigger events than we've
12 ever done before. So one of the things
13 that it's been doing is really enhancing
14 its role. I don't know that it's a new
15 role. I just think it's a bigger, more
16 complex role. And with leadership of
17 Jazelle Jones and Mechelle and Robert
18 Allen, there's a -- and I want to add,
19 Jazelle couldn't be here today because
20 she's literally touring the City with a
21 Cardinal who is here on the World
22 Heritage issue, hoping to further our
23 efforts around bringing the Pope to
24 Philadelphia, and that's a great example,
25 right?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN GREENLEE:

3 Absolutely.

4 MR. NEGRIN: If we do something
5 like that -- we've done it before as a
6 city a long time ago -- we believe we can
7 do it again. I think Jazelle and her
8 team are doing -- are breaking ground on
9 the scope of the size of those things,
10 working in partnership with the City
11 Representative's Office and Desiree
12 Peterkin-Bell.

13 One of the things that Jazelle
14 and I have been talking about over the
15 last several weeks, we were designated a
16 Next City on behalf of Microsoft, and
17 we're having conversations with Microsoft
18 around different partnerships around
19 enhancing and modernizing City
20 government. One of the things that
21 Jazelle and I have been talking about
22 over the last few weeks is, we're about
23 to get a new permitting system for our
24 special events that's going to be online,
25 and Microsoft is looking to provide that

1 5/13/14 - WHOLE - BILL 130489, etc.
2 actually pro bono for the City of
3 Philadelphia. It's stuff that they've
4 used in other cities. They see all the
5 things that we're doing here and they're
6 looking to be a partner with us on those
7 issues. Jazelle is very excited about
8 that. That's going to be new. That's
9 going to be a new initiative that we hope
10 to wrap up. It's already done. It's a
11 turnkey approach. So it shouldn't take
12 more than a few months to get that system
13 up and running. That will help folks get
14 permits, all the way from those block
15 parties all the way up to major events to
16 be able to permit faster and more
17 efficiently with the City of
18 Philadelphia.

19 COUNCILMAN GREENLEE: And I
20 just want to add, as you know, I live
21 near where a lot of those special events
22 are, so --

23 MR. NEGRIN: We've had that
24 conversation.

25 COUNCILMAN GREENLEE: -- the

1 5/13/14 - WHOLE - BILL 130489, etc.
2 constituents come to us, and I really
3 think your office has handled that very
4 well. There's some people who just never
5 want anything there, and obviously
6 they're kind in the wrong place for that,
7 but we have tried to -- I think the
8 interaction has been very good. I think
9 every year it improves and the dealings
10 with the neighborhood improves, and I
11 think the community appreciates that too.

12 MR. NEGRIN: Thank you. I
13 appreciate that. That's a balance. When
14 you and I have had the conversation,
15 people have to have the common sense not
16 to use a loud sound system when they're
17 doing yoga on a Sunday morning. So long
18 as we have reasonable rules and people
19 behave appropriately, I think there's a
20 good balance we can strike.

21 COUNCILMAN GREENLEE:
22 Absolutely. Thank you.

23 Councilman Goode.

24 COUNCILMAN GOODE: Thank you,
25 Mr. Chairman.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 Good morning, Mr. Negrin.

3 MR. NEGRIN: Good morning.

4 COUNCILMAN GOODE: My line of
5 questioning is centered around trying to
6 figure out how \$200,000 becomes 15
7 percent of 53 million. So my first
8 question is what was the total amount of
9 contracting done by your department in
10 the last fiscal year?

11 MR. NEGRIN: Sure. One moment.

12 COUNCILMAN GOODE: It's on Page
13 3 of your testimony.

14 MR. WILSON: Councilman, in
15 Fiscal Year '13, is that what you're
16 asking? Total contract amount was 53
17 million. The net amount for contracts
18 was 1.3 million. The total M/W/DBE total
19 was \$201,975.

20 COUNCILMAN GOODE: We'll walk
21 through that slowly. What was the total
22 amount for Fiscal Year '13?

23 MR. WILSON: The total contract
24 amount?

25 COUNCILMAN GOODE: The total

1 5/13/14 - WHOLE - BILL 130489, etc.
2 amount of contracting done by your
3 department in Fiscal Year '13.

4 MR. WILSON: \$53,885,000.

5 COUNCILMAN GOODE: And how much
6 of that went to disadvantaged businesses?

7 MR. WILSON: \$201,000.

8 COUNCILMAN GOODE: And what
9 percentage of total contract dollars is
10 that?

11 MR. WILSON: I don't have the
12 contract total dollars here. What I have
13 is the total percentage of what was the
14 net contract amount and what was spent on
15 minority purchasing.

16 COUNCILMAN GOODE: So the
17 percentage of total contract dollars is
18 less than 1 percent.

19 MR. WILSON: If -- I have not
20 done the math, but if you have that
21 number, that's -- we're looking at it
22 from a point of what the net contract
23 amount is.

24 COUNCILMAN GOODE: Why are you
25 looking at it that way?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. WILSON: That's the
3 guidance that we've been given and that's
4 the kind of methodology that's been
5 established.

6 COUNCILMAN GOODE: By who?

7 MR. WILSON: By Office of
8 Economic Opportunity.

9 COUNCILMAN GOODE: So OEO told
10 you to exclude 95 percent of the
11 contracts?

12 MR. WILSON: OEO -- my
13 understanding is that this percentage is
14 based on what dollars are available -- in
15 their determination, what dollars are
16 available to be contracted with minority
17 enterprises.

18 COUNCILMAN GOODE: That's not
19 their right to do. My question is, did
20 OEO tell you to exclude 95 percent of the
21 contracts or did you request to exclude
22 those requests?

23 MR. WILSON: There was no
24 request. No one was told to exclude any
25 amount of the contract.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN GOODE: So what
3 contracts were excluded?

4 MR. WILSON: I don't have that
5 information. I can get that for you,
6 though.

7 COUNCILMAN GOODE: So over \$50
8 million in contracts were excluded, but
9 you don't know what those contracts were?

10 MR. WILSON: Well, I do --
11 okay. The contracts were the Defender's
12 contract, the conflict counsel, which
13 is -- the Defender's contract would be
14 the major contract here, the Animal
15 Control contract. Those were --

16 COUNCILMAN GOODE: So they
17 don't buy anything?

18 MR. WILSON: Those are service
19 contracts that we have with those
20 entities.

21 COUNCILMAN GOODE: So they
22 don't buy anything?

23 MR. WILSON: I'm assuming they
24 do buy things, Councilman.

25 COUNCILMAN GOODE: Then why is

1 5/13/14 - WHOLE - BILL 130489, etc.

2 there no opportunity for participation?

3 MR. WILSON: Because those are
4 contracts that we have with those
5 entities. We don't control the spend
6 that they have outside of that.

7 COUNCILMAN GOODE: Of course
8 you do. You have a contract. You put it
9 in their contract.

10 MR. WILSON: I'm sorry. Say
11 again.

12 COUNCILMAN GOODE: You have a
13 contract, so you just put that in their
14 contract.

15 MR. WILSON: They're service
16 contracts, Councilman.

17 COUNCILMAN GOODE: It doesn't
18 make a difference. You can't just
19 exclude \$50 million worth of contracts.
20 I mean, you're here to testify on your
21 budget and what you pay for goods and
22 services. You give \$50 million to people
23 to provide goods and services. There
24 should be goals for what they spend.
25 There is a reason why there should be

1 5/13/14 - WHOLE - BILL 130489, etc.
2 goals for what they spent, particularly
3 since that's the law.

4 MR. WILSON: Understand your
5 position.

6 COUNCILMAN GOODE: Thank you,
7 Mr. Chair.

8 COUNCILMAN GREENLEE: Thank
9 you, Councilman.

10 Councilman Jones.

11 COUNCILMAN JONES: Thank you,
12 Mr. Chairman.

13 Good morning.

14 MR. NEGRIN: Good morning.

15 COUNCILMAN JONES: How are you?

16 MR. NEGRIN: I'm great.

17 COUNCILMAN JONES: Thank you
18 for all of those wonderful accolades
19 about Ms. Jones. Now I know why I don't
20 get dinner at night.

21 But moving off of that, a
22 couple of things. One, I don't know -- I
23 would like you to speak to -- the FTI
24 Consulting report, in my opinion, put out
25 a lot of good, cost-effective suggestions

1 5/13/14 - WHOLE - BILL 130489, etc.
2 by way of government and what it could do
3 to be more efficient, more cost
4 effective. To what degree has your
5 leadership and through the various
6 departments incorporated that into your
7 operations plan?

8 MR. NEGRIN: So I'll speak
9 about that broadly and then I'll pass it
10 to Dave, who is working on coordinating
11 some of our responses to the FTI report.
12 And actually many of the recommendations
13 that they've made, I'd say more than half
14 at this point, have been accepted and
15 implemented. Dave can give you some
16 detail around those, but one of the
17 things we did is, when we received the
18 report, it's almost over a year --

19 COUNCILMAN JONES: Pull the mic
20 up a little.

21 MR. NEGRIN: -- almost over a
22 year now, is, I brought my leadership
23 team together, including all the
24 commissioners and the operating
25 departments, and had a conversation

1 5/13/14 - WHOLE - BILL 130489, etc.
2 around what we could do to specifically
3 implement those throughout the MDO, and
4 they have been doing that. So both the
5 departments themselves under Dave's
6 direct leadership has been going through
7 those recommendations and where they're
8 applicable, and where we can adopt them
9 quickly, we have been doing that, and
10 he'll give you some detail around that.

11 The rest I think as we -- as
12 you look at this budget, for example, as
13 a good example, there's a modest increase
14 in our budget really based on the legal
15 services contract and some modest salary
16 increases for CLIP, which, quite frankly,
17 were some of the folks that were the
18 lowest paid folks in the City and needed
19 to be remedied in terms of the dollars.
20 So you look at our budget. It is -- we
21 are doing more with less. We're not
22 asking for a significant budget increase
23 around the programs, despite the fact
24 that something like PhillyRising, for
25 example, is growing, despite the fact

1 5/13/14 - WHOLE - BILL 130489, etc.
2 that we're doing major projects around
3 the Center of Excellence. I've pulled
4 the Center of Excellence, those resources
5 for that organization out of former
6 positions that were in the Managing
7 Director's Office and redirected that
8 spending to create project management
9 capability, to create organizational
10 development around the Center of
11 Excellence. So there are efficiencies
12 there I think that were not even in
13 the -- go beyond what the FTI report did
14 in terms of how we do what we do.

15 And I want to talk about the
16 Center of Excellence a little bit,
17 because I think it's new and as a result,
18 I think we need to explain what it is.

19 In the past when I came on --
20 it's been four and a half years now -- as
21 Managing Director for me, when I first
22 started and started to have conversations
23 with people, members of City Council,
24 members of the Administration, one of the
25 biggest complaints that I heard was that

1 5/13/14 - WHOLE - BILL 130489, etc.
2 we didn't manage projects as efficiently
3 as we could with just a high quality in a
4 centralized way. So if you look across
5 the City today, we often enter into
6 outside consulting contracts for
7 planning, for strategic planning, for
8 project management, and I saw that as a
9 real gap and something that we should be
10 doing as a City government.

11 So the Center of Excellence was
12 created under the leadership of Jackie
13 Linton to do just that, to be kind of the
14 internal consulting arm for City
15 government in a way where we didn't have
16 to go outside. So now several hundred
17 employees have been trained around
18 project management with identifying
19 consistent systems and a method around
20 that, really led by Ed Garcia, who is in
21 the room, who has Six Sigma training.

22 So the City of Philadelphia now
23 has available through the Managing
24 Director's Office and the Center of
25 Excellence the ability to utilize the

1 5/13/14 - WHOLE - BILL 130489, etc.
2 expertise where we are training the
3 trainer, not managing people's projects
4 specifically, but creating the capacity
5 both with software and technology and
6 through training to do some of that
7 project management themself.

8 So if you can imagine, if
9 you're training 150 people around project
10 management in a way that was never there
11 before, that's going to make not only the
12 government do all of that faster, more
13 efficient, but hopefully at a much higher
14 quality than we have in the past. Those
15 are the kind of efficiencies we've been
16 working on over the last year.

17 COUNCILMAN JONES: So is Dave
18 going to elaborate on my question of the
19 FTI report?

20 MR. WILSON: Sure.

21 COUNCILMAN JONES: And at the
22 end of the day, can you quantify those
23 suggestions and how they translate into
24 savings for the City of Philadelphia and
25 provide that to the Chair and members of

1 5/13/14 - WHOLE - BILL 130489, etc.
2 Council.

3 MR. WILSON: Sure. Thank you,
4 Councilman. I think in the MDO, I think
5 there are three or four specific areas
6 that the FTI report -- or departments
7 that the FTI report addressed, and if I
8 could, I would let OIT speak to some of
9 their projects, as they're up next.

10 COUNCILMAN JONES: I've got
11 something for them.

12 MR. WILSON: All right. But I
13 think in the Procurement Department, one
14 of the items that -- or one of the areas
15 that we looked at and have made some
16 changes to are in the manner in which we
17 procure, and I think that was one of the
18 big pieces. And I see Rebecca is coming
19 up and probably wants to jump in on this.
20 But looking at reverse auctioning, we ran
21 two pilots on two items here. FTI kind
22 of recommended that we look at a way to
23 get more vendors involved, and so doing
24 the reverse auction was one of the
25 pieces.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 Looking at our terms and
3 conditions. We've just had a draft T's
4 and C's, or terms and conditions, report
5 done. We should be having something to
6 go final. What we're looking at here is
7 that the amount that vendors have to pay
8 for bonds and things to that extent get
9 looked at and addressed.

10 On the Fleet side, you
11 mentioned it earlier on in your testimony
12 with Fleet on the whole issue of hedging
13 fuel. That was a big recommendation, and
14 so we've moved on -- we've moved ahead
15 with that, not only on looking at hedging
16 fuel, but partnering with the MOTU and
17 with Rebecca's help and everything like
18 that looking at the whole energy -- how
19 we hedge energy in general.

20 So Public Property, we looked
21 at processes there around the change
22 orders.

23 And so we're in the early
24 stages of this whole piece. I don't know
25 how much we're going to be able to

1 5/13/14 - WHOLE - BILL 130489, etc.
2 quantify. I can ask Rebecca to kind of
3 speak to that, but those are the areas
4 where we're addressing right now.

5 MS. RHYNHART: Rebecca
6 Rhynhart, Budget Director.

7 I'll just add to that. Dave
8 just gave a very good overview about the
9 departments under the Managing Director's
10 Office purview. Overall, the FTI report
11 came out right before we introduced the
12 Fiscal '14 budget last year, and they had
13 estimated that we could save about over
14 \$80 million over the five-year period,
15 and we took about \$62 or \$63 million of
16 that savings in the Five Year Plan and
17 we're tracking that. Overall, we're on
18 target for that. There's some areas
19 where we've come in higher and some areas
20 where we haven't been able to realize
21 that level of savings for various
22 different reasons.

23 But as Dave said, we have a
24 steering committee that meets once a
25 month and we go through where we are on

1 5/13/14 - WHOLE - BILL 130489, etc.
2 all of the recommendations, what's been
3 implemented, what the challenges are on
4 some of the ones that haven't been -- and
5 some of the recommendations don't have
6 direct dollars associated with them in
7 terms of savings, but businesses -- for
8 example, the things about terms and
9 conditions and all the different
10 requirements to bid, FTI found that
11 businesses often don't want to bid for
12 our business. For about 50 percent of
13 all competitive bids, there's only two or
14 fewer responses, and that really needs to
15 change, and that's one of the reasons
16 we've been going through and making
17 changes, even when it doesn't result in
18 quantifiable dollar savings.

19 COUNCILMAN JONES: So,
20 Mr. Chairman, I just recognize that that
21 \$80 million could go a long way, even if
22 we received half of that.

23 So I found the FTI report to be
24 helpful in formulating and understanding
25 your department. I used it, quite

1 5/13/14 - WHOLE - BILL 130489, etc.

2 frankly, as a cheat sheet. It kind of
3 highlighted where we could do better.

4 Closing on this round, I would
5 only say that in general your departments
6 have been very responsive during major
7 snowstorms and floods, through all kinds
8 of building collapses. I would say that
9 it's not what you do on your best day.
10 It's how you perform on your worst days
11 that I found them to be strategic
12 partners with my constituents, and that's
13 how I found them to be.

14 I'll hold my questions for the
15 next round, Mr. Chair.

16 COUNCILMAN GREENLEE: Thank
17 you, Councilman.

18 MR. NEGRIN: Thank you,
19 Councilman.

20 COUNCILMAN GREENLEE:
21 Councilwoman Bass.

22 COUNCILWOMAN BASS: Thank you,
23 Mr. Chairman.

24 Good morning.

25 MR. NEGRIN: Good morning.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILWOMAN BASS: How are
3 you?

4 MR. NEGRIN: I'm great. How
5 are you?

6 COUNCILWOMAN BASS: I'm great.
7 I just wanted to start also by echoing
8 Councilman Jones' last statement, that we
9 have had great response from the
10 different agencies in terms of service
11 and reaching out, particularly in
12 emergencies and when things are happening
13 and things happen all of the sudden.
14 We're usually able to get a call and get
15 service and response within 24 hours, 48
16 at the very latest. And so I did want to
17 thank you for that.

18 So I start off being nice, but
19 I also wanted to go back a little bit to
20 Councilman Goode and his line of
21 questioning in terms of the amount spent
22 on minority participation, and I really
23 had to say that I found the numbers to be
24 very intentionally misleading if you
25 don't -- if you kind of just glance over

1 5/13/14 - WHOLE - BILL 130489, etc.
2 them, it looks like everything is fine.
3 Well, not exactly, but it looks like
4 you're doing something. But when you dig
5 down into the numbers, the participation
6 just isn't there, and I don't think that
7 we can use the excuse of, Well, we sub it
8 out or it's somebody else's
9 responsibility. I think as the City of
10 Philadelphia, we're ultimately
11 responsible. The buck stops with us.
12 And so for us not to ensure that there's
13 participation and to suggest that it's
14 somebody else's fault, somebody else told
15 me to do it, somebody else told me not to
16 do it, I just think that that is
17 completely unacceptable. So I just
18 wanted to say that. I don't know if you
19 want to respond.

20 MR. NEGRIN: Look, I'm happy to
21 say something about this. First of all,
22 as the highest ranking Latino in City
23 government --

24 COUNCILWOMAN BASS: Say again.

25 MR. NEGRIN: As the highest

1 5/13/14 - WHOLE - BILL 130489, etc.
2 ranking Latino in City government,
3 participation for our community is
4 something that's incredibly important to
5 me. How our OEO department determines to
6 count our contracts is something that I
7 have influence over, but it's not my
8 decision.

9 The numbers on the
10 participation with regard to my office
11 specifically are driven by a contract
12 that we administer, but don't
13 specifically manage. So when you look at
14 the Defender's Association, which drives
15 the bulk of those dollars, there's nobody
16 else in the City of Philadelphia that
17 does what the Defender's Association
18 does.

19 COUNCILWOMAN BASS: Right.

20 MR. NEGRIN: So that's a
21 challenge.

22 COUNCILMAN GREENLEE: Hold on a
23 second, Mr. Negrin. Councilman Goode
24 with a point of information.

25 COUNCILMAN GOODE: The question

1 5/13/14 - WHOLE - BILL 130489, etc.
2 was for the Animal Control contract and
3 for the Defender Association contract, do
4 they buy anything? If they buy stuff,
5 then you can set a goal.

6 COUNCILWOMAN BASS: They do.

7 MR. NEGRIN: Yeah. I think the
8 answer to that question is yes, they buy
9 things.

10 COUNCILMAN GOODE: Then you set
11 a goal.

12 MR. NEGRIN: We're happy to
13 look into those things. And, Councilman,
14 you've been a leader on this issue. I'm
15 happy to work with you outside of just
16 this day.

17 COUNCILMAN GOODE: Particularly
18 if you know you're going to continue to
19 do those contracts, it's very easy to set
20 a goal, because you're doing the same
21 contract year in and year out. You find
22 out exactly what they're going to buy and
23 you set a goal.

24 MR. NEGRIN: And --

25 COUNCILMAN GOODE: And you put

1 5/13/14 - WHOLE - BILL 130489, etc.
2 it in the contract, period.

3 MR. NEGRIN: And I think those
4 are good ideas and those are things that
5 I am willing to look into and willing to
6 do. Animal Control is another great
7 example. There's nobody else that does
8 what Animal Control does in that context.

9 COUNCILWOMAN BASS: I hear what
10 you're saying, but I think to me it's
11 disappointing, because we didn't just get
12 here yesterday. I've been here for a
13 little over two years and you've been
14 here quite longer, and so this isn't new.
15 And so the idea that we're going to now
16 sit down and try to figure it out, how do
17 we get minority participation and how do
18 we get more women participating, as if
19 it's a new question, I just find it to be
20 completely unacceptable.

21 MR. NEGRIN: And I agree with
22 you.

23 COUNCILWOMAN BASS: And I hear
24 what you're saying. As a male of
25 Hispanic descent and the gentleman next

1 5/13/14 - WHOLE - BILL 130489, etc.

2 to you is African American and for this
3 to not have had some sort of conversation
4 just to me personally I find a little
5 troubling. When I'm out and I'm in the
6 neighborhoods and I see that businesses,
7 particularly minority businesses, are
8 really struggling to survive in
9 Philadelphia and that we haven't afforded
10 an opportunity or made sure that an
11 opportunity was afforded, it's a problem.

12 MR. NEGRIN: Understood.

13 COUNCILWOMAN BASS: Okay. So a
14 couple other things I just wanted to ask
15 you about. PhillyRising. So we just
16 started a Germantown PhillyRising. So
17 can we get an update on that in terms of
18 how things are going and what the
19 deliverables will be.

20 MR. NEGRIN: Ade, come up.

21 (Witness approached witness
22 table.)

23 MR. FUQUA: Hello. I'm Ade
24 Fuqua, Councilwoman Bass, and, yes, I
25 would like to answer that question about

1 5/13/14 - WHOLE - BILL 130489, etc.
2 Germantown. We just opened up Southwest
3 Germantown a few weeks ago, and I believe
4 you were at that meeting. Jim Sanders,
5 who is one of our senior coordinators and
6 has actually been promoted to Deputy
7 Director, will be overseeing the
8 operations in Germantown, Southwest
9 Germantown.

10 We held a meeting in our office
11 about a month ago where we had about 20
12 people from Southwest Germantown show up,
13 representatives that all represented
14 different parts of the community. We
15 were very pleased, because this is a part
16 of our 2.0 model, which we just started
17 as a new initiative, and in PhillyRising
18 2.0, we look for established communities
19 that have a little bit more centralized
20 services already working so that we can
21 jump in and help them to get to the next
22 level and keep them from falling into
23 what we would call an official
24 PhillyRising neighborhood.

25 Right now Jimmy has been

1 5/13/14 - WHOLE - BILL 130489, etc.
2 working with several of those
3 stakeholders in that area to do a lot of
4 the things that he talked about in his
5 focus group meeting, and then he has a
6 meeting coming up next week, which he
7 will be talking about some of the
8 specifics of the details that they
9 discussed in that meeting.

10 COUNCILWOMAN BASS: Okay. And
11 I'm glad that there was significant
12 participation that you all are happy with
13 and that -- is that about the average
14 participation? You said about 20 people
15 showed up. Is that normally the way?

16 MR. FUQUA: No, ma'am. Usually
17 when we do the general meetings where
18 we're first going into communities --
19 now, for his general meeting, he had more
20 than 50 people.

21 COUNCILWOMAN BASS: Yeah. I
22 was there.

23 MR. FUQUA: And that was just
24 for 2.0 neighborhoods. For some of the
25 neighborhoods where we're having some

1 5/13/14 - WHOLE - BILL 130489, etc.
2 more challenges, where there are tougher
3 issues when it comes to violent crime and
4 quality of life, we're averaging about a
5 hundred people coming out to those
6 meetings, and that's not counting City
7 employees. That's just local community
8 people that want to make a difference in
9 their community.

10 COUNCILWOMAN BASS: Okay. Very
11 good. Very good.

12 And another question, for the
13 Managing Director actually. So I had a
14 question on 311 and specifically -- did I
15 run out of time?

16 COUNCILMAN GREENLEE: You did,
17 but go ahead. You can ask. I was going
18 to ask a 311 question, so yours might be
19 better.

20 COUNCILWOMAN BASS: It might be
21 the same question.

22 So 311, are there any specific
23 requests that should not go to 311 beyond
24 emergency calls?

25 MR. NEGRIN: The short answer

1 5/13/14 - WHOLE - BILL 130489, etc.

2 is no. I mean --

3 COUNCILWOMAN BASS: No?

4 MR. NEGRIN: Yeah. I think we
5 want to make 311 as inclusive as
6 possible, even in areas where the right
7 party is outside of City government.
8 Whether it's questions with regard to the
9 federal government or questions with
10 regard to federal programs, 311 is still
11 a good number to call, because the agents
12 in 311 are well trained under the
13 knowledge base to help direct those calls
14 to the right place.

15 So I think as we have the
16 public conversation around how do we
17 provide the most valuable to our
18 citizens -- the most value, we want to
19 push the 311 number outside of that
20 emergency context, as you stated.

21 The big difference -- I think
22 it's hard enough to communicate what the
23 right numbers are to call for people out
24 there, so we really are focusing on 911
25 for emergencies, 311 for almost

1 5/13/14 - WHOLE - BILL 130489, etc.
2 everything else. If it's an
3 inappropriate call for a City agency, we
4 will direct them to the right call and
5 often transfer them ourselves so that we
6 can make that connection and they don't
7 have to call two numbers.

8 COUNCILWOMAN BASS: I'm glad to
9 hear you say that, and the reason I ask
10 is because just recently our office got a
11 number of phone calls about 311 where
12 they were basically, according to the
13 callers, were told to call elsewhere.
14 And actually one of them was one of our
15 staff who was calling 311 for some
16 assistance on a particular matter while
17 they were out in the district and were
18 told to call somewhere else. But I'd be
19 happy to talk to you offline about what
20 the specifics of them are, because they
21 could be a little bit detailed, but I
22 just wanted to double-check that all
23 non-emergency calls should be going to
24 311 and all emergency calls should be
25 going to 911.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. NEGRIN: Absolutely right.

3 COUNCILWOMAN BASS: Great.

4 Thank you.

5 COUNCILMAN GREENLEE: Thank
6 you, Councilwoman.

7 If I can just follow up on the
8 311 issue with one question. I know in
9 your written material here you track the
10 amount of service and information
11 requests. Is there also a tracking done
12 of the actual completion of the
13 complaint?

14 MR. NEGRIN: Yes.

15 COUNCILMAN GREENLEE: And I
16 know you use the word "closed" a lot.
17 Sometimes that gets a little bit
18 misunderstood.

19 MR. NEGRIN: There can be some
20 confusion with the terminology. I'll ask
21 Sheryl Johnson to step up from 311 to
22 help address the question in more detail.
23 There can be some confusion around
24 whether it's closed for 311 or closed for
25 the department, whether it's founded or

1 5/13/14 - WHOLE - BILL 130489, etc.
2 unfounded. Part of what Sheryl is doing,
3 which we can speak to a little bit around
4 our current practices, but we're having a
5 conversation right now with departments
6 like L&I, like Streets around that very
7 issue, because as we roll out the new
8 CRM, the citizen management program that
9 we're putting out as one of our big
10 capital technology projects that we're in
11 the middle of, we hope to resolve all of
12 those issues around whether something is
13 open, closed, what does that mean, is it
14 closed -- because I think people need to
15 understand that closed means resolved,
16 and when you say closed, it means that
17 the problem was fixed, not that 311 just
18 communicated the information and a
19 department is kind of engaged in the
20 process.

21 So we're having that
22 conversation right now as we update our
23 technology to make sure that any
24 confusion around those issues is
25 resolved, but I'll let Sheryl speak to

1 5/13/14 - WHOLE - BILL 130489, etc.
2 some of that.

3 COUNCILMAN GREENLEE: If you
4 could identify yourself, please.

5 MS. JOHNSON: Hi. My name is
6 Sheryl Johnson. Good morning,
7 Councilmembers.

8 So 311 is responsible -- we
9 take in the information and we forward it
10 over to the departments, and then the
11 departments are actually responsible for
12 the delivery. So we do track that
13 information but, in terms of our scope,
14 don't have oversight and enforcement of
15 the departments.

16 Piggybacking on what the
17 Managing Director said in terms of the
18 terminology, we are well aware because we
19 hear firsthand from the constituents
20 about the confusion over the terminology,
21 and we do have regular meetings,
22 particularly with our large volume
23 customers, in terms of that terminology,
24 and as he mentioned, as we move into our
25 new CRM, we are working to make sure that

1 5/13/14 - WHOLE - BILL 130489, etc.
2 that terminology is not just understood
3 internally but understood globally, that
4 if we say closed equals resolved, we'll
5 be using -- the departments will use the
6 terminology that is most understood by
7 the public.

8 COUNCILMAN GREENLEE: Okay.
9 And you're right, we hear that a lot I
10 think in our offices. People say closed
11 and, you know, the traffic light is still
12 not working or the house is still falling
13 down, whatever the case may be.

14 But I guess the broader
15 question is, is there any tracking system
16 that says when that street light was
17 called in, we know now it's working? Is
18 there any tracking of that?

19 MS. JOHNSON: So we do have a
20 tracking that the departments will
21 indicate to us when an issue from their
22 perspective is closed, whether that means
23 investigated, resolved, whatever their
24 particular status is. So the short
25 answer is, yes, there is a tracking.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 Where there could be some confusion is
3 what that actually means.

4 COUNCILMAN GREENLEE: I
5 guess -- Councilman Henon, I know, has
6 been waiting, but I guess what I'm trying
7 to get at, is there a way we can say
8 there's been such-and-such amount of
9 requests and such-and-such amount of the
10 problem fixed, whatever the terminology
11 you want to use?

12 MS. JOHNSON: Yes. The answer
13 to that is yes.

14 COUNCILMAN GREENLEE: Do we
15 have that information? I mean, is that
16 provided here somewhere or can it be
17 provided?

18 MS. JOHNSON: It is not, but we
19 can follow up and provide it.

20 COUNCILMAN GREENLEE: If you
21 could. Because I think in the end,
22 that's what really people are interested
23 in, getting the problem solved.

24 MS. JOHNSON: Absolutely.

25 COUNCILMAN GREENLEE: I think

1 5/13/14 - WHOLE - BILL 130489, etc.
2 that's been the whole problem with this
3 closed thing, because I think people see
4 that as meaning the problem was solved,
5 and it really doesn't. It means you
6 forwarded it to the department, right?
7 Is that what closed --

8 MS. JOHNSON: No, no. Closed
9 does not mean that. So 311 in terms of a
10 service request, we don't actually close
11 out the issue. The service delivery
12 department is actually going in and
13 putting in the status, but we track that
14 information, but 311 is not the one going
15 in closing out those cases.

16 COUNCILMAN GREENLEE: Okay.
17 Then I'm still not clear what "closed"
18 means, but I won't --

19 MR. NEGRIN: Maybe I could
20 explain it. It's within the system
21 itself the power of the department to
22 render it closed, not 311, but within the
23 same system.

24 COUNCILMAN GREENLEE: But what
25 does it mean, I guess, Rich?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. NEGRIN: That's the
3 question, right. So what we're trying to
4 do with the new system is clarify so that
5 there's no ambiguity on meaning, because
6 that means different things to different
7 departments. So there are some
8 departments when they go out to that
9 location and because of a wrong address
10 that was entered, they might render it
11 unfounded, and if it's unfounded, they
12 might call it closed when it wasn't
13 founded a problem was there and it was
14 resolved. And that's where I think
15 there's some ambiguity.

16 So we're working -- so to
17 answer your question really succinctly,
18 yes, we can show you that system. You
19 can see how it's entered, how it goes to
20 the department, and whether it's rendered
21 closed by the department at some point,
22 resolved, depending on the circumstances.
23 Often that ambiguity is addressed in the
24 comment section. There's some places to
25 do actual comments during the actual

1 5/13/14 - WHOLE - BILL 130489, etc.
2 system itself. But the truth is, we need
3 to make sure we're all speaking the same
4 language across City government. So
5 closed means closed means closed means it
6 was resolved, is the point, and we're
7 heading in that direction.

8 COUNCILMAN GREENLEE: Okay.
9 All right. Thank you.

10 Councilman Henon, sorry I took
11 a little time there. Councilman Henon.

12 COUNCILMAN HENON: Thank you,
13 Mr. Chair. Don't be apologizing to me to
14 try to get answers for the City of
15 Philadelphia.

16 So good morning --

17 MR. NEGRIN: Good morning.

18 COUNCILMAN HENON: -- Managing
19 Director and everybody else. I'm going
20 to follow up on 311 since we're talking
21 about it. And, look, I think 311, the
22 purpose of it and what we're trying to
23 accomplish is where we need to go in the
24 direction, especially with technology. I
25 mean, I do have some concerns with 311.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 So 2012 we were sworn in, and
3 one of the first things in my first month
4 after receiving a tremendous -- as a
5 District Councilperson, receiving a
6 tremendous amount of constituent calls,
7 what do we do with the phone calls? So
8 we refer it to -- I mean, now we also
9 refer to 311, make sure when we tell
10 everybody to call 311 in addition. But
11 what is the followup?

12 So when somebody calls my
13 office or stops in my district office and
14 has an issue or a problem and it's the
15 biggest problem or issue that they're
16 having or they're experiencing in their
17 life at the time, because they feel that
18 it's important enough to call their
19 elected official or stop by either City
20 Hall or their district office, so they're
21 either frustrated or they feel that it's
22 threatening for public safety and harm in
23 any capacity.

24 So we sat down and figured what
25 happens? You know, I called it. I said,

1 5/13/14 - WHOLE - BILL 130489, etc.

2 Well, that's not good enough. That's not
3 good enough for me in the office that I
4 run. That is not good enough.

5 So if you're -- and I'm glad to
6 hear you say that you're trying to
7 correct things or tweak things, make them
8 better as we discover them along the way.
9 But having unfounded and having no
10 answers for the unfounded response really
11 kind of puts, I think -- it would put me
12 in an awkward position, because I have a
13 responsibility to my constituents that I
14 serve, that I'm elected to serve. So if
15 there's any way to get a little more
16 involved in some of the data sets that
17 you have. I don't want to get into the
18 programming or the processes, but some
19 sort of coordination in a pragmatic way,
20 what works and what doesn't work with my
21 office is what I'm going to throw out
22 there. I would love to help make it
23 better and help make it successful,
24 because I do receive several calls -- a
25 lot of calls that say, Well, they're

1 5/13/14 - WHOLE - BILL 130489, etc.
2 saying it's unfounded or it's open or
3 whatever else, and then somebody will
4 say, Well, you know, you had the wrong
5 address or it's not exactly there. I
6 mean, it's just -- so there's an
7 opportunity for -- and I'm segueing into
8 the Center of Excellence. There's an
9 opportunity for Center of Excellence to
10 be really excellent in the collaboration
11 with 311 and all the other departments
12 who have it, and I think this is going to
13 be a long-term success, which I think it
14 can be. I think it will be, and I think
15 Center of Excellence needs to be a part
16 of it in 311. Are they engaging in 311?

17 MR. NEGRIN: They are. They
18 are.

19 COUNCILMAN HENON: Great.

20 MR. NEGRIN: And, Councilman, I
21 just want to say a couple things. First
22 of all, I think we should all be
23 incredibly proud of what 311 has
24 accomplished. We've done this together
25 as an organization, the Administration

1 5/13/14 - WHOLE - BILL 130489, etc.
2 and City Council.

3 One of the things that I do --
4 and you mentioned the word, which I think
5 was a really good point on your part and
6 that will only be enhanced by the new
7 CRM, is your ability to get data and your
8 ability to understand what's going on
9 with your constituents. One of the
10 things that I get to do is before I go
11 out to, whether it's a PhillyRising
12 meeting or a meeting with a member of
13 City Council, is, I pull the 311 data for
14 that area before I go so that I
15 understand what some of the calls are and
16 some of the concerns and kind of what's
17 going on in that neighborhood. You all
18 have the ability to do that. We provide
19 that on a regular basis. There's
20 monthly, there's quarterly reports on
21 that. If you're doing those things as
22 needed, feel free to reach out to us for
23 data, and we can better collaborate
24 around those things. I think it's
25 something that we need to work on.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 The big story about 311 -- and
3 I want to make sure that I say this
4 because I think it's critical and we lose
5 sight, because it's been around now for
6 five or six years, is, we're on the same
7 system right now that we were when 311
8 started. So think about that. That was
9 a program that was really almost in a
10 pilot level when we started, and the
11 software and technology there was
12 supposed to last roughly six months to a
13 year, and we're five years in. And so
14 we've reached six million faster than any
15 other larger city. We're handling crisis
16 after crisis and using 311 as a valuable
17 tool.

18 This year and the CRM, which is
19 on track, there's a pilot that starts in
20 two weeks that's been in planning for
21 well over two years in partnership with
22 Salesforce, in partnership with Unisys.
23 This year was the transformative year for
24 311. So I think this is a timely
25 conversation, and that your interest

1 5/13/14 - WHOLE - BILL 130489, etc.
2 right now in what we're talking about is
3 really critical, because by the end of
4 the year, we will have finished that
5 pilot around the new system and where
6 we're going and what we're doing, and
7 that pilot system -- and I can have
8 Rosetta, if you want more details,
9 Rosetta Lue, who is our Project Manager
10 on that issue, talk about what that's
11 going to deliver for you. But I think
12 you're right.

13 In terms of the followup, I
14 mean, I think that's a lot of just us
15 working closer together and being able
16 to, when we get calls directly from your
17 office, be able to follow up directly and
18 make sure that folks understand what
19 happens. Sometimes that followup is not
20 us. Sometimes it needs to be the
21 department. So figuring out how to get
22 that communication happening where 311 is
23 done with it but a department has
24 executed, I mean, they need to get back
25 to you and let you know about that. I

1 5/13/14 - WHOLE - BILL 130489, etc.
2 think we should talk about how we can
3 best create that channel of
4 communication, because I think there's an
5 opportunity to maybe utilize technology
6 to do some of that as well.

7 COUNCILMAN HENON: And I
8 think -- and I'll be quick and yield my
9 time to the next.

10 I think you're absolutely
11 right. In what you're doing and whether
12 it's Center of Excellence or better
13 processes on collaboration with the other
14 departments, I mean, PhillyStat is
15 involved and reporting that. So it is
16 that kind of quality control in
17 standards. People are doing great work
18 now. People are doing real good work.

19 Sometimes we forget that
20 infrastructure isn't just pipes and
21 buildings and bricks and mortar, that
22 it's technology and that we need to -- we
23 have these processes and systems to be
24 more efficient and communicative with
25 each other. So I think just

1 5/13/14 - WHOLE - BILL 130489, etc.
2 collaborating a little more with the
3 other departments, really it's just --
4 we've grown so much over the five years,
5 and I think we could take it to the next
6 level. And it sounds like you're on your
7 way. So I'm excited about that.

8 MR. NEGRIN: Me too.

9 COUNCILMAN GREENLEE: Thank
10 you.

11 Councilman Jones, I know you've
12 been patiently waiting back there.
13 Councilman Jones.

14 COUNCILMAN JONES: Thank you.

15 Some of the questions that we
16 ask are consistent with other departments
17 that come under your purview. So I've
18 asked particularly in light of the fact
19 that we are trying to better fund our
20 schools but also, as importantly, get
21 better outcomes, and one of the outcomes
22 that we would like to and have mentioned
23 in prior budget hearings is, they talk
24 about the pipeline to prison. I'd like
25 to do the pipeline to a paycheck. And in

1 5/13/14 - WHOLE - BILL 130489, etc.
2 light of the fact that many of your
3 departments have talked about the
4 inability to attract skilled laborers,
5 whether it's the Water Department,
6 whether it's the Streets Department, how
7 do we create that public
8 school-to-paycheck pipeline?

9 So there are some examples of
10 it. At the Randolph School, they have
11 the Fire Academy there, where Fire
12 Department personnel actually train the
13 young people to take the test, and
14 they've been successful. I think there's
15 a stat like 95 percent of the kids pass
16 the test. They don't all get hired
17 because of sometimes veteran preferences,
18 but many have managed to get hired.

19 The Streets Department has done
20 a piece for at-risk people, ex-offenders
21 even, to do street kind of work that may
22 well lead to those kinds of activities.

23 The Fleet Department just did
24 two young people, one of whom is accepted
25 in college and one won a national

1 5/13/14 - WHOLE - BILL 130489, etc.
2 competition on automotive stuff. That
3 went to the -- both of them went to
4 Randolph. What I'd like to do --

5 MR. NEGRIN: I sent those two
6 young men to your office.

7 COUNCILMAN JONES: Yes, you
8 did.

9 MR. NEGRIN: Yeah, I did.

10 COUNCILMAN JONES: So I'd like
11 to see almost in the model of a CETA
12 program created to work with schools like
13 Randolph, Saul, Dobbins, Overbrook, and
14 in particular for the case of Overbrook,
15 with the Police Department to expand the
16 Explorers Program to go beyond just being
17 at the Police Academy so that at-risk
18 individuals can get to a training place
19 as opposed to have to travel clear across
20 the City to do so.

21 So what I'd like to do is
22 challenge you, because they all report to
23 you, to coordinate an effort, and call it
24 whatever you want. I like pipeline to
25 paycheck personally, but I don't have a

1 5/13/14 - WHOLE - BILL 130489, etc.
2 right of authorship to that, but call it
3 whatever you and the Administration want
4 to, but the objective needs to be to have
5 a percentage of young people that
6 actually are prepared to take a Civil
7 Service test, prepared to take a physical
8 test, whether it's the Police Department
9 or Fire Department, because many of
10 the -- what I'm hearing about those
11 recruitment efforts, that many of them
12 flunk out the first day because they
13 weren't ready to take the physical test.
14 Now, if nothing else, most kids can pass
15 gym.

16 So how would you orchestrate
17 something like that within your
18 department?

19 MR. NEGRIN: Yeah. I think
20 there's really two issues, and I am
21 wholly supportive of the pipeline and
22 feedership programs. I was proud of
23 those two young men in Fleet who engaged
24 in a statewide competition and won, and
25 to meet those kids, to bring them to meet

1 5/13/14 - WHOLE - BILL 130489, etc.
2 the Mayor, to send them up to your
3 office, I think is what government should
4 be about, providing opportunities to our
5 young people who are hungry for
6 opportunity and when there's an
7 opportunity gap. So I'm happy to talk to
8 the Administration about partnering with
9 you around an issue around formalizing a
10 pipeline program. Right now we're doing
11 it kind of department by department, kind
12 of our silos, and we haven't done it sort
13 of as a branded citywide program, which I
14 think is very interesting and something
15 that I would support.

16 So I'm open to those
17 conversations. I think that's great.

18 The other issue, which I want
19 to make sure is on your radar screen, is
20 roughly half a million of our people in
21 the City of Philadelphia, half a million
22 out of 1.5, do not have workplace
23 literacy. When we talk about jobs and we
24 talk about opportunity, because of the
25 problems with our school system for so

1 5/13/14 - WHOLE - BILL 130489, etc.

2 long, we're talking about a huge portion
3 of our population, a third of our
4 population, that struggles with literacy
5 issues when they walk into an office
6 building. So that's a huge issue. It's
7 why the City, we worked together to open
8 three literacy centers this year. We
9 need a lot more than that. Three is just
10 the beginning. That's the other issue.

11 So while we're talking about
12 education and young people, which is
13 really critical, we can't forget those
14 folks who are just over that age who are
15 also struggling to make themselves work
16 ready, which is a giant issue.

17 I'm going to ask you when Adel
18 Ebeid sits here in an hour or so to ask
19 him about a great program called Year Up.
20 Adel and I traveled to Boston, met with
21 the founder of Year Up. They're in 13
22 cities, helping thousands and thousands
23 of first-year students. In Philadelphia
24 we have -- we've done a really decent job
25 getting a much bigger number of kids

1 5/13/14 - WHOLE - BILL 130489, etc.
2 graduate high school, and shockingly, in
3 that first year of college, you lose many
4 of those kids. Some don't matriculate.
5 So there's a significant number. I was
6 shocked by the number. It was like 25
7 percent -- and I'm trying remember it off
8 the top of my head -- where they got into
9 college, they're figuring out a way to
10 try to pay for it, which is still an
11 ongoing struggle for many of our kids,
12 and they don't make it to that first day
13 of college. There's nothing sadder than
14 that I think.

15 COUNCILMAN JONES: Well, I
16 appreciate that, and I will ask that, but
17 more to my point is that we have an
18 opportunity -- every kid isn't going to
19 Harvard. Every kid doesn't want to go on
20 to college, but all kids want the dignity
21 of work. So if we could identify -- we
22 can have our own stimulus program within
23 our procurement process, within our
24 departments. There's 3,000 miles of
25 piping under our feet, and those drainage

1 5/13/14 - WHOLE - BILL 130489, etc.
2 pipes within the Water Department leak 23
3 percent of their water, 23 percent of
4 their fresh water. And if we train kids
5 from Overbrook or Dobbins or Randolph
6 today, they would retire from those jobs
7 20 years from now. And so that pipeline
8 to paycheck is -- it's not for the kids
9 that have a ticket already punched to go
10 to college. It is more towards giving
11 young people practical skills that aren't
12 that way. So instead of having a hammer,
13 they pick up a hammer, play on words.

14 So I'm going to ask one last
15 question and then -- you've done a pilot
16 program dealing with the realtime
17 training with the Real time Crime Center.
18 We saw -- Councilman Greenlee, myself,
19 Councilman Kenyatta Johnson went down and
20 viewed that. Tell us how that is being
21 incorporated into our ability to improve
22 the quality of life and keep us safe.

23 MR. NEGRIN: I'm going to ask
24 Mike Resnick to address it.

25 COUNCILMAN JONES: I won't do a

1 5/13/14 - WHOLE - BILL 130489, etc.
2 followup on that.

3 COUNCILMAN GREENLEE: Thank
4 you.

5 (Witness approached witness
6 table.)

7 MR. RESNICK: Good morning.
8 Mike Resnick, Director of Public Safety.

9 Councilman, I'm glad you had
10 the opportunity to go down to see the
11 Real Time Crime Center at the DVIC. It's
12 pretty impressive.

13 Based upon the work that they
14 do down there, we have access to -- and
15 I'm sure the number is probably greater
16 now than when I previously got briefed on
17 it, but the City owns X number of
18 cameras. They're the ones that the City
19 actually owns. We've leveraged cameras
20 that are owned by other agencies and
21 entities. We have camera feeds from
22 SEPTA, from down by the airport, from
23 PennDot. We have a program where
24 businesses and residences who have
25 cameras allow us access, not that we view

1 5/13/14 - WHOLE - BILL 130489, etc.
2 it, but if something were to happen, we
3 can then go back and identify the
4 location of an event, see who is
5 registered and take feeds from their
6 cameras. So we have a network of cameras
7 that we're able to view and that we're
8 able to get information from that we're
9 able to go back into. And as a deterrent
10 factor, I mean, people know that the
11 cameras are up in the streets and you see
12 that, and we hope that that acts as a
13 deterrent, but more importantly, we're
14 able to go back and get useful evidence
15 from those cameras to identify
16 individuals and to prosecute individuals
17 to help reduce crime in the City.

18 So I think that's the value of
19 realtime crime. Also, officers are able
20 to -- when radio calls come in, they're
21 monitoring the cameras and they're
22 listening to the radio. They can punch
23 up the location that is broadcast from
24 the radio as to where the incident
25 occurs, and they're able to see in

1 5/13/14 - WHOLE - BILL 130489, etc.
2 realtime what's going on and they can get
3 on the radio and they can direct
4 officers, No, they went down this way,
5 you're looking for a guy with a red
6 shirt, things like that. So they're able
7 to be the eyes and ears and to convey
8 that information in realtime when things
9 are happening.

10 So I'm glad that you finally
11 got a chance to go down there and see it,
12 because everybody else, Well, Baltimore
13 has this and Baltimore has that. I think
14 what we have and what you've seen shows
15 that we might have something better than
16 what Baltimore has.

17 COUNCILMAN JONES: We will
18 never say that again. We don't have
19 Baltimore envy anymore.

20 MR. RESNICK: Nor should we.

21 COUNCILMAN GREENLEE: Thank
22 you.

23 Councilwoman Bass.

24 COUNCILWOMAN BASS: Thank you.

25 Just a quick question about

1 5/13/14 - WHOLE - BILL 130489, etc.
2 CLIP. And so when CLIP cleans a lot, it
3 assesses a lien against the property for
4 the cost; is that correct?

5 MR. NEGRIN: Tommy Conway.

6 COUNCILMAN GREENLEE: Coming
7 the other direction.

8 MR. NEGRIN: He should know not
9 to sit so far away, don't you think?

10 (Witness approached witness
11 table.)

12 MR. CONWAY: Thomas Conway,
13 Deputy Managing Director.

14 Yes. When we write violations
15 to private property owners as well as
16 quasi-government agencies, we do bill
17 them for the cost, and if they don't pay
18 the bill, a lien is placed on the
19 property.

20 COUNCILWOMAN BASS: Okay. And
21 so when CLIP cleans a lot and then
22 there's a lien placed against the
23 property, is the amount of the lien the
24 amount of the cost of the service that
25 the City has provided or is there an

1 5/13/14 - WHOLE - BILL 130489, etc.
2 additional penalty that's added to that?
3 And I'm only asking because we got
4 someone who had received a bill or an
5 assessment against a property for
6 cleaning a lot that they owned and it was
7 in the five-digit number, something like
8 \$20,000, and then he complained and
9 suddenly it dropped to about half of
10 that.

11 So the question is, do we
12 charge -- are we billing them for the
13 amount of the service that was done or is
14 there an additional amount that was added
15 on so that it was so easily reduced? How
16 does that all work?

17 MR. CONWAY: When we do the
18 bill, there was an administrative cost
19 added on to the bill, but I think you're
20 talking about when they go to the L&I
21 Review Board or the Tax Review Board, a
22 lot of times they will cut the bill down.
23 They'll reduce the cost for the property
24 owner.

25 COUNCILWOMAN BASS: So they'll

1 5/13/14 - WHOLE - BILL 130489, etc.
2 remove the administrative fee?

3 MR. CONWAY: Well, they could
4 kind of remove a lot of the different
5 costs on -- I don't think there's any set
6 process with regards to that.

7 COUNCILWOMAN BASS: Okay.

8 MR. CONWAY: About how much
9 they can reduce it or not reduce it.

10 COUNCILWOMAN BASS: So if
11 someone complains, then they can have the
12 amount reduced. And not that I'm
13 necessarily trying to get it reduced,
14 because I think people need to be
15 responsible and if you have a property,
16 it needs to be maintained and cleaned in
17 the City. That's not the business that
18 we should be in. But I just want to make
19 sure I have an understanding of what the
20 bill or the lien is comprised of, how do
21 we get to that figure.

22 MR. CONWAY: Okay.

23 COUNCILWOMAN BASS: All right.

24 Thank you.

25 COUNCILMAN GREENLEE: Thank

1 5/13/14 - WHOLE - BILL 130489, etc.
2 you, Councilwoman.

3 Just for the information of the
4 Committee, just so everyone understands,
5 our next department once we're through
6 questioning MDO is the Office of
7 Information Technology and then we have a
8 callback with the Public Property
9 Department.

10 Councilman Squilla.

11 COUNCILMAN SQUILLA: Thank you,
12 Chair.

13 I have a question too and
14 basically about CLIP, I guess. Coming in
15 obviously under your purview, besides
16 cleaning of the lots, I guess it's
17 anti-graffiti also. When we get a call
18 and even through 311, I got to say the
19 response for anti-graffiti is pretty good
20 to get down there and get it cleaned up.
21 Is there a service that's provided by the
22 City? Obviously we want to clean that,
23 but there is not a charge, I guess, for
24 that process, is there?

25 MR. CONWAY: No, not for

1 5/13/14 - WHOLE - BILL 130489, etc.
2 graffiti removal. Our thinking has
3 always been that they've been the victim
4 of a crime, so we paint it free of charge
5 or power wash it free of charge on
6 private and public property.

7 COUNCILMAN SQUILLA: Which I
8 got to say is very well appreciated, and
9 I do want to commend especially
10 Anti-Graffiti Network for everything that
11 it's done at least through my district
12 and through my RCOs that actually call
13 them in, and the response time is great.
14 So I know not -- we don't normally give
15 you guys credit for some of the things
16 that are good out there, but that is one
17 thing that's done very well. And also
18 because we believe the faster you get it
19 cleaned up, the less likely these people
20 will come back. They like to really stay
21 in areas that have a lot of graffiti in
22 them. But once the graffiti is cleaned
23 and it seems to be tagged again and
24 again, is there anything that we could do
25 maybe as a city, is there more funding

1 5/13/14 - WHOLE - BILL 130489, etc.
2 necessary, to get areas that seem to be
3 hard hit, how we could maybe get these
4 guys that are doing the tagging and
5 whether prosecute them or maybe bring
6 them into the system, community service,
7 something that we could do to help with
8 our costs?

9 MR. CONWAY: Well, we're
10 actually working on, which will help the
11 situation out a little bit, is coming up
12 with Galaxy 3, I believe they are, pads,
13 iPads, for the crews, so when we're there
14 out in the field, they'll be able to take
15 the picture of the graffiti, obviously
16 download the address, clean the graffiti
17 up, and then input pertinent information
18 with regards to what was done, power
19 washed or painted, and then that's going
20 to go into a database. So this way we're
21 going to have a database full of pictures
22 that working with OIT, John Tucci, Tim
23 Wisniewski, and -- I told him I'd give
24 him a shout-out -- Francisco Galarza,
25 who's over there, they've been working

1 5/13/14 - WHOLE - BILL 130489, etc.
2 very well -- hard on this project. So
3 the modern technology is going to help
4 us. This way, we can provide the Police
5 Department with pictures and more
6 detailed information. Years ago when we
7 first started, we had Polaroids of our
8 pictures and all. That's how far back we
9 go, but I think the more technology we
10 use, we can give that to the police and
11 let them know there's a very active
12 tagger, because there are some spots,
13 especially in your district -- 10th and
14 Mifflin pops in my head -- that are
15 constantly getting graffiti. So we let
16 the Police Department know, the captain
17 of the district, but they got to catch
18 them in the act. They got to be there at
19 that time, and the vandals are illusive
20 and they don't follow the same safety
21 rules and regulations that we always
22 follow cleaning them up.

23 COUNCILMAN SQUILLA: Right.
24 Because a lot of taggers use the same tag
25 everywhere they go, so if we could catch

1 5/13/14 - WHOLE - BILL 130489, etc.
2 them at some of these sites. And now
3 with the safety cam and other features
4 that we have to sort of combine the
5 efforts of the pictures you're taking
6 along with some camera and surveillance,
7 because I know it doesn't seem like a big
8 crime to some people, but the
9 quality-of-life issues are something that
10 we get a lot of complaints about. So,
11 again, we do appreciate your help on that
12 and really the active work that the
13 organization is taking.

14 MR. NEGRIN: I also want to add
15 just briefly, we were recently in
16 Hawthorne together during the Philly
17 Spring Cleanup. There's some practical
18 things that just for folks to understand
19 and know in areas where graffiti has just
20 been very rampant, where we can organize
21 some of our service activity around those
22 locations and kind of attack them in a
23 way where we repaint through our
24 resources. I was there in Hawthorne with
25 PhillyRising, graffiti all over the main

1 5/13/14 - WHOLE - BILL 130489, etc.
2 building that had been abandoned for some
3 time. Nobody was going to be paying
4 attention to taking care of the upkeep on
5 that building unless we had done that in
6 a service project working with your
7 office and others.

8 So there's an opportunity I
9 think for us to coordinate some of our
10 service activity around those areas that
11 are blighted the most with graffiti,
12 which I think is helpful.

13 I also think there's a willing
14 partner in Mural Arts for some of those
15 big areas that are eyesores around
16 graffiti. When you talk to Jane
17 Golden -- and we work very closely with
18 her in many of our neighborhoods, and I
19 know that she's had a big presence in
20 your area -- murals are not defaced with
21 graffiti. Graffiti artists and taggers
22 honor and respect the artist, and many of
23 them are artists themselves or believe
24 they are. So that's another part of the
25 strategy, is, if we can have a thoughtful

1 5/13/14 - WHOLE - BILL 130489, etc.
2 and creative mural strategy as well as a
3 service strategy around some of those
4 things that Tommy is talking -- I don't
5 think enforcement alone does it. I think
6 you have to do all those things.

7 COUNCILMAN SQUILLA: Thank you.

8 COUNCILMAN GREENLEE: Thank
9 you.

10 Councilman Oh.

11 COUNCILMAN OH: Thank you very
12 much, Mr. Chairman.

13 So let me just ask this
14 question just around the dumping
15 situation. What are some of the
16 strategies or new thoughts that you may
17 have or where the folks in your office
18 about dealing with short dumping?

19 MR. NEGRIN: So some of the
20 things that we've done recently in the
21 last few years, we have a chronic site
22 that is causing -- where short dumping is
23 occurring. We not only work with our
24 enforcement partners and some of our
25 neighborhood partners, but one of the

1 5/13/14 - WHOLE - BILL 130489, etc.
2 things we've done is, we've purchased
3 some -- Mike Resnick was up here talking
4 about those cameras. The quality of the
5 cameras over the last year has really
6 drastically improved. Some of those
7 cameras are now mobile, where a small
8 percentage of them can actually be moved
9 and relocated to areas where short
10 dumping is occurring. So we've done that
11 in some of those worst sites.

12 So if you have a complaint and
13 you have a particular area that is just
14 being inundated with short dumping, reach
15 out to my office. We're happy to have
16 that conversation and try to see what we
17 can do to set up some mobile cameras.
18 The quality of the cameras -- and I've
19 seen the pictures and Tommy has showed me
20 some of the pictures themselves, you can
21 read the license plates on the cars that
22 are pulling up and dropping off the
23 trash, which quite often is, believe it
24 or not, being done by local businesses
25 who don't want to pay to have some of

1 5/13/14 - WHOLE - BILL 130489, etc.
2 that stuff removed. You know, you would
3 think a local business shouldn't be
4 contributing to the blight in the
5 neighborhood, but every now and then,
6 that happens, and Tommy has been
7 successful -- and he's walked those
8 pictures into my office -- targeting some
9 of those folks and identifying them.

10 COUNCILMAN OH: And what is
11 the -- I'm aware of this, but I just am
12 kind of interested if something has
13 changed since I last looked. What are
14 the consequences to folks who are doing
15 the short dumping?

16 MR. NEGRIN: Shelley Smith
17 doesn't let me practice law anymore, but
18 I know as a prosecutor when I was a young
19 assistant district attorney, it's a
20 crime. So it is a misdemeanor in the
21 City of Philadelphia. I believe it's an
22 M3 for you to illegally dump trash in
23 Philadelphia. It's in the crimes code
24 and it is punishable by some time in jail
25 if you get in front of the wrong judge.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 So people should take it very seriously.

3 COUNCILMAN OH: I understand
4 there is a fine and is it -- I can't
5 remember, is there confiscation involved
6 in this as well?

7 MR. CONWAY: When we get the
8 license plate of an illegal dumper, we
9 work with the Police Neighborhood
10 Services Unit, who will run the plate and
11 they'll issue a \$300 traffic citation,
12 because they're using their vehicle for
13 the illegal dumping. We have worked with
14 the District Attorney's Office,
15 especially Beth Grossman, with regards to
16 taking vehicles and then also prosecuting
17 in the court system for extremely
18 excessive dumping, but not usually on --
19 it's a case-by-case basis, and that
20 happens rarely that we really go after
21 their vehicles and jail time.

22 COUNCILMAN OH: Do you have any
23 data or any information as to what the
24 effect all of this is having on the short
25 dumping? Is it minimizing the short

1 5/13/14 - WHOLE - BILL 130489, etc.
2 dumping or is it just really having no
3 effect at all?

4 MR. NEGRIN: I don't think we
5 have trend information on what's
6 happening in terms of the number of
7 citations. I think we can pull that and
8 take a look at it.

9 COUNCILMAN OH: Okay. But if
10 we contact your office and you're able to
11 set up a mobile camera, how long does
12 that camera stay there?

13 MR. CONWAY: The cameras that
14 we use are solar-powered, which is great
15 and also has its downfalls. But
16 basically obviously we need a lot of
17 sunlight, and they're motion sensitive,
18 so they cannot be at a location that has
19 high pedestrian or vehicular traffic,
20 because what will happen is the camera
21 will constantly go off and it will drain
22 the battery and then we'll have to take
23 it back, recharge it.

24 We haven't had the cameras out
25 for the last -- well, actually we put

1 5/13/14 - WHOLE - BILL 130489, etc.
2 them out probably like a month ago, start
3 doing it again, but due to the winter
4 months, extreme cold, not a lot of sun,
5 they were not being very effective. So
6 we took them in and charged them and
7 cleaned them up and all that, but now
8 they're coming back out. And, again, if
9 you have a hotspot, we'll look at it,
10 but, again, they work great at dead-end
11 streets, where usually a lot of short
12 dumping happens, but not where -- for a
13 location if it's very active and we're
14 catching people, we'll leave the cameras
15 there. There's certain spots that we
16 have cameras at, it seems like, all the
17 time, and then other hotspots we'll move
18 them to, and actually the cameras, which
19 we're probably going to use this year,
20 have a voice --

21 (Bell rung.)

22 MR. CONWAY: Dinner.

23 COUNCILMAN GREENLEE: That's
24 not for you.

25 MR. CONWAY: There's a

1 5/13/14 - WHOLE - BILL 130489, etc.
2 voicemail system on there that it can say
3 your license has been recorded, we're
4 going to send it to the Police Department
5 for prosecution. We haven't really used
6 that before, but I think we're going to
7 start using it just to see if that's more
8 of a deterrent as well. But it does
9 work. It really does work. At certain
10 locations they stopped dumping,
11 especially -- they work at night. A big
12 flash goes off when they're dumping, and
13 actually several people, you see them --
14 the flash comes back on, you see them
15 putting the trash back in their car and
16 leaving. So it works well sometimes.

17 COUNCILMAN OH: My concern is
18 they leave that place and go to another
19 place and dump someplace else. But
20 that's great information. Thank you very
21 much.

22 COUNCILMAN GREENLEE: Thank
23 you, Councilman.

24 Councilman Henon.

25 COUNCILMAN HENON: Thank you,

1 5/13/14 - WHOLE - BILL 130489, etc.

2 Mr. Chair.

3 So through this whole process,
4 a lot of times we get the opportunity to
5 publicly say this is what we complain
6 about, but like Councilman Squilla had
7 said, there's a lot of good things that's
8 taking place in our departments, and I
9 want to throw out some kudos and
10 accolades to some of the things that you
11 do have going on. One is, I'm a huge fan
12 of the Mural Arts Program, Jane Golden,
13 and I'll talk about how that is -- I
14 mean, I think you're talking about
15 tagging and graffiti. The Mural Arts
16 helps revitalize neighborhoods. It helps
17 bring some sense of pride and quality of
18 life back into a neighborhood, especially
19 when it's not being tagged.

20 But my friend Tom Conway and
21 his whole crew with CLIP, whatever we can
22 do from a budget standpoint to make sure
23 that they have the resources to just
24 enforce the quality of life on our
25 neighborhoods, I am, as well as other

1 5/13/14 - WHOLE - BILL 130489, etc.
2 members, are full. So great job,
3 Director, on him and his team on what
4 they do on graffiti.

5 So I'm sure a lot of other
6 offices have experienced this, but
7 normally or typically in the winter
8 months, the graffiti goes down. It
9 declines a little bit, but I don't see
10 that in this past year. We had the
11 second coldest winter or snowiest winter
12 in the history of Philadelphia and we
13 seen a rise in graffiti. I mean, it was
14 unbelievable on why the uptick in
15 graffiti. So, I mean, the crews have
16 done a great job in what they have done.
17 Do you see anything why there has been
18 such an uptick in the graffiti?

19 MR. CONWAY: I'm not really
20 sure if there's actually an uptick, but
21 for probably several months, we were
22 unable to power wash properties due to
23 what you mentioned about the extreme
24 cold, the snowy conditions. So the
25 graffiti instead of being removed within

1 5/13/14 - WHOLE - BILL 130489, etc.
2 a couple days sat there. As you all
3 know, that once graffiti sits there, the
4 taggers and the vandals want to put more
5 out there because they see we can't clean
6 it up. So we had after the winter months
7 thousands of requests backlogged.

8 So I'm not sure if it was an
9 uptick or just that we weren't able to
10 get to it, and even painting over it,
11 because the crews get pulled into snow
12 operations and plowing and helping Public
13 Property. So I'm not sure if it was an
14 uptick or just that we weren't able to
15 clean it, so it just grew and grew and
16 grew.

17 COUNCILMAN HENON: I guess
18 you're right. It was perception.

19 MR. CONWAY: And we have done
20 the backlog. The power washing has been
21 taken care of, which is great news. And
22 if you look back to the last couple
23 years, we had mild winters that weren't
24 that bad, so we were able to work year
25 round with that.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN HENON: How much
3 does the City spend on graffiti removal?

4 MR. CONWAY: With personnel and
5 the paint and supplies and all that, I'm
6 going to estimate, because it's all in
7 one budget, about \$1.2 million.

8 COUNCILMAN HENON: So last year
9 I drafted a piece of legislation that
10 streamlined the graffiti removal process.
11 During the course of the proceedings and
12 the process arose some issues regarding
13 the removal of dumpsters owned by some of
14 our larger private companies, and my
15 understanding is that the firms, they
16 have -- they're supposed to or they do or
17 they say they do and they probably do
18 have their own graffiti removal teams,
19 but sometimes they have a hard time in
20 conversations of finding the graffiti on
21 their own dumpsters where the graffiti
22 is, and it appears that our, the City's,
23 your department's, the graffiti abatement
24 teams are much better equipped to handle
25 such a task. You're doing it on a daily

1 5/13/14 - WHOLE - BILL 130489, etc.
2 basis. You're out on the streets on a
3 regular basis. Your response is quick,
4 it's swift, and it's effective.

5 So my question is, has
6 anybody -- have you ever thought of from
7 MDO, CLIP, Streets, have you ever thought
8 of, given any consideration in entering
9 into like a third-party contract with
10 some of these major firms or companies
11 where we as a city could be compensated
12 for some of the removals? You're better
13 equipped. It's much more efficient.
14 It's happening in a timely fashion, and
15 it certainly helps with the quality of
16 life of our neighborhoods in the
17 professional manner.

18 MR. NEGRIN: Yeah. I don't
19 think we've thought of that. I think
20 that's an interesting question. I think
21 the way Tommy described it, we often see
22 the graffiti removal as a public service,
23 something we provide. I think if you
24 have a chronic, running, ongoing big firm
25 and a big business, whether it's a

1 5/13/14 - WHOLE - BILL 130489, etc.
2 dumpster or the building itself, who is
3 repeatedly a victim of graffiti and is
4 cleaning it themselves, that there's a
5 great opportunity there I think for us to
6 have a conversation around whether we
7 could do that more economically and
8 quicker without them having to privately
9 contract that out, and collect some kind
10 of a fee for that. I think that makes
11 perfect sense.

12 COUNCILMAN HENON: It just came
13 up through the proceedings and it was
14 something I just wanted to throw at you.

15 MR. NEGRIN: I'm happy to have
16 that conversation.

17 COUNCILMAN HENON: And I think
18 the same thing, I don't know how you
19 handle PECO or Verizon and some of the
20 non-Public Property poles and maybe
21 something else that we could consider. I
22 mean, it may be a little, but we're out
23 there, we're walking by it, we see it.
24 The onus doesn't have to be on some of
25 the business owners if they -- if you can

1 5/13/14 - WHOLE - BILL 130489, etc.
2 work out some sort of arrangements,
3 because third-party arrangements are
4 nothing new to the City.

5 MR. NEGRIN: You could do an
6 MOU.

7 COUNCILMAN HENON: Right.
8 Right. And I might add that all the
9 departments in the MDO, the crews, they
10 do a fantastic job, all without being
11 under an extended contract that hasn't
12 been settled yet by the City of
13 Philadelphia. So my kudos go out to them
14 for their patience and their due
15 diligence removing the snow, coming --
16 finishing the backlog that has been piled
17 up. So great job to the City workers.

18 MR. NEGRIN: Thank you.

19 COUNCILMAN GREENLEE: Thank
20 you, Councilman.

21 Councilman Jones.

22 COUNCILMAN JONES: Thank you,
23 Mr. Chairman. And you need to beware,
24 because Councilman Henon will go
25 "undercover Councilman" by department and

1 5/13/14 - WHOLE - BILL 130489, etc.
2 pop up on a work site.

3 MR. NEGRIN: I saw him in that
4 jumpsuit. I thought he looked good.

5 COUNCILMAN JONES: You got to
6 watch, he goes deep undercover.

7 One of the things that I'm
8 proud about this body's insistence, that
9 the Office of sustainability actually
10 become a permanent department as opposed
11 to an Executive Order, and in that tune
12 and in that spirit, we have huge electric
13 bills. It was somewhere in the
14 neighborhood of \$60 million just for
15 street lights and another maybe \$20
16 million of dealing with other recreation
17 centers and other departments we have.

18 I was wondering how we are
19 doing conducting energy audits, moving
20 that forward and particularly the Water
21 Department. One of the high costs of
22 producing water is our electric bill, and
23 see how we're moving towards possibly
24 implementing solar-powered in that regard
25 to cut down on the cost of processing

1 5/13/14 - WHOLE - BILL 130489, etc.
2 with that.

3 (Witness approached witness
4 table.)

5 MR. AGALLOCO: Good morning.
6 Adam Agalloco, the Office of
7 Sustainability.

8 COUNCILMAN JONES: On the
9 record, Alex Dews needs a raise.

10 MR. AGALLOCO: I won't argue
11 with that.

12 Regarding the Water Department,
13 they're an Enterprise Fund. They manage
14 a lot of their internal energy audits and
15 energy efficiency work within that
16 organization. We are involved as the
17 Office of Sustainability as well as the
18 Mayor's Office of Transportation and
19 Utilities to kind of help them find
20 projects. One of the biggest projects
21 they've been doing, biogas cogeneration
22 project up in the Northeast Wastewater
23 Treatment Plant. That will reduce the
24 energy at that facility by about 85
25 percent and almost make it net energy

1 5/13/14 - WHOLE - BILL 130489, etc.
2 positive.

3 In terms of General Fund
4 departments, that's worth it. I manage
5 again with the Office of Transportation
6 and Utilities as a strong partner. We've
7 been leveraging the benchmarking results,
8 the energy benchmarking results that
9 we've done on City buildings, to try to
10 find those buildings that are in greatest
11 need of retrofits and then trying to
12 develop projects around those audits and
13 as a result of kind of the inefficiencies
14 that we see in those buildings.

15 COUNCILMAN JONES: To what
16 degree -- there was a report that came
17 out maybe a year or so ago that the City
18 of Philadelphia was paying utility bills
19 of once-affiliated organizations,
20 once-affiliated buildings, and I wanted
21 to know have we made substantial headway
22 in reducing that third-party payment?

23 MR. AGALLOCO: I can't speak to
24 specifics on which buildings have kind of
25 come off of those bills. I do know that

1 5/13/14 - WHOLE - BILL 130489, etc.
2 the Facility Task Force made a list of
3 recommendations, among which one of the
4 largest recommendations was to establish
5 a Facility Task Force that would help
6 build out recommendations and make
7 decisions on which buildings can and
8 cannot be kind of paid by the City,
9 because a lot of those are gray areas
10 where they're providing public services,
11 but aren't necessarily public entities.

12 COUNCILMAN JONES: There was a
13 list circulated once and it was even sent
14 through this floor to see if we
15 recognized any of those. I'd like an
16 update on where we are from the point we
17 started to where we are now and what that
18 reduction actually is.

19 MR. AGALLOCO: Of course. We
20 can get that for you.

21 COUNCILMAN JONES: Provide that
22 to the Chair and members of Council.

23 In addition to that, the PECO
24 does a peak utility conservation effort
25 where if we turn down the thermostat

1 5/13/14 - WHOLE - BILL 130489, etc.
2 during peak hours, that we realize a
3 savings. Do we participate in that and,
4 if so, how much have we saved as a result
5 of that?

6 MR. AGALLOCO: We do
7 participate in those programs. There's
8 two separate programs. One is a Peak
9 Load Contribution program, which is
10 through PJM, and another program is
11 Demand Response program. You may have
12 seen on hot summer days, there's days of
13 peak demand. We kind of roll out banners
14 sometimes. We sent out an e-mail blast
15 asking folks to reduce. We also do a lot
16 of that reduction in the backroom on the
17 operational end to generate revenue
18 actually through the Demand Response
19 programs.

20 COUNCILMAN JONES: And has that
21 netted any savings?

22 MR. AGALLOCO: It's netted
23 actually revenue through Demand Response.
24 I don't have the exact number, but I can
25 provide that for you as well.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN JONES: Could you
3 provide that in addition to the Chair and
4 members of Council so that we can take a
5 look at that.

6 I got the fastest bell most
7 people could -- but that's all right.

8 COUNCILMAN GREENLEE: Everybody
9 gets five minutes.

10 COUNCILMAN JONES: Yeah. We
11 believe that.

12 COUNCILMAN GREENLEE: Your
13 protest is noted, though.

14 COUNCILMAN JONES: Yeah. Thank
15 you.

16 So my final question in
17 adherence to Pavlovian bells is that I'd
18 like to see us do that. There is a
19 movement towards facility management that
20 in fact has off-site monitoring of
21 utilities for office buildings. Are we
22 looking at that as the future to
23 monitoring our energy consumption
24 possibly with the -- what is that new
25 commission? The Energy Authority that

1 5/13/14 - WHOLE - BILL 130489, etc.
2 Councilman Clarke initiated. Is that
3 something we would move to? And what
4 they technically do is, they'll be
5 offsite. They can be anywhere in the
6 world, and they're monitoring that
7 consumption and then make recommendations
8 like, Hey, you're peaking over here, you
9 need to send a crew to find out why.

10 MR. AGALLOCO: I am very
11 familiar with those technologies, and we
12 are pursuing those. We have a program
13 right now called the Remote Building
14 Operations program where we are starting
15 to kind of remotely automate and control
16 HVAC specifically in a lot of our
17 facilities. Right now it's been focused
18 as part of the Guaranteed Energy Savings
19 program in our large downtown buildings.
20 We also have a number of police stations
21 and a couple health centers that are now
22 into these programs, but there's a lot of
23 IT infrastructure, a lot of complications
24 in those that we're trying to tighten
25 that up before we expand this to a

1 5/13/14 - WHOLE - BILL 130489, etc.
2 broader base.

3 COUNCILMAN JONES: I just don't
4 want my office to be the hot one on the
5 floor, but I can understand with the
6 large cost of operating a government how
7 that can be a savings in times where
8 we're trying to find 120 million plus for
9 the School District.

10 Thank you, Mr. Chairman.

11 COUNCILMAN GREENLEE: Thank
12 you, Councilman.

13 Councilman Henon.

14 COUNCILMAN HENON: Thank you,
15 Mr. Chair. That came up quick.

16 I think just to expand -- well,
17 not to expand. Just to make a note, I do
18 recall even the Parks and Recs had some
19 sort of program on energy efficiency and
20 cost savings where they had off peak and
21 reduced lighting hours with our recs
22 during off seasons, and they saved a
23 tremendous amount of dollars. So, I
24 mean, just make a note. Your office, I'm
25 sure, is --

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. AGALLOCO: We're aware of
3 that program, the playing field
4 initiative where they've been reduced.

5 COUNCILMAN HENON: And that
6 cost goes, I believe, directly back
7 into -- well, maybe not all of it, but a
8 percentage of it goes back into some of
9 the things that this body and the Parks
10 and Recs need. So it's sort of
11 departmental incentives to try to be cost
12 effective and more energy efficient to
13 try to bring us into 2014. So thank you
14 on that.

15 In addition -- so I'm going to
16 talk about lots, cleaning lots real
17 quick. I believe that not just the MDO,
18 but OHCD and Mural Arts clean the lots,
19 clean the vacant lots. So I'm going to
20 ask this just to be provided to the
21 Chair, if you could, please. Can we get
22 a breakdown to the Chair of the following
23 information: I'd like to know what the
24 average cost of cleaning a lot and how
25 many lots have we cleaned during FY14,

1 5/13/14 - WHOLE - BILL 130489, etc.
2 and more than once. I'd also like to
3 know how many of these lots were owned by
4 the City and how many were privately
5 owned. And I would also like to know, if
6 it's possible, the back taxes on the
7 privately owned lots.

8 MR. NEGRIN: We'll get you that
9 information.

10 COUNCILMAN HENON: Thank you.

11 In your testimony you state
12 that 31 percent of the compliance rate --
13 31 percent compliance when it comes to
14 vacant lots, which I assume that the
15 owners clean themselves before the City
16 took action. Do you have an idea of how
17 many of the lots fell into the compliance
18 rate have been cited more than once for
19 failure to maintain their parcels?

20 MR. NEGRIN: I don't, but I can
21 get that information from L&I.

22 COUNCILMAN HENON: If you could
23 provide that as well, I appreciate it.

24 MR. NEGRIN: Will do.

25 COUNCILMAN HENON: How many

1 5/13/14 - WHOLE - BILL 130489, etc.
2 community service offenders take part in
3 the program each year? Because I know
4 you have a robust, good program. Is that
5 a part of a lot of the community programs
6 that you have? Not just PhillyRising,
7 but I know CLIP uses them. Can you talk
8 about that real quick. And does that
9 include the vacant lot cleanings and
10 types of services? Because I know last
11 year it was a focal point. I mean, it
12 was a big part of the conversation, and I
13 think we've made a lot of progress in
14 that, only because I see them. Now, I
15 wasn't one of them out in the jumpsuit,
16 I'm going to say, undercover, but I do
17 see more inclusion in some of our
18 programs that are out there.

19 MR. CONWAY: And I can give you
20 some numbers with regards to FY13. Over
21 2,100 projects were completed. There was
22 236 City properties were cleaned, 451
23 underpasses cleaned, 889 blocks cleaned,
24 and then 458 vacant lots were cleaned by
25 community service vendors.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN HENON: Great.

3 Could you just provide that to the Chair.

4 MR. CONWAY: Yes.

5 COUNCILMAN HENON: I can't copy
6 it down so quick.

7 That's great. And it has risen
8 over the course of the year?

9 MR. CONWAY: Yes. I think more
10 and more --

11 COUNCILMAN HENON: I think
12 Majority Leader Jones has been talking
13 about that for several years, even before
14 I entered into Council.

15 Lastly, since the bell rang, I
16 do want to give kudos to ACCT and your
17 department. Our office has been working
18 a lot lately with them, and I think
19 they've been able to make a lot of
20 strides in a no kill -- being a no kill
21 city. So I do want to take this
22 opportunity to applaud them. And dealing
23 with the staff -- I mean, the staff is
24 like several other departments, are
25 understaffed and they're doing a lot to

1 5/13/14 - WHOLE - BILL 130489, etc.
2 do a wonderful job in the manpower and
3 resources they have. So can you
4 elaborate a little bit on some of the
5 good things that they're doing? We
6 certainly have had more contact over the
7 last year than we have in the previous.

8 MR. NEGRIN: I'm going to pass
9 this to Dave obviously who oversees
10 Animal Control. Incredibly important
11 function, I just want to say. Dave and I
12 had a conversation just yesterday. This
13 issue is so important. There was a young
14 four-year-old that was killed by a pit
15 bull, mother was horribly injured just a
16 few days ago.

17 So the issue is foremost in our
18 mind. I know it's an important issue for
19 many people in this room, as it is for
20 us, but we've had a recent change in the
21 leadership and I've asked Dave Wilson
22 really over the last few months to get
23 engaged and work with Sue and others to
24 really handle this issue. So I'm going
25 to let Dave kind of let you know where

1 5/13/14 - WHOLE - BILL 130489, etc.

2 we're going.

3 MR. WILSON: Thank you.

4 Councilman, I'm not going to
5 talk to -- I'm going to have the Director
6 of ACCT talk to it and I think will do a
7 better job.

8 (Witness approached witness
9 table.)

10 COUNCILMAN HENON: Smart man.

11 MS. COSBY: Hi. Susan Cosby,
12 Executive Director of Animal Care and
13 Control Team.

14 We've had tremendous success.
15 I really appreciate your kudos and your
16 recognition of our work.

17 COUNCILMAN HENON: Well, great.

18 MS. COSBY: Did you have a
19 specific question?

20 COUNCILMAN HENON: I don't have
21 any questions. Is there -- I mean, is
22 there plans to grow and to do -- I mean,
23 I'm sure it's just not my office that had
24 recent contact in a higher level with
25 you. So your office, what do you need?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 How can you grow?

3 MS. COSBY: Yeah. We're really
4 proud of our success. We've had a year
5 over year since 2009 increase of our live
6 release rate, so that now 65 percent of
7 the animals are leaving alive that come
8 into our facility. We're handling over
9 30,000 animals per year. Currently we
10 share our building with Vector Services,
11 which is a division within the Health
12 Department, and Dave has been working
13 with the Health Department in order to
14 have Vector relocated to a different City
15 building to give us more space so that we
16 can do the work that we need and actually
17 save the lives of animals that come into
18 the shelter as the citizens want. So
19 we're really hopeful to be able to expand
20 our services.

21 Our life-saving achievements
22 and our work in the community has been
23 recognized by national organizations that
24 are now actually bringing support to our
25 community. Within the past year, we've

1 5/13/14 - WHOLE - BILL 130489, etc.
2 won in-kind grant awards of nearly \$2
3 million in support for the City of
4 Philadelphia and for our animal programs.
5 So that's actually national organizations
6 putting their attention on Philadelphia
7 and giving us extra support that we need.

8 COUNCILMAN HENON: We could use
9 the -- well, as always, the national
10 recognition. So if you could just
11 circulate to the Chair your
12 accomplishments.

13 MS. COSBY: Absolutely.

14 COUNCILMAN HENON: I think that
15 will be great. Thank you.

16 COUNCILMAN GREENLEE: Thank
17 you.

18 Thank you all very much. Thank
19 you for your testimony.

20 MR. NEGRIN: Thank you.

21 COUNCILMAN GREENLEE: Thank you
22 for the work you do.

23 The next office is the Office
24 of Information and Technology.

25 Could I please ask everybody to

1 5/13/14 - WHOLE - BILL 130489, etc.

2 leave quietly, please. We're way behind
3 schedule. We want to keep moving.

4 Gee, thanks for listening to
5 me.

6 Sir, could we move forward,
7 please.

8 Sorry. I don't want to rush
9 you there, but we are running behind. I
10 know the Public Property Commissioner has
11 been here for a couple hours.

12 (Witnesses approached witness
13 table.)

14 COUNCILMAN GREENLEE: Please.
15 Please identify yourself and proceed.

16 MR. EBEID: Good afternoon.
17 I'm Adel Ebeid. I'm the Chief Innovation
18 Officer speaking on behalf of the Office
19 of Innovation of Technology and the IT
20 community at large. I appreciate the
21 opportunity to testify today on the
22 Fiscal Year 2015 budget.

23 Just to briefly go over our
24 business model, established in the 2013
25 to the 2015 strategic plan. We've

1 5/13/14 - WHOLE - BILL 130489, etc.
2 adopted the following operating
3 principles, that we take a cloud-first
4 approach so that we can achieve cost
5 savings that we buy over build to
6 leverage off-the-shelf available
7 solutions and reduce our implementation
8 cycle times and that we believe also a
9 greater value can be achieved in
10 purchasing or procuring services as
11 opposed to hardware and software;
12 enabling engagement-based government
13 through civic technology and open data
14 programs; increase the amount of
15 self-service initiatives available on the
16 Internet; and nurture an innovation
17 ecosystem throughout the City through
18 open data initiatives and civic
19 innovation.

20 These strategic principles have
21 really enabled the IT community to
22 establish several key initiatives in
23 calendar year 2013. We have completed a
24 county-wide rollout of the new public
25 safety radio communication system

1 5/13/14 - WHOLE - BILL 130489, etc.
2 providing Police, Fire, Prisons, Street,
3 PGW, Parking Authority, and more than a
4 dozen partners access to a
5 state-of-the-art reliable radio
6 communications. Thousands of county-wide
7 subscribers make use of the system today.

8 We've also increased the number
9 of camera feeds that are available to
10 Public Safety to almost 1,700 feeds;
11 completed a citywide e-mail consolidation
12 initiative. Today the central e-mail
13 system provides e-mail services to more
14 than 24,000 citywide users. We've
15 awarded eight contracts to modernize key
16 mission-critical systems throughout the
17 City. Five additional contracts will be
18 awarded during calendar year 2014 as
19 well. Released more than 68 new data
20 sets as part of the open data program.
21 Reduced our technology footprint through
22 server consolidation and increased use of
23 the cloud, and we held several vendor
24 forum summit events to engage local and
25 regional technology partners. More than

1 5/13/14 - WHOLE - BILL 130489, etc.
2 a thousand vendors attended these events
3 to learn about the City's IT strategic
4 goals and projects, and as a result of
5 these events, the City has seen a
6 significant increase in the number of
7 vendors who respond to requests for
8 proposals. We've also created a website
9 called Big Ideas, Small Contracts to
10 allow local small business and tech
11 start-up community to compete for
12 projects generally \$32,000 or below.

13 This is just a partial list of
14 the accomplishments during the past
15 calendar year, and along the way the IT
16 community has won several key awards for
17 the management and administration of IT
18 as well as innovation management and open
19 data. Really proud of the team we've
20 assembled and the dedicated staff who
21 work really hard to maintain a stable and
22 secure infrastructure for the City.

23 This concludes my testimony. I
24 have key members of my management team
25 and staff here. So be happy to answer

1 5/13/14 - WHOLE - BILL 130489, etc.
2 any questions you and any other
3 Councilmembers have.

4 COUNCILMAN GREENLEE: Thank
5 you, sir. Just one or two quick ones.
6 You talk about the cameras, and we talk a
7 lot about cameras here. You talk about
8 89 to 92 percent up time with 95 percent
9 peak. What causes the cameras when they
10 are down to be down? Is there a specific
11 problem, a host of problems? What would
12 it be?

13 MR. EBEID: For the most part,
14 mostly are maintenance related. So once
15 we get alerted that the camera is
16 inoperable, we do some diagnostics on our
17 end. Assuming that the feed is okay,
18 assuming all of those things are working,
19 then we dispatch someone from Unified
20 Communications staff to actually go out
21 and troubleshoot the camera and, in some
22 case, maintain it, repair it, and at the
23 end if none of those things work, then
24 replace it.

25 COUNCILMAN GREENLEE: Are they

1 5/13/14 - WHOLE - BILL 130489, etc.
2 oftentimes -- is the problem vandalism?
3 Are they vandalized much or is it more
4 just wear and tear kind of thing?

5 MR. EBEID: For the most part,
6 it's wear and tear. It's rare that it's
7 due to vandalism.

8 COUNCILMAN GREENLEE: It's
9 rare, you said?

10 MR. EBEID: It's rare that it's
11 due to vandalism. It doesn't mean it
12 doesn't happen. It's just that for the
13 most part, it's wear and tear.

14 COUNCILMAN GREENLEE: Wear and
15 tear. Just one other question. The
16 phone directory on the phila.gov, I hear
17 that it's not exactly up to date.
18 There's people that are long gone that
19 are on there and then people who have
20 been here a couple years aren't on there.
21 How often is that updated? Is that a
22 problem?

23 MR. EBEID: I think the phone
24 directory has outlived its usefulness,
25 clearly. There's a manual process for

1 5/13/14 - WHOLE - BILL 130489, etc.
2 updating it that we're not as happy with.
3 We got saddled with it, and I think we're
4 doing the best we can. I think we favor
5 perhaps a better approach of now that the
6 City is on an entire single e-mail
7 system, I think there's an opportunity to
8 use what's called Active Directory as the
9 source for that phone directory for the
10 City and really kind of sort of sunset
11 the old list.

12 COUNCILMAN GREENLEE: You mean
13 not use phones at all; is that what
14 you're saying?

15 MR. EBEID: No, no. I'm saying
16 sunset that list and replace it for
17 something that is updated more
18 frequently.

19 COUNCILMAN GREENLEE: Okay.
20 All right. I got you. Thank you.

21 Councilman Jones.

22 COUNCILMAN JONES: Thank you,
23 Mr. Chair.

24 Good afternoon.

25 MR. EBEID: Good afternoon.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN JONES: I left off a
3 question before with you guys earlier on.
4 What is our wow factor I think my quote
5 was, and I will refine that. I don't
6 need a wow, but I do need a plan. What
7 is our -- articulate our, in common folk,
8 low-tech terms, what is our plan and
9 where physically -- do you have that plan
10 with you today?

11 MR. EBEID: Yes. The plan was
12 forwarded as part of the entire package,
13 but I certainly have a copy I can leave
14 with you.

15 COUNCILMAN JONES: Could you
16 provide a copy to the Chair.

17 MR. EBEID: Sure.

18 COUNCILMAN JONES: How many
19 pages is that, approximately?

20 MR. EBEID: Twenty or less.

21 COUNCILMAN JONES: Okay. So
22 could you articulate what the plan for
23 technology for the City of Philadelphia
24 is.

25 MR. EBEID: Sure. So the plan

1 5/13/14 - WHOLE - BILL 130489, etc.
2 pivots around five key strategic goals.
3 The first goal is to ensure that the City
4 operates a stable and secure
5 infrastructure, technology
6 infrastructure. This is the technology
7 infrastructure that every agency uses,
8 every department uses. So it's in our
9 best interest that we make sure that that
10 technology infrastructure is as stable
11 and secure as possible. So that's number
12 one.

13 Number two, modernize the City
14 business applications so that we can
15 bring them into modern-day technology.
16 With that comes improvement in services
17 and how we service constituents, how we
18 deliver those services faster and more
19 cost effectively. So many of the
20 contracts that have been issued today
21 support those two goals.

22 The third goal is create an
23 innovation ecosystem throughout the City
24 so that we can continue to engage the
25 local tech community, the local start-up

1 5/13/14 - WHOLE - BILL 130489, etc.
2 community. By exposing public data, we
3 found that the open data program is
4 really very helpful in making sure that
5 the matchmaking and the engagement really
6 happens between the City and the local
7 start-up community.

8 Number four, we want to take as
9 many transactions as possible that are
10 today available and over the counter or
11 in manual-driven processes and convert as
12 many of them to online as possible.

13 And number five, the last item,
14 is create some innovation around how we
15 engage internally, internal employees,
16 how we engage with the outside, and there
17 are several key programs that we can talk
18 about today what we're doing there,
19 whether it's the Municipal Innovation
20 Academy, the Municipal Lab or the
21 Innovation Management strategy for the
22 City.

23 COUNCILMAN JONES: Is that it?

24 MR. EBEID: Those are five
25 broad goals, yeah. Almost every project

1 5/13/14 - WHOLE - BILL 130489, etc.
2 and initiative and decision that we make
3 back in the office, we need to connect
4 the dots to one of those five strategic
5 goals.

6 COUNCILMAN JONES: Question,
7 how many PCs does the City of
8 Philadelphia own?

9 MR. EBEID: How many PCs do we
10 own? I could certainly get those
11 numbers.

12 COUNCILMAN JONES: You don't
13 have those numbers?

14 MR. EBEID: I don't have them
15 exact.

16 COUNCILMAN JONES: How many
17 laptops does the City of Philadelphia
18 own?

19 MR. EBEID: The same chart will
20 also show the laptops.

21 COUNCILMAN JONES: So you don't
22 know today?

23 MR. EBEID: I can give you
24 numbers. They wouldn't be accurate
25 numbers. Is that okay? I just need to

1 5/13/14 - WHOLE - BILL 130489, etc.
2 update them, because we're constantly
3 buying PCs and laptops.

4 COUNCILMAN JONES: How old is
5 the average laptop or -- no. What is the
6 age of the average desktop?

7 MR. EBEID: The average PC is
8 4.4 years and the average laptop is 3.4
9 years.

10 COUNCILMAN JONES: 4.4 years.
11 And in the private sector, is that an
12 aged piece of equipment in realtime with
13 that on private-sector levels?

14 MR. EBEID: Yeah. Clearly,
15 government tends to hold on to equipment
16 much longer than the private sector does.

17 COUNCILMAN JONES: What is our
18 phone system? We have a land line phone
19 system predominantly, right?

20 MR. EBEID: We have a Centrex
21 phone system for all the phones that are
22 on your desk, yes.

23 COUNCILMAN JONES: So how many
24 lines does the City of Philadelphia own
25 or have or leasing or whatever the term

1 5/13/14 - WHOLE - BILL 130489, etc.
2 is from Verizon?

3 MR. EBEID: About 26,000 to
4 27,000 lines.

5 COUNCILMAN JONES: We have
6 27,000 lines. How many of them are
7 inactive, lines to nowhere?

8 MR. EBEID: Probably in the
9 hundreds. We're currently conducting a
10 study. We reached out to all the
11 departments so they can help us identify
12 zero usage lines.

13 COUNCILMAN JONES: What is the
14 base cost of a line once we establish it?

15 MR. EBEID: There's no standard
16 flat set rate, but we do have roughly \$7
17 a month per line, is our current
18 contracted number.

19 COUNCILMAN JONES: Would you be
20 surprised if I said that that number of
21 unused lines is not in the hundreds but
22 in the close to thousands? Would you be
23 surprised?

24 MR. EBEID: I would be
25 surprised, because I've heard those

1 5/13/14 - WHOLE - BILL 130489, etc.
2 numbers before, but, however, we have to
3 understand that not every land line that
4 the City has terminates at a person's
5 desk. Sometimes you have to understand
6 that we have lines for security systems,
7 for elevators, for a whole bunch of other
8 reasons where there's nobody actually
9 actively making a phone call, but that
10 line is needed there nonetheless.

11 COUNCILMAN JONES: How many
12 cell phones does the City of Philadelphia
13 subscribe for?

14 MR. EBEID: So there's roughly
15 1,883 cell phones and about 2,390
16 BlackBerries.

17 COUNCILMAN JONES: How many of
18 those cell phones are missing?

19 MR. EBEID: Are missing?

20 COUNCILMAN JONES: Yes.
21 Meaning we don't know who actually has
22 them, and how is that -- do you know the
23 answer to that?

24 MR. EBEID: We monitor that
25 stuff pretty carefully on the back end.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 If we see zero utilization, we're going
3 to move to do something about that,
4 terminate the line, terminate the plan.

5 COUNCILMAN JONES: So if you
6 see zero utilization, that does not mean
7 that the utilization is valid. Somebody
8 could have a cell phone, use it and it
9 not be the person that really needs the
10 cell phone. Does that happen?

11 MR. EBEID: I'm assuming if a
12 person has a cell phone, it's because
13 they need to use it.

14 COUNCILMAN JONES: What is the
15 verification process to make sure that
16 that happens? How many cell phones did
17 you say we have?

18 MR. EBEID: One thousand eight
19 hundred and eighty-three cell devices.

20 COUNCILMAN JONES: So out of a
21 thousand cell phones, how do we verify
22 that the right person has the cell phone,
23 and what is the average bill of a cell
24 phone a month?

25 MR. EBEID: The average -- Ray

1 5/13/14 - WHOLE - BILL 130489, etc.
2 is my Deputy CIO.

3 The average is about 17.99,
4 \$17.99 for the cell phone per month.

5 COUNCILMAN GREENLEE:
6 Councilman, I have another Councilmember
7 that has keyed up. You are a little past
8 the time.

9 COUNCILMAN JONES: All right.
10 I will continue on my next round.

11 COUNCILMAN GREENLEE: Okay.

12 COUNCILMAN JONES: I guarantee
13 you that.

14 COUNCILMAN GREENLEE:
15 Councilman Henon.

16 COUNCILMAN HENON: Thank you,
17 Mr. Chairman.

18 Good afternoon.

19 MR. EBEID: Good afternoon.

20 COUNCILMAN HENON: So you took
21 over in 2011; is that right?

22 MR. EBEID: Yes. Tail end of
23 August or Labor Day 2011.

24 COUNCILMAN HENON: Great. One
25 of your first real hurdles was to smooth

1 5/13/14 - WHOLE - BILL 130489, etc.
2 out some of the challenges associated
3 with the consolidation. What is the
4 status of that? How is that going?

5 MR. EBEID: So the model that
6 we've finally agreed on is a federated
7 model where there are clear
8 responsibilities that are and services
9 provided by the central organization, and
10 we still intentionally left some services
11 that are provided at a department level.
12 And although some of those IT staff are
13 on our payroll, we left them physically
14 in the department so that they could
15 provide a more responsive level of
16 service.

17 So a good example would be
18 infrastructure services. So we took the
19 services that cut across all the
20 departments and all the agencies. It
21 makes a lot of sense to consolidate those
22 and put them into a single place and
23 place the accountability and the
24 authority in a single unit. So we took
25 those on, providing network connectivity,

1 5/13/14 - WHOLE - BILL 130489, etc.
2 providing Internet access, providing
3 network services, whether they be data or
4 voice. But the local day-to-day user
5 support or the support for some of the
6 custom-built applications that were built
7 over the years, we left those folks as
8 close as possible to the end users that
9 they are supporting. And today, two and
10 a half years later, that model seems to
11 be -- strikes really the best balance
12 between providing best support to the
13 agency at a more cost-effective budget.

14 COUNCILMAN HENON: So you feel
15 encouraged that we're heading in the
16 right direction for those
17 infrastructure -- and they're major
18 infrastructure projects, right, I would
19 imagine?

20 MR. EBEID: I'm sorry?

21 COUNCILMAN HENON: I mean,
22 there's some major infrastructure in
23 technology.

24 MR. EBEID: Oh, yeah.

25 Absolutely. I mean, I did not

1 5/13/14 - WHOLE - BILL 130489, etc.
2 necessarily -- I was not part of starting
3 the consolidation. I think everyone that
4 put some thought into that was certainly
5 on the right track. What we did,
6 frankly, is come in and tweak the model
7 to really kind of fit the wide scope of
8 the City. The City is very broad in the
9 set of services that it provides, and we
10 needed to make sure that we can agree on
11 an operating model that really strikes
12 that right balance between central
13 efficiency but also some local support.

14 COUNCILMAN HENON: No problem.
15 If you could -- like you said, there's a
16 lot, a lot of services there in
17 coordination. Could you just give an
18 update.

19 MR. EBEID: An example of,
20 let's say, something that --

21 COUNCILMAN HENON: Well, you
22 can give an example, that's fine, but you
23 could also provide it to the Chair, an
24 update on the consolidation overall, just
25 an overview.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. EBEID: Be happy to.

3 COUNCILMAN HENON: If you
4 would, please.

5 MR. EBEID: We can provide it
6 as part of --

7 COUNCILMAN HENON: I know every
8 department head is eager to make
9 improvements to their technology in their
10 department. Do you have a list of
11 projects that you are managing and
12 implementing that you can share?

13 MR. EBEID: Yes. So there's a
14 small sample of those projects in the
15 strategic plan that we just handed out to
16 the Chair and to Councilman Jones, and
17 that's a very small list. We can provide
18 a more comprehensive list from our
19 central intake process.

20 COUNCILMAN HENON: And an
21 overview of -- I'll take a look at that
22 when the Chair provides it. So does
23 each -- do you provide all the technology
24 and infrastructure upgrade in each
25 department or from a procurement

1 5/13/14 - WHOLE - BILL 130489, etc.
2 standpoint, does each department have its
3 own autonomy for technology upgrade?

4 MR. EBEID: For the most part,
5 we provide -- where we decided to draw
6 the division of labor is, OIT is
7 providing what we would call
8 enterprise-level services for technology.

9 COUNCILMAN HENON: Like an
10 asset management system?

11 MR. EBEID: Like access -- the
12 best example to think about is that we
13 don't want everyone negotiating access to
14 the Internet on their own. So we bulk
15 buy that and negotiate that under a
16 single contract and provide a single or a
17 dual pipe that every agency could make
18 use of. That's a very cost-effective
19 way. And not necessarily started -- it
20 started before my time, but that's a
21 practice that continues obviously.

22 So that's an example where
23 there are some services that would make
24 more sense that we will provide centrally
25 and every agency would consume.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN HENON: And I think
3 it does make sense. And I'm asking every
4 department -- and I'll come back if
5 there's other -- is there anybody else in
6 queue?

7 COUNCILMAN GREENLEE: Yes.

8 COUNCILMAN HENON: So I'll come
9 back to follow up on that, because
10 redundancy and buying in bulk as opposed
11 to procuring for each department or
12 agency is just a total waste of how we
13 could be saving the City in its
14 purchases. So I'll follow up shortly.

15 COUNCILMAN GREENLEE: Thank
16 you, Councilman.

17 Councilman Jones.

18 COUNCILMAN JONES: Thank you
19 again, Mr. Chairman, for your kind
20 indulgence.

21 I won't ask you how many
22 handhelds we actually have out there.
23 No; I will. For the record, how many
24 handheld devices do we have as a
25 municipality?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. EBEID: I don't have an
3 exact number. I would guess it's close
4 to 2,000. And handhelds I'm assuming you
5 mean tablets or --

6 COUNCILMAN JONES: Yes.

7 MR. EBEID: -- consumer-grade
8 devices?

9 COUNCILMAN JONES: Yes.

10 MR. EBEID: Probably close to
11 2,000.

12 COUNCILMAN JONES: See, when we
13 say "close to" at several hundred a pop,
14 that worries me. So, again, I asked you
15 about those different lines. I need a
16 precise number provided to the Chair
17 before I'm prepared to vote for a budget.

18 I will give you a comparison.
19 So your strategic plan is 20 pages. We
20 went to the public market to raise \$120
21 million for the Office of Innovation and
22 Technology to implement your plan. When
23 the School District, who is asking
24 ironically for \$120 million, they
25 provided us a budget, itemized detail

1 5/13/14 - WHOLE - BILL 130489, etc.
2 that was several phonebooks thick.
3 Twenty pages does not get a blank check,
4 in my mind.

5 So as we start talking -- do
6 you do the Water Department's technology?

7 MR. EBEID: I provide some
8 services to the Water Department, but
9 they are -- they have staff that provide
10 the majority of the local services within
11 the Water Department.

12 COUNCILMAN JONES: So in the
13 past, we spent \$50 million on five
14 attempts to deliver a new water billing
15 system. Do you know that one?

16 MR. EBEID: If it was before
17 August of 2011, I can't address it.

18 COUNCILMAN JONES: Okay. So we
19 wasted on these kinds of wow factors that
20 aren't really impressive at all, and so
21 before we write another blank check,
22 Mr. Chair, I'm going to need those kinds
23 of details, because we made four
24 attempts, spent \$50 million. That's
25 one-third of what the School Board needs.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 If we can find efficiencies within this,
3 we can possibly get some stuff done.

4 Other cities have provided
5 these kinds of technological game plans,
6 strategic plans. I have the City of San
7 Antonio. I have the strategic plan for
8 Los Angeles on what their goals are. I
9 have the strategic plan from all of these
10 departments in different cities that go
11 into a great deal of specifics about what
12 their goals are, and they can to a person
13 highlight what they have.

14 In the case of -- what was the
15 city? They had 68 online ways and
16 licenses that you can get online. How
17 many do we have, that you can go online
18 and pay for today?

19 MR. EBEID: I'll certainly
20 provide that before the end of the day.
21 I know that we have a report on that.

22 COUNCILMAN JONES: We wrote a
23 \$120 million blank check and I'm not
24 going to -- no. Real clearly, until I
25 get answers to this -- and I won't

1 5/13/14 - WHOLE - BILL 130489, etc.
2 belabor this any further, because I think
3 I've made my point. I'm not going to
4 vote for a budget to a department that
5 has this size of expenditure on 20 pages
6 of data. I'm just not. And I'm going to
7 encourage other people not to until we
8 have a better, clearer vision of what the
9 strategic plan is for the City, because
10 we're not going to keep kicking this can
11 down the road.

12 How many subcontracts,
13 contracts do you have with outside
14 vendors?

15 MR. EBEID: In Fiscal Year '14,
16 we've processed 55 contracts, and one out
17 of every five is a subcontractor that's
18 local to the City of Philadelphia.

19 COUNCILMAN JONES: And I'm
20 going to need a scope of services for
21 what they're providing.

22 And so, Mr. Chairman, I will
23 adhere to the bell and I won't belabor
24 this anymore, but I will not vote for and
25 will encourage any responsible member not

1 5/13/14 - WHOLE - BILL 130489, etc.
2 to write a \$120 million blank check when
3 our schools are in jeopardy where -- I
4 just don't get it.

5 Thank you, Mr. Chairman.

6 COUNCILMAN GREENLEE: I hear
7 you, Councilman.

8 Sir, you said on the one issue
9 that you could provide it by the end of
10 the day. The issues that Councilman
11 Jones has raised -- and are there more?

12 COUNCILMAN JONES: Oh, there
13 were more. And here's the School
14 District's \$120 million request.

15 COUNCILMAN GREENLEE: I got
16 you.

17 MR. EBEID: Is there an
18 opportunity to address this?

19 COUNCILMAN GREENLEE: On the
20 questions so far, and maybe the
21 Councilman wants to provide the other
22 ones in writing, however he wants to do
23 it, but the ones that were provided so
24 far, reasonably how long would it take to
25 get that information to us?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. EBEID: As far as the
3 services that are available online?

4 COUNCILMAN GREENLEE: The
5 questions the Councilman raised.

6 MR. EBEID: The services
7 available online, he can have that before
8 the end of the day today.

9 COUNCILMAN GREENLEE: And I
10 would urge that whatever other issues the
11 Councilman raises, I think it would
12 behoove you to try to get that as quickly
13 as possible.

14 MR. EBEID: I'd just like to
15 highlight one thing, though. So Steve
16 Reneker is the CIO for the City of Los
17 Angeles, a great friend of mine, spent
18 \$600,000 on that strategic plan that you
19 have, and in doing it, he pretty much
20 modeled the City of Philadelphia, and
21 you're more than welcome to contact Steve
22 Reneker.

23 Peter Wallace is the CIO for
24 San Antonio. He's no longer there, but
25 he spent over \$300,000 on that strategic

1 5/13/14 - WHOLE - BILL 130489, etc.
2 plan, and we're in constant contact with
3 Peter Wallace. Not only just Peter but
4 Steve and all the CIOs from the various
5 jurisdictions.

6 The 20-page strategic plan is
7 2013 to 2015 statements of what we are
8 going to accomplish in the future. The
9 spending plan and the strategic plan that
10 was associated with the \$120 million
11 capital budget request was submitted, and
12 I cannot take credit for it because it
13 was before my time, and that is
14 available, and that's not 20 pages. But
15 if you believe that that's documentation
16 you need, we can certainly provide that
17 as well.

18 COUNCILMAN GREENLEE:
19 Councilman, you want to -- I know
20 Councilman O'Neill has a question too,
21 but we want to --

22 COUNCILMAN JONES: I have a
23 point of information.

24 COUNCILMAN GREENLEE: Please.

25 COUNCILMAN JONES: I was

1 5/13/14 - WHOLE - BILL 130489, etc.

2 letting it go.

3 In the plan that you reference
4 of your dear friend from Los Angeles, he
5 can tell me how many applications that
6 can be filled out online. It's in the
7 plan. He can probably, if I had him
8 here, tell me how many lines the City of
9 Philadelphia has with Verizon, how many
10 of them are idle, how much it costs us
11 annually, how we can reduce them, should
12 we go to a cloud solution, should we be
13 on the Internet as opposed to going
14 through land lines. That's a strategic
15 plan.

16 Thank you, Mr. Chair.

17 COUNCILMAN GREENLEE: Thank
18 you. And, again, if you could get as
19 much of that information as quickly as
20 possible, we'd appreciate it.

21 Councilman O'Neill.

22 COUNCILMAN O'NEILL: Yes.

23 Thank you, Mr. Chair.

24 I appreciate what Majority
25 Leader is asking for and support any kind

1 5/13/14 - WHOLE - BILL 130489, etc.
2 of information request to our CIO and his
3 department. The reason I support it is
4 we are blessed with probably the only
5 large jurisdiction in the country that
6 has kicked out the silos a long time --
7 you know, quite a few years ago now and
8 put all of our IT under one department,
9 no matter where it resides, and we are
10 known -- we may not be known as the best
11 demolition city in the country or the
12 best for this or best for that. We're
13 trying to. But we have clearly set
14 ourselves apart in the area of IT. And
15 so getting information is our right and
16 our privilege and our duty, but knowing
17 that it's there and it's going to be good
18 news rather than bad news, we're way
19 ahead of the curve, not just San Antonio
20 and Los Angeles, but I spent a lot of
21 time in this area nationally with cities
22 and counties, and we're very fortunate to
23 have the team we have under Adel, and I
24 just am confident that whatever questions
25 are asked, the answers will be not only

1 5/13/14 - WHOLE - BILL 130489, etc.
2 forthcoming but answers that we're happy
3 with.

4 COUNCILMAN GREENLEE: Thank
5 you. Thank you, Councilman.

6 Councilman Henon, I think you
7 got clicked off. Do you have questions?

8 COUNCILMAN JONES: Point of
9 information.

10 COUNCILMAN GREENLEE: Okay.
11 Councilman Jones, then Councilman Henon.

12 COUNCILMAN JONES: Windows XP,
13 which is the operating system many of the
14 thousands of City employees go on, is
15 getting ready to go offline. Our
16 computers are so old that they won't be
17 serviced anymore.

18 The Motorola contract that we
19 have is about to expire on their
20 maintenance program. We're getting ready
21 to get hit with major expenditures,
22 major, that I need more detail of. And I
23 don't want to be Los Angeles if we have
24 200 contracts where everybody is getting
25 paid, but no one in the City of

1 5/13/14 - WHOLE - BILL 130489, etc.
2 Philadelphia can even get documents sent
3 to them because the operating systems are
4 out of date. So if that's cutting edge,
5 I doubt it.

6 COUNCILMAN GREENLEE: All
7 right. Okay. I understand, Councilman.

8 Councilman, did you --

9 COUNCILMAN HENON: Yes.

10 COUNCILMAN GREENLEE: You did,
11 all right. Somehow you got clicked off
12 there, but Councilman Henon.

13 COUNCILMAN HENON: Thank you,
14 Mr. Chair.

15 We've had the recent
16 conversation about hotspots, and I talked
17 about hotspots with our Deputy Mayor for
18 Parks and Recs when they came up and I've
19 had other brief conversations with our
20 Managing Director. So can you explain to
21 us the hotspot program and how it's
22 offering other opportunities in bridging
23 the digital divide in some of the
24 low-income communities, and what is the
25 next step to ensure that everyone has the

1 5/13/14 - WHOLE - BILL 130489, etc.

2 opportunity to be digitally connected?

3 MR. EBEID: Sure. So --

4 COUNCILMAN HENON: And before
5 you say, I'm excited about hotspots. I'm
6 excited about expanding and I'm excited
7 about it offering opportunities, but I am
8 concerned that I don't know how we get
9 there. So if you could let us know what
10 are some of the challenges that we have
11 with it, but in short, I like the hotspot
12 opportunities that we have in front of
13 us.

14 MR. EBEID: I really think you
15 mean KEYSPTS.

16 COUNCILMAN HENON: KEYSPOTS.

17 MR. EBEID: That's all right.

18 So KEYSPTS is a program that was
19 initiated as a result of a federal
20 stimulus grant which the City was party
21 to, and then that left the City with a
22 little over -- roughly maybe 78 KEYSPTS.
23 And those KEYSPTS are a combination of
24 presence in some Parks and Recs, plus
25 some of the Free Library locations

1 5/13/14 - WHOLE - BILL 130489, etc.
2 themselves turned into hotspots and
3 then --

4 COUNCILMAN HENON: Now I'm
5 confused, KEYSPOTS, hotspots.

6 MR. EBEID: So KEYSPOT is the
7 name of the program. A hotspot is the
8 area. And then the balance were being
9 maintained by some local non-profit
10 organizations in partnership with Drexel
11 University.

12 COUNCILMAN HENON: What's the
13 concept behind it? What do they offer?
14 What do they do? Is it bringing us
15 wireless -- I'm not going to -- this is
16 probably taboo, but Wireless
17 Philadelphia. But is this a smarter way
18 to bring access and computer abilities?

19 MR. EBEID: So it builds
20 capacity in some of the neighborhoods
21 that are underserved, and that capacity
22 comes in multiple ways. It's a place
23 where you can go and have access to a
24 computer that has access -- that can give
25 you access to the Internet, access to a

1 5/13/14 - WHOLE - BILL 130489, etc.
2 computer that also has some tools that
3 can help you perhaps put together your
4 resume and look for a job. We also
5 provide some training at many of those
6 sites. I've actually -- I kind of
7 anticipated that you might ask about this
8 and I put an entire package on KEYSPTS
9 for you. I'm happy to leave it with the
10 Chair.

11 COUNCILMAN HENON: If you could
12 leave it with the Chair.

13 MR. EBEID: It's got some great
14 quantitative data in there about how many
15 hours we've provided training, how many
16 computers were handed out, and how many
17 users actually visited the KEYSPTS.

18 COUNCILMAN HENON: So just to
19 follow up on our conversation, what are
20 our challenges? We need partners. We
21 need the business community to help
22 expand and deliver some of these KEYSPTS
23 throughout the City. I mean, would that
24 be helpful if more businesses step
25 forward to help build out and offer this

1 5/13/14 - WHOLE - BILL 130489, etc.

2 type of --

3 MR. EBEID: Absolutely. I
4 think at a macro level when you've got --
5 when you have a community and you have
6 folks can equally participate in the
7 Internet economy, that creates workforce
8 talent that all of us need, whether
9 government or private sector. So I think
10 it's in the private sector's best
11 interest to really stand up and be
12 partners with us, because solving this
13 issue isn't just an issue of just
14 bridging the digital divide. It's also
15 making sure that we create a talent pool
16 and a workforce that could be matched up
17 to some of the opportunities that are
18 available. So whether it's Comcast
19 Internet Essentials for low-income
20 families or whether some other
21 private-sector businesses want to step up
22 and actually take this challenge on with
23 us, I mean, we welcome that.

24 COUNCILMAN HENON: Good.

25 Comcast, you're welcome to help KEYSPOTS

1 5/13/14 - WHOLE - BILL 130489, etc.
2 expand across the City of Philadelphia.

3 Speaking of Comcast, I know the
4 15-year cycle for the franchise agreement
5 is coming near.

6 MR. EBEID: August 2015.

7 COUNCILMAN HENON: August 2015.

8 And it's also my understanding that
9 you've started the process -- the cable
10 renewal franchise process has started,
11 and in the process you talked about a
12 timeline. Could you give me a timeline
13 and I also -- I think you're seeking some
14 of the community's input on that renewal
15 process. Do you have any preliminary
16 feedbacks on any of that or is that still
17 ongoing?

18 MR. EBEID: So we're in the
19 process right now of doing the community
20 needs assessment, and this is the
21 combination of actually calling
22 individuals, conducting some online
23 surveys, and getting input from some
24 community stakeholders. All that will
25 culminate in a needs assessment report

1 5/13/14 - WHOLE - BILL 130489, etc.
2 that we would use to establish
3 negotiations for the cable franchise with
4 Comcast for the next, whether it's ten or
5 15 years.

6 COUNCILMAN HENON: When is that
7 needs assessment, what's the timeline for
8 that?

9 MR. EBEID: Probably going to
10 finish it over the summer.

11 COUNCILMAN HENON: Okay.

12 MR. EBEID: And then begin
13 negotiations in the fall.

14 COUNCILMAN HENON: I just had
15 two other questions.

16 COUNCILMAN GREENLEE: Two
17 other? Go ahead.

18 COUNCILMAN HENON: Two other
19 quick questions and I'll let everybody
20 go.

21 So asset management, I know
22 it's probably in the document you just
23 provided to the Chair earlier. Can you
24 talk about the asset management program
25 or asset management system? Is it one of

1 5/13/14 - WHOLE - BILL 130489, etc.
2 your infrastructure program's priorities
3 for 2015?

4 MR. EBEID: So I think asset
5 management in the --

6 COUNCILMAN HENON: In the
7 Public Property sense.

8 MR. EBEID: Got you. Yes.
9 That is -- right now it's labeled AMP.
10 So that project, just last week we've met
11 with Rebecca Rhynhart and we've agreed to
12 allocate some capital dollars for the
13 implementation of that project. The team
14 has a really good, solid plan for how to
15 do that, and I think we're going to move
16 on it and make sure that it can be
17 implemented as soon as possible.

18 COUNCILMAN HENON: So just as
19 the Office of Sustainability, we're
20 talking about the Energy Authority. I
21 think it's --

22 MR. EBEID: My understanding of
23 the system --

24 COUNCILMAN HENON: At this
25 point, I think it's a necessity.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MR. EBEID: Absolutely.

3 COUNCILMAN HENON: And I think
4 you would be doing Public Property and
5 the City a great service of making sure
6 that this is --

7 MR. EBEID: And City Planning,
8 MDO, and Public Property have all
9 realized that that's something that's
10 needed.

11 COUNCILMAN HENON: Is that
12 going to be out of your office's budget?

13 MR. EBEID: It will be part of
14 the capital -- there's a capital portion
15 that would be out of that budget, yes.

16 COUNCILMAN HENON: And so
17 you're going to start that when? Is
18 there a timeline on the completion? I
19 mean, you're just at the preliminary
20 stage?

21 MR. EBEID: I think right now
22 we're in the stage of some planning and
23 writing the implementation RFP.

24 COUNCILMAN HENON: You have my
25 full support in making sure that whatever

1 5/13/14 - WHOLE - BILL 130489, etc.
2 we could do to get that system started
3 and implemented and up and running so we
4 could manage our assets in every sense.

5 MR. EBEID: Thank you. I'm
6 sure the team appreciates that.

7 COUNCILMAN HENON: Thanks.

8 I have no further questions.

9 COUNCILMAN GREENLEE: Thank
10 you, sir.

11 Was there anybody else?

12 (No response.)

13 COUNCILMAN GREENLEE: Thank
14 you. Thank you very much for being here.

15 MR. EBEID: You're welcome.

16 COUNCILMAN GREENLEE: We're
17 going to have Public Property and OEO up
18 here. Give us five minutes. We promise
19 it will be five minutes.

20 (Short recess.)

21 COUNCILMAN GREENLEE: Good
22 afternoon again. I appreciate you
23 hanging in. I know you've both been here
24 for a while. So I think you know the
25 issue, the reason for the callback.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 Council President and others had serious
3 concerns about the participation level at
4 the Dilworth Plaza site. If I have the
5 figures right, I think the goal was 32
6 percent. I think 22 percent has been
7 reached, and Commissioner said at the
8 last meeting that given the other jobs
9 that are left, the likelihood of getting
10 close to that 32 percent was not good.
11 Am I saying that right, Commissioner?

12 COMMISSIONER GREENWALD: Yes.

13 COUNCILMAN GREENLEE: And
14 obviously the concern was City project,
15 doesn't look very good that we're that
16 far below the goals.

17 So however you'd like to
18 respond. Please identify yourself and
19 respond, yes.

20 COMMISSIONER GREENWALD: Angela
21 is going to respond.

22 COUNCILMAN GREENLEE: That's
23 fine.

24 Good afternoon.

25 MS. DOWD-BURTON: Good

1 5/13/14 - WHOLE - BILL 130489, etc.
2 afternoon, Councilman. Thank you for the
3 opportunity to speak regarding the goals
4 that were set on the Dilworth Plaza
5 project. I think one of the things that
6 we need to be more outwardly focused on
7 are the statistics, the demographics of
8 the workforce community as it relates to
9 the trades on this project and other
10 projects.

11 The goals that were set on this
12 project are specifically out of the
13 MACCID study that was published in 2009.
14 I think we've had conversations about
15 that. That MACCID study required 32
16 percent minority and 7 percent female
17 membership ultimately in the unions.
18 This goal was based on the demographics
19 of minorities and young women, but
20 primarily minority males who had
21 graduated from high school, they had
22 earned their GEDs and some had college
23 education. And so the members of MACCID
24 believed that the construction industry
25 was one of the major industries where you

1 5/13/14 - WHOLE - BILL 130489, etc.
2 could have a livable wage, that you could
3 support a family and a community. And so
4 that's the origin of the 32 percent and
5 7.

6 It was focused on ultimately
7 union membership goals. So the
8 Administration has adopted it as an
9 aspirational goal for those projects that
10 we are engaged on in the public sector.
11 Most of the contractors who respond to
12 bids in the public sector accept our
13 goals and the aspirations for them.

14 One of the other pieces of the
15 goal-setting process are the apprentice
16 programs that we're trying to drive in
17 order to actually achieve a 32 percent
18 and a 7 percent availability of the
19 workforce. And so that's where you get
20 the 50 percent of all apprentices we
21 recommend would be minorities and 7
22 percent of all apprentices across the
23 union trades should be women, with the
24 ultimate goal of us achieving an
25 availability that would support our

1 5/13/14 - WHOLE - BILL 130489, etc.
2 demand side of the equation. And the
3 demand side is really what's in our
4 Economic Opportunity Plans. The supply
5 side is really driven by members of the
6 trades and the workforce that they
7 develop.

8 We are clear on what our goals
9 are in terms of the 32 and 7, the 50 and
10 7. We're not so clear on the
11 availability of how many members are in
12 each of the trades, how many minorities
13 are in each of those trades as well. So
14 we continue to drive forward with the
15 goals, and that is how the goals were set
16 for Gilbane -- I'm sorry; set for the
17 Dilworth project, of which Gilbane is the
18 monitoring agent for this project.

19 What we know now is that over
20 the last few years that we have been
21 tracking workforce on major projects
22 around the City is that of the projects,
23 let's say 18 that currently have
24 oversight committees, of the 18 we know
25 that eight of those projects have

1 5/13/14 - WHOLE - BILL 130489, etc.
2 workforce achievements over 25 percent.
3 Five percent -- or five of those 18 have
4 achieved over 30 percent minority
5 engagement. And so one of the things
6 we've looked at is what are the average
7 levels of achievement on major projects,
8 varying types of projects, and we found
9 that about 25 percent of the workforce is
10 normally minority and about 2 to 3
11 percent are female.

12 So one of our goals on the
13 public sector side is to act as a role
14 model, and we know that when you look at
15 projects that were managed by the Water
16 Department, as an example, the Venice
17 Island project where we're at 31 percent
18 minority and about 5 percent women, these
19 were very challenging projects. They
20 were expensive projects. We were very
21 vigilant, as we were on the Gilbane and
22 Dilworth project side of the house, but
23 what we do know is that the Dilworth
24 project was different. It was a
25 hardscape project.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN GREENLEE: It was a
3 hard?

4 MS. DOWD-BURTON: It was a
5 hardscape. It was more of a plaza. It's
6 got stone masonry, as an example. We
7 know that there are less than ten stone
8 masons in good standing with the unions,
9 as an example, and that's one of the
10 larger demand kind of skills on this
11 project. We also know that it's heavy on
12 the glazer side. We don't know how many
13 glazers there are in the marketplace and
14 we don't know how many of those glazers
15 are minorities. So there --

16 COUNCILMAN GREENLEE: Wouldn't
17 you be able -- I'm sorry. I don't mean
18 to interrupt, but why wouldn't you know?
19 Wouldn't there be -- wouldn't they be
20 that that would be something when you set
21 goals or have expectations that you would
22 kind of know that, how many possibly? I
23 mean, if there aren't or are very few
24 minority, then you're not realistically
25 going to reach certain goals, I guess.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MS. DOWD-BURTON: Right.

3 COUNCILMAN GREENLEE: Wouldn't
4 having that information, though, whether
5 it's particular entities either not
6 cooperating or just doesn't have the
7 ability to cooperate, I guess?

8 MS. DOWD-BURTON: Sure. Sure.
9 So hindsight is 20/20 vision, I will say.

10 COUNCILMAN GREENLEE: No; I got
11 you.

12 MS. DOWD-BURTON: One of the
13 things that would help us in setting
14 goals on projects is to know all the
15 trades that are engaged in those
16 projects. We have not historically asked
17 our engineers on the City side of the
18 house, So what trades are going to be on
19 this project?

20 What we do know is contractors
21 when they are submitting their bids, they
22 have to delineate what are the trades.
23 So we typically don't know until they've
24 submitted their bid the trades that are
25 going to be engaged, how they're going to

1 5/13/14 - WHOLE - BILL 130489, etc.
2 be staged on the project. And so that
3 kind of information is more readily
4 available after the bids have come in.

5 When our bids go out into the
6 field for a response, we include Economic
7 Opportunity Plan language with the goals
8 already in it. So that is why most
9 companies will come back and say, We
10 agree to pursue these goals with good and
11 best-faith efforts.

12 There are no guarantees,
13 because we don't always know how many
14 other projects that are going to be
15 underway, the demand for the same or
16 similar skills of the trades on other
17 projects at the time that our projects
18 are running. So that's part of the
19 challenge.

20 COUNCILMAN GREENLEE: Okay. I
21 see Councilman Goode has asked to be
22 recognized, so Councilman Goode.

23 COUNCILMAN GOODE: Thank you,
24 Mr. Chair.

25 Good afternoon. So the goals

1 5/13/14 - WHOLE - BILL 130489, etc.
2 set for workforce diversity are not
3 accurate?

4 MS. DOWD-BURTON: They are
5 aspirational goals that we're pursuing.

6 COUNCILMAN GOODE: Are they
7 accurately set?

8 MS. DOWD-BURTON: So they're
9 not set by each specific project. So you
10 could say they're inaccurately set.
11 They're an aspirational goal that we push
12 into the marketplace with the goal of
13 having unions build up their workforce.

14 COUNCILMAN GOODE: Simple
15 question is, is the goal-setting for
16 workforce diversity an accurate process
17 right now?

18 MS. DOWD-BURTON: It is not an
19 accurate deliberate process right now.

20 COUNCILMAN GOODE: So how do
21 you distinguish between business
22 diversity goals and workforce diversity
23 goals when there are multiple projects
24 going on at the same time? And so are
25 the business diversity goals accurate?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MS. DOWD-BURTON: So in the
3 business diversity goals -- and we have
4 achieved 35.6 percent, or \$18 million
5 awarded on this project, and that's on a
6 goal of 36 percent.

7 COUNCILMAN GOODE: My question
8 is --

9 MS. DOWD-BURTON: So what I
10 wanted --

11 COUNCILMAN GOODE: My question
12 is, are the business diversity goals
13 accurate for each project?

14 MS. DOWD-BURTON: They are more
15 accurate. And what I mean by that is
16 this: We have an OEO registry of
17 companies in public works; service,
18 supplies, and equipment; professional
19 services. And so we have some
20 understanding of the abundance of
21 companies in one particular market versus
22 another. We do not have that same kind
23 of data on the workforce by trade and
24 whether or not there are minorities in
25 particular trades that we could drive our

1 5/13/14 - WHOLE - BILL 130489, etc.
2 goals towards.

3 COUNCILMAN GOODE: So the
4 Mayor's Commission on Construction
5 Industry Diversity did not provide that?

6 MS. DOWD-BURTON: No. They
7 cannot provide that.

8 COUNCILMAN GOODE: I said they
9 did not provide that?

10 MS. DOWD-BURTON: They provided
11 aspirational goals based on some
12 assumptions that they made about
13 graduation rates, individuals --

14 COUNCILMAN GOODE: I'm just
15 trying to get to the point where the
16 Mayor's Commission's work was not
17 accurate.

18 MS. DOWD-BURTON: It was
19 incomplete based on the information we
20 have today. So there's still a lot more
21 work, sir, that we need to be doing.

22 COUNCILMAN GOODE: I'm going to
23 ask it one more time, then I'm going to
24 follow up on another question.

25 The goals set by the Mayor's

1 5/13/14 - WHOLE - BILL 130489, etc.

2 Commission, are they accurate today?

3 MS. DOWD-BURTON: They are not
4 accurate for specific projects.

5 COUNCILMAN GOODE: Were they
6 accurate when they were set?

7 MS. DOWD-BURTON: Based on my
8 understanding, they were based on the
9 best information that the Commission had
10 at the time.

11 COUNCILMAN GOODE: The question
12 is, were they accurate then?

13 MS. DOWD-BURTON: I can't
14 answer that.

15 COUNCILMAN GOODE: But you
16 decided to use them?

17 MS. DOWD-BURTON: Yes, we did.

18 COUNCILMAN GOODE: Not knowing
19 whether they were accurate or not?

20 MS. DOWD-BURTON: That's
21 correct.

22 COUNCILMAN GOODE: And whose
23 job is it to convene the Commission?

24 MS. DOWD-BURTON: It's my job
25 to convene the Commission.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 COUNCILMAN GOODE: Thank you,
3 Mr. Chair.

4 COUNCILMAN GREENLEE: Thank
5 you, Councilman.

6 Just so I'm clear, I don't want
7 to belabor the point. So the 32, 7 goals
8 are set on all; is that what you're
9 saying?

10 MS. DOWD-BURTON: They're set
11 on a majority, and virtually all of the
12 public-sector jobs. So Streets, Water,
13 Public Property, Aviation.

14 COUNCILMAN GREENLEE: But
15 wouldn't it seem -- and I know I kind of
16 asked this question. I'll try to do it
17 again. If you don't know the makeup of
18 some of these unions, isn't it very
19 difficult to really say? Because from
20 what I'm hearing was that realistically
21 you weren't going to come close to 32.
22 Is that a fair statement on Dilworth?

23 MS. DOWD-BURTON: Well, I think
24 when we started out, we didn't know where
25 we would come in. We know that if you

1 5/13/14 - WHOLE - BILL 130489, etc.
2 don't set the bar high, you won't come
3 close to what you'd be able to accomplish
4 if you set it lower. So these are
5 aspirational goals that we drive towards
6 and we push for.

7 COUNCILMAN GREENLEE: No; I
8 understand. Now, let me ask it another
9 way, because I think this is what really
10 struck the Council President when the
11 Commissioner was in here, was that that's
12 a fairly -- it looked to us, and I'm sure
13 to him, a fairly big difference, 32 to
14 22. Is that an unusual difference in a
15 lot of these projects?

16 MS. DOWD-BURTON: Well, when we
17 looked at the average of the largest 18
18 projects that we have oversight
19 committees for and that represents \$1.4
20 billion in projects around the City, the
21 average is around 25 percent for
22 minorities, and this project, Dilworth
23 project, is coming in around 22 right
24 now.

25 COUNCILMAN GREENLEE: And would

1 5/13/14 - WHOLE - BILL 130489, etc.
2 you say that the argument against
3 lowering those goals, as you say, you
4 want to try to aim as reasonably high as
5 you can. So is that a reason why not to
6 lower them? Is that a fair --

7 MS. DOWD-BURTON: Well, so
8 we're looking right now at what we have
9 accomplished over these past few years.
10 We are working on a document for the
11 MACCID Commission to consider, and we'll
12 rely on their advice and counsel in terms
13 of where we take the goals from here.

14 COUNCILMAN GREENLEE: Last
15 question. While this project was going
16 on -- it's obviously been a fairly long
17 project.

18 MS. DOWD-BURTON: Yes.

19 COUNCILMAN GREENLEE: -- at
20 different points in time, do you look at
21 these numbers and then say either to
22 Gilbane or to particularly unions, We're
23 really not getting close, what can you
24 do? Is there that kind of conversation
25 that goes on?

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MS. DOWD-BURTON: Absolutely.

3 This project has an Economic Opportunity
4 Oversight Committee, and so we meet on a
5 monthly basis and we look at the
6 participation goals with regard to the
7 businesses and we also look at the
8 workforce, and we ask some very
9 challenging questions in less than
10 diplomatic ways at times -- I think the
11 Commissioner will agree with that -- in
12 terms of what can we do to increase the
13 level of inclusion of minority and
14 women-owned businesses. We do know a
15 couple of things. This project was
16 scheduled to take about 26 weeks. It has
17 taken -- 26 months. I'm sorry.

18 COUNCILMAN GREENLEE: I was
19 going to say 26 weeks, wow. You really
20 are behind now.

21 MS. DOWD-BURTON: We want to
22 gear it up real fast.

23 But it was scheduled to take 26
24 months. It actually took 35 months.

25 COUNCILMAN GREENLEE: Right.

1 5/13/14 - WHOLE - BILL 130489, etc.

2 MS. DOWD-BURTON: And as a
3 result, the ramp-up was a lot less
4 critical for contractors who were on the
5 project. They were using their core
6 team, which are individuals that they
7 take from one job to the other that
8 actually work for the companies. They
9 were using their core team on the project
10 until they had to ramp up when they then
11 engaged more union personnel. And so
12 what we did find is the core team does
13 not have many minorities or women on it,
14 and so that's a key piece we identified.

15 The other piece was just in
16 looking at how the staff, once it does
17 ramp up, which are the trades that are
18 being engaged and the number of
19 minorities that are in those trades who
20 are not employed on other projects.

21 COUNCILMAN GREENLEE: Okay.
22 All right. I appreciate it. I don't
23 know -- again, this was the Council
24 President's issue. I was trying to give
25 you what the questions I thought he would

1 5/13/14 - WHOLE - BILL 130489, etc.
2 have, but if there's any others, I'm sure
3 he will be back in touch with you both.

4 MS. DOWD-BURTON: I do know
5 from his testimony one of the questions
6 he raised was regarding project labor
7 agreements. This project did not have a
8 project labor agreement.

9 COUNCILMAN GREENLEE: All
10 right. That's noted.

11 Thank you both very much.
12 Thank you for coming. Thank you for your
13 patience in waiting so long.

14 This Committee will stand in
15 recess until Wednesday, May 14th, 2014,
16 that's tomorrow, at 10:00 a.m., at which
17 time we will reconvene in Room 400, City
18 Hall, which is here.

19 Thank you.

20 (Committee of the Whole
21 adjourned at 1:25 p.m.)

22 - - -

23

24

25

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

CERTIFICATE

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

MICHELE L. MURPHY
RPR-Notary Public

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

A	160:3,16,19,25 161:13,15 162:17 163:2,4 163:6,12,19 accurately 160:7 170:5 achieve 111:4 154:17 achieved 111:9 156:4 161:4 achievement 156:7 achievements 108:21 156:2 achieving 154:24 act 77:18 156:13 action 103:16 active 77:11 78:12 85:13 116:8 actively 123:9 activities 61:22 activity 78:21 79:10 acts 69:12 actual 45:12 51:25,25 Adam 95:6 add 13:20 14:18 16:20 31:7 78:14 93:8 added 72:2,14,19 addition 53:10 97:23 99:3 102:15 additional 7:18 72:2,14 112:17 address 45:22 51:9 55:5 67:24 76:16 133:17 136:18 addressed 29:7 30:9 51:23 addressing 6:21 12:7 31:4 Ade 8:6,8 39:20 39:23 Adel 65:17,20	110:17 140:23 adhere 135:23 adherence 99:17 adjourned 169:21 administer 36:12 administration 26:24 55:25 63:3 64:8 113:17 154:8 administrative 72:18 73:2 adopt 3:18,21 25:8 adopted 111:2 154:8 adopting 3:23 advertise 12:3,4,5 advertising 10:10 10:15,17 11:8 11:13,23 12:19 13:18 advice 166:12 afforded 39:9,11 African 39:2 afternoon 110:16 116:24,25 125:18,19 151:22 152:24 153:2 159:25 Agalloco 95:5,6 95:10 96:23 97:19 98:6,22 100:10 102:2 age 65:14 121:6 aged 121:12 agencies 34:10 68:20 71:16 126:20 agency 44:3 118:7 127:13 130:17 130:25 131:12 agent 155:18 agents 43:11 ago 15:6 40:3,11 77:6 85:2 96:17 106:16 140:7 agree 38:21	128:10 159:10 167:11 agreed 126:6 149:11 agreement 5:7 147:4 169:8 agreements 169:7 ahead 30:14 42:17 140:19 148:17 aim 166:4 airport 68:22 AI 9:8 alerted 114:15 Alex 95:9 alive 108:7 Allen 14:18 allocate 149:12 allocation 6:6 allow 68:25 113:10 ambiguity 51:5 51:15,23 amending 2:13,18 3:5 4:2,12 America 8:15,16 8:23 American 39:2 amount 18:8,16 18:17,22,24 19:2,14,23 20:25 30:7 34:21 45:10 49:8,9 53:6 71:23,24 72:13 72:14 73:12 101:23 111:14 AMP 149:9 and/or 170:22 Angela 152:20 Angeles 134:8 137:17 139:4 140:20 141:23 animal 21:14 37:2 38:6,8 106:10 107:12 109:4 animals 108:7,9	108:17 annually 139:11 answer 7:15 37:8 39:25 42:25 48:25 49:12 51:17 113:25 123:23 163:14 answering 10:5 answers 52:14 54:10 134:25 140:25 141:2 anticipate 11:4 anticipated 145:7 anti-graffiti 74:17 74:19 75:10 Antonio 134:7 137:24 140:19 anxiety 12:2 anybody 91:6 131:5 151:11 anymore 70:19 82:17 135:24 141:17 apart 140:14 apologizing 52:13 appears 90:22 applaud 105:22 Applause 8:9 applicable 25:8 applications 118:14 127:6 139:5 apply 170:20 appreciate 17:13 66:16 78:11 103:23 107:15 110:20 139:20 139:24 151:22 168:22 appreciated 75:8 appreciates 17:11 151:6 apprentice 154:15 apprentices 154:20,22 approach 16:11
----------	--	---	---	---

111:4 116:5 approached 5:19 39:21 68:5 71:10 95:3 107:8 110:12 appropriately 17:19 approval 4:21 approved 5:8 approximately 117:19 area 9:16 41:3 56:14 79:20 81:13 140:14,21 144:8 areas 9:13 29:5 29:14 31:3,18 31:19 43:6 75:21 76:2 78:19 79:10,15 81:9 97:9 argue 95:10 argument 166:2 arm 27:14 arose 90:12 arrangements 93:2,3 articulate 117:7 117:22 artist 79:22 artists 79:21,23 Arts 79:14 87:12 87:15 102:18 asked 60:18 106:21 132:14 140:25 158:16 159:21 164:16 asking 18:16 25:22 72:3 98:15 131:3 132:23 139:25 aspirational 154:9 160:5,11 162:11 165:5 aspirations 154:13 assembled 113:20	assesses 71:3 assessment 72:5 147:20,25 148:7 asset 130:10 148:21,24,25 149:4 assets 151:4 assistance 7:20 44:16 assistant 82:19 associated 32:6 126:2 138:10 Association 36:14 36:17 37:3 assume 103:14 assuming 21:23 114:17,18 124:11 132:4 assumptions 162:12 attack 78:22 attempts 133:14 133:24 attended 113:2 attention 79:4 109:6 attorney 82:19 Attorney's 83:14 attract 61:4 attributable 6:8 at-risk 61:20 62:17 auction 29:24 auctioning 29:20 audits 94:19 95:14 96:12 August 125:23 133:17 147:6,7 authority 5:5,5,11 99:25 112:3 126:24 149:20 Authorization 4:4 4:14 authorize 4:5,15 authorized 5:7 authorizing 2:21 authorship 63:2	automate 100:15 automotive 62:2 autonomy 130:3 availability 154:18,25 155:11 available 20:14 20:16 27:23 111:6,15 112:9 119:10 137:3,7 138:14 146:18 159:4 average 41:13 102:24 121:5,6 121:7,8 124:23 124:25 125:3 156:6 165:17,21 averaging 42:4 Aviation 164:13 award 11:3 awarded 112:15 112:18 161:5 awards 109:2 113:16 aware 47:18 82:11 102:2 awkward 54:12 a.m 1:7 169:16 B back 34:19 58:24 60:12 69:3,9,14 75:20 77:8 84:23 85:8 86:14,15 87:18 89:22 102:6,8 103:6 120:3 123:25 131:4,9 159:9 169:3 backlog 89:20 93:16 backlogged 89:7 backroom 98:16 bad 89:24 140:18 balance 17:13,20 127:11 128:12 144:8	Baltimore 70:12 70:13,16,19 banners 98:13 bar 165:2 base 43:13 101:2 122:14 based 20:14 25:14 68:13 153:18 162:11,19 163:7 163:8 basically 44:12 74:14 84:16 basis 7:11 12:24 56:19 83:19 91:2,3 167:5 Bass 1:10 33:21 33:22 34:2,6 35:24 36:19 37:6 38:9,23 39:13,24 41:10 41:21 42:10,20 43:3 44:8 45:3 70:23,24 71:20 72:25 73:7,10 73:23 battery 84:22 bear 10:24 beginning 65:10 behalf 15:16 110:18 behave 17:19 behoove 137:12 belabor 135:2,23 164:7 believe 15:6 40:3 75:18 76:12 79:23 81:23 82:21 99:11 102:6,17 111:8 138:15 believed 153:24 bell 85:21 99:6 105:15 135:23 bells 99:17 benchmarking 96:7,8 best 33:9 59:3	116:4 118:9 127:11,12 130:12 140:10 140:12,12 146:10 163:9 best-faith 159:11 Beth 83:15 better 9:24 14:2 33:3 42:19 54:8 54:23 56:23 59:12 60:19,21 70:15 90:24 91:12 107:7 116:5 135:8 beware 93:23 beyond 26:13 42:23 62:16 bid 32:10,11 158:24 bids 32:13 154:12 158:21 159:4,5 big 10:15 13:11 29:18 30:13 43:21 46:9 57:2 78:7 79:15,19 86:11 91:24,25 104:12 113:9 165:13 bigger 14:11,15 65:25 biggest 26:25 53:15 95:20 bill 2:5,12,18 3:1 3:4,17,20,22,25 4:1,11 5:1,9 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1
---	---	---	--	--

44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1,16,18 72:1 72:4,18,19,22 73:1,20 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1,22 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1,23 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1	153:1 154:1 155:1 156:1 157:1 158:1 159:1 160:1 161:1 162:1 163:1 164:1 165:1 166:1 167:1 168:1 169:1 billing 72:12 133:14 billion 165:20 bills 1:16 2:10 94:13 96:18,25 biogas 95:21 bit 14:8 26:16 34:19 40:19 44:21 45:17 46:3 76:11 88:9 106:4 BlackBerries 123:16 BLACKWELL 1:11 blank 133:3,21 134:23 136:2 blast 98:14 blessed 140:4 blight 82:4 blighted 79:11 block 16:14 blocks 104:23 Board 4:6,15 72:21,21 133:25 BOBBY 1:12 body 102:9 body's 94:8 bonds 30:8 bono 16:2 Boston 65:20 branded 64:13 breakdown 102:22 breaking 15:8 breath 5:14 BRIAN 1:14 bricks 59:21	bridging 142:22 146:14 brief 142:19 briefed 68:16 briefly 78:15 110:23 bring 63:25 76:5 87:17 102:13 118:15 144:18 bringing 14:23 108:24 144:14 broad 8:16 119:25 128:8 broadcast 69:23 broadened 14:6 broader 48:14 101:2 broadly 24:9 brought 24:22 buck 35:11 budget 3:21,23 6:7,11 22:21 25:12,14,20,22 31:6,12 60:23 87:22 90:7 110:22 127:13 132:17,25 135:4 138:11 150:12 150:15 build 97:6 111:5 145:25 160:13 building 13:6 33:8 65:6 79:2,5 92:2 100:13 108:10,15 buildings 12:6 59:21 96:9,10 96:14,20,24 97:7 99:21 100:19 builds 144:19 built 127:6 bulk 36:15 130:14 131:10 bull 106:15 bunch 123:7 business 32:12	73:17 82:3 91:25 92:25 110:24 113:10 118:14 145:21 160:21,25 161:3 161:12 businesses 19:6 32:7,11 39:6,7 68:24 81:24 145:24 146:21 167:7,14 buy 21:17,22,24 37:4,4,8,22 111:5 130:15 buying 121:3 131:10 C cable 147:9 148:3 calendar 111:23 112:18 113:15 call 7:9 34:14 40:23 43:11,23 44:3,4,7,13,18 51:12 53:10,18 62:23 63:2 74:17 75:12 123:9 130:7 callback 74:8 151:25 called 48:17 53:25 65:19 100:13 113:9 116:8 callers 44:13 calling 44:15 147:21 calls 42:24 43:13 44:11,23,24 53:6,7,12 54:24 54:25 56:15 58:16 69:20 cam 78:3 camera 68:21 78:6 84:11,12 84:20 112:9 114:15,21 cameras 68:18,19	68:25 69:6,6,11 69:15,21 81:4,5 81:7,17,18 84:13,24 85:14 85:16,18 114:6 114:7,9 capability 9:2 26:9 capacity 9:12 28:4 53:23 144:20,21 capital 3:18,21 46:10 138:11 149:12 150:14 150:14 captain 77:16 capture 12:11 car 86:15 Cardinal 14:21 care 79:4 89:21 107:12 carefully 123:25 cares 12:15 cars 81:21 case 11:5 48:13 62:14 114:22 134:14 cases 50:15 case-by-case 83:19 catch 77:17,25 catching 85:14 causes 114:9 causing 80:22 cell 123:12,15,18 124:8,10,12,16 124:19,21,22,23 125:4 Center 8:24 26:3 26:4,10,16 27:11,24 55:8,9 55:15 59:12 67:17 68:11 centered 18:5 centers 12:4 65:8 94:17 100:21 central 112:12
--	---	---	---	---

126:9 128:12 129:19 centralized 27:4 40:19 centrally 130:24 Centrex 121:20 certain 2:15,16,22 3:2,8,15 4:10,18 85:15 86:9 157:25 certainly 13:13,14 91:15 106:6 117:13 120:10 128:4 134:19 138:16 CERTIFICATE 170:2 certification 170:19 CERTIFY 170:3 certifying 170:23 CETA 62:11 Chair 1:10 23:7 28:25 33:15 52:13 74:12 87:2 97:22 99:3 101:15 102:21 102:22 105:3 109:11 116:23 117:16 128:23 129:16,22 132:16 133:22 139:16,23 142:14 145:10 145:12 148:23 159:24 164:3 Chairman 17:25 23:12 32:20 33:23 80:12 93:23 101:10 125:17 131:19 135:22 136:5 challenge 36:21 62:22 146:22 159:19 challenges 32:3 42:2 126:2	143:10 145:20 challenging 156:19 167:9 chance 70:11 change 30:21 32:15 106:20 changed 82:13 changes 5:2 29:16 32:17 changing 2:15 channel 59:3 Chapter 2:13,19 3:5 charge 72:12 74:23 75:4,5 charged 85:6 chart 120:19 cheat 33:2 check 133:3,21 134:23 136:2 Chief 110:17 chronic 80:21 91:24 CINDY 1:10 CIO 125:2 137:16 137:23 140:2 CIOs 138:4 circulate 109:11 circulated 97:13 circumstances 51:22 citation 83:11 citations 84:7 cited 103:18 cities 16:4 65:22 134:4,10 140:21 citizen 46:8 citizens 6:22 7:16 10:2 43:18 108:18 city 1:2,6 4:17,22 4:23 5:10,23 7:20,22 8:13,21 8:22 9:3 11:11 12:9 13:8 14:20 15:6,10,16,19 16:2,17 25:18	26:23 27:5,10 27:14,22 28:24 35:9,22 36:2,16 42:6 43:7 44:3 52:4,14 53:19 56:2,13 57:15 62:20 64:21 65:7 68:17,18 69:17 71:25 73:17 74:22 75:25 82:21 90:3 91:11 93:4 93:12,17 96:9 96:17 97:8 103:4,15 104:22 105:21 108:14 109:3 111:17 112:17 113:5,22 116:6,10 117:23 118:3,13,23 119:6,22 120:7 120:17 121:24 123:4,12 128:8 128:8 131:13 134:6,15 135:9 135:18 137:16 137:20 139:8 140:11 141:14 141:25 143:20 143:21 145:23 147:2 150:5,7 152:14 155:22 158:17 165:20 169:17 citywide 64:13 112:11,14 City's 90:22 113:3 civic 111:13,18 Civil 63:6 clarify 51:4 Clarke 100:2 class 9:9 clean 74:22 76:16 89:5,15 102:18 102:19 103:15 cleaned 73:16 74:20 75:19,22	85:7 102:25 104:22,23,23,24 cleaning 72:6 74:16 77:22 92:4 102:16,24 cleanings 104:9 cleans 71:2,21 Cleanup 78:17 clear 50:17 62:19 126:7 155:8,10 164:6 clearer 135:8 clearly 115:25 121:14 134:24 140:13 clicked 141:7 142:11 CLIP 6:10 25:16 71:2,2,21 74:14 87:21 91:7 104:7 close 50:10 122:22 127:8 132:3,10,13 152:10 164:21 165:3 166:23 closed 45:16,24 45:24 46:13,14 46:15,16 48:4 48:10,22 50:3,7 50:8,17,22 51:12,21 52:5,5 52:5 closely 79:17 closer 58:15 closing 33:4 50:15 cloud 112:23 139:12 cloud-first 111:3 code 2:14,19 3:6 4:3,13 82:23 cogeneration 95:21 cold 85:4 88:24 coldest 88:11 collaborate 56:23 collaborating	60:2 collaboration 55:10 59:13 collapses 33:8 collect 12:14 92:9 college 61:25 66:3 66:9,13,20 67:10 153:22 combination 143:23 147:21 combine 78:4 Comcast 146:18 146:25 147:3 148:4 come 5:17 11:17 17:2 31:19 39:20 60:17 69:20 75:20 96:25 108:7,17 128:6 131:4,8 159:4,9 164:21 164:25 165:2 comes 42:3 86:14 103:13 118:16 144:22 comfortable 13:16 coming 29:18 41:6 42:5 71:6 74:14 76:11 85:8 93:15 147:5 165:23 169:12 commend 75:9 comment 11:20 51:24 comments 51:25 commission 2:21 99:25 162:4 163:2,9,23,25 166:11 Commissioner 110:10 152:7,11 152:12,20 165:11 167:11 commissioners 24:24
---	--	---	--	--

Commission's 162:16	competitive 32:13	47:20 49:2	155:14	106:12 142:16
committee 1:3 2:5	complain 87:5	connect 120:3	continued 6:17,25	145:19 166:24
11:12 31:24	complained 72:8	connected 143:2	continues 7:3	conversations
74:4 167:4	complains 73:11	connection 44:6	130:21	15:17 26:22
169:14,20	complaint 45:13	connectivity	continuous 6:18	64:17 90:20
committees	81:12	126:25	continuously 7:4	142:19 153:14
155:24 165:19	complaints 26:25	consequences	contract 6:9	convert 119:11
common 17:15	78:10	82:14	18:16,23 19:9	convey 70:7
117:7	completed 104:21	conservation	19:12,14,17,22	Conway 71:5,12
communicate	111:23 112:11	97:24	20:25 21:12,13	71:12 72:17
43:22	completely 35:17	consider 92:21	21:14,15 22:8,9	73:3,8,22 74:25
communicated	38:20	166:11	22:13,14 25:15	76:9 83:7 84:13
46:18	completion 45:12	consideration	36:11 37:2,3,21	85:22,25 87:20
communication	150:18	91:8	38:2 91:9 92:9	88:19 89:19
58:22 59:4	complex 14:16	consistent 27:19	93:11 130:16	90:4 104:19
111:25	complexity 11:6	60:16	141:18	105:4,9
communications	compliance	consolidate	contracted 20:16	cooperate 158:7
112:6 114:20	103:12,13,17	126:21	122:18	cooperating
communicative	complications	consolidation	contracting 18:9	158:6
59:24	100:23	112:11,22 126:3	19:2	Cooperation 5:5
communities	comprehensive	128:3,24	contractors	5:7
40:18 41:18	10:23 129:18	constant 138:2	154:11 158:20	coordinate 62:23
142:24	comprised 73:20	constantly 77:15	168:4	79:9
community 17:11	computer 144:18	84:21 121:2	contracts 18:17	coordinated 8:13
36:3 40:14 42:7	144:24 145:2	constituent 53:6	20:11,21 21:3,8	coordinating
42:9 76:6 104:2	computers 141:16	constituents 17:2	21:9,11,19 22:4	24:10
104:5,25 108:22	145:16	33:12 47:19	22:16,19 27:6	coordination
108:25 110:20	concept 144:13	54:13 56:9	36:6 37:19	54:19 128:17
111:21 113:11	concern 86:17	118:17	112:15,17 113:9	coordinators 40:5
113:16 118:25	152:14	construction	118:20 135:13	copy 105:5 117:13
119:2,7 145:21	concerned 143:8	153:24 162:4	135:16 141:24	117:16
146:5 147:19,24	concerns 12:8	consulting 9:4	contributing 82:4	core 168:5,9,12
153:8 154:3	52:25 56:16	23:24 27:6,14	Contribution	correct 54:7 71:4
community's	152:3	consume 130:25	98:9	163:21 170:8
147:14	concludes 113:23	consumer-grade	control 21:15	corrections 3:2
companies 90:14	conditions 2:17	132:7	22:5 37:2 38:6,8	Cosby 107:11,11
91:10 159:9	3:3,16 4:10,19	consumption	59:16 100:15	107:18 108:3
161:17,21 168:8	30:3,4 32:9	99:23 100:7	106:10 107:13	109:13
comparable 8:21	88:24	contact 84:10	170:22	cost 24:3 71:4,17
comparison	conducting 94:19	106:6 107:24	convene 163:23	71:24 72:18,23
132:18	122:9 147:22	137:21 138:2	163:25	94:25 101:6,20
compensated	confident 140:24	contained 170:5	conversation	102:6,11,24
91:11	confiscation 83:5	context 38:8	16:24 17:14	111:4 118:19
compete 113:11	conflict 21:12	43:20	24:25 39:3	122:14
competition 62:2	confused 144:5	continue 2:25	43:16 46:5,22	costs 73:5 76:8
63:24	confusion 45:20	9:15 37:18	57:25 81:16	94:21 139:10
	45:23 46:24	118:24 125:10	92:6,16 104:12	cost-effective

23:25 127:13 130:18 Council 1:2 4:21 5:8 6:5 7:22 10:8 11:11,13 12:10 13:16 26:23 29:2 56:2 56:13 97:22 99:4 105:14 152:2 165:10 168:23 Councilman 1:10 1:11,12,12,13 1:13,14 2:2 5:12 6:4 8:10 10:6 12:21 13:10 15:2 16:19,25 17:21,23,24 18:4,12,14,20 18:25 19:5,8,16 19:24 20:6,9,18 21:2,7,16,21,24 21:25 22:7,12 22:16,17 23:6,8 23:9,10,11,15 23:17 24:19 28:17,21 29:4 29:10 32:19 33:16,17,19,20 34:8,20 36:22 36:23,25 37:10 37:13,17,25 42:16 45:5,15 47:3 48:8 49:4,5 49:14,20,25 50:16,24 52:8 52:10,11,12,18 55:19,20 59:7 60:9,11,13,14 62:7,10 66:15 67:18,19,25 68:3,9 70:17,21 71:6 73:25 74:10,11 75:7 77:23 80:7,8,10 80:11 82:10 83:3,22 84:9	85:23 86:17,22 86:23,24,25 87:6 89:17 90:2 90:8 92:12,17 93:7,19,20,21 93:22,24,25 94:5 95:8 96:15 97:12,21 98:20 99:2,8,10,12,14 100:2 101:3,11 101:12,13,14 102:5 103:10,22 103:25 105:2,5 105:11 107:4,10 107:17,20 109:8 109:14,16,21 110:14 114:4,25 115:8,14 116:12 116:19,21,22 117:2,15,18,21 119:23 120:6,12 120:16,21 121:4 121:10,17,23 122:5,13,19 123:11,17,20 124:5,14,20 125:5,6,9,11,12 125:14,15,16,20 125:24 127:14 127:21 128:14 128:21 129:3,7 129:16,20 130:9 131:2,7,8,15,16 131:17,18 132:6 132:9,12 133:12 133:18 134:22 135:19 136:6,7 136:10,12,15,19 136:21 137:4,5 137:9,11 138:18 138:19,20,22,24 138:25 139:17 139:21,22 141:4 141:5,6,8,10,11 141:11,12 142:6 142:7,8,9,10,12 142:13 143:4,16	144:4,12 145:11 145:18 146:24 147:7 148:6,11 148:14,16,18 149:6,18,24 150:3,11,16,24 151:7,9,13,16 151:21 152:13 152:22 153:2 157:2,16 158:3 158:10 159:20 159:21,22,23 160:6,14,20 161:7,11 162:3 162:8,14,22 163:5,11,15,18 163:22 164:2,4 164:5,14 165:7 165:25 166:14 166:19 167:18 167:25 168:21 169:9 Councilmember 125:6 Councilmembers 47:7 114:3 Councilperson 53:5 Councilwoman 1:10,11 33:21 33:22 34:2,6 35:24 36:19 37:6 38:9,23 39:13,24 41:10 41:21 42:10,20 43:3 44:8 45:3,6 70:23,24 71:20 72:25 73:7,10 73:23 74:2 counsel 21:12 166:12 count 36:6 counter 119:10 counties 140:22 counting 42:6 country 140:5,11 county-wide	111:24 112:6 couple 14:10 23:22 39:14 55:21 89:2,22 100:21 110:11 115:20 167:15 course 22:7 90:11 97:19 105:8 court 83:17 covering 4:24 create 26:8,9 59:3 61:7 118:22 119:14 146:15 created 27:12 62:12 113:8 creates 146:7 creating 28:4 creative 80:2 credit 75:15 138:12 crew 87:21 100:9 crews 76:13 88:15 89:11 93:9 crime 42:3 67:17 68:11 69:17,19 75:4 78:8 82:20 crimes 82:23 crisis 7:12 57:15 57:16 critical 57:4 58:3 65:13 168:4 CRM 46:8 47:25 56:7 57:18 culminate 147:25 Cure 8:17 current 46:4 122:17 currently 108:9 122:9 155:23 CURTIS 1:12 curve 140:19 customers 9:25 47:23 custom-built 127:6 cut 72:22 94:25 126:19	cutting 142:4 cycle 111:8 147:4 C's 30:4 D Dad 8:18 daily 7:10 90:25 data 54:16 56:7 56:13,23 83:23 111:13,18 112:19,20 113:19 119:2,3 127:3 135:6 145:14 161:23 database 76:20,21 date 115:17 142:4 Dave 24:10,15 28:17 31:7,23 106:9,11,21,25 108:12 Dave's 25:5 David 1:13 5:24 day 28:22 33:9 37:16 63:12 66:12 125:23 134:20 136:10 137:8 days 11:3 33:10 89:2 98:12,12 106:16 day-to-day 127:4 dead-end 85:10 deal 10:18 134:11 dealing 67:16 80:18 94:16 105:22 dealings 17:9 dear 139:4 decent 65:24 decided 130:5 163:16 decision 36:8 120:2 decisions 11:6,24 97:7 declines 88:9 decreasing 3:7
--	--	---	--	---

deep 94:6	departments 7:6	131:24 132:8	6:3 26:7 27:24	162:21
defaced 79:20	9:23 24:6,25	Dews 95:9	31:9	dollar 32:18
Defender 37:3	25:5 29:6 31:9	diagnostics	disadvantaged	dollars 13:3,4
Defender's 21:11	33:5 46:5 47:10	114:16	19:6	19:9,12,17
21:13 36:14,17	47:11,15 48:5	difference 8:2	disagree 13:24	20:14,15 25:19
degree 24:4 96:16	48:20 51:7,8	22:18 42:8	disappointing	32:6 36:15
delay 2:3	55:11 59:14	43:21 165:13,14	38:11	101:23 149:12
deliberate 160:19	60:3,16 61:3	different 15:18	discover 54:8	dots 120:4
delineate 158:22	66:24 87:8 93:9	31:22 32:9	discussed 41:9	double-check
deliver 58:11	94:17 96:4	34:10 40:14	dispatch 114:19	44:22
118:18 133:14	105:24 122:11	51:6,6 73:4	distinguish	doubt 142:5
145:22	126:20 134:10	108:14 132:15	160:21	DOWD-BURT...
deliverables	department's	134:10 156:24	district 2:23 4:6,9	152:25 157:4
39:19	90:23 133:6	166:20	4:16 44:17 53:5	158:2,8,12
delivery 47:12	depending 51:22	difficult 164:19	53:13,20 75:11	160:4,8,18
50:11	Deputy 5:24 40:6	dig 35:4	77:13,17 82:19	161:2,9,14
demand 98:11,13	71:13 125:2	digital 142:23	83:14 101:9	162:6,10,18
98:18,23 155:2	142:17	146:14	132:23	163:3,7,13,17
155:3 157:10	derived 6:13,14	digitally 143:2	District's 136:14	163:20,24
159:15	descent 38:25	dignity 66:20	diversity 160:2,16	164:10,23
demographics	described 91:21	diligence 93:15	160:22,22,25	165:16 166:7,18
153:7,18	designated 15:15	Dilworth 152:4	161:3,12 162:5	167:2,21 168:2
demolition	Desiree 15:11	153:4 155:17	divide 142:23	169:4
140:11	desk 121:22 123:5	156:22,23	146:14	downfalls 84:15
DENNIS 1:13	desktop 121:6	164:22 165:22	division 108:11	download 76:16
department 3:11	despite 25:23,25	dinner 23:20	130:6	downtown 100:19
5:15 18:9 19:3	detail 9:18 14:7	85:22	Dobbins 62:13	dozen 112:4
29:13 32:25	24:16 25:10	diplomatic	67:5	draft 30:3
36:5 45:25	45:22 132:25	167:10	document 148:22	drafted 90:9
46:19 50:6,12	141:22	direct 7:3 25:6	166:10	drain 84:21
50:21 51:20,21	detailed 10:23	32:6 43:13 44:4	documentation	drainage 66:25
58:21,23 61:5,6	44:21 77:6	70:3 170:22	138:15	drastically 81:6
61:12,19,23	details 41:8 58:8	directing 3:10	documents 142:2	draw 130:5
62:15 63:8,9,18	133:23	direction 52:7,24	doing 14:10,11,13	Drexel 9:7 144:10
64:11,11 67:2	determination	71:7 127:16	15:8 16:5 17:17	drive 154:16
74:5,9 77:5,16	20:15	directly 58:16,17	25:4,9,21 26:2	155:14 161:25
86:4 93:25	determine 2:22	102:6	27:10 29:23	165:5
94:10,21 95:12	11:16	Director 5:22,25	35:4 37:20 46:2	driven 36:11
105:17 108:12	determines 36:5	6:12,24 8:6,25	56:21 58:6	155:5
108:13 118:8	deterrent 69:9,13	9:21 26:21 31:6	59:11,17,18	drives 36:14
126:11,14 129:8	86:8	40:7 42:13	64:10 76:4	dropped 72:9
129:10,25 130:2	develop 3:11	47:17 52:19	82:14 85:3	dropping 81:22
131:4,11 133:8	96:12 155:7	68:8 71:13 88:3	90:25 94:19	dual 130:17
133:11 135:4	developing 9:2,11	107:5,12 142:20	95:21 105:25	due 10:17 85:3
140:3,8 156:16	development 9:6	directory 115:16	106:5 116:4	88:22 93:14
departmental	9:11,14 26:10	115:24 116:8,9	119:18 137:19	115:7,11
102:11	devices 124:19	Director's 5:16	147:19 150:4	dump 82:22 86:19

dumper 83:8	148:9,12 149:4	elevators 123:7	entered 51:10,19	141:24 148:19
dumping 80:14	149:8,22 150:2	eligible 3:12	105:14	evidence 69:14
80:18,22 81:10	150:7,13,21	else's 35:8,14	entering 91:8	170:4
81:14 82:15	151:5,15	emergencies	Enterprise 95:13	exact 98:24
83:13,18,25	echoing 34:7	34:12 43:25	enterprises 20:17	120:15 132:3
84:2 85:12	Economic 20:8	emergency 42:24	enterprise-level	exactly 35:3 37:22
86:10,12	155:4 159:6	43:20 44:24	130:8	55:5 115:17
dumpster 92:2	167:3	employed 168:20	entire 116:6	example 7:2 11:9
dumpsters 90:13	economically	employees 3:15	117:12 145:8	14:24 25:12,13
90:21	92:7	9:12 27:17 42:7	entities 21:20	25:25 32:8 38:7
duty 140:16	economy 146:7	119:15 141:14	22:5 68:21	126:17 128:19
DVIC 68:11	ecosystem 111:17	employers 3:14	97:11 158:5	128:22 130:12
D'Attilio 9:8	118:23	enabled 111:21	entitled 2:14,20	130:22 156:16
		enabling 111:12	3:6 4:3,13	157:6,9
E		encourage 135:7	environment 6:17	examples 61:9
eager 129:8	edge 142:4	135:25	envy 70:19	Excellence 8:24
earlier 30:11	education 4:6,15	encouraged	equally 146:6	26:3,4,11,16
117:3 148:23	65:12 153:23	127:15	equals 48:4	27:11,25 55:8,9
early 30:23	effect 83:24 84:3	energy 30:18,19	equation 155:2	55:15 59:12
earned 153:22	effective 24:4	94:19 95:14,15	equipment	excellent 7:10
ears 70:7	85:5 91:4	95:24,25 96:8	121:12,15	55:10
earthquake 7:14	102:12	99:23,25 100:18	161:18	excess 3:10
easily 72:15	effectively 118:19	101:19 102:12	equipped 90:24	excessive 83:18
easy 37:19	efficiencies 26:11	149:20	91:13	excited 16:7 60:7
Ebeid 65:18	28:15 134:2	enforce 87:24	especially 52:24	143:5,6,6
110:16,17	efficiency 95:15	enforcement	75:9 77:13	exclude 20:10,20
114:13 115:5,10	101:19 128:13	47:14 80:5,24	83:15 86:11	20:21,24 22:19
115:23 116:15	efficient 24:3	engage 112:24	87:18	excluded 21:3,8
116:25 117:11	28:13 59:24	118:24 119:15	Essentials 146:19	excuse 35:7
117:17,20,25	91:13 102:12	119:16	establish 97:4	executed 58:24
119:24 120:9,14	efficiently 16:17	engaged 10:22	111:22 122:14	Executive 94:11
120:19,23 121:7	27:2	46:19 63:23	148:2	107:12
121:14,20 122:3	effort 9:17 62:23	106:23 154:10	established 20:5	exemptions 2:23
122:8,15,24	97:24	158:15,25	40:18 110:24	expand 62:15
123:14,19,24	efforts 14:23	168:11,18	estate 2:14,20,24	100:25 101:16
124:11,18,25	63:11 78:5	engagement	4:8,17	101:17 108:19
125:19,22 126:5	159:11	119:5 156:5	estimate 90:6	145:22 147:2
127:20,24	eight 112:15	engagement-ba...	estimated 31:13	expanded 7:17
128:19 129:2,5	124:18 155:25	111:12	event 69:4	expanding 143:6
129:13 130:4,11	eighty-three	engaging 55:16	events 8:13,14	expect 10:16,21
132:2,7,10	124:19	engineers 158:17	14:5,11 15:24	10:22 12:17,25
133:7,16 134:19	either 53:19,21	enhanced 56:6	16:15,21 112:24	expectations
135:15 136:17	158:5 166:21	enhancing 14:13	113:2,5	157:21
137:2,6,14	elaborate 28:18	15:19	eventually 13:7	expenditure
143:3,14,17	106:4	ensure 35:12	everybody 52:19	135:5
144:6,19 145:13	elected 53:19	118:3 142:25	53:10 70:12	expenditures
146:3 147:6,18	54:14	enter 27:5	99:8 109:25	141:21
	electric 94:12,22			

expensive 156:20	fan 87:11	168:12	154:6	founded 45:25
experienced 88:6	fantastic 93:10	finding 90:20	focusing 43:24	51:13
experiencing	far 71:9 77:8	fine 35:2 83:4	folk 117:7	founder 65:21
53:16	136:20,24 137:2	128:22 152:23	folks 16:13 25:17	four 7:18 26:20
expertise 28:2	152:16	finish 148:10	25:18 58:18	29:5 119:8
expire 141:19	fashion 91:14	finished 58:4	65:14 78:18	133:23
explain 26:18	fast 167:22	finishing 93:16	80:17 82:9,14	four-year-old
50:20 142:20	faster 16:16 28:12	Fire 61:11,11	98:15 127:7	106:14
Explorers 62:16	57:14 75:18	63:9 112:2	146:6	frame 11:24
exposing 119:2	118:18	firm 91:24	follow 45:7 49:19	franchise 147:4
extend 11:4	fastest 99:6	firms 90:15 91:10	52:20 58:17	147:10 148:3
extended 93:11	fault 35:14	first 5:15,24 8:5	77:20,22 131:9	Francisco 76:24
extent 12:2 30:8	favor 116:4	18:7 26:21	131:14 145:19	frankly 25:16
external 10:2	features 78:3	35:21 41:18	162:24	33:2 128:6
extra 109:7	federal 43:9,10	53:3,3 55:21	following 102:22	free 56:22 75:4,5
extreme 85:4	143:19	63:12 66:3,12	111:2	143:25
88:23	federated 126:6	77:7 118:3	followup 53:11	frequently 116:18
extremely 83:17	fee 73:2 92:10	125:25	58:13,19 68:2	fresh 67:4
ex-offenders	feed 114:17	firsthand 47:19	footprint 112:21	friend 87:20
61:20	feedbacks 147:16	first-year 65:23	Force 97:2,5	137:17 139:4
eyes 70:7	feedership 63:22	fiscal 3:19,21,23	foregoing 170:7	front 82:25
eyesores 79:15	feeds 68:21 69:5	4:24 5:2 6:6,16	170:19	143:12
e-mail 98:14	112:9,10	18:10,15,22	foremost 106:17	frui 10:24
112:11,12,13	feel 53:17,21	19:3 31:12	forget 59:19	frustrated 13:22
116:6	56:22 127:14	110:22 135:15	65:13	53:21
F	feet 66:25	fit 128:7	form 11:19,24	FTI 23:23 24:11
facilities 100:17	fell 103:17	five 4:23 31:16	formal 8:5	26:13 28:19
facility 95:24 97:2	female 153:16	57:6,13 60:4	formalizing 64:9	29:6,7,21 31:10
97:5 99:19	156:11	99:9 112:17	former 26:5	32:10,23
108:8	fewer 32:14	118:2 119:13,24	forms 3:12,14	fuel 30:13,16
fact 25:23,25	field 76:14 102:3	120:4 133:13	formulating	full 76:21 88:2
60:18 61:2	159:6	135:17 151:18	32:24	150:25
99:20	figure 18:6 38:16	151:19 156:3,3	forthcoming	fully 170:5
factor 69:10	73:21	five-digit 72:7	141:2	function 106:11
117:4	figured 53:24	five-year 31:14	fortunate 140:22	fund 6:6,14,15
factors 133:19	figures 152:5	fixed 46:17 49:10	forum 12:10	60:19 95:13
failure 103:19	figuring 58:21	flash 86:12,14	112:24	96:3
fair 164:22 166:6	66:9	flat 122:16	forward 5:17 10:4	funding 75:25
fairly 165:12,13	filled 139:6	Fleet 30:10,12	11:10 47:9	Fuqua 8:7 39:23
166:16	final 30:6 99:16	61:23 63:23	94:20 110:6	39:24 41:16,23
fall 148:13	finally 9:20 70:10	floods 33:7	145:25 155:14	further 4:5,14
falling 40:22	126:6	floor 97:14 101:5	forwarded 50:6	14:22 135:2
48:12	Financial 4:23	flunk 63:12	117:12	151:8
familiar 100:11	find 37:21 38:19	focal 104:11	foster 6:17	future 99:22
families 146:20	39:4 95:19	focus 41:5	found 32:10,23	138:8
family 154:3	96:10 100:9	focused 6:24	33:11,13 34:23	FY13 104:20
	101:8 134:2	100:17 153:6	119:3 156:8	FY14 102:25

G				
Galarza 76:24	globally 48:3	37:18,22 38:15	157:8 159:10,25	59:17 64:17
Galaxy 76:12	go 26:13 27:16	39:18 41:18	Goode 1:11 17:23	65:19 75:13
game 134:5	30:6 31:25	42:17 44:23,25	17:24 18:4,12	84:14 85:10
gap 27:9 64:7	32:21 34:19	50:12,14 52:19	18:20,25 19:5,8	86:20 88:2,16
Garcia 27:20	42:17,23 51:8	54:21 55:12	19:16,24 20:6,9	89:21 92:5
gear 167:22	52:23 56:10,14	56:8,17 58:6,11	20:18 21:2,7,16	93:17 105:2,7
GEDs 153:22	62:16 66:19	65:17 66:18	21:21,25 22:7	107:17 109:15
Gee 110:4	67:9 68:10 69:3	67:14,23 70:2	22:12,17 23:6	125:24 134:11
general 6:6,15	69:9,14 70:11	76:19,21 77:3	34:20 36:23,25	137:17 145:13
30:19 33:5	72:20 76:20	79:3 85:19 86:4	37:10,17,25	150:5
41:17,19 96:3	77:9,25 83:20	86:6 87:11 90:6	159:21,22,23	greater 68:15
generally 113:12	84:21 86:18	102:15,19	160:6,14,20	111:9
generate 98:17	93:13,24 110:23	104:16 106:8,24	161:7,11 162:3	greatest 96:10
gentleman 38:25	114:20 134:10	107:2,4,5 124:2	162:8,14,22	Greenlee 1:10 2:2
Germantown	134:17 139:2,12	126:4 133:22	163:5,11,15,18	5:12 6:5 8:10
39:16 40:2,3,8,9	141:14,15	134:24 135:3,6	163:22 164:2	10:6 12:21
40:12	144:23 148:17	135:10,20 138:8	goods 22:21,23	13:10 15:2
getting 49:23	148:20 159:5	139:13 140:17	government 9:24	16:19,25 17:21
65:25 77:15	goal 37:5,11,20,23	144:15 148:9	15:20 24:2	23:8 33:16,20
140:15 141:15	118:3,22 152:5	149:15 150:12	27:10,15 28:12	36:22 42:16
141:20,24	153:18 154:9,24	150:17 151:17	35:23 36:2 43:7	45:5,15 47:3
147:23 152:9	160:11,12 161:6	152:21 157:25	43:9 52:4 64:3	48:8 49:4,14,20
166:23	goals 6:20 22:24	158:18,25,25	101:6 111:12	49:25 50:16,24
giant 65:16	23:2 113:4	159:14 160:24	121:15 146:9	52:8 60:9 67:18
Gilbane 155:16	118:2,21 119:25	162:22,23	go-to 7:11	68:3 70:21 71:6
155:17 156:21	120:5 134:8,12	164:21 166:15	graduate 66:2	73:25 80:8
166:22	152:16 153:3,11	167:19	graduated 153:21	85:23 86:22
give 9:18 10:11	154:7,13 155:8	Golden 79:17	graduation	93:19 99:8,12
22:22 24:15	155:15,15	87:12	162:13	101:11 109:16
25:10 75:14	156:12 157:21	good 2:2 6:4 17:8	graffiti 75:2,21,22	109:21 110:14
76:23 77:10	157:25 158:14	17:20 18:2,3	76:15,16 77:15	114:4,25 115:8
104:19 105:16	159:7,10,25	23:13,14,25	78:19,25 79:11	115:14 116:12
108:15 120:23	160:5,22,23,25	25:13 31:8	79:16,21,21	116:19 125:5,11
128:17,22	161:3,12 162:2	33:24,25 38:4	87:15 88:4,8,13	125:14 131:7,15
132:18 144:24	162:11,25 164:7	42:11,11 43:11	88:15,18,25	136:6,15,19
147:12 151:18	165:5 166:3,13	47:6 52:16,17	89:3 90:3,10,18	137:4,9 138:18
168:24	167:6	54:2,3,4 56:5	90:20,21,23	138:24 139:17
given 20:3 91:8	goal-setting	59:18 68:7	91:22 92:3	141:4,10 142:6
152:8	154:15 160:15	74:19 75:16	grant 109:2	142:10 148:16
giving 11:20	goes 51:19 86:12	87:7 94:4 95:5	143:20	151:9,13,16,21
67:10 109:7	88:8 94:6 102:6	104:4 106:5	Grants 6:13	152:13,22 157:2
glad 41:11 44:8	102:8 166:25	110:16 116:24	grateful 10:3	157:16 158:3,10
54:5 68:9 70:10	going 7:12 10:13	116:25 125:18	gray 97:9	159:20 164:4,14
glance 34:25	11:7,16 13:25	125:19 126:17	great 8:20 9:16	165:7,25 166:14
glazer 157:12	15:24 16:8,9	140:17 146:24	10:18 14:24	166:19 167:18
glazers 157:13,14	25:6 28:11,18	149:14 151:21	23:16 34:4,6,9	167:25 168:21
	30:25 32:16	152:10,15,24,25	38:6 45:3 55:19	169:9

GREENWALD 152:12,20 grew 89:15,15,16 Grossman 83:15 ground 15:8 group 41:5 grow 107:22 108:2 growing 25:25 grown 60:4 guarantee 125:12 Guaranteed 100:18 guarantees 159:12 guess 13:19 48:14 49:5,6 50:25 74:14,16,23 89:17 132:3 157:25 158:7 guidance 20:3 guy 70:5 guys 75:15 76:4 117:3 gym 63:15	84:20 115:12 124:10 happening 34:12 58:22 70:9 84:6 91:14 happens 53:25 58:19 82:6 83:20 85:12 119:6 124:16 happy 9:17 35:20 37:12,15 41:12 44:19 64:7 81:15 92:15 113:25 116:2 129:2 141:2 145:9 hard 7:13 43:22 76:3 77:2 90:19 113:21 157:3 hardscape 156:25 157:5 hardware 111:11 harm 53:22 Harvard 66:19 Hawthorne 78:16 78:24 head 66:8 77:14 129:8 heading 52:7 127:15 headway 96:21 health 100:21 108:11,13 hear 38:9,23 44:9 47:19 48:9 54:6 115:16 136:6 heard 26:25 122:25 hearing 2:4 63:10 164:20 hearings 60:23 heavy 157:11 hedge 30:19 hedging 30:12,15 held 40:10 112:23 Hello 39:23 help 11:24 12:14	16:13 30:17 40:21 43:13 45:22 54:22,23 69:17 76:7,10 77:3 78:11 95:19 97:5 122:11 145:3,21 145:25 146:25 158:13 helpful 32:24 79:12 119:4 145:24 helping 65:22 89:12 helps 87:16,16 91:15 Henon 1:12 49:5 52:10,11,12,18 55:19 59:7 86:24,25 89:17 90:2,8 92:12,17 93:7,24 101:13 101:14 102:5 103:10,22,25 105:2,5,11 107:10,17,20 109:8,14 125:15 125:16,20,24 127:14,21 128:14,21 129:3 129:7,20 130:9 131:2,8 141:6 141:11 142:9,12 142:13 143:4,16 144:4,12 145:11 145:18 146:24 147:7 148:6,11 148:14,18 149:6 149:18,24 150:3 150:11,16,24 151:7 Heritage 14:22 Hey 100:8 he'll 25:10 Hi 47:5 107:11 high 27:3 66:2 84:19 94:21	153:21 165:2 166:4 higher 28:13 31:19 107:24 highest 35:22,25 highlight 134:13 137:15 highlighted 33:3 hindsight 158:9 hired 61:16,18 Hispanic 38:25 historically 158:16 history 88:12 hit 76:3 141:21 hitch 8:19 hold 12:12,13 33:14 36:22 121:15 honor 79:22 hope 12:17 16:9 46:11 69:12 hopeful 108:19 hopefully 28:13 hoping 14:22 horribly 106:15 host 114:11 hot 98:12 101:4 hotspot 85:9 142:21 143:11 144:7 hotspots 85:17 142:16,17 143:5 144:2,5 hour 65:18 hours 7:13 34:15 98:2 101:21 110:11 145:15 house 48:12 156:22 158:18 huge 7:22 8:2 65:2,6 87:11 94:12 hundred 13:3 27:16 42:5 124:19 132:13 hundreds 8:14	13:2 122:9,21 hungry 64:5 hurdles 125:25 hurricane 7:14 HVAC 100:16	
I					
	idea 38:15 103:16 ideas 38:4 113:9 identified 168:14 identify 5:18 47:4 66:21 69:3,15 110:15 122:11 152:18 identifying 27:18 82:9 idle 139:10 illegal 83:8,13 illegally 82:22 illusive 77:19 imagine 28:8 127:19 implement 25:3 132:22 implementation 111:7 149:13 150:23 implemented 24:15 32:3 149:17 151:3 implementing 94:24 129:12 important 9:22 11:11 36:4 53:18 106:10,13 106:18 importantly 60:20 69:13 impose 4:7,16 imposed 3:8 impressive 68:12 133:20 improve 67:21 improved 81:6 improvement 6:18 118:16 improvements				

129:9 improves 17:9,10 inability 61:4 inaccurately 160:10 inactive 122:7 inappropriate 44:3 incentives 102:11 incident 69:24 include 104:9 159:6 including 8:15 24:23 inclusion 104:17 167:13 inclusive 3:19 43:5 income 3:9 incomplete 162:19 incorporated 24:6 67:21 incorporating 4:25 increase 6:7 25:13 25:22 108:5 111:14 113:6 167:12 increased 112:8 112:22 increases 6:10 25:16 incredibly 13:5 36:4 55:23 106:10 indicate 48:21 individuals 62:18 69:16,16 147:22 162:13 168:6 indulgence 131:20 industries 153:25 industry 10:21 153:24 162:5 inefficiencies 96:13	influence 36:7 information 12:14 21:5 36:24 45:10 46:18 47:9,13 49:15 50:14 69:8 70:8 74:3,7 76:17 77:6 83:23 84:5 86:20 102:23 103:9,21 109:24 136:25 138:23 139:19 140:2,15 141:9 158:4 159:3 162:19 163:9 infrastructure 9:23 59:20 100:23 113:22 118:5,6,7,10 126:18 127:17 127:18,22 129:24 149:2 initial 9:10 initiated 100:2 143:19 initiative 16:9 40:17 102:4 112:12 120:2 initiatives 7:2 111:15,18,22 injured 106:15 innovation 110:17,19 111:16,19 113:18 118:23 119:14,19,21 132:21 inoperable 114:16 input 76:17 147:14,23 insistence 94:8 intake 129:19 intentionally 34:24 126:10 interaction 17:8	interest 10:18 57:25 118:9 146:11 interested 10:9 13:13 49:22 82:12 interesting 64:14 91:20 Intergovernme... 5:4,6 internal 9:4,25 27:14 95:14 119:15 internally 48:3 119:15 Internet 111:16 127:2 130:14 139:13 144:25 146:7,19 interrupt 157:18 introduce 8:4 introduced 31:11 inundated 81:14 investigated 48:23 involved 10:22 29:23 54:16 59:15 83:5 95:16 involvement 13:15 in-kind 109:2 iPads 76:13 ironically 132:24 Island 156:17 issue 10:10 14:22 30:12 37:14 45:8 46:7 48:21 50:11 53:14,15 58:10 64:9,18 65:6,10,16 83:11 106:13,17 106:18,24 136:8 146:13,13 151:25 168:24 issued 118:20 issues 8:3 11:25	16:7 42:3 46:12 46:24 63:20 65:5 78:9 90:12 136:10 137:10 item 119:13 itemized 132:25 items 29:14,21 J J 1:14 Jackie 8:25 9:8,17 27:12 jail 82:24 83:21 Jane 79:16 87:12 JANNIE 1:11 January 5:9 Jazelle 14:17,19 15:7,13,21 16:7 jeopardy 136:3 Jim 40:4 Jimmy 40:25 job 65:24 88:2,16 93:10,17 106:2 107:7 145:4 163:23,24 168:7 jobs 64:23 67:6 152:8 164:12 John 76:22 Johnson 45:21 47:5,6 48:19 49:12,18,24 50:8 67:19 joined 5:25 Jones 1:12 14:17 23:10,11,15,17 23:19 24:19 28:17,21 29:10 32:19 34:8 60:11,13,14 62:7,10 66:15 67:25 70:17 93:21,22 94:5 95:8 96:15 97:12,21 98:20 99:2,10,14 101:3 105:12 116:21,22 117:2	117:15,18,21 119:23 120:6,12 120:16,21 121:4 121:10,17,23 122:5,13,19 123:11,17,20 124:5,14,20 125:9,12 129:16 131:17,18 132:6 132:9,12 133:12 133:18 134:22 135:19 136:11 136:12 138:22 138:25 141:8,11 141:12 JR 1:11,12 judge 82:25 jump 29:19 40:21 jumpsuit 94:4 104:15 jurisdiction 140:5 jurisdictions 138:5 K K 1:10 keep 40:22 67:22 110:3 135:10 Kenyatta 67:19 key 6:25 9:22 111:22 112:15 113:16,24 118:2 119:17 168:14 keyed 125:7 KEYSPOT 144:6 KEYSPOTS 143:15,16,18,22 143:23 144:5 145:8,17,22 146:25 kicked 9:5 140:6 kicking 135:10 kid 66:18,19 kids 61:15 63:14 63:25 65:25 66:4,11,20 67:4 67:8
--	---	---	--	---

kill 105:20,20	156:23 157:7,11	leak 67:2	124:4	longer 13:23
killed 106:14	157:12,14,18,22	learn 113:3	lines 121:24 122:4	38:14 121:16
kind 13:19 17:6	158:14,20,23	leasing 121:25	122:6,7,12,21	137:24
20:4 27:13	159:13 164:15	leave 85:14 86:18	123:6 132:15	long-term 55:13
28:15 29:21	164:17,24,25	110:2 117:13	139:8,14	look 10:4 25:12
31:2 33:2 34:25	167:14 168:23	145:9,12	Linton 8:25 27:13	25:20 27:4
46:19 54:11	169:4	leaving 86:16	list 97:2,13	29:22 35:20
56:16 59:16	knowing 140:16	108:7	113:13 116:11	36:13 37:13
61:21 64:11,11	163:18	led 27:20	116:16 129:10	38:5 40:18
73:4 78:22	knowledge 43:13	left 117:2 126:10	129:17,18	52:21 84:8 85:9
82:12 92:9	known 140:10,10	126:13 127:7	listening 12:8	89:22 99:5
95:19 96:13,24	kudos 87:9 93:13	143:21 152:9	69:22 110:4	129:21 145:4
97:8 98:13	105:16 107:15	legal 6:8 25:14	literacy 64:23	152:15 156:14
100:15 106:25		legislation 90:9	65:4,8	166:20 167:5,7
115:4 116:10	L	letting 139:2	literally 11:14	looked 29:15 30:9
128:7 131:19	L 170:14	let's 128:20	14:20	30:20 82:13
139:25 145:6	Lab 119:20	155:23	little 13:21 14:7	94:4 156:6
157:10,22 159:3	labeled 149:9	level 31:21 40:22	24:20 26:16	165:12,17
161:22 164:15	labor 125:23	57:10 60:6	34:19 38:13	looking 11:9
166:24	130:6 169:6,8	107:24 126:11	39:4 40:19	15:25 16:6
kinds 33:7 61:22	laborers 61:4	126:15 146:4	44:21 45:17	19:21,25 29:20
133:19,22 134:5	land 121:18 123:3	152:3 167:13	46:3 52:11	30:2,6,15,18
know 9:20 11:10	139:14	levels 121:13	54:15 60:2	70:5 99:22
12:24 14:14	language 52:4	156:7	76:11 88:9	166:8 168:16
16:20 21:9	159:7	leverage 111:6	92:22 106:4	looks 35:2,3
23:19,22 30:24	laptop 121:5,8	leveraged 68:19	125:7 143:22	Los 134:8 137:16
35:18 37:18	laptops 120:17,20	leveraging 96:7	livable 154:2	139:4 140:20
45:8,16 48:11	121:3	Lewis 2:9,12 5:13	live 16:20 108:5	141:23
48:17 49:5	large 47:22	libraries 12:3	lives 108:17	lose 57:4 66:3
53:25 55:4	100:19 101:6	Library 143:25	Load 98:9	lot 16:21 23:25
58:25 60:11	110:20 140:5	license 81:21 83:8	local 42:7 81:24	41:3 45:16 48:9
69:10 71:8	larger 57:15	86:3	82:3 112:24	54:25 58:14
75:14 77:11,16	90:14 157:10	licenses 134:16	113:10 118:25	65:9 71:2,21
78:7,19 79:19	largest 97:4	lien 71:3,18,22,23	118:25 119:6	72:6,22 73:4
82:2,18 89:3	165:17	73:20	127:4 128:13	75:21 77:24
92:18 96:21,25	Lastly 105:15	life 8:3 42:4 53:17	133:10 135:18	78:10 84:16
102:23 103:3,5	lately 105:18	67:22 87:18,24	144:9	85:4,11 87:4,7
104:3,7,10	latest 34:16	91:16	location 51:9 69:4	88:5 95:14 97:9
106:18,25	Latino 35:22 36:2	life-saving 108:21	69:23 84:18	98:15 100:16,22
110:10 120:22	law 23:3 82:17	light 48:11,16	85:13	100:23 102:24
123:21,22 129:7	lead 61:22	60:18 61:2	locations 78:22	104:5,9,13
133:15 134:21	leader 37:14	lighting 101:21	86:10 143:25	105:18,19,25
138:19 140:7	105:12 139:25	lights 94:15	long 15:6 17:17	114:7 126:21
143:8,9 147:3	leadership 9:6,10	likelihood 152:9	32:21 65:2	128:16,16
148:21 151:23	9:22 14:16 24:5	line 18:4 34:20	84:11 115:18	140:20 162:20
151:24 155:19	24:22 25:6	121:18 122:14	136:24 140:6	165:15 168:3
155:24 156:14	27:12 106:21	122:17 123:3,10	166:16 169:13	lots 74:16 102:16

102:16,18,19,25 103:3,7,14,17 104:24 loud 17:16 love 54:22 low 3:8 lower 165:4 166:6 lowering 166:3 lowest 25:18 low-income 142:24 146:19 low-tech 117:8 Lue 58:9 L&I 46:6 72:20 103:21	36:13 95:13 96:4 151:4 managed 61:18 156:15 management 9:13 9:15 26:8 27:8 27:18 28:7,10 46:8 99:19 113:17,18,24 119:21 130:10 148:21,24,25 149:5 Manager 58:9 managing 5:16,22 5:24 6:3,11,24 9:21 26:6,21 27:23 28:3 31:9 42:13 47:17 52:18 71:13 129:11 142:20 manner 29:16 91:17 manpower 106:2 manual 115:25 manual-driven 119:11 market 132:20 161:21 marketplace 157:13 160:12 masonry 157:6 masons 157:8 matched 146:16 matchmaking 119:5 material 45:9 math 19:20 matriculate 66:4 matter 44:16 140:9 170:7 maximize 13:7 Mayor 5:3,9 64:2 142:17 Mayor's 6:19 95:18 162:4,16 162:25 ma'am 41:16	MDO 6:17 25:3 29:4 74:6 91:7 93:9 102:17 150:8 mean 22:20 43:2 46:13 49:15 50:9,25 52:25 53:8 55:6 58:14 58:24 59:14 69:10 87:14 88:13,15 92:22 101:24 104:11 105:23 107:21 107:22 115:11 116:12 124:6 127:21,25 132:5 143:15 145:23 146:23 150:19 157:17,23 161:15 meaning 50:4 51:5 123:21 means 46:15,16 48:22 49:3 50:5 50:18 51:6 52:5 52:5,5 170:21 Mechelle 14:17 meet 63:25,25 167:4 meeting 40:4,10 41:5,6,9,19 56:12,12 152:8 meetings 11:15 12:12 41:17 42:6 47:21 meets 31:24 member 56:12 135:25 members 6:5 7:21 26:23,24 28:25 88:2 97:22 99:4 113:24 153:23 155:5,11 membership 153:17 154:7 men 62:6 63:23 mention 14:5	mentioned 30:11 47:24 56:4 60:22 88:23 met 65:20 149:10 method 27:19 methodology 20:4 mic 24:19 MICHELE 170:14 Microsoft 15:16 15:17,25 middle 46:11 Mifflin 77:14 Mike 67:24 68:8 81:3 mild 89:23 miles 66:24 million 6:8,12,13 6:14 13:3 18:7 18:17,18 21:8 22:19,22 31:14 31:15 32:21 57:14 64:20,21 90:7 94:14,16 101:8 109:3 132:21,24 133:13,24 134:23 136:2,14 138:10 161:4 millions 13:4 millionth 7:8 mind 106:18 133:4 mine 137:17 minimizing 83:25 minorities 153:19 154:21 155:12 157:15 161:24 165:22 168:13 168:19 minority 19:15 20:16 34:22 38:17 39:7 153:16,20 156:4 156:10,18 157:24 167:13 minutes 99:9	151:18,19 misdemeanor 82:20 misleading 34:24 missing 123:18,19 mission 14:7 mission-critical 112:16 misunderstood 45:18 mobile 81:7,17 84:11 model 40:16 62:11 110:24 126:5,7 127:10 128:6,11 156:14 modeled 137:20 modern 77:3 modernize 112:15 118:13 modernizing 15:19 modern-day 118:15 modest 6:9 25:13 25:15 moment 18:11 monitor 123:24 monitoring 69:21 99:20,23 100:6 155:18 month 31:25 40:11 53:3 85:2 122:17 124:24 125:4 monthly 56:20 167:5 months 16:12 57:12 85:4 88:8 88:21 89:6 106:22 167:17 167:24,24 morning 2:3 6:4 17:17 18:2,3 23:13,14 33:24 33:25 47:6 52:16,17 68:7
---	---	--	--	---

95:5 mortar 59:21 mother 106:15 motion 84:17 Motorola 141:18 MOTU 30:16 MOU 93:6 move 47:24 85:17 100:3 110:6 124:3 149:15 moved 30:14,14 81:8 movement 99:19 moving 23:21 94:19,23 110:3 multiple 144:22 160:23 municipal 10:10 10:15,17 11:7 11:12,22 12:19 119:19,20 municipality 131:25 mural 79:14 80:2 87:12,15 102:18 murals 79:20 MURPHY 170:14 M/W/DBE 18:18 M3 82:22	59:22 65:9 73:14 84:16 93:23 96:11 100:9 102:10 107:25 108:16 109:7 117:6,6 120:3,25 124:13 132:15 133:22 135:20 138:16 141:22 145:20 145:21 146:8 153:6 162:21 needed 13:23 25:18 56:22 123:10 128:10 150:10 needs 6:21 32:14 55:15 58:20 63:4 73:16 95:9 124:9 133:25 147:20,25 148:7 negotiate 130:15 negotiating 130:13 negotiations 148:3,13 Negrin 5:17,21,22 8:12 10:7,14 12:22 14:9 15:4 16:23 17:12 18:2,3,11 23:14 23:16 24:8,21 33:18,25 34:4 35:20,25 36:20 36:23 37:7,12 37:24 38:3,21 39:12,20 42:25 43:4 45:2,14,19 50:19 51:2 52:17 55:17,20 60:8 62:5,9 63:19 67:23 71:5,8 78:14 80:19 82:16 84:4 91:18 92:15 93:5,18 94:3 103:8,20	103:24 106:8 109:20 neighborhood 17:10 40:24 56:17 80:25 82:5 83:9 87:18 94:14 neighborhoods 7:4,18,19,24 11:21 39:6 41:24,25 79:18 87:16,25 91:16 144:20 net 3:6 18:17 19:14,22 95:25 netted 98:21,22 network 69:6 75:10 126:25 127:3 never 17:4 28:10 70:18 new 8:6,24 9:17 14:10,14 15:23 16:8,9 26:17 38:14,19 40:17 46:7 47:25 51:4 56:6 58:5 80:16 93:4 99:24 111:24 112:19 133:14 news 89:21 140:18,18 nice 34:18 night 23:20 86:11 non-emergency 44:23 non-profit 144:9 non-Public 92:20 Non-Utilization 2:15 normally 41:15 75:14 88:7 156:10 Northeast 95:22 Nos 2:6 note 101:17,24 noted 99:13	169:10 notes 170:6 number 7:12 19:21 43:11,19 44:11 65:25 66:5,6 68:15,17 72:7 84:6 98:24 100:20 112:8 113:6 118:11,13 119:8,13 122:18 122:20 132:3,16 168:18 numbers 34:23 35:5 36:9 43:23 44:7 104:20 120:11,13,24,25 123:2 166:21 nurture 111:16	31:10 36:10 40:10 44:10 53:13,13,20 54:3,21 58:17 62:6 64:3 65:5 74:6 79:7 80:17 81:15 82:8 83:14 84:10 94:9 95:6,17,18 96:5 99:21 101:4,24 105:17 107:23,25 109:23,23 110:18 120:3 132:21 149:19 Officer 110:18 officers 69:19 70:4 offices 48:10 88:6 office's 150:12 official 40:23 53:19 offline 44:19 141:15 offsite 100:5 off-site 99:20 off-the-shelf 111:6 oftentimes 115:2 Oh 1:13 80:10,11 82:10 83:3,22 84:9 86:17 127:24 136:12 OHCD 102:18 OIT 29:8 76:22 130:6 okay 12:21 21:11 39:13 41:10 42:10 48:8 50:16 52:8 71:20 73:7,22 84:9 114:17 116:19 117:21 120:25 125:11 133:18 141:10 142:7 148:11 159:20 168:21
--	--	--	--	--

old 116:11 121:4 141:16 once 10:25 31:24 74:5 75:22 89:3 97:13 103:2,18 114:14 122:14 168:16 once-affiliated 96:19,20 ones 32:4 68:18 114:5 136:22,23 one-third 133:25 ongoing 66:11 91:24 147:17 online 15:24 119:12 134:15 134:16,17 137:3 137:7 139:6 147:22 onus 92:24 open 46:13 55:2 64:16 65:7 111:13,18 112:20 113:18 119:3 opened 40:2 operates 118:4 operating 3:23 9:23 24:24 101:6 111:2 128:11 141:13 142:3 operational 98:17 operations 24:7 40:8 89:12 100:14 opinion 23:24 opportunities 64:4 142:22 143:7,12 146:17 opportunity 11:23 20:8 22:2 39:10,11 55:7,9 59:5 64:6,7,24 66:18 68:10 79:8 87:4 92:5 105:22 110:21	116:7 136:18 143:2 153:3 155:4 159:7 167:3 opposed 62:19 94:10 111:11 131:10 139:13 orchestrate 63:16 order 9:24 94:11 108:13 154:17 orders 30:22 ordinance 2:13 3:4,17,20,22,25 4:11 5:8 organization 26:5 55:25 78:13 95:16 126:9 organizational 9:14 26:9 organizations 96:19 108:23 109:5 144:10 organize 78:20 origin 154:4 outcomes 60:21 60:21 outlived 115:24 outreach 7:3 outside 22:6 27:6 27:16 37:15 43:7,19 119:16 135:13 outwardly 153:6 overall 6:7 31:10 31:17 128:24 Overbrook 62:13 62:14 67:5 overseeing 40:7 oversees 106:9 oversight 47:14 155:24 165:18 167:4 overview 31:8 128:25 129:21 owned 68:20 72:6 90:13 103:3,5,7 owner 72:24	owners 71:15 92:25 103:15 owns 68:17,19 O'BRIEN 1:13 O'Neill 1:14 138:20 139:21 139:22 P package 117:12 145:8 pads 76:12 Page 18:12 pages 117:19 132:19 133:3 135:5 138:14 paid 3:10 25:18 97:8 141:25 paint 75:4 90:5 painted 76:19 painting 89:10 parcels 103:19 Parking 112:3 Parks 101:18 102:9 142:18 143:24 part 11:11 40:15 46:2 55:15 56:5 79:24 100:18 104:2,5,12 112:20 114:13 115:5,13 117:12 128:2 129:6 130:4 150:13 159:18 partial 113:13 participate 98:3,7 146:6 participating 38:18 participation 22:2 34:22 35:5 35:13 36:3,10 38:17 41:12,14 152:3 167:6 particular 44:16 48:24 62:14	81:13 158:5 161:21,25 particularly 10:8 23:2 34:11 37:17 39:7 47:22 60:18 94:20 166:22 parties 16:15 partner 16:6 79:14 96:6 partnering 30:16 64:8 partners 7:23 33:12 80:24,25 112:4,25 145:20 146:12 partnership 9:7,8 15:10 57:21,22 144:10 partnerships 10:3 15:18 parts 40:14 party 43:7 143:20 pass 24:9 61:15 63:14 106:8 patience 93:14 169:13 patiently 60:12 Pavlovian 99:17 pay 22:21 30:7 66:10 71:17 81:25 134:18 paycheck 60:25 62:25 67:8 paying 79:3 96:18 payment 96:22 payroll 126:13 PC 121:7 PCs 120:7,9 121:3 peak 97:24 98:2,8 98:13 101:20 114:9 peaking 100:8 PECO 92:19 97:23 pedestrian 84:19 penalty 72:2	PennDot 68:23 Pennsylvania 1:6 5:4 people 11:21 17:4 17:15,18 22:22 26:23 28:9 40:12 41:14,20 42:5,8 43:23 46:14 48:10 49:22 50:3 59:17,18 61:13 61:20,24 63:5 64:5,20 65:12 67:11 69:10 73:14 75:19 78:8 83:2 85:14 86:13 99:7 106:19 115:18 115:19 135:7 people's 28:3 percent 18:7 19:18 20:10,20 32:12 61:15 66:7 67:3,3 95:25 103:12,13 108:6 114:8,8 152:6,6,10 153:16,16 154:4 154:17,18,20,22 156:2,3,4,9,11 156:17,18 161:4 161:6 165:21 percentage 19:9 19:13,17 20:13 63:5 81:8 102:8 perception 89:18 perfect 92:11 perform 33:10 performance 9:15 period 31:14 38:2 permanent 94:10 permit 16:16 permits 16:14 permitting 15:23 person 124:9,12 124:22 134:12 personally 7:21
---	---	---	---	---

39:4 62:25	phones 116:13	135:9 137:18	54:12	prior 60:23
personnel 61:12	121:21 123:12	138:2,6,9,9	positions 26:6	priorities 149:2
90:4 168:11	123:15,18	139:3,7,15	positive 96:2	prison 60:24
persons 3:9	124:16,21	149:14 159:7	possible 13:16	Prisons 112:2
person's 123:4	physical 63:7,13	planning 27:7,7	43:6 103:6	private 71:15
perspective 48:22	physically 117:9	57:20 150:7,22	118:11 119:9,12	75:6 90:14
pertinent 76:17	126:13	plans 13:2 107:22	127:8 137:13	121:11,16 146:9
Peter 137:23	pick 67:13	134:5,6 155:4	139:20 149:17	146:10
138:3,3	picture 76:15	Plant 95:23	possibly 94:23	privately 92:8
Peterkin-Bell	pictures 76:21	plate 83:8,10	99:24 134:3	103:4,7
15:12	77:5,8 78:5	plates 81:21	157:22	private-sector
PGW 112:3	81:19,20 82:8	play 67:13	potential 11:22	121:13 146:21
Philadelphia 1:2	piece 13:11 30:24	players 10:20	12:3,4,5	privilege 140:16
1:6 2:14,19,24	61:20 90:9	playing 102:3	power 50:21 75:5	pro 16:2
3:6 4:3,7,9,13	121:12 168:14	plaza 152:4 153:4	76:18 88:22	probably 29:19
4:16,18,22,24	168:15	157:5	89:20	68:15 85:2,19
5:23 7:9 8:19	pieces 29:18,25	please 2:9 5:18	practical 67:11	88:21 90:17
13:9 14:24 16:3	154:14	47:4 102:21	78:17	122:8 132:10
16:18 27:22	Piggybacking	109:25 110:2,7	practice 82:17	139:7 140:4
28:24 35:10	47:16	110:14,15 129:4	130:21	144:16 148:9,22
36:16 39:9	piled 93:16	138:24 152:18	practices 46:4	problem 39:11
52:15 64:21	pilot 57:10,19	pleased 40:15	pragmatic 54:19	46:17 49:10,23
65:23 82:21,23	58:5,7 67:15	plowing 89:12	precise 132:16	50:2,4 51:13
88:12 93:13	pilots 29:21	plus 101:8 143:24	predominantly	53:14,15 114:11
96:18 109:4,6	pipe 130:17	point 10:19,25	121:19	115:2,22 128:14
117:23 120:8,17	pipeline 60:24,25	19:22 24:14	preferences 61:17	problems 64:25
121:24 123:12	61:8 62:24	36:24 51:21	preliminary	114:11
135:18 137:20	63:21 64:10	52:6 56:5 66:17	147:15 150:19	procedures 3:11
139:9 142:2	67:7	97:16 104:11	prepared 63:6,7	proceed 5:18
144:17 147:2	pipes 59:20 67:2	135:3 138:23	132:17	110:15
phila.gov 115:16	piping 66:25	141:8 149:25	presence 79:19	proceedings
Philly 78:16	pit 106:14	162:15 164:7	143:24	90:11 92:13
PhillyRising 7:17	pivots 118:2	points 166:20	PRESENT 1:9	170:4
8:6 25:24 39:15	PJM 98:10	Polaroids 77:7	President 10:8	process 11:20
39:16 40:17,24	place 8:20 17:6	poles 92:20	13:17 152:2	12:18 46:20
56:11 78:25	43:14 62:18	police 62:15,17	165:10	66:23 73:6
104:6	86:18,19 87:8	63:8 77:4,10,16	President's 11:13	74:24 87:3
PhillyStat 59:14	126:22,23	83:9 86:4	168:24	90:10,12 115:25
Philly311 7:2	144:22	100:20 112:2	pretty 68:12	124:15 129:19
phone 44:11 53:7	placed 71:18,22	pool 146:15	74:19 123:25	147:9,10,11,15
115:16,23 116:9	places 51:24	pop 94:2 132:13	137:19	147:19 154:15
121:18,18,21	plan 4:23 24:7	Pope 14:23	previous 106:7	160:16,19
123:9 124:8,10	31:16 110:25	pops 77:14	previously 68:16	processed 135:16
124:12,22,24	117:6,8,9,11,22	population 65:3,4	pride 87:17	processes 9:4
125:4	117:25 124:4	portion 65:2	primarily 153:20	30:21 54:18
phonebooks	129:15 132:19	150:14	principles 111:3	59:13,23 119:11
133:2	132:22 134:7,9	position 23:5	111:20	processing 94:25

procure 29:17 procurement 29:13 66:23 129:25 procuring 111:10 131:11 producing 94:22 professional 91:17 161:18 Profits 3:7 program 3:18 46:8 57:9 62:12 62:16 64:10,13 65:19 66:22 67:16 68:23 87:12 98:9,10 98:11 100:12,14 100:19 101:19 102:3 104:3,4 112:20 119:3 141:20 142:21 143:18 144:7 148:24 programming 54:18 programs 25:23 43:10 63:22 98:7,8,19 100:22 104:5,18 109:4 111:14 119:17 154:16 program's 149:2 progress 9:16 104:13 project 9:13 26:8 27:8,18 28:7,9 58:9 77:2 79:6 95:22 119:25 149:10,13 152:14 153:5,9 153:12 155:17 155:18 156:17 156:22,24,25 157:11 158:19 159:2 160:9 161:5,13 165:22 165:23 166:15	166:17 167:3,15 168:5,9 169:6,7 169:8 projects 26:2 27:2 28:3 29:9 46:10 95:20,20 96:12 104:21 113:4,12 127:18 129:11 129:14 153:10 154:9 155:21,22 155:25 156:7,8 156:15,19,20 158:14,16 159:14,17,17 160:23 163:4 165:15,18,20 168:20 promise 151:18 promoted 40:6 properties 88:22 104:22 property 30:20 71:3,15,19,23 72:5,23 73:15 74:8 75:6 89:13 92:20 110:10 149:7 150:4,8 151:17 164:13 proposals 10:16 10:24 11:2,17 113:8 proposed 4:25 6:10 prosecute 69:16 76:5 prosecuting 83:16 prosecution 86:5 prosecutor 82:18 protest 99:13 proud 7:7 55:23 63:22 94:8 108:4 113:19 provide 3:14 9:24 15:25 22:23 28:25 43:17 49:19 56:18 77:4 91:23	97:21 98:25 99:3 103:23 105:3 117:16 126:15 128:23 129:5,17,23 130:5,16,24 133:7,9 134:20 136:9,21 138:16 145:5 162:5,7,9 provided 49:16 49:17 71:25 74:21 102:20 126:9,11 132:16 132:25 134:4 136:23 145:15 148:23 162:10 provides 9:21 112:13 128:9 129:22 providing 3:9 4:21 7:10 64:4 97:10 112:2 126:25 127:2,2 127:12 130:7 135:21 public 2:4 11:19 12:5,6,8,12,13 12:15 13:14,15 30:20 43:16 48:7 53:22 61:7 68:8 74:8 75:6 89:12 91:22 97:10,11 110:10 111:24 112:10 119:2 132:20 149:7 150:4,8 151:17 154:10 154:12 156:13 161:17 164:13 170:15 publicly 8:5 87:5 public-sector 164:12 published 153:13 pull 24:19 56:13 84:7 pulled 26:3 89:11	pulling 81:22 punch 69:22 punched 67:9 punishable 82:24 purchased 81:2 purchases 131:14 purchasing 19:15 111:10 purpose 52:22 pursuant 5:6 pursue 159:10 pursuing 100:12 160:5 purview 31:10 60:17 74:15 push 43:19 160:11 165:6 put 22:8,13 23:24 37:25 54:11 84:25 89:4 126:22 128:4 140:8 145:3,8 puts 54:11 putting 46:9 50:13 86:15 109:6 p.m 169:21	28:18 36:25 37:8 38:19 39:25 42:12,14 42:18,21 45:8 45:22 48:15 51:3,17 67:15 70:25 72:11 74:13 80:14 91:5,20 99:16 107:19 115:15 117:3 120:6 138:20 160:15 161:7,11 162:24 163:11 164:16 166:15 questioning 18:5 34:21 74:6 questions 7:15 9:19 10:5 33:14 43:8,9 60:15 107:21 114:2 136:20 137:5 140:24 141:7 148:15,19 151:8 167:9 168:25 169:5 queue 131:6 quick 59:8 70:25 91:3 101:15 102:17 104:8 105:6 114:5 148:19 quicker 13:25 92:8 quickly 10:12 25:9 137:12 139:19 quietly 110:2 quite 25:16 32:25 38:14 81:23 140:7 quote 117:4
---	---	---	--	---

70:3 111:25 112:5 raise 95:9 132:20 raised 136:11 137:5 169:6 raises 137:11 raising 13:11 ramp 168:10,17 rampant 78:20 ramp-up 168:3 ran 29:20 Randolph 61:10 62:4,13 67:5 rang 105:15 ranking 35:22 36:2 rare 115:6,9,10 rarely 83:20 rate 3:7 103:12,18 108:6 122:16 rates 2:16 3:8 162:13 Ray 124:25 RCOs 75:12 reach 7:19 56:22 81:14 157:25 reached 7:8 57:14 122:10 152:7 reaching 6:19 34:11 read 2:10 81:21 readily 159:3 ready 63:13 65:16 141:15,20 real 2:14,20,24 4:8,17 27:9 59:18 67:17 68:11 102:16 104:8 125:25 134:24 167:22 realistically 157:24 164:20 realize 31:20 98:2 realized 150:9 really 8:19 14:13 17:2 25:14 27:20 32:14	34:22 39:8 43:24 49:22 50:5 51:17 54:10 55:10 56:5 57:9 58:3 60:3 63:20 65:13,24 75:20 78:12 81:5 83:20 84:2 86:5 86:9 88:19 106:22,24 107:15 108:3,19 111:21 113:19 113:21 116:10 119:4,5 124:9 127:11 128:7,11 133:20 143:14 146:11 149:14 155:3,5 164:19 165:9 166:23 167:19 realtime 67:16 69:19 70:2,8 121:12 Realty 4:4 reason 22:25 44:9 140:3 151:25 166:5 reasonable 17:18 reasonably 136:24 166:4 reasons 31:22 32:15 123:8 Rebecca 29:18 31:2,5 149:11 Rebecca's 30:17 rec 12:4 recall 101:18 receive 11:2 54:24 received 24:17 32:22 72:4 receiving 53:4,5 recess 151:20 169:15 recharge 84:23 recognition 107:16 109:10	recognize 32:20 recognized 97:15 108:23 159:22 recommend 154:21 recommendation 30:13 recommendatio... 24:12 25:7 32:2 32:5 97:3,4,6 100:7 recommended 29:22 reconvene 169:17 record 95:9 131:23 recorded 86:3 recreation 94:16 recruitment 63:11 recs 101:18,21 102:10 142:18 143:24 red 70:5 redirected 26:7 reduce 69:17 72:23 73:9,9 95:23 98:15 111:7 139:11 reduced 72:15 73:12,13 101:21 102:4 112:21 reducing 96:22 reduction 97:18 98:16 redundancy 131:10 refer 53:8,9 reference 139:3 refine 117:5 reflects 6:7 Reform 2:21 refund 3:14 refunds 3:9,13 regard 36:10 43:8 43:10 94:24 167:6	regarding 2:5 90:12 95:12 153:3 169:6 regards 73:6 76:18 83:15 104:20 Regatta 8:18 regional 112:25 registered 69:5 registry 161:16 regular 12:23 47:21 56:19 91:3 regulations 77:21 related 114:14 relates 153:8 relatively 13:6 relaying 7:5 release 108:6 Released 112:19 reliable 112:5 relocated 81:9 108:14 rely 166:12 remedied 25:19 remember 66:7 83:5 Remote 100:13 remotely 100:15 removal 75:2 90:3 90:10,13,18 91:22 removals 91:12 remove 73:2,4 removed 82:2 88:25 removing 93:15 render 11:3 50:22 51:10 rendered 51:20 Reneker 137:16 137:22 renewal 147:10 147:14 repaint 78:23 repair 114:22 repeatedly 92:3	replace 114:24 116:16 report 23:24 24:11,18 26:13 28:19 29:6,7 30:4 31:10 32:23 62:22 96:16 134:21 147:25 reporter 170:23 reporting 59:15 reports 56:20 representatives 40:13 Representative's 15:11 represented 40:13 represents 165:19 reproduction 170:20 request 20:21,24 50:10 136:14 138:11 140:2 requests 7:6 20:22 42:23 45:11 49:9 89:7 113:7 required 153:15 requirements 32:10 requiring 3:13 residences 68:24 resides 140:9 Resnick 67:24 68:7,8 70:20 81:3 resolution 1:17 2:8,11 4:20 7:7 resolve 46:11 resolved 46:15,25 48:4,23 51:14 51:22 52:6 resources 26:4 78:24 87:23 106:3 respect 5:2 79:22
--	--	---	---	--

Shelley 82:16	six 3:18 7:8 27:21 57:6,12,14	24:8 29:8 31:3 46:3,25 96:23 153:3	standards 59:17	story 57:2
shelter 108:18	size 15:9 135:5	speaking 52:3 110:18 147:3	standing 157:8	strategic 6:19 27:7 33:11 110:25 111:20 113:3 118:2 120:4 129:15 132:19 134:6,7 134:9 135:9 137:18,25 138:6 138:9 139:14
Sheryl 45:21 46:2 46:25 47:6	skilled 61:4	special 8:13 14:5 15:24 16:21	standpoint 87:22 130:2	strategies 80:16
shirt 70:6	skills 67:11 157:10 159:16	specific 29:5 42:22 107:19 114:10 160:9 163:4	start 34:7,18 85:2 86:7 133:5 150:17	strategy 79:25 80:2,3 119:21
shocked 66:6	slowly 18:21	specifically 25:2 28:4 36:11,13 42:14 100:16 153:12	started 26:22,22 39:16 40:16 57:8,10 77:7 97:17 130:19,20 147:9,10 151:2 164:24	streamlined 90:10
shockingly 66:2	small 13:6 81:7 113:9,10 129:14 129:17	specifics 41:8 44:20 96:24 134:11	starting 13:5 100:14 128:2	street 8:16 48:16 61:21 94:15 112:2
short 42:25 48:24 80:18,22 81:9 81:14 82:15 83:24,25 85:11 143:11 151:20	Smart 107:10	spend 22:5,24 90:3	starts 57:19	streets 46:6 61:6 61:19 69:11 85:11 91:2,7 164:12
shortly 131:14	smarter 144:17	spending 26:8 138:9	start-up 113:11 118:25 119:7	strides 105:20
shout-out 76:24	Smith 82:16	spent 19:14 23:2 34:21 133:13,24 137:17,25 140:20	stat 61:15	strike 17:20
show 40:12 51:18 120:20	smooth 125:25	spirit 94:12	state 103:11	strikes 127:11 128:11
showcased 8:21	snow 89:11 93:15	spots 77:12 85:15	stated 43:20	strive 6:18
showed 41:15 81:19	snowiest 88:11	Spring 78:17	statement 34:8 164:22	strong 96:6
showing 8:19	snowstorms 33:7	Squilla 74:10,11 75:7 77:23 80:7 87:6	statements 138:7	struck 165:10
shows 70:14	snowy 88:24	stable 113:21 118:4,10	States 8:22	struggle 66:11
side 30:10 155:2,3 155:5 156:13,22 157:12 158:17	software 28:5 57:11 111:11	staff 44:15 105:23 105:23 113:20 113:25 114:20 126:12 133:9 168:16	statewide 63:24	struggles 65:4
sight 57:5	solar-powered 84:14 94:24	stage 150:20,22	state-of-the-art 112:5	struggling 39:8 65:15
Sigma 27:21	solid 149:14	staged 159:2	stations 100:20	students 65:23
significant 25:22 41:11 66:5 113:6	solution 139:12	stages 30:24	statistics 153:7	study 122:10 153:13,15
silos 64:12 140:6	solutions 111:7	stakeholders 7:25 41:3 147:24	status 48:24 50:13 126:4	stuff 16:3 37:4 62:2 82:2 123:25 134:3
similar 159:16	solved 49:23 50:4	stand 8:8 10:12 146:11 169:14	stay 75:20 84:12	sub 35:7
Simple 160:14	solving 146:12	standard 122:15	steering 31:24	subcontractor 135:17
single 116:6 126:22,24 130:16,16	somebody 35:8,14 35:14,15 53:12 55:3 124:7		stenographic 170:6	subcontracts 135:12
sir 8:11 110:6 114:5 136:8 151:10 162:21	soon 149:17		step 45:21 142:25 145:24 146:21	submitted 5:3 138:11 158:24
sit 38:16 71:9	sorry 2:3 22:10 52:10 110:8 127:20 155:16 157:17 167:17		Steve 137:15,21 138:4	submitting
site 80:21 94:2 152:4	sort 39:3 54:19 64:12 78:4 93:2 101:19 102:10 116:10		stimulus 66:22 143:20	
sites 78:2 81:11 145:6	sound 17:16		stone 157:6,7	
sits 11:14 65:18 89:3	sounds 60:6		stop 53:19	
situation 76:11 80:15	source 116:9		stopped 86:10	
	Southwest 40:2,8 40:12		stops 35:11 53:13	
	space 108:15		storm 7:14	
	speak 11:23 23:23			

158:21 subscribe 123:13 subscribers 112:7 substantial 96:21 success 55:13 107:14 108:4 successful 54:23 61:14 82:7 succinctly 51:17 such-and-such 49:8,9 sudden 34:13 suddenly 72:9 Sue 106:23 suggest 35:13 suggestions 23:25 28:23 summer 98:12 148:10 summit 112:24 sun 85:4 Sunday 17:17 sunlight 84:17 sunset 116:10,16 supervision 170:22 supplies 90:5 161:18 supply 155:4 support 64:15 108:24 109:3,7 118:21 127:5,5 127:12 128:13 139:25 140:3 150:25 154:3,25 supporting 127:9 supportive 63:21 supposed 57:12 90:16 sure 9:18 12:7 18:11 28:20 29:3 39:10 46:23 47:25 52:3 53:9 57:3 58:18 64:19 68:15 73:19 87:22 88:5,20	89:8,13 101:25 107:23 117:17 117:25 118:9 119:4 124:15 128:10 143:3 146:15 149:16 150:5,25 151:6 158:8,8 165:12 169:2 surprised 122:20 122:23,25 surveillance 78:6 surveys 147:23 survive 39:8 Susan 107:11 sustainability 94:9 95:7,17 149:19 swift 91:4 sworn 53:2 system 15:23 16:12 17:16 48:15 50:20,23 51:4,18 52:2 57:7 58:5,7 64:25 76:6 83:17 86:2 111:25 112:7,13 116:7 121:18,19 121:21 130:10 133:15 141:13 148:25 149:23 151:2 systems 27:19 59:23 112:16 123:6 142:3 T table 5:20 39:22 68:6 71:11 95:4 107:9 110:13 tablets 132:5 taboo 144:16 tag 77:24 tagged 75:23 87:19 tagger 77:12	taggers 77:24 79:21 89:4 tagging 76:4 87:15 Tail 125:22 take 5:13 16:11 47:9 60:5 61:13 63:6,7,13 69:5 76:14 83:2 84:8 84:22 99:4 104:2 105:21 111:3 119:8 129:21 136:24 138:12 146:22 166:13 167:16 167:23 168:7 taken 9:9 89:21 167:17 170:6 talent 146:8,15 talk 26:15 44:19 58:10 59:2 60:23 64:7,23 64:24 79:16 87:13 102:16 104:7 107:5,6 114:6,6,7 119:17 148:24 talked 41:4 61:3 142:16 147:11 talking 13:18 15:14,21 41:7 52:20 58:2 65:2 65:11 72:20 80:4 81:3 87:14 105:12 133:5 149:20 target 31:18 targeting 82:8 task 90:25 97:2,5 tasteful 13:18 tax 2:15,16,22 3:7 3:8 4:5,7,14,17 72:21 taxes 2:20,24 3:10 103:6 taxpayers 3:12 team 6:2 15:8	24:23 88:3 107:13 113:19 113:24 140:23 149:13 151:6 168:6,9,12 teams 90:18,24 tear 115:4,6,13,15 tech 113:10 118:25 technical 2:25 technically 100:4 technological 134:5 technologies 100:11 technology 7:5 28:5 46:10,23 52:24 57:11 59:5,22 74:7 77:3,9 109:24 110:19 111:13 112:21,25 117:23 118:5,6 118:10,15 127:23 129:9,23 130:3,8 132:22 133:6 tell 20:20 53:9 67:20 139:5,8 ten 148:4 157:7 tends 121:15 term 121:25 terminate 124:4,4 terminates 123:4 terminology 45:20 47:18,20 47:23 48:2,6 49:10 terms 2:16 3:2,15 4:10,18 25:19 26:14 30:2,4 32:7,8 34:10,21 39:17 47:13,17 47:23 50:9 58:13 84:6 96:3 117:8 155:9 166:12 167:12	test 61:13,16 63:7 63:8,13 testify 22:20 110:21 testimony 12:13 14:6 18:13 30:11 103:11 109:19 113:23 169:5 thank 5:12 7:21 8:10 10:6 14:3 17:12,22,24 23:6,8,11,17 29:3 33:16,18 33:22 34:17 45:4,5 52:9,12 60:9,14 68:3 70:21,24 73:24 73:25 74:11 80:7,8,11 86:20 86:22,25 93:18 93:19,22 99:14 101:10,11,14 102:13 103:10 107:3 109:15,16 109:18,18,20,21 114:4 116:20,22 125:16 131:15 131:18 136:5 139:16,17,23 141:4,5 142:13 151:5,9,13,14 153:2 159:23 164:2,4 169:11 169:12,12,19 thanks 110:4 151:7 themselves 28:7 thermostat 97:25 thick 133:2 thing 13:19 50:3 75:17 92:18 115:4 137:15 things 8:20 11:15 14:10,12 15:9 15:13,20 16:5 21:24 23:22
--	---	---	---	---

24:17 30:8 32:8 34:12,13 37:9 37:13 38:4 39:14,18 41:4 51:6 53:3 54:7,7 55:21 56:3,10 56:21,24 70:6,8 75:15 78:18 80:4,6,20 81:2 87:7,10 94:7 102:9 106:5 114:18,23 153:5 156:5 158:13 167:15 think 10:7 11:19 12:9 13:7,14,22 14:9,15 15:7 17:3,7,8,11,19 25:11 26:12,17 26:18 29:4,4,13 29:17 35:6,9,16 37:7 38:3,10 43:4,15,21 46:14 48:10 49:21,25 50:3 51:14 52:21 54:11 55:12,13 55:14,14,22 56:4,24 57:4,8 57:24 58:11,14 59:2,4,8,10,25 60:5 61:14 63:19 64:3,14 64:17 66:14 69:18 70:13 71:9 72:19 73:5 73:14 77:9 79:9 79:12,13 80:5,5 82:3 84:4,7 86:6 87:14 91:19,19 91:20,23 92:5 92:10,17 101:16 104:13 105:9,11 105:18 107:6 109:14 115:23 116:3,4,7 117:4 128:3 130:12	131:2 135:2 137:11 141:6 143:14 146:4,9 147:13 149:4,15 149:21,25 150:3 150:21 151:24 152:5,6 153:5 153:14 164:23 165:9 167:10 thinking 75:2 third 65:3 118:22 third-party 91:9 93:3 96:22 Thomas 71:12 thought 91:6,7,19 94:4 128:4 168:25 thoughtful 79:25 thoughts 80:16 thousand 113:2 124:18,21 thousands 65:22 65:22 89:7 112:6 122:22 141:14 threatening 53:22 three 29:5 65:8,9 throw 54:21 87:9 92:14 Thursday 10:16 11:2,18 ticket 67:9 tighten 100:24 Tim 76:22 time 8:5 15:6 42:15 52:11 53:17 59:9 67:17 68:11 75:13 77:19 79:3 82:24 83:21 85:17 90:19 114:8 125:8 130:20 138:13 140:6,21 159:17 160:24 162:23 163:10 166:20 169:17	timeline 12:16 147:12,12 148:7 150:18 timely 57:24 91:14 times 7:12 13:17 72:22 87:4 101:7 111:8 167:10 titles 2:10 today 5:15,23 14:19 27:5 67:6 110:21 112:7,12 117:10 118:20 119:10,18 120:22 127:9 134:18 137:8 162:20 163:2 told 20:9,24 35:14 35:15 44:13,18 76:23 Tom 87:20 Tommy 71:5 80:4 81:19 82:6 91:21 tomorrow 169:16 tool 57:17 tools 9:3 145:2 top 66:8 total 6:10 18:8,16 18:18,18,21,23 18:25 19:9,12 19:13,17 131:12 touch 169:3 tougher 42:2 touring 14:20 track 45:9 47:12 50:13 57:19 128:5 tracking 31:17 45:11 48:15,18 48:20,25 155:21 trade 161:23 trades 153:9 154:23 155:6,12 155:13 158:15 158:18,22,24	159:16 161:25 168:17,19 traffic 48:11 83:11 84:19 train 61:12 67:4 trained 27:17 43:12 trainer 28:3 training 9:3 27:21 28:2,6,9 62:18 67:17 145:5,15 transactions 119:9 transcript 170:8 170:20 transfer 44:5 transformative 57:23 translate 28:23 Transportation 95:18 96:5 trash 81:23 82:22 86:15 travel 62:19 traveled 65:20 Treatment 95:23 tremendous 53:4 53:6 101:23 107:14 trend 84:5 tried 17:7 troubleshoot 114:21 troubling 39:5 true 170:7 truth 52:2 try 13:20 38:16 52:14 66:10 81:16 96:9 102:11,13 137:12 164:16 166:4 trying 13:7 18:5 49:6 51:3 52:22 54:6 60:19 66:7 73:13 96:11 100:24 101:8	140:13 154:16 162:15 168:24 Tucci 76:22 Tuesday 1:7 tune 94:11 turn 97:25 turned 144:2 turnkey 16:11 tweak 54:7 128:6 Twenty 117:20 133:3 two 29:21,21 32:13 38:13 44:7 57:20,21 61:24 62:5 63:20,23 98:8 114:5 118:13,21 127:9 148:15,16 148:18 type 146:2 types 104:10 156:8 typically 88:7 158:23 T's 30:3
U				
ultimate 154:24 ultimately 35:10 153:17 154:6 unable 88:22 unacceptable 35:17 38:20 unbelievable 88:14 undercover 93:25 94:6 104:16 underpasses 104:23 underserved 144:21 understaffed 105:25 understand 23:4 46:15 56:8,15 58:18 78:18 83:3 101:5				

123:3,5 142:7 165:8 understanding 20:13 32:24 73:19 90:15 147:8 149:22 161:20 163:8 understands 74:4 understood 39:12 48:2,3,6 underway 159:15 unfounded 46:2 51:11,11 54:9 54:10 55:2 Unified 114:19 union 154:7,23 168:11 unions 153:17 157:8 160:13 164:18 166:22 Unisys 57:22 unit 83:10 126:24 United 8:22 University 9:7 144:11 unused 122:21 unusual 165:14 update 7:5 10:11 39:17 46:22 97:16 121:2 128:18,24 updated 115:21 116:17 updating 116:2 upgrade 129:24 130:3 upkeep 79:4 uptick 88:14,18 88:20 89:9,14 urge 137:10 usage 122:12 use 4:4,8 12:10 17:16 35:7 45:16 48:5 49:11 77:10,24 84:14 85:19 109:8 112:7,22	116:8,13 124:8 124:13 130:18 148:2 163:16 useful 69:14 usefulness 115:24 user 127:4 users 112:14 127:8 145:17 uses 104:7 118:7 118:8 usually 34:14 41:16 83:18 85:11 utilities 95:19 96:6 99:21 utility 96:18 97:24 utilization 124:2 124:6,7 utilize 27:25 59:5 V vacant 102:19 103:14 104:9,24 Vail 8:18 valid 124:7 valuable 43:17 57:16 value 43:18 69:18 111:9 vandalism 115:2 115:7,11 vandalized 115:3 vandals 77:19 89:4 various 24:5 31:21 138:4 varying 156:8 Vector 108:10,14 vehicle 83:12 vehicles 12:6 83:16,21 vehicular 84:19 vendor 112:23 vendors 29:23 30:7 104:25 113:2,7 135:14	Venice 156:16 verification 124:15 verify 124:21 Verizon 92:19 122:2 139:9 versus 161:21 veteran 61:17 victim 75:3 92:3 view 68:25 69:7 viewed 67:20 vigilant 156:21 violations 71:14 violent 42:3 virtually 164:11 vision 135:8 158:9 visited 145:17 voice 85:20 127:4 voicemail 86:2 volume 47:22 vote 132:17 135:4 135:24 W W 1:11 wage 3:6 154:2 waiting 49:6 60:12 169:13 walk 18:20 65:5 walked 82:7 walking 92:23 Wallace 137:23 138:3 want 7:21 8:4 12:6 13:14,15 13:20,20 14:18 16:20 17:5 26:15 32:11 34:16 35:19 42:8 43:5,18 49:11 54:17 55:21 57:3 58:8 62:24 63:3 64:18 66:19,20 73:18 74:22 75:9 78:14 81:25 87:9 89:4	101:4 105:16,21 106:11 108:18 110:3,8 119:8 130:13 138:19 138:21 141:23 146:21 164:6 166:4 167:21 wanted 34:7,19 35:18 39:14 44:22 92:14 96:20 161:10 wants 29:19 136:21,22 wash 75:5 88:22 washed 76:19 washing 89:20 wasn't 51:12 104:15 waste 131:12 wasted 133:19 Wastewater 95:22 watch 94:6 water 61:5 67:2,3 67:4 94:20,22 95:12 133:6,8 133:11,14 156:15 164:12 way 16:14,15 19:25 24:2 27:4 27:15 28:10 29:22 32:21 41:15 49:7 54:8 54:15,19 60:7 66:9 67:12 70:4 76:20 77:4 78:23 91:21 110:2 113:15 130:19 140:18 144:17 165:9 ways 134:15 144:22 167:10 wear 115:4,6,13 115:14 website 113:8 Wednesday 169:15	week 10:15 41:6 149:10 weekend 8:17 weeks 15:15,22 40:3 57:20 167:16,19 welcome 8:11,15 137:21 146:23 146:25 151:15 went 8:18 19:6 62:3,3 67:19 70:4 132:20 weren't 63:13 89:9,14,23 164:21 we'll 10:25 12:18 18:20 48:4 84:22 85:9,14 85:17 103:8 166:11 we're 10:12 11:7 11:15 12:7,8 13:3,4,17 14:11 15:17,22 16:5 19:21 25:21 26:2 30:6,23,25 31:4,17,17 34:14 35:10 37:12 38:15 41:18,25 42:4 46:4,9,10,21 51:3,16 52:3,6 52:20,22 57:6 57:13,15 58:2,6 58:6 64:10 65:2 65:11 69:7,7,8 69:13 74:5 76:9 76:13,20 81:15 85:13,19 86:3,6 92:22,23 94:23 100:24 101:8 102:2 107:2 108:3,8,19 110:2 116:2,3 119:18 121:2 122:9 124:2 127:15 135:10
---	---	--	---	--

138:2 140:12,18 140:22 141:2,20 147:18 149:15 149:19 150:22 151:16 152:15 154:16 155:10 156:17 160:5 166:8,22 we've 13:12 14:11 15:5 16:23 20:3 28:15 30:3,14 30:14 31:19 32:16 55:24 57:14 60:4 65:24 68:19 80:20 81:2,2,10 91:19 96:6,9 104:13 106:20 107:14 108:4,25 110:25 112:8,14 113:8,19 126:6 135:16 142:15 145:15 149:10 149:11 153:14 156:6 wholly 63:21 wide 128:7 WILLIAM 1:10 willing 38:5,5 79:13 Wilson 1:11 5:24 18:14,23 19:4,7 19:11,19 20:2,7 20:12,23 21:4 21:10,18,23 22:3,10,15 23:4 28:20 29:3,12 106:21 107:3 Windows 141:12 winter 85:3 88:7 88:11,11 89:6 winters 89:23 wireless 144:15 144:16 Wisniewski 76:23 witness 5:19 39:21,21 68:5,5	71:10,10 95:3,3 107:8,8 110:12 Witnesses 5:19 110:12 women 38:18 153:19 154:23 156:18 168:13 women-owned 167:14 won 61:25 63:24 109:2 113:16 wonderful 23:18 106:2 wondering 94:18 word 45:16 56:4 words 67:13 work 6:25 12:17 37:15 54:20 56:25 59:17,18 61:21 62:12 65:15 66:21 68:13 72:16 78:12 79:17 80:23 83:9 85:10 86:9,9,11 89:24 93:2 94:2 95:15 106:23 107:16 108:16 108:22 109:22 113:21 114:23 162:16,21 168:8 worked 65:7 83:13 workers 9:3 93:17 workforce 146:7 146:16 153:8 154:19 155:6,21 156:2,9 160:2 160:13,16,22 161:23 167:8 working 7:4,13 7:24 11:10,12 12:9 15:10 24:10 28:16 40:20 41:2 47:25 48:12,17 51:16 58:15	76:10,22,25 79:6 105:17 108:12 114:18 166:10 workplace 64:22 works 54:20 86:16 161:17 world 14:21 100:6 worries 132:14 worst 33:10 81:11 worth 22:19 96:4 wouldn't 120:24 157:16,18,19,19 158:3 164:15 wow 117:4,6 133:19 167:19 wrap 16:10 write 71:14 133:21 136:2 writing 136:22 150:23 written 14:6 45:9 wrong 17:6 51:9 55:4 82:25 wrote 134:22 X X 68:17 XP 141:12 Y yeah 37:7 41:21 43:4 62:9 63:19 91:18 99:10,14 108:3 119:25 121:14 127:24 year 3:24 4:23 5:2 6:6,16,23 7:8,18 12:20 17:9 18:10,15,22 19:3 24:18,22 28:16 31:12,16 37:21,21 57:13 57:18,23,23 58:4 65:8,19,21 66:3 81:5 85:19 88:10 89:24 90:8 96:17	104:3,11 105:8 106:7 108:4,5,9 108:25 110:22 111:23 112:18 113:15 135:15 years 3:19 4:24 26:20 38:13 57:6,13,21 60:4 67:7 77:6 80:21 89:23 105:13 115:20 121:8,9 121:10 127:7,10 140:7 148:5 155:20 166:9 yesterday 9:5 38:12 106:12 yield 59:8 yoga 17:17 young 61:13,24 62:6 63:5,23 64:5 65:12 67:11 82:18 106:13 153:19 Z zero 122:12 124:2 124:6 \$ \$1.2 90:7 \$1.3 6:8 \$1.4 165:19 \$120 132:20,24 134:23 136:2,14 138:10 \$17.99 125:4 \$18 161:4 \$2 109:2 \$20 94:15 \$20,000 72:8 \$200,000 18:6 \$201,000 19:7 \$201,975 18:19 \$300 83:11 \$300,000 137:25 \$32,000 113:12 \$50 21:7 22:19,22 133:13,24	\$53,885,000 19:4 \$60 94:14 \$600,000 137:18 \$62 31:15 \$63 31:15 \$7 122:16 \$80 31:14 32:21 \$81 6:12 1 1 19:18 1,700 112:10 1,883 123:15 1.3 18:18 1.5 64:22 1:25 169:21 10th 77:13 10:00 169:16 10:40 1:7 12 10:19,20 120 101:8 13 1:7 18:15,22 19:3 65:21 130489 1:16 2:6 2:12 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1
---	---	---	--	---

73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1 156:1 157:1 158:1 159:1 160:1 161:1 162:1 163:1 164:1 165:1 166:1 167:1 168:1 169:1 130724 1:16 2:6 2:18 14 6:16 31:12	135:15 14th 169:15 140140 1:16 2:6 3:4 140144 1:16 2:6 3:17 140145 1:16 2:7 3:20 140146 1:16 2:7 3:22 140147 1:16 2:7 3:25 140148 1:16 2:7 4:11 140159 1:17 2:8 4:20 15 18:6 148:5 15-year 147:4 150 28:9 1563-A 5:10 17.99 125:3 18 155:23,24 156:3 165:17 19 7:19 19-1300 2:19 19-1500 3:5 19-1801 4:12 19-1806 4:2 19-2500 2:13 1992 5:9 2 2 156:10 2,000 132:4,11 2,100 104:21 2,390 123:15 2.0 40:16,18 41:24 20 40:11 41:14 67:7 132:19 135:5 138:14 20-page 138:6 20/20 158:9 200 141:24 2009 108:5 153:13 2011 125:21,23 133:17 2012 53:2	2013 110:24 111:23 138:7 2014 1:7 5:2 102:13 112:18 169:15 2015 3:19,21,24 4:24 110:22,25 138:7 147:6,7 149:3 2019 4:25 2020 3:19 22 152:6 165:14 165:23 23 67:2,3 236 104:22 24 7:13 34:15 24,000 112:14 25 66:6 156:2,9 165:21 26 167:16,17,19 167:23 26,000 122:3 27,000 122:4,6 3 3 18:13 76:12 156:10 3rd 5:9 3,000 66:24 3.4 121:8 30 11:3 156:4 30,000 108:9 31 103:12,13 156:17 311 7:8 42:14,18 42:22,23 43:5 43:10,12,19,25 44:11,15,24 45:8,21,24 46:17 47:8 50:9 50:14,22 52:20 52:21,25 53:9 53:10 55:11,16 55:16,23 56:13 57:2,7,16,24 58:22 74:18 32 152:5,10	153:15 154:4,17 155:9 164:7,21 165:13 35 167:24 35.6 161:4 36 161:6 4 4.4 121:8,10 400 1:6 169:17 451 104:22 458 104:24 48 34:15 5 5 6:12 156:18 5/13/14 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1	99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1 156:1 157:1 158:1 159:1 160:1 161:1 162:1 163:1 164:1 165:1 166:1 167:1 168:1 169:1 50 32:12 41:20 154:20 155:9 53 18:7,16 55 135:16 6 65 108:6 68 112:19 134:15 7 7 153:16 154:5,18 154:21 155:9,10
---	--	---	--	--

164:7
76 6:14
78 143:22

8

85 95:24
889 104:23
89 114:8

9

911 43:24 44:25
92 114:8
95 20:10,20 61:15
114:8