

**COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE**

**Room 400, City Hall
Philadelphia, Pennsylvania 19107
Tuesday, April 3, 2012
10:30 a.m.**

PRESENT:

**COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN DAVID OH
COUNCILMAN JAMES R. KENNEY
COUNCILMAN MARK SQUILLA
COUNCILMAN KENYATTA JOHNSON
COUNCILWOMAN JANNIE L. BLACKWELL
COUNCILWOMAN CINDY BASS
COUNCILWOMAN MARIAN B. TASCO**

**BILL 120164 - An ordinance to adopt the Capital
Bill for the six Fiscal Years 2013-2013
inclusive.**

**BILL 120165 - An ordinance to adopt the Fiscal
Year 2013 Capital Budget.**

**BILL 120166 - An ordinance adopting an operating
Budget for Fiscal Year 2013.**

**BILL 120167 - Resolution providing for the
approval by the Council of the City of
Philadelphia and revised by the yearly Financial
Plan...**

1 COUNCIL PRESIDENT CLARKE:

2 Good morning. Regarding bills No.
3 120164, 12165, 12166 and Resolutions
4 No. 120167, Ms. Lewis, please read the
5 titles of the bills and the
6 resolutions.

7 MS. LEWIS: Bill No. 120164,
8 an ordinance to adopt the Capital Bill
9 for the six fiscal years 2013 to 2018
10 inclusive.

11 Bill No 120165, an ordinance
12 to adopt the fiscal 2013 Capital
13 Budget.

14 Bill No. 120166, an
15 ordinance adopted an Operating Budget
16 for Fiscal Year 2013.

17 Bill No. 120167 a resolution
18 providing for the approval by the
19 Council of the City and revised by the
20 yearly financial plan for the City of
21 Philadelphia covering fiscal years
22 2013 through 2017 and incorporating
23 proposed changes with respect to
24 Fiscal Year 2012 which is to be

1 submitted by the Mayor to the
2 Pennsylvania Intergovernmental
3 Cooperation Authority, the Authority,
4 pursuant to the Intergovernmental
5 Cooperation Agreement authorized by an
6 ordinance of this Council approved by
7 the Mayor on January 3, 1992, Bill No.
8 1563-A, by and between the City and
9 the Authority.

10 COUNCIL PRESIDENT CLARK:
11 Thank you. Will the Administration
12 please come forward.

13 Good morning.

14 MR. NEGRIN: Good morning.

15 COUNCIL PRESIDENT CLARKE:

16 MR. ABERNATHY: Good
17 morning.

18 MR. NEGRIN: Would you like
19 to proceed?

20 COUNCIL PRESIDENT CLARK:
21 Please proceed.

22 MR. NEGRIN: Good morning,
23 Council President Clarke and Members
24 of Council. I am Rich Negrin,

1 Managing Director and Deputy Mayor for
2 the City of Philadelphia. With me
3 today are Brian Abernathy my chief of
4 staff, and Dave Wilson my first
5 deputy.

6 I'm going to summarize my
7 testimony. You have the written
8 testimony, but I've been asked to
9 shorten that and summarize it, so I'm
10 going to read a shortened version.

11 The changes within the
12 Fiscal Year '13 General Fund Budget
13 include an increase of 1.2 million in
14 our division of Public Safety, one
15 million of which has been allocated
16 for violence prevention initiatives
17 and 200,000 allocated for witness
18 relocation services. That is an
19 increase of 387,000 in the
20 administrative division which was
21 allocated for additional staff as well
22 as a decrease of 960,000 as a result
23 of transferring tree removal to Parks
24 and Rec.

1 In addition, there's a
2 decrease of 73,000 in the animal
3 control contract, 33,000 accounts for
4 a decrease in the Mayor's Office of
5 Sustainability. And overall, the
6 fiscal year general fund budget is
7 23,376,000. That reflects a net
8 increase of 326,000.

9 Over the course of Fiscal
10 Year 12, the Office of the Managing
11 Director has undertaken a series of
12 initiatives. Our office has been able
13 to rework PhillyStat to measure and
14 improve operations through our
15 performance management. That has
16 reported a substantial improvement in
17 operational performance.

18 We have also improved the
19 service of our 3-1-1 call center,
20 which I'm happy to report received its
21 4 millionth call this fiscal year and
22 has consistently exceeded a 90 percent
23 customer satisfaction rate.

24 We have expanded

1 PhillyRising Rising, the Mayor's
2 neighborhood initiative, to improve
3 city services. We've gone from 10
4 neighborhoods, with a goal of being
5 inside of every police division,
6 to a goal of being in 20 neighborhoods
7 by the end of 2012.

8 In addition to those
9 efforts, with our Special Events and
10 Special Projects Division led by
11 Jazelle Jones, we have organized
12 literally dozens of efforts around
13 special events, even protest parades,
14 including the Occupy Philadelphia
15 Protest which captivated much of our
16 attention this past fall.

17 My office also undersees --
18 overseas Global Philadelphia which is
19 making government accessible for
20 Philadelphians with limited English
21 proficiency, an issue that is very
22 important to me as you know as a -- as
23 a Spanish speaker.

24 We also undertook this year

1 an initiative and created the Animal
2 Care Control Team taking animal
3 control into the city at the request
4 initially of City Counsel to make sure
5 that our animals are treated better in
6 the City of Philadelphia. My chief of
7 staff has led this effort, and we
8 created a City-related nonprofit that
9 assumed animal control operations just
10 this week on April 1st.

11 We've also this year,
12 working in concert with City Council,
13 developed a vacant property strategy
14 that centralizes property disposition
15 and simplifies our land management
16 policies.

17 We're coordinating the
18 Facilities Management Task Force
19 chaired by Tom Knox, under the
20 leadership of Bridget Collins
21 Greenwald, to review City-owned
22 property and assets to provide support
23 to the Office of Public Safety, the
24 police department, the courts, the

1 District Attorney's Office, in the
2 development of GunStat. Mike Resnick
3 is here. He's our partner around the
4 GunStat issue.

5 These are really
6 critical to the Mayor as public safety
7 initiatives, so we've worked to
8 maintain service levels for programs
9 such as Youth Violence Reduction and a
10 Community Life Improvement Program,
11 the CLIP Program, and Tommy Conway is
12 here on that issue.

13 The MDO is committed to
14 serving our City's diverse
15 constituency as represented by
16 diversity within our department's
17 contracts. We have reached a 24.6
18 percent participation rate in Fiscal
19 Year 12, up from 23 percent from the
20 previous fiscal year.

21 The participation goal for
22 Fiscal Year '13 has been set at 25
23 percent. The largest contract that
24 will be awarded in Fiscal Year '13 is

1 the animal control contract which
2 provides for the comprehensive animal
3 control and care services for the
4 city. This is a renewable contract
5 for the City-created nonprofit.

6 In efforts to increase our
7 DBE participation, the MDO and its
8 divisions work with OEO for any number
9 of our RFP's to ensure DBE
10 participation.

11 I also personally
12 serve on the Economic Opportunity
13 Cabinet that works to increase
14 participation city-wide across
15 departments. To exemplify this
16 commitment internally, the MDO
17 takes an active role in employing a
18 diverse group of people, many of which
19 you see behind me.

20 Approximately 60 percent of
21 the executive-level team in the MDO
22 come from a minority background with
23 40 percent identifying as
24 African-American, 20 percent

1 identifying as Hispanic. In relation
2 to gender, our office equally -- is
3 equally balanced with 50 percent of
4 senior-level staff being women.

5 And finally, to answer a
6 previous question, I believe it was
7 Councilman Kenyatta Johnson who
8 mentioned and asked some questions
9 during the five-year plan around the 1
10 million dollars that is set aside for
11 violence prevention.

12 We hope to award
13 those dollars through a competitive
14 RFP process building off of
15 PhillyRising's philosophy of providing
16 services and programs identified by
17 communities.

18 Our goal is to fund
19 programs that directly engage
20 individuals who are most impacted by
21 violence in their own neighbors and
22 organizations involved in specific --
23 specific successful nonviolence
24 programs. These contracts will be

1 performance based. It should be built
2 as a collaborative model. The
3 provider community will be engaged in
4 late April through the Mayor's
5 community dialogue, and we hope an
6 RFP will be issued shortly thereafter.

7 That concludes my
8 testimony. Thank you. And I'm happy
9 to answer any questions.

10 COUNCIL PRESIDENT CLARK:

11 Thank you, Mr. Negrin. A couple of
12 questions before I turn it over to the
13 members. I'm going to start out on a
14 light note.

15 On page three of your
16 testimony, you talk about the infamous
17 animal control issue, and Mr.
18 Abernathy, I -- I assume you
19 anticipated a question about racoons.
20 Now that you have been documented in
21 the testimony as the person who is in
22 control of this newly-formed entity,
23 can you talk to me about what the
24 policy is on raccoons in the budget

1 context?

2 MR. ABERNATHY: Certainly.

3 It -- there's two things: One, the
4 raccoons, if captured, must be
5 destroyed by state law; two, but
6 because of the limited resources that
7 we -- that we do have in Animal
8 Control, we do have a policy of not
9 actively capturing raccoons that are
10 walking down the street. If that
11 raccoon is entering a property or
12 damaging property, Animal Control will
13 respond. And I -- I have made sure
14 that that -- some calls have been
15 responded to by Animal Control.

16 COUNCIL PRESIDENT CLARKE:

17 So if an individual such as the lady
18 that was here during the testimony on
19 the Bill's passage talked about the
20 raccoon next door that was crawling
21 through the wall and eventually
22 entered her bathroom and she calls,
23 the City will now respond, the newly
24 formed entity, and capture the

1 raccoon?

2 MR. ABERNATHY: Absolutely.

3 If an animal is within the residence,

4 Animal Control should respond.

5 They should have responded at the

6 time. And I believe that woman's

7 issue was resolved shortly after that

8 hearing.

9 COUNCIL PRESIDENT CLARKE:

10 Okay. So, now, is that only an

11 occupied residence?

12 MR. ABERNATHY: Yes.

13 COUNCIL PRESIDENT CLARKE:

14 What about --

15 MR. ABERNATHY: We do have a

16 policy, that as a direct result of

17 your legislation in that hearing,

18 Animal Control will not entering into

19 an abandoned building for safety

20 reasons; likewise, L & I will

21 not enter an abandoned --

22 COUNCIL PRESIDENT CLARKE:

23 For anything? Rats?

24 MR. ABERNATHY: For -- no.

1 Rats is Vector Control which is a
2 different issue, and they lay down
3 poison. But because of raccoons, you
4 actually have to -- to set traps to
5 capture the -- they need to have
6 access to the property.

7 I'm working with
8 Commissioner Burns. We have set up a
9 process that when responding to a
10 vacant property Animal Control will
11 enter the premises allow L & I to
12 make sure that both -- both the L & I
13 inspectors, as well as the Animal
14 Control -- the Animal Control officers
15 are -- are equally protected.

16 COUNCIL PRESIDENT CLARKE:
17 Okay. So we do have at least an
18 entity to respond to the numerous
19 requests that I anticipate I'll be
20 getting as we move out into the
21 streets this spring.

22 MR. ABERNATHY: And -- and
23 again, Councilman, part of my answer
24 is going to stay the same, and I

1 suspect that you're not going to be
2 completely pleased with it.

3 COUNCIL PRESIDENT CLARKE:

4 Okay.

5 MR. ABERNATHY: Resources
6 are -- are limited as well as our
7 ability to deal with raccoons once
8 they're captured. As I mentioned, by
9 state law, raccoons have to be
10 destroyed if they're -- if they're
11 caught and trapped.

12 Generally speaking, if a
13 raccoon is not harming anyone or any
14 property, Animal Control will not
15 respond. Now, I certainly understand
16 raccoons, we're not used to seeing
17 them. We live in an urban
18 environment, folks get scared and
19 make assumptions about their -- their
20 activities, but we haven't received
21 any complaints or any reports of a
22 raccoon attacking anyone or causing
23 any harm to any -- any individual. So
24 educating --

1 COUNCIL PRESIDENT CLARKE:

2 So you're saying you haven't
3 received -- you -- I probably should
4 have cut it off a couple of minutes
5 ago.

6 So when you say you haven't
7 received any reports, and I reference
8 that Fox 29 report last year when the
9 raccoon chased a little girl down the
10 street, I don't think they had any
11 reason to lie. So basically your
12 testimony sounds as if you have to
13 wait until somebody actually gets
14 injured before you can say the raccoon
15 is --

16 MR. NEGRIN: Actually,
17 Councilman --

18 COUNCIL PRESIDENT CLARKE:
19 -- a problem, right?

20 MR. ABERNATHY: I need
21 the state law to the change in order
22 for me to start trapping raccoons on a
23 regular basis. If we begin to trap
24 raccoons, we jeopardize our dog

1 license and our animal control
2 authority.

3 THE CHAIRMAN: Okay. All
4 right. I'm going to -- you know
5 I'm going to --

6 MR. ABERNATHY: Yes, sir.
7 Yes, sir, I do.

8 COUNCIL PRESIDENT CLARK: --
9 I'm going to continue on this one.

10 MR. NEGRIN: Councilman, one
11 thing to take away there, and I think
12 it's an important message for the
13 folks, is that if there's a legitimate
14 public safety concern and the raccoons
15 are presented to a family, that they
16 can call Animal Control and they will
17 respond to that. Trapping a raccoon
18 who is really walking in the middle of
19 the street is a different scenario
20 where they specifically create a
21 public safety concern, people are not
22 going to turn a blind eye to that.

23 COUNCIL PRESIDENT CLARKE:
24 All right. Whether or not it's of

1 concern, it's relative. I mean, the
2 reality is if a person sees a pitbull
3 walking down the middle of the street
4 and that pitbull may not attack that
5 individual, but from their
6 prospective, that pitbull is dangerous
7 just because of this whole notion.

8 And similarly, people who
9 aren't used to seeing raccoons walking
10 down the middle of an urban street
11 probably feel the same.

12 MR. ABERNATHY: Understood.

13 COUNCIL PRESIDENT CLARKE:

14 All right. I won't belabor that.
15 I'll come back on that later.

16 The PhillyRising
17 collaborative, is how highly
18 talented, highly-promoted program by
19 the administration and, you know, I
20 want to thank you all for selecting
21 the Hartranft area for the initial
22 kickoff --

23 MR. NEGRIN: Sure.

24 COUNCIL PRESIDENT CLARKE:

1 -- and it's done some good
2 up in that neighbor particularly when
3 you have good people. Officer Tajohn
4 has been like a godsend up there.

5 Question: In terms of the
6 strategies, which this appears to be
7 relatively short term, to go into a
8 neighborhood and kind of stabilize
9 things, you know, as it relates to
10 crime and cleanliness, has there been
11 any thought, or maybe you have talked
12 about implementing a more longer term
13 strategy because the reality is, in a
14 lot of these neighborhoods you can
15 come in and you can clean up some
16 vacant lots and get the people engaged
17 in, you know, graffiti removal and the
18 whole nine yards, but the reality is
19 there's a systemic problem as it
20 relates to the properties and vacant
21 land and that you don't have a longer
22 term strategy, and then ultimately the
23 next season you'll be right back to
24 where you were.

1 Is there some thought about,
2 you know, maybe having City Planning
3 and the Office of Housing or some of
4 the other agencies that can bring us
5 some more longer term resources to the
6 table?

7 MR. NEGRIN: Yes. I can
8 shed some light on that; in fact, the
9 program in its mission, in and of
10 itself, has never left Hartranft. So
11 when myself and Everett Gilson and
12 Mike Resnick and John Farrell who are
13 in the room met around -- in my office
14 talking about how we can create this
15 program and make it sustainable over
16 time, we wanted to distinguish it
17 from programs in the past like, you
18 know, the long-term programs, who went
19 into an area with a lot of overtime,
20 brought the level of quality of life
21 up to a certain level, and then
22 couldn't sustain that model because it
23 was too expensive.

24 So -- and what happens over

1 the long term is, when you eventually
2 have to leave, slowly that neighbor
3 starts to deteriorate and goes back to
4 some of the areas where -- some the
5 challenges that it had before.

6 The beauty of the
7 PhillyRising model is it's not putting
8 a huge infusion of overtime or City
9 dollars in a neighbor. It's a slower
10 community-based incremental progress
11 that stays, so we never leave.

12 So we're in Hartranft
13 today. There's a monthly meeting in
14 Hartranft. There are ongoing efforts
15 in Hartranft today. There are ongoing
16 sustainable efforts in every
17 PhillyRising neighborhood.

18 So the model in, and of
19 itself, is different for that reason,
20 that when we tell folks that you have
21 confidence in the City serves --
22 again, working with City Council.

23 We just opened up a new
24 PhillyRising hood -- neighborhood with

1 Councilwoman Tasco and -- and I wasn't
2 there, but I heard she gave an intro
3 that -- that was better than many of
4 my PhillyRising folks about how
5 affective this program could -- could
6 be.

7 The goal is to come into a
8 neighborhood, identify the problems as
9 they're identified by the folks in the
10 community, engage and empower them,
11 and then never leave. So even though
12 a lot of the -- the sort of publicity
13 and PR, and sort of a positive impact
14 happens early on because you're
15 actually bringing it up to certain a
16 level, it dies down a little bit after
17 that, but it doesn't mean we're not
18 there. So one of our representatives
19 is in that neighbor every single
20 month.

21 COUNCIL PRESIDENT CLARKE:
22 Okay. I hear your response, but what
23 I'm talking about is a little more
24 detailed in terms of what resources

1 you bring to the table. As an
2 example, in the Hart -- the earlier
3 referenced Hartranft area, Ms. Bridges
4 who is -- basically, she's been doing
5 PhillyRising on her own for the last
6 20 years --

7 MR. NEGRIN: That's right

8 COUNCIL PRESIDENT CLARKE:

9 -- and didn't have all of the
10 appropriate resources. She was --
11 one of her issues was, as you know,
12 we were trying to have an office, an
13 Hartranft building, and it was owned
14 by the School District, and they had
15 policies that prohibited a number of
16 people. If you ever had a record 30
17 years ago, you couldn't be in the
18 building, so she didn't have a base
19 of operation. She needed -- she was
20 trying to get a location where she
21 can have an office to do great work
22 and have some sort of symbol of
23 this is where you come to move the
24 neighborhood forth.

1 So she approached the City,
2 and the City put her through like 9
3 million pieces of red tape to get a
4 vacant building that was owned by the
5 City forever, and that's the kind of
6 thing that, from a long-term
7 prospective, and I'm getting engaged,
8 which it's my responsibility but, you
9 know, given that that was a focus that
10 we could have longer support on
11 those type of things, real tangible
12 things, getting her that vacant
13 building and putting her in a position
14 to apply for grants so that facility
15 can now be up and operating and be in
16 a position to apply for a NAT
17 contract.

18 So now as we talk about the
19 planning for Germantown Avenue, the
20 infrastructure, and hopefully I think
21 we're supposed to be getting some
22 commercial corridor dollars, talking
23 to the business people on the corridor
24 to get them to sign the waiver sheets

1 to do the mural arts, I mean, those
2 type of things, so you bring the
3 quality of life, as you said, on a
4 sustainable basis. So that's what I'm
5 talking about.

6 MR. NEGRIN: Was it a School
7 District building she was trying to
8 get?

9 COUNCIL PRESIDENT CLARKE:
10 Correct. We were simply --

11 MR. NEGRIN: Okay.

12 COUNCIL PRESIDENT CLARKE:

13 MR. NEGRIN: Got you.

14 COUNCIL PRESIDENT CLARKE:
15 The School District -- I mean, in a
16 lot of these neighborhoods there are
17 individuals who have records. They
18 have a prohibition on anybody being in
19 their building who had a record. I
20 mean, I don't think that makes a lot
21 of sense but, you know, it's their
22 building and their rule. So as a
23 result of that we lost a lot of people
24 who were volunteering, and one in

1 particular, the guys that had the
2 baseball team over there, so now they
3 didn't have a place to have an office
4 off hours but -- you know.

5 So that's what I'm saying:
6 If you have a longer term strategy,
7 you know, somebody from BPRC, working
8 with them, working with the
9 Redevelopment Authority, working with
10 OACD to start that process to develop,
11 and then ultimately getting some
12 additional development on the corridor
13 and then subsequently some housing in
14 the neighborhood, that kind of thing.

15 MR. NEGRIN: Yeah. A great
16 idea. I'd be happy to look into
17 that. I wasn't aware of her
18 scenario. And as you know, we have
19 limited --

20 COUNCIL PRESIDENT CLARKE:
21 Well, her --

22 MR. NEGRIN: Yeah.

23 COUNCIL PRESIDENT CLARKE:
24 I'm just saying generally. That's

1 just an example for me.

2 MR. NEGRIN: No. I've seen
3 -- to your point, I've seen Diane
4 Bridges holding court on her front
5 step.

6 COUNCIL PRESIDENT CLARKE:
7 Exactly.

8 MR. NEGRIN: I'm happy to
9 see if we can figure out a way to
10 utilize either a vacant property or
11 some other scenario, whether it's a
12 community or a rec center, where she
13 can do some of that work. I'm happy
14 to look into that.

15 COUNCIL PRESIDENT CLARKE:
16 All right. Thank you.

17 Real quick, on the tree
18 removal, we're transferring that to
19 Parks and Recs?

20 MR. NEGRIN: Yeah.

21 COUNCIL PRESIDENT CLARKE:
22 Will that enable us to do a better
23 job? What -- talk to me about that.

24 MR. ABERNATHY: The money

1 had always been managed by Parks and
2 Recreation. For whatever reason, the
3 money lived in our budget. This was
4 purely administrative, and I would
5 refer to Parks to actually answer the
6 tree removal question if you had
7 specific questions.

8 COUNCIL PRESIDENT CLARKE:

9 And one last question, and I
10 promise I will turn it over to my
11 colleagues.

12 Vacant lots, are we seeing
13 any changes, a decrease, an increase,
14 the funding for vacant lot cleaning?

15 MR. ABERNATHY: The CLIP has
16 been maintained in its entirety.
17 There's been no changes.

18 COUNCIL PRESIDENT CLARKE:

19 I don't have CLIP in my neighbor or
20 did we change the name? Did we --

21 MR. ABERNATHY: We changed
22 -- we're still talking about the
23 still vacant lot cleanup. Tom
24 Conway's services will still be

1 provided at full. He has not received
2 any -- any reduction or increase.

3 COUNCIL PRESIDENT CLARKE:

4 No reduction nor an increase?

5 MR. ABERNATHY: Yeah. Given
6 -- given some of the cuts that our
7 budget has, I was -- I was quite happy
8 to see -- to see his levels
9 maintained.

10 COUNCIL PRESIDENT CLARKE:

11 All right. I'd like to see some
12 increases.

13 MR. ABERNATHY: Understood.

14 COUNCIL PRESIDENT CLARKE:

15 Okay. Thank you.

16 MR. NEGRIN: Councilman, you
17 can ask Tommy directly, but I know
18 there's a significant percentage of
19 the work that he does that is in North
20 Philadelphia as well, so I do believe
21 he is doing a lot of work in your
22 area.

23 COUNCIL PRESIDENT CLARKE:

24 Yeah. I mean, because unfortunately

1 we have the bulk of Vacant Lots
2 hanging around out in North Philly all
3 the time.

4 MR. NEGRIN: Yeah.

5 COUNCIL PRESIDENT CLARKE:
6 All right. Thank you. The Chair
7 recognizes Councilmember Goode.

8 COUNCILMAN GOODE: Good
9 morning, Mr. President.

10 Good morning, Mr. Negrin.

11 MR. NEGRIN: Good morning.

12 COUNCILMAN GOODE: Mr.
13 Negrin, how many departments do you
14 oversee?

15 MR. NEGRIN: That's an
16 interesting question. Directly from
17 an operational prospective it's really
18 seven. The administrative core and
19 sort of key infrastructure
20 departments, they're sort of a
21 backbone of what we do as a city. So
22 whether it's Public Property, whether
23 it's Procurement, whether it's HR,
24 whether it's 3-1-1, whether it's

1 Fleet, whether it's Records, those are
2 -- all have a direct operational
3 influence under -- under David Wilson
4 within my office.

5 And then I have sort of what
6 the Mayor calls the T of
7 responsibility which is -- which is
8 sort of the influence across the
9 coordinating part of my job around
10 significant projects that sort of go
11 across all other --

12 COUNCILMAN GOODE: So how
13 many?

14 MR. NEGRIN: Directly I
15 would say seven.

16 COUNCILMAN GOODE: Is that
17 more than anyone else?

18 MR. NEGRIN: We're all
19 across the city.

20 COUNCILMAN GOODE: Is that
21 more than anyone else?

22 MR. NEGRIN: What's that?

23 COUNCILMAN GOODE: Is that
24 more than anyone else?

1 MR. NEGRIN: I don't know
2 the answer to that.

3 COUNCILMAN GOODE: Okay.
4 How do those departments perform
5 relating to diversity goals?

6 MR. NEGRIN: How they form
7 their diversety goals?

8 COUNCILMAN GOODE: How do
9 they perform related to diversity
10 goals?

11 MR. NEGRIN: Oh. Very
12 strong. We can --

13 MR. GOODE: I was asking you
14 specifically how each department
15 performs. For instance, what's the
16 best department?

17 MR. NEGRIN: Yeah. We'll
18 get that for you. It's Public
19 Property, which I want to say has --

20 COUNCILMAN GOODE: Actually,
21 it's not.

22 MR. NEGRIN: Well, hold on
23 one second.

24 COUNCILMAN GOODE: You don't

1 know off the top of your head?

2 MR. NEGRIN: Well, I know
3 Records has probably the highest
4 overall performance goal which I think
5 it was in excess of --

6 COUNCILMAN GOODE: Of the
7 departments you oversee which are the
8 worst? You don't know off the top of
9 your head?

10 MR. NEGRIN: No. But I know
11 they're all doing well.

12 COUNCILMAN GOODE: They're
13 not all doing well.

14 MR. NEGRIN: Okay.

15 COUNCILMAN GOODE: Records
16 is doing well. Public property is
17 doing well. Fleet Management is doing
18 well. The Commission of Technology is
19 doing okay. Human Resources is not
20 doing well. And Procurement, if you
21 look at the city-wide buy in terms of
22 supplies, services and equipment, is
23 not necessarily doing well, and so
24 they vary. But you don't know that

1 off the top of your head, right?

2 MR. NEGRIN: No, I don't.

3 COUNCILMAN GOODE: Okay. So
4 what role do you play in making them
5 better or worse in terms of meeting
6 their diversity goals?

7 MR. NEGRIN: I play an
8 important role. I mean, we talk about
9 diversity importantly in my -- in my
10 meetings. So when I have the
11 administrative group meetings, which
12 include the leaders of all of those
13 meetings, we talk about our diversity
14 goals.

15 COUNCILMAN GOODE: So how
16 often do you speak with department
17 heads about diversity goals?

18 MR. NEGRIN: How often? We
19 do it every time we have a PhillyStat
20 session. So every single one of those
21 departments comes and reports in front
22 of me through PhillyStat ops, which is
23 quarterly.

24 COUNCILMAN GOODE: Is that

1 your only form of process?

2 MR. NEGRIN: It is not. So
3 we have administrative meetings where
4 I meet with the heads of those
5 departments. We talk about our key
6 diversity issues then. We track sort
7 of how we're doing and have those
8 conversations and talk about the
9 emphasis.

10 COUNCILMAN GOODE: How have
11 you helped improve any department's
12 performance?

13 MR. NEGRIN: Well, I -- I do
14 it in a number of ways. First, I
15 demonstrate and then --

16 COUNCILMAN GOODE: Give me
17 an example of a department; in fact,
18 let's use the city-wide buy in terms
19 of service, supplies and equipment.

20 How have you helped improve
21 that goal?

22 MR. NEGRIN: Well, it -- it
23 -- Councilman, it's called
24 leadership, right? So first I

1 demonstrate leadership in the area of
2 those goals. I not only talk about
3 the importance of those diversity
4 goals, but I -- it's reflected inside
5 of my department, inside of my staff,
6 in how we conduct our business, then
7 we identify it as a core value.

8 COUNCILMAN GOODE: Right.

9 MR. NEGRIN: So I mean --

10 COUNCILMAN GOODE: That's
11 that's not really a direct answer.

12 I'm asking: How do you move
13 the needle in terms of the city-wide
14 buy in making sure the diversity goals
15 are met?

16 MR. NEGRIN: I think that
17 moves the needle.

18 COUNCILMAN GOODE: Now, the
19 Procurement commissioner is coming up
20 next --

21 MR. NEGRIN: Yeah. I think
22 that the --

23 COUNCILMAN GOODE: I'm going
24 to ask him --

1 MR. NEGRIN: Yeah. And
2 he'll be ready to answer since --

3 COUNCILMAN GOODE: -- what
4 he's done and which role you played in
5 it.

6 MR. NEGRIN: Great. Well,
7 first of all, we identified diversity
8 participation as a core value within
9 my office. So we talk about the
10 fact that it's a core value, we talk
11 about and monitor the actual score, at
12 least, on a quarterly basis. We talk
13 about it in PhillyStat Ops. You can
14 see that on Channel 64. It's one of
15 our priorities.

16 One of the things I did this
17 year which was different which we'd
18 never done before is, we actually made
19 recognition and provided awards around
20 our core values. So diversity --

21 COUNCILMAN GOODE: I'm
22 asking specifically about the --
23 city-wide of services, supplies and
24 equipment.

1 How have you moved the
2 needle on that in terms of creating
3 great diversity? It's a direct
4 question.

5 MR. NEGRIN: Procurement is
6 going to do that. They're going to do
7 it directly. I'm going to do it
8 indirectly by setting a division,
9 setting our priorities, establishing
10 our core value --

11 COUNCILMAN GOODE: So you
12 have not done anything directly to
13 impact diversity in terms of that
14 city-wide buy?

15 MR. NEGRIN: Other than
16 monitoring what they do on a
17 day-to-day basis, which is their job,
18 I provide the leadership.

19 COUNCILMAN GOODE: What did
20 they achieve last year, the last
21 fiscal year, in terms of diversity,
22 the participation rate?

23 MR. NEGRIN: Yeah. We can
24 provide those numbers.

1 COUNCILMAN GOODE: I have
2 the numbers right here. You
3 don't have the numbers right here, but
4 I have the numbers right here.

5 MR. NEGRIN: We have them if
6 you want me to pull them up and -- and
7 give them to you.

8 COUNCILMAN GOODE: It's
9 about 10 percent. Is 10 percent a
10 good number or a bad number?

11 MR. NEGRIN: I don't think
12 it's a good number. I think it can
13 get a lot better.

14 COUNCILMAN GOODE: Thank
15 you, Mr. President.

16 COUNCIL PRESIDENT CLARKE:
17 The Chair recognizes Councilmember
18 Greenlee.

19 COUNCILMAN GREENLEE: Thank
20 you, Mr. President.

21 Good morning, Gentlemen.

22 MR. NEGRIN: Good morning.

23 COUNCILMAN GREENLEE: Mr.
24 Negrin, yesterday there was a -- I

1 think it was yesterday, there was a
2 story in the paper about the 3-1-1
3 versus the 9-1-1 calls and emergency
4 calls. I'm not going to get into the
5 dispute on the numbers, but I guess
6 just a general question: How do you
7 see -- it does seem like the numbers
8 are getting better and more people are
9 calling nonemergency calls into 3-1-1.

10 How do you see that number
11 even getting better as far as like
12 informing the public of when and how
13 they should call 3-1-1 in certain
14 cases?

15 MR. NEGRIN: Yeah. I think
16 there's a few things that we can do.
17 And I think, first of all, I -- I
18 think it's a good story. We've made a
19 lot of progress, right, so -- in the
20 last two years without an advertising
21 campaign of any kind.

22 So when we started 3-1-1 we
23 started off with a 4 million dollar
24 budget. When -- when the economic

1 Tsunami hit the city, which you guys
2 are all way too familiar with, we cut
3 that budget in half, right, so we
4 started with 2 million. That budget
5 has never increased more than 2.6
6 million in the -- in the last three
7 years. During that time the calls
8 that went to 9-1-1 that should have
9 gone to 3-1-1 have been cut in half.
10 The numbers on that we report are
11 still relatively small.

12 So just this past year the
13 number of calls that went to 9-1-1
14 that should have been to 3-1-1 there
15 were only 2200. When you consider
16 2200 calls out of a million calls a
17 year, we roughly estimate -- you know,
18 average about a million calls a year.
19 That's a pretty small percentage.
20 I think one call is too many. And
21 we're going to keep -- continue to
22 push that.

23 I think stories like
24 yesterday that talk about the issue

1 and give us free media around 3-1-1
2 are an important part of that. That's
3 why we talk about 3-1-1 on a regular
4 basis. I think Rosetta Lu who is not
5 here because -- because -- for
6 personal reasons has done a phenomenal
7 job of reaching out to the community
8 directly through her neighborhood
9 liaison program, but I'm not satisfied
10 with the fact that everybody in
11 Philadelphia is aware of calling
12 3-1-1. So I think it's a combination
13 of the longer it's there the -- the
14 ability that we have to get the word
15 out.

16 We've done some PSA's in the
17 past. We're talking about doing more
18 things like that with -- with Comcast
19 and others to get the word out around
20 3-1-1.

21 Part of the silver lining
22 around the crises that we had last
23 year around not just the hurricanes,
24 the earthquake and occupy, is that

1 every time there's a situation where
2 people are alert to the city and
3 what's happening, we talk about and
4 emphasis 3-1-1, and our calls go up
5 like every time we have a press
6 conference and we talk about 3-1-1.
7 So that's part of the silver lining.

8 So my hope is that in the
9 future we'll be in a better financial
10 position to do some advertising and
11 get the word out --

12 COUNCILMAN GREENLEE: The
13 word out better. Okay. Thank you.

14 I guess this one is for
15 Mr. Abernathy.

16 On the animal care and
17 control, I have more of a general
18 question than the President.

19 How do you see, and I know
20 it just -- you just took over on April
21 1st, so this might be a little unfair
22 question -- how do you see this being
23 better than what was there before just
24 generally? What would you say your

1 goals are again?

2 MR. ABERNATHY: Well, I -- I
3 -- I think it should be -- we should
4 be clear. We didn't -- we didn't
5 create the Animal Care and Control
6 Team because the PSCA was failing in
7 it's duties.

8 COUNCILMAN: GREENLEE:
9 Right.

10 MR. ABERNATHY: The SPCA
11 actually ran -- ran the animal shelter
12 well over the last number of years
13 after the initial transition.

14 COUNCILMAN GREENLEE: Right.

15 MR. ABERNATHY: You know,
16 I think especially when Sue Crosby
17 became president of the SPCA, she's
18 now the executive director of Animal
19 Care and Control, she's been able to
20 provide some solid leadership in a
21 place that we haven't had a -- had a
22 lot of leadership.

23 You know, the recent
24 transition has gone very smoothly.

1 The average shouldn't see any -- see
2 any difference in the services that
3 they received last week as they do
4 this week, which is different than any
5 transition over the last ten years.
6 You know, we're talking four
7 significant transitions in a 10-year
8 time frame.

9 I think the way we've
10 structured this board is to make sure
11 that it's sustainable. It's not -- it
12 is City related, but it's not only
13 City driven. It has a significant
14 animal efficacy voice, but at the same
15 time has a very clear mission to
16 represent the City's interest which I
17 think is -- we've swung the pendulum
18 one way or the other for the last
19 number of years. I think we're -- I
20 think we're starting to find of sweet
21 spot.

22 MR. GREENLEE: And I agree.
23 I mean, it's been better over the last
24 few years. You know, for a while,

1 probably disaster is not an unfair
2 term, or close to it. But I
3 appreciate that because, as you know,
4 with Councilman Kelly leaving now I
5 think I'm the unofficial guy here, so
6 I know we'll be talking some more.

7 MR. ABERNATHY: Good.

8 COUNCILMAN GREENLEE: Thank
9 you, Mr. Abernathy. Thank you, Mr.
10 President.

11 COUNCIL PRESIDENT CLARKE:
12 Councilmember Jones.

13 COUNCILMAN JONES: Thank
14 you, Mr. President.

15 First of all, good morning.

16 MR. NEGRIN: Good morning.

17 COUNCILMAN JONES: And I
18 know sometimes as the -- your staff
19 come in here, they march in here with
20 a sense of sadness, but for a few
21 seconds I'd like to talk about some of
22 the great things that you have done,
23 particularly in my district working
24 with alleyways.

1 I cannot tell you what the
2 CLIP a/k/a Alley Clean Program has
3 done for the quality of life of
4 everyday citizens that don't
5 understand the big issues of a
6 multilayered government, but they dog
7 on sure understand what it means to
8 walk through a clean environment in
9 the back of their homes even though it
10 is a private alley, but it's a first
11 responder public safety issue, so I
12 want to say thank you for that.

13 The other thing I want to
14 say thank you for is how you handled
15 Occupied. We could have gotten a
16 black eye internationally, not just
17 national, internationally, and it was
18 a difficult multilayered issue dealing
19 with issues of the First Amendment
20 right to speak that you handled
21 gracefully. And even though some of
22 some the occupiers didn't handle it as
23 gracefully, you maintained your
24 poise. So i want to say those things

1 publicly on the record and say some of
2 the things that you do well.

3 MR. NEGRIN: Thank you.

4 COUNCILMAN JONES: All
5 right. So now let's shift to some of
6 the things we need to do better.

7 MR. NEGRIN: Can I say
8 something briefly? I want to say
9 something briefly.

10 COUNCILMAN JONES: I learned
11 that from some of my veteran
12 colleagues.

13 MR. NEGRIN: If I could say
14 something briefly about the occupied
15 piece because I think it's important,
16 I think it was a credit to our entire
17 city, not just the administration and
18 City Council. I think obviously the
19 police showed the greatest restraint I
20 think.

21 There -- there's a great
22 picture that I received seen of three
23 or four protesters standing about an
24 inch away from an officer's face, you

1 know, and the restraint on the
2 part of our officers I thought was
3 extraordinary and the training.

4 But also, as you know, I
5 have a great team, and not only do we
6 have daily calls around this, but
7 I've had a phenomenal team led by our
8 events folks and working in
9 conjunction with the police and civic
10 affairs to do a really great job on
11 this issue. So thank you very much,
12 and on behalf of all of them I'll say
13 thank.

14 COUNCILMAN JONES: And so I
15 appreciate that. There are a couple
16 of issues I'd like to focus on, and
17 I'll share my mic time with my
18 colleagues unlike I did,
19 Mr. President yesterday. I had a
20 bone to pick but -- and it is
21 thoroughly picked for me.

22 First, and foremost, I want
23 to say on the record that I am
24 totally against and appalled by bandit

1 signs in the City of Philadelphia.
2 They are a scourge that go from as far
3 as the Far Northeast to the deepest
4 part of South Philadelphia and seem
5 to reflect themselves particularly in
6 inactive neighbors, low-income
7 neighbors, almost in a predatory
8 fashion, like, we buy your house, we
9 do -- we will -- we will do anything
10 kind signs with a total disregard for
11 the ability for us to catch them and
12 enforce them if they have a phone
13 number on them, and they have a
14 location with them. It seems to me
15 that we can put together a strategic
16 way the bring them down.

17 They are a public safety
18 hazard. When you try to come up to a
19 turn sign signal, you can often --
20 your eye can be distracted by the
21 multicolored signs that hide the
22 actual traffic signs, speed signs,
23 things that the Streets Department
24 has.

1 I want to say also for the
2 record, Mr. President, I'm not for
3 legalizing them. I'll say it three
4 times, because that seems to be what
5 -- you know what has come out of this.

6 I want to say it again: I'm
7 not for legalizing them, but I am for
8 providing advertising space in a wider
9 range of use that we've discussed in
10 the Veterans 10, outdoor advertising
11 and providing revenues for the City of
12 Philadelphia.

13 So what I'd like you to
14 respond to is how we are going to
15 start to aggressively deal with them?
16 And if you would, for the record, tell
17 us about that.

18 MR. ABERNATHY: And thank
19 you, Councilman. The bandit signs is
20 not a problem the City can't solve on
21 its one. I think that's become
22 clear. We don't simply have the
23 resources to tackle this issue on a
24 product -- in a proactivity way, but

1 we do need to be doing a better job.
2 And over the last six months we have
3 developed a strategy that I think will
4 put a significant dent in the bandit
5 sign issue.

6 First of all, there's no
7 reason for when our crews are already
8 on the block either cleaning a vacant
9 lot, sealing a house or sweeping the
10 street, that they don't also take down
11 bandit signs, and we will start -- we
12 are starting to do that now. There's
13 no reason for our sweep officer not to
14 record and -- and take pictures of
15 those signs so the citations can be --
16 can be issued.

17 The struggle that -- the
18 largest struggle we've had is being
19 able to identify the folks who are
20 putting up the signs. As you
21 indicated, for the large -- for the
22 most part, folks are putting up signs
23 with phone numbers and phone numbers
24 only. Being able to track down those

1 folks and where they live and an
2 address has been challenging.

3 Working with the Office of
4 Administrative Review, we think that
5 we'll be able to solve that issue, but
6 we're going to need some resources to
7 do that.

8 We have reached out to some
9 private entities, what, we're not to
10 announce today but -- what those
11 private entities are. They have
12 agreed to provide today us some
13 resources, and hopefully in the next
14 two to three weeks we'll be ready for
15 a formal announcement, and most
16 certainly we'll include you on that.

17 COUNCILMAN JONES: We'd like
18 to work with you on that. If we can
19 find Bin Linden, it seems to me we can
20 find some of these guys with these
21 illegal signs. And I'm going to
22 yield, and I'll go around on my second
23 round on my next issue, Mr. President.

24 COUNCIL PRESIDENT CLARKE:

1 Thank you, Councilman. Real quick,
2 community service individuals who
3 have been giving alternative
4 sentencing for whatever, they
5 currently perform work such as
6 cleaning lots and graffiti removal,
7 but I guess under the law they must
8 be supervised by a City employee. So
9 does that mean that technically, if
10 authorized, slash, supevised, they
11 can abate a nuisance?

12 MR. ABERNATHY: We're going
13 to have to get back to you on that,
14 Councilman, specifically. If
15 you're asking if they need to be --
16 if they can abate a nuisance without
17 being supervised?

18 COUNCIL PRESIDENT CLARKE:
19 No, no. I'm saying --

20 MR. ABERNATHY: Oh. I'm
21 sorry.

22 COUNCIL PRESIDENT CLARKE:
23 I'm saying, just being supervised. I
24 mean, we will get to -- I want to

1 respond to the question that
2 Councilman Jones raised when you said
3 there was limited resources so --

4 MR. NEGRIN: We utilize them
5 today. So if you look at our
6 PhillyRising clean up if you look at
7 our service events and our days that
8 we do around service, we have a major
9 cleanup day coming up.

10 COUNCIL PRESIDENT CLARKE:
11 Right.

12 MR. NEGRIN: But you'll see
13 the folks out there with the vests on
14 in the jumpsuits, and we utilize --

15 COUNCIL PRESIDENT CLARKE:
16 Right. They do the alleys --

17 MR. NEGRIN: Correct.

18 COUNCIL PRESIDENT CLARKE: --
19 and they do a whole lot of work.

20 MR. NEGRIN: Correct.

21 COUNCIL PRESIDENT CLARKE:
22 You know, it was period before when we
23 had a lot of money and City workers
24 used to do it.

1 MR. NEGRIN: Is that right?

2 COUNCIL PRESIDENT CLARKE:

3 So my question is: As it relates to
4 the bandit signs, is that an activity
5 that community service people could
6 do?

7 MR. NEGRIN: In part, yeah.
8 And we have -- we have spoken to
9 community service folks. And again,
10 this goes back to when we have -- when
11 we have workers on the block, there's
12 no reason that those workers shouldn't
13 be pulling down signs at the same
14 time.

15 The question -- the question
16 is going to be: Do we -- where is our
17 priority; is our priority the vacant
18 lot or is our priority the bandit
19 signs and just being able to balance
20 those priorities going forward.

21 And I think to your point,
22 there are going to be neighborhoods
23 and circumstances that we need to
24 prioritize the bandit signs, and I --

1 COUNCIL PRESIDENT CLARKE:

2 Well, let me ask my last follow-up to
3 that question.

4 If you were in a position to
5 receive additional community service
6 -- and unfortunately, we have a lot of
7 people that qualify for the program
8 unfortunately -- we're looking at some
9 other programs that could conceivable
10 divert individuals into a community
11 service program, the lady I don't want
12 to say her today, but -- so if you
13 received additional people that would
14 qualify for the community service
15 program, would you use them?

16 MR. ABERNATHY: We'll need
17 additional supervisors.

18 MR. NEGRIN: I think the
19 answer to that is if -- if we're
20 talking about doing those stand-alone
21 projects, we are going to need an
22 supervisor to supervise those folks.
23 If we're able to incorporate those
24 into part of an already existing

1 cleanup where we have supervision
2 there and available, I think the
3 answer is it's much easier to do it
4 that way.

5 COUNCIL PRESIDENT CLARKE:
6 Is there a ratio, supervisor versus
7 community service presence to be like
8 one supervisor for every ten or twenty
9 people?

10 MR. ABERNATHY: It's usually
11 one to nine people.

12 COUNCIL PRESIDENT CLARKE:
13 So there is a ratio. All right.
14 Okay. All right. I'm just -- just a
15 thought. I'm trying to figure out,
16 you know -- I mean, we have a lot of
17 -- like I said, we're working on this
18 other program to try to have a
19 diversion process as it relates to
20 some of --

21 MR. NEGRIN: Yeah. But from
22 my prospective, I think it's a great
23 point when you talk about when we go
24 into an area and do a cleanup, whether

1 it's through PhillyRise or one of our
2 other service areas, there's no reason
3 why the bandit signs can't be part of
4 the initiative about cleaning that
5 neighborhood up.

6 COUNCIL PRESIDENT CLARKE:
7 Right.

8 MR. NEGRIN: So whether it's
9 the folks that are doing community
10 service or the volunteers in the
11 community that we have in the
12 community out there doing that, I
13 think the bandit signs are, you know,
14 fair game when we're doing that.

15 COUNCIL PRESIDENT CLARK:
16 Yeah. It's pretty easy to --

17 MR. NEGRIN: Yeah. Just
18 tear them down while you're there.

19 COUNCIL PRESIDNET CLARKE:
20 Okay. Thank you.

21 The Chair recognizes
22 Councilwoman Tasco.

23 COUNCILWOMAN TASCO: My
24 suggestion for getting those signs

1 down would be to -- when we have the
2 cleanup on the 14th, one way, in
3 addition to using the community
4 service staff, that we should get some
5 of the old-fashion heavy rakes -- you
6 know the rakes?

7 MR. NEGRIN: Yeah.

8 COUNCILWOMAN TASC0: -- and
9 just pull them down. It doesn't take
10 that much time. You don't have to
11 stand there. Just rake them down.
12 Call it a raking day and just take
13 them down because we -- are they're
14 all over my area, particularly the
15 ones about if you want to sell your
16 house. So that would save time and --
17 because you're concerned.

18 Taking into consideration
19 the time, first, I want to say thank
20 you to the office for responding to
21 the calls we make to you and to find a
22 way also always responding to what we
23 -- some of the problems that we have.

24 The main concern that I have

1 is -- I have several. Logan. There
2 needs to be a better coordination with
3 entities who are contracted to cut the
4 grass. I think the Horticultural
5 Society does it. But what we end up
6 with, we don't have anybody taking
7 care of weeds, so you get all this
8 growth and it becomes a safety issue
9 for people who are getting off the bus
10 on 9th Street or over on Wyoming
11 Street. So we need -- because that
12 area, I'm mean, we're still struggle
13 trying to figure out what to do with
14 the 34 acres of land. It is in a
15 neighborhood that, you know, people
16 deserve not to have that blight, and
17 it should be controlled and it's on
18 a major thoroughware --
19 thoroughfare, the Roosevelt
20 Boulevard. So -- and we -- also for a
21 moment, there were cameras to get
22 people who were short dump -- short
23 dumping. They stay a couple of
24 minutes, and they go away. The areas

1 that the cops were surveilling, and we
2 have a guy who comes up and the
3 weekends, and he just spreads his tarp
4 and he puts out junk to sale.

5 He doesn't have a license.
6 It's not a vending area. The police
7 will come and they don't do anything.
8 He doesn't have a license. He doesn't
9 have a license and, then he shouldn't
10 be there.

11 So these are the complaints
12 that we get. We have the Logan CDC
13 that's working very hard of there to
14 maintain that area, so we need better
15 coordination of how you control the
16 weeds and the shrubbery over there as
17 we try and work to figure out what to
18 do with that land. Okay?

19 The other thing is the 3-1-1
20 reports which I read, I look at the
21 9th District and I see there's a large
22 -- the most complaints I get are about
23 abandoned cars, and we need to figure
24 out how you better control that or

1 respond to that. It's always been a
2 problem. When I first came into
3 council in 1988, I introduced
4 legislation to get rid of abandoned
5 cars, so it's an ongoing problem, but
6 it seems to be in the 9 District a
7 major problem based on the charts that
8 I get from 3-1-1 in terms of the calls
9 that I get in my district.

10 I also see that on the
11 PhillyRising it does have -- come into
12 9th District in the Lawncrest District
13 area. There is an effort by DA to
14 open one of his --

15 MR. NEGRIN: Community
16 offices.

17 COUNCILWOMAN TASCO:
18 Community offices. Is there a way you
19 all could coordinate the services and
20 maybe like PhillyRising, also use that
21 site as their point of operation?

22 MR. NEGRIN: I'm not sure.
23 I know the DA is looking to do that.
24 I'm not sure exactly of the location

1 for where he's looking at and whether
2 that lines up with where we are in
3 Lawncrest, but I'd be happy to look at
4 that because we coordinate and talk to
5 the DA on a regular basis.

6 COUNCILWOMAN TASC0: Right.
7 It's at the Lawncrest library right --

8 MR. NEGRIN: It is.

9 COUNCILWOMAN TASC0: --
10 after Rising Sun Avenue.

11 MR. NEGRIN: Great.

12 COUNCILWOMAN TASC0: Okay.
13 It's next to the library and the rec
14 -- next to the rec center in a little
15 complex. Yeah. I think there's a lot
16 of City offices in that area.

17 MR. NEGRIN: Okay.

18 COUNCILWOMAN TASC0: It
19 would be a good place to put them.

20 MR. NEGRIN: Yeah.

21 COUNCILWOMAN TASC0: The
22 other thing is I don't see -- what are
23 you going to do about Town Watch? I
24 see that the Urban Coalition had the

1 contract and that is not in the budget
2 this time. What's happening with Town
3 Watch?

4 MR. ABERNATHY: The Town
5 Watch contract, we intend to provide
6 Town Watch services and increase those
7 services by, I believe, 200,000, but
8 the contract and how it's run will
9 be put out to bid.

10 COUNCILWOMAN TASC0: But
11 what?

12 MR. ABERNATHY: Will be
13 RFP'd on the --

14 COUNCILWOMAN TASC0: Will
15 be RFP?

16 MR. ABERNATHY: Yeah.

17 COUNCILWOMAN TASC0: Okay.
18 All right. Now, I just have one more
19 question and I'll be done, and I'll
20 take advantage that the President is
21 not here.

22 I talked to Jazelle, and
23 we're going to meet for one of the
24 most frustrating issues that I get

1 from my constituents: The whole new
2 policy around block parties and
3 blocking the street. Last year, a
4 lady rang my bell. She was very
5 frustrated, there Stenton Avenue was
6 blocked off a whole day -- two days of
7 block parties, and she can't do her
8 one block and there -- there doesn't
9 seem to be any consistent response or
10 answer to how the decision is made on
11 what blocks can be closed and what
12 blocks can't be closed, and then the
13 rational that I've gotten just doesn't
14 make sense.

15 And I'm not saying I
16 talked to Jazelle about it. I -- she
17 e-mailed me, and I told her we were
18 going to meet, but there has to be
19 something that -- because the
20 neighbors are very frustrated. It's
21 very few things that people do in the
22 summertime and that block parties are
23 a Philadelphia institution, and that's
24 what they use to clean up the block,

1 develop relationships with their
2 neighbors, apply for -- provide for a
3 place for their children to be in the
4 street, not to worry about a bus or a
5 car, but we need to be very clear on
6 what the policies is going to be, and
7 you need to tell the people up front.

8 We didn't know that there
9 was a change in how you gave out
10 permits for block parties, so we
11 couldn't answer. And I don't know if
12 there is still an answer. I'll meet
13 with Jazelle and she'll tell me, but
14 it has to be clear in terms of what's
15 happening. Could you answer that or
16 respond actually?

17 MS. JONES: Good morning,
18 Council Members.

19 COUNCILMAN JONES: Good
20 morning. Could you state your name?

21 MS. JONES: For the record,
22 yes. Jazelle Jones. Good morning,
23 Councilman.

24 COUNCILWOMAN TASC0: Good

1 morning.

2 MS. JONES: As it relates to
3 block party permits, I don't
4 personally handle them. They are done
5 by the Streets Department.

6 I do know that they take
7 certain streets into favor as it
8 relates to the major arteries. They
9 have a computer software system, and
10 as they get addresses or applicants
11 that want to close a block they make
12 sure they gridlock the neighborhoods
13 and communities.

14 I can't specifically answer
15 why one street versus the other, but I
16 will absolutely talk with Clorena --

17 COUNCILWOMAN: Where
18 can we get them?

19 MS. JONES: -- and we can
20 get an answer. We're going to meet,
21 and I'll make sure that someone from
22 Streets comes here.

23 COUNCILWOMAN TASC0: Thank
24 you very much.

1 MS. JONES: You're welcome.

2 COUNCILMAN JONES: Thank
3 you. I think that's all of my
4 questions right now. It's not a lot.
5 That pretty much serviced the 9th
6 district. Thank you.

7 COUNCILMAN JONES: The Chair
8 recognizes next Councilman Johnson.

9 COUNCILMAN JOHNSON: Thank
10 you, Mr. Leader.

11 Good morning.

12 MR. NEGRIN: Good morning.
13 Thanks for being here this morning as
14 well.

15 First I'll start off by the
16 commending the folks from the
17 PhillyRise Program for coming to South
18 Philadelphia. I've been a community
19 organizer in South Philadelphia since
20 I got out of college in 1995, so I
21 have seen administrations come and go
22 as young community organizer and
23 working from a ground level with
24 community groups. And so, you know, I

1 was inspired when the program came to
2 Point Breeze to not so much create --
3 I want to make I put this the proper
4 context.

5 I was inspired when
6 PhillyRise came to partner and build
7 on some of the things that we were
8 already doing but really enhancing and
9 brought city government out to the
10 community, so I do commend you on
11 that. And we had a good time working
12 with you guys on cleaning up Woodland
13 Avenue, and I want to follow up on
14 that one.

15 I want to start oft with
16 public safety. Of course, I want to
17 the stay on top of the crimes
18 prevention initiative that the Mayor
19 is unveiling. It's going to be a
20 million dollars geared toward
21 community groups that want to focus on
22 new-found initiatives. I want to get
23 an idea of how that's going to be
24 rolled out, how those organizations

1 actually qualify, is it performance
2 based, and so I really want to get an
3 idea how that's going to be rolled
4 out.

5 And separate from the
6 million dollars I also have another
7 question regarding there's \$200,000
8 that's going to be geared toward
9 witness relocation which I think is
10 great.

11 My question is: Why would
12 it go through the Managing Director's
13 office, and why not -- and why
14 wouldn't this be something that would
15 go toward the District Attorney's
16 office? So somebody can answer those
17 two questions.

18 MR. NEGRIN: Sure. First on
19 the million dollars and the -- the
20 violence prevention.

21 COUNCILMAN JOHNSON: Yes.

22 MR. NEGRIN: We're going to
23 start with the Mayor's community
24 dialogue which City Council will be a

1 part of.

2 COUNCILMAN JOHNSON: Yes.

3 MR. NEGRIN: What we hope to
4 do during that meeting is bring the
5 state collars together who are
6 actively involved in anti-violence
7 work around the city.

8 What we want to stop is the
9 day when dollars were given out and
10 contracts were given out without an
11 ability to not only coordinate and be
12 strategic around where we're spending
13 those dollars but measuring the
14 performance and the success of those
15 programs in a tangible way. So
16 whether it's through partners such as
17 Cease Fire or the Interrupter's Model
18 which is something that has drawn a
19 lot attention recently or whether it's
20 the Deputy David Kennedy approach, you
21 know, we want to have a conversation
22 around what are the best practices,
23 who is doing the best work in this
24 area, how do we coordinate because

1 there are some great groups doing a
2 lot of great work in some neighbors
3 that may or may not be the most
4 violent, right.

5 So part of this is
6 getting the right folks in the room
7 and having a conversation around best
8 practices, making sure that we're
9 coordinating them in a strategic
10 fashion, and then developing some
11 performance-based matrix around how we
12 know those groups are making a
13 difference to impact public safety you
14 know in a real tangible way.

15 So that's where we hope to
16 go, and that's where -- and we hope
17 the RFP will definitely reflect that
18 and that intention and that will be at
19 the end of the month.

20 COUNCILMAN JOHNSON: Have
21 you reached out to the Philadelphia
22 Antidrug Antiviolence Network which is
23 an organization that's around since
24 the '70s under the old Crisis

1 Intervention Network and has been
2 doing outreach throughout the city as
3 a whole? Are they a part -- have they
4 been a part of this conversation?

5 MR. NEGRIN: Yeah. I don't
6 know whether they have been reached
7 out to specifically, but I know that
8 Everett and Mike and my office has
9 been working to identify as many folks
10 as possible.

11 COUNCILMAN JOHNSON: I do
12 want to recommend them for them, you
13 know, for the record primarily because
14 they already have a track record. I'm
15 quite sure they have performance or
16 measurement data on the actual youth
17 violence list that have been doing.
18 So I want to make sure as we roll out
19 these initiatives we don't overlook
20 those organizations who have a proven
21 track record and address the issue of
22 youth violence.

23 But the \$200,000 for witness
24 relocation, how did you that play into

1 the Managing Director's Office under
2 public safety and not the District
3 Attorney's Office?

4 MR. ABERNATHY: We're
5 certainly in an administrative
6 function there to manage that money.
7 It's not unusual for our office to
8 serve in an administrative function
9 for other departments, and that's
10 really what it is.

11 COUNCILMAN JOHNSON: Okay.
12 Just from an administrative
13 standpoint?

14 MR. NEGRIN: Yeah. All
15 right. Cool.

16 Something I also will
17 follow-up on is also -- I know I have
18 to taste my gums on youth and gun
19 violence initiative, and thank you for
20 their support. My chairman,
21 Councilman Curtis Jones, I want to
22 take a look at --this was under the
23 prior administration's Managing
24 director's office.

1 We had curfews, and I guess
2 depending on who is providing the
3 data, some would say they were
4 successful or there were some
5 questions around, but I know for a
6 fact the 17th Police District, we had
7 a strong partnership with the 17th
8 District Police Officers, DHS and the
9 community group. The community kind
10 of rallied around getting young people
11 off the street, and then DHS came and
12 did the behavioral service --
13 behavioral health component seemed to
14 me to be very successful.

15 So I'm going to put that out
16 there as a model that you might want
17 to take a look at because I think when
18 you focus on getting our babies off
19 the street and really give them the
20 actual social service support that
21 they actually need that goes a long
22 way to reduce the issue of youth
23 violence. So those two things I
24 wanted to actually put out there put

1 from a violence standpoint.

2 And the question I'm asking
3 you are things that we talked about
4 offline, so it's no need to, you know,
5 try to, you know, come at you sideways
6 while I have you in front of me.

7 MR. NEGRIN: Sure.

8 COOUNCILMAN JOHNSON: The
9 CLIP program. I'm going to be hosting
10 hearings coming up on litter
11 enforcement and short dumping and
12 really enforcing some of the laws that
13 are actually on the book.

14 When we came out and we
15 cleaned up Woodland Avenue, what had
16 dawned on me when I got finished
17 cleaning up Woodland Avenue -- and
18 thank all of you for coming out as
19 well -- was that we just cleaned up a
20 business corridor of private private
21 owners. And so I'm like, that didn't
22 really make sense.

23 And so what the hearings are
24 going to do is now we can be supported

1 in ramping up the effort to keep our,
2 one, business corridors clean and
3 then, two, go after those who
4 illegally short dump. And I know
5 y'all helped out cleaning up the tires
6 off of 71st and Woodland Avenue.

7 So I want to see how can we
8 be supportive as the Council to
9 help ramp up the issue of keeping
10 Philadelphia clean by specifically
11 enforcing what's already on the book?

12 MR. NEGRIN: Yeah. I think
13 it's a couple of things we can do
14 there. We talked -- on the short
15 dumping issue, we've talked about some
16 of the things we can do which we hope
17 to accomplish in that area which is
18 obviously also a PhillyRising area.

19 The other thing I think we
20 can do which we need your help on is
21 one of the efforts that we did that
22 day was, and the days preceding that
23 event, was reaching out to those
24 business owners door to door to get as

1 many of them to cooperate and
2 participate as possible.

3 Quite frankly, the community
4 came out. The business owners did
5 not. And which is, I agree with you,
6 is odd because they have a vested
7 interest in that business corridor and
8 having it -- having it do well. You
9 know, I think we need a concerted
10 effort both from my office and through
11 Council to get some of those folks to
12 understand that whether it's tying
13 into the Safe Cam issue with cameras
14 for public safety reason or with
15 helping us with around the quality of
16 life around their buildings and their
17 business it's really in their best
18 interest, and we need their help.

19 COUNCILMAN JOHNSON: I just
20 want to make sure that's stated for
21 the record because sometimes take the
22 carrot and stick approach but, you
23 know, at this particular point in
24 time, you know, I'm with the stick

1 approach just primarily because it
2 doesn't take much to pay a young man
3 to come clean up in front of your
4 business, and at the same time, you
5 receive most of your funding, your
6 bottom line, from the neighborhood in
7 which reside in.

8 A lot of business owners
9 don't even live in the neighborhood
10 and so they probably feel as though we
11 leave, we go home, we don't have a
12 vested interest. But I believe that
13 if you provide a business in the
14 community they help you meet your
15 bottom line, and you need to be a
16 partner in keeping that business
17 corridor clean.

18 The illegal short dumping
19 component, elaborate on your efforts
20 in terms of aggressively going after
21 those who illegal short dump. I think
22 part of the research we did from the
23 hearing that we have coming up there's
24 like a hotline. I don't know if the

1 greater public knows about the
2 hotline. Before we decide to increase
3 the funds, we wanted to see how -- I
4 mean, the fines, we want to see how do
5 we enforce what's already on the
6 books.

7 Just elaborate and let's see
8 how we can help the system addressing
9 that issue.

10 MR. NEGRIN: Yeah. I think
11 there's a couple of things we can do,
12 and we've talked about some of this.
13 And Councilwoman Tasco and I had this
14 conversation where we targeted some
15 specific short dumping area in --
16 around Logan last year.

17 We had the ability with some
18 limited funds, but we do very
19 effectively whenever we do it. And
20 Tommy really is -- Tommy Conway is
21 really the champion of this effort to
22 set up mobile cameras to capture folks
23 -- pretty good resolution. We capture
24 people's license plates and set up

1 shop there sometimes under well-lit
2 areas. If it's not well-lit, we'll
3 put a light on there temporarily to
4 get -- to get some pictures, and Tommy
5 has had some success. He's walked
6 into my offices and showed me pictures
7 of some of the vehicles that we've --
8 that we've tracked down during the
9 short dumping, and then we track those
10 people down and start enforcement
11 proceedings.

12 But more importantly, we
13 clean everything up and try to keep
14 that going on on an ongoing basis.
15 Those are some of the things I think
16 we can do. Obviously, it's a
17 resources issue. The more resources
18 we have the more ability that we have
19 to coordinate with you, the more
20 affective we can be around those
21 issues.

22 COUNCILMAN JOHNSON: And you
23 have my support.

24 And the last question: In

1 regards to the cleaning up the
2 abandoned lots, now, at one time in
3 the City of Philadelphia we -- the
4 City provided gates. If you tear down
5 a property, you put up a gate rather
6 it be wooden or rather it be a tall
7 fence, but you didn't just put tear
8 down property and leave a vacant lot.

9 How do we address that issue
10 from a public safety standpoint?
11 People get high in these lots. The
12 drug dealers run through the lots.
13 Prostitution takes place in the lots.
14 And when I'm out in the community and
15 I'm addressing these issues, they say
16 how come we can't have a fence, so
17 there's like a discrepancy. Some
18 people say it's because it's fire
19 hazard, the police -- you know,
20 firemen can't get back there, we don't
21 have the funding anymore.

22 At one time, I think it was
23 the Fairmount Park Commission provided
24 the wooden fences, and then some areas

1 you'd go in you have wooden fences and
2 some areas you don't. How can we
3 address that from a public safety
4 standpoint.

5 MR. ABERNATHY: Sure.
6 There's PHS actually, they're --

7 COUNCILMAN JOHNSON: The
8 Horticultural Society still does put
9 up wooden fences they can see through,
10 and they're spotted fences. There is
11 a significant public safety concern if
12 you do put up a fence.

13 You -- to your point, folks
14 are going to do the unsavory things in
15 vacant lots. If we can't see, then we
16 can't stop them. And it provides a
17 public safety risk to our police
18 officers and to our fire fighters.

19 COUNCIL PRESIDENT CLARKE:
20 Councilman, do you mind if I take the
21 time to put that on the record.

22 COUNCILMAN JOHNSON: Sure.
23 One last one, all right, Mr.
24 President? We got him sworn in, and

1 he said he would be hard working like
2 John Street and fair like Ann Verna.
3 Just give me one last one.

4 All right. I just
5 definitely want to see how we can
6 follow up on the gate component, and
7 I'd also like to acknowledge the great
8 work of the Commissioner that helps us
9 put together our community festival,
10 Ms. Jazelle. For the record, as a
11 State, she's always made sure we had a
12 great community day in South
13 Philadelphia. I'd like just to tell
14 her and her team to keep up the good
15 work.

16 Thank you, Mr. President.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you, Councilman. Councilman,
19 real quick, in response to the
20 termination fences that used to be put
21 up, first cyclone, and subsequently
22 they were wooden, and now -- it was
23 basically as a result of cost. The
24 cyclone floats were quite expensive,

1 and the City made a decision to
2 basically stop doing them because we
3 couldn't continue to pay for them.
4 That's the real reason.

5 COUNCILMAN JOHNSON: I would
6 like to respond because if comes down
7 to an issue cost, I think we need to
8 be revisit it as a city because it's
9 definitely a public safety. How do we
10 allocate the transfer of \$960,000 from
11 one department to the Department of
12 Parks and Recreation for tree free
13 removals? I think this is -- this
14 probably warrants more of a priority
15 than removing the trees. That's just
16 what I think from the constituents in
17 South Philadelphia and Southwest
18 Philadelphia, so I will respond with
19 that for the record if it's an issue
20 of cost and not public policy.

21 MR. ABERNATHY: To the
22 Councilman's point, I think it's an
23 issue of both.

24 COUNCIL PRESIDENT CLARKE:

1 Well, I remember when it was
2 eliminated --

3 MR. ABERNATHY: I --

4 COUNCIL PRESIDENT CLARKE: --
5 and I think I had a little better
6 connection with the people that made
7 that decision --

8 MR. ABERNATHY: Yes, sir,
9 you did.

10 COUNCIL PRESIDENT CLARKE:
11 -- than you, sir. All right. Thank
12 you.

13 COUNCILMAN JOHNSON: Thank
14 you, President.

15 COUNCIL PRESIDENT CLARKE:
16 The Chair recognizes Councilwoman
17 Brown.

18 COUNCILWOMAN BROWN: Thank
19 you, Mr. President.

20 Good morning.

21 MR. NEGRIN: Good morning.

22 COUNCILWOMAN BROWN: Let me
23 echo the koodoos offered by the
24 colleagues around the team building

1 that was clearly evident in the
2 handling of Occupy Philly --

3 MR. NEGRIN: Oh. Thank you.

4 COUNCILWOMAN BROWN: -- and
5 the leadership that had to be in place
6 that comes with that.

7 I want to move to the grants
8 portion of your budget, the 3 million
9 dollar grants that come to your
10 department based on testimony if I
11 read that correctly.

12 What would you say as the
13 leader of your operations department,
14 what are the benefits or advantages
15 that come with getting grants?

16 MR. NEGRON: I think the
17 general benefits are obvious, right?
18 It's additional money often around an
19 important issue that we are trying to
20 make progress on. So I think if you
21 look at the grants that we receive,
22 whether it's through our public safety
23 initiatives, there are things that we
24 care about that are high priorities

1 and it's money that's outside of the
2 general funds, operating funds, that
3 allows us to do -- to do more.

4 COUNCILWOMAN BROWN: And
5 what would be the benefits or
6 advantages on the staff level when it
7 comes to the recruitment, the hiring,
8 identification of professionals? It's
9 a leading question.

10 MR. ABERNATHY: I guess
11 certainly we're able to provide -- to
12 increase our staff based on the
13 grants. Our Office of Emergency
14 Management, for example was almost --

15 COUNCILWOMAN BROWN: Speak
16 into the mic.

17 MR. ABERNATHY: I'm sorry.
18 The Office of Emergency Management,
19 for example, is almost entirely grant
20 funded. The Mayor's Office of
21 Sustainability at one time had
22 significant grant funding that was --
23 allowed us to bring on significant
24 staff to provide those -- those core

1 services, and then finding ways to
2 maintain those staff going forward.
3 I'm not sure if that's getting to the
4 gist of your question.

5 COUNCILWOMAN BROWN: We're
6 halfway there.

7 MR. ABERNATHY: Okay. Having
8 done what you do, once programs is
9 based on grants, you really do get the
10 flexibility to ensure that you have a
11 staff that is richly diverse, and in
12 this legislative body it's no secret
13 that there are many of us who care
14 about NEB, WBE and DBE participation
15 at all levels including staff levels.

16 We also, as far as the
17 leadership, making it clear and making
18 it plain that is it what you call, Mr.
19 Managing Director, a core value. And
20 so when you look at those departments
21 that have largely grant funding, the
22 rhetorical question is, do they look
23 like Philadelphia when you have the
24 flexibility to hire professionals that

1 come from richly diverse mixed
2 backgrounds. That's the rhetorical
3 question.

4 To the Office of
5 Sustainability, that is now a part of
6 government, meaning it funded out of
7 the general funds and not grants.

8 MR. ABERNATHY: There's a
9 mix. Some positions are funded out of
10 the general fund and some are funded
11 out of the grants fund.

12 COUNCILWOMAN BROWN: Now,
13 let preface by saying that my office
14 is working very very closely with the
15 Office of Sustainability and have
16 around a number of environmental
17 sustainability measures. That is
18 separate from having an agency that
19 looks like Philly and so give me --
20 give me the breakdown of the Office of
21 Sustainability.

22 MR. ABERNATHY: The ratio
23 breakdown?

24 COUNCILWOMAN BROWN: Yes.

1 MR. DEWS: Good morning,
2 Councilwoman.

3 COUNCILWOMAN BROWN: Good
4 morning.

5 MR. DEWS: Alex Dews, Policy
6 and Program Manager, the Office of
7 Sustainability. Our current staffing
8 is Katherine Gajewski, Director of the
9 Office of Sustainability; myself, I'm
10 the policy and program manager; Adam
11 Agalloco, who is the energy
12 conservation coordinator; Sarah Wu who
13 is the outreach and policy
14 coordinator; and Theresa Driscoll who
15 is the assistant to the director who
16 is the cyst.

17 COUNCILWOMAN BROWN: And
18 currently, they're all funded
19 positions or general funds positions.

20 MR. DEWS: As of this year,
21 they're all general funds. The
22 director's position is part of the
23 Mayor's office where the remaining
24 positions are part of the general --

1 the MOD's budget.

2 COUNCILWOMAN BROWN: Then
3 you know that this is not the first
4 time I've raised this question with
5 the Office of Sustainability?

6 MR. DEWS: Correct.

7 COUNCILWOMAN BROWN: And so
8 the ask is, as we look to next year
9 across government where you have
10 grants, I believe, it is -- it
11 behooves the leadership to make it
12 clear and make it plain: My
13 department should look like
14 Philadelphia for women and people of
15 color because if the leadership
16 doesn't make it plain it's not going
17 to happen.

18 MR. DEWS: Understood. And
19 I'd be happy to provide details on all
20 of our contracting that we've done
21 with the grant funding --

22 COUNCILWOMAN BROWN: Okay.

23 MR. DEWS: -- in support of
24 that.

1 COUNCILWOMAN BROWN: We've
2 talked about animal care and control.
3 Councilman Goode has spoken to the
4 Office of Procurement.

5 So the bell has rung, and I
6 will honor it. Thank you for your
7 testimony.

8 MR. DEWS: You're welcome.

9 COUNCILWOMAN BROWN: Thank
10 you.

11 COUNCILMAN JONES: The Chair
12 thanks the councilwoman and now
13 recognizes Councilman Greenlee.

14 COUNCILMAN GREENLEE: Thank
15 you, Mr. Chairman. Just one more
16 questions I had.

17 Could you provide a little
18 bit more detail about the function of
19 the Facilities Management Task Force
20 and kind of what the goals are and
21 that kind of thing?

22 MR. NEGRIN: Sure. I'll ask
23 Bridget Collins Greenwald who chairs
24 that and knows it far better than I do

1 to respond.

2 COUNCILMAN GREENLEE: Thank
3 you.

4 MS. COLLINS GREENWALD: Good
5 morning. Bridget Collins Greenwald,
6 Managing Deputy Director. Good
7 morning to everyone.

8 MR. GREENLEE: Good morning.

9 MS. COLLINS GREENWALD: The
10 Facilities Task Force kicked off --
11 the Mayor signed an executive order in
12 August of last year. So we kicked off
13 with our first meeting in January, and
14 Tom Knox is the chair of that
15 committee as I think you're aware.

16 What we're doing is we have
17 have a three-prong commission. We are
18 looking at the utility bills in the
19 city and how we pay them for noncity
20 agencies. We're developing a more
21 transparent policy on when and when we
22 do not pay for those bills. And we're
23 actually in the -- in conjunction with
24 that developing working with the

1 Mayor's Office of Sustainability on
2 actually some -- some -- like
3 kind of reining in on our facility
4 costs and things of that nature.
5 That's one prong.

6 The second is we are looking
7 at our facilities, and we're actually
8 studying whether there's room for
9 consolidating some facilities, merging
10 some, actually expanding some of what
11 we need. We've been working with --
12 the Planning Commission has been
13 heavily involved in that. And the
14 third prong is looking at our leases.
15 We're looking at some of our current
16 leases and looking to see if we're --
17 if we can get our savings in
18 renegotiating. That's it in a
19 nutshell what we're doing.

20 We meet once a month. And
21 on the off times when we're not
22 meeting all of the people on the
23 committee are actually doing work
24 behind the scenes and working on all

1 of three different areas, and then
2 what we do is we meet monthly and
3 figure out our next action step. So
4 what we hope to accomplish by the end
5 of the 18-month period I think we have
6 about left now is, to come up with a
7 transparent policy on the utility --
8 that will actually be done before the
9 18 months -- come up with a real
10 consolidation plan for our facilities,
11 and then renegotiate some of our
12 leases, and that's actually going on
13 right now.

14 COUNCILMAN GREENLEE: So the
15 18 months is up when?

16 MS. COLLINS GREENWALD: The
17 the EO expires August of 2013. I
18 might be off by one month but.

19 MR. GREENLEE: Just one more
20 follow-up. What you said about
21 utility bills, you said what we pay
22 and what we don't pay. I don't --

23 MS. COLLINS GREENWALD: We
24 pay utility bills for noncity

1 agencies. For example, some Boys and
2 Girls Clubs which in theory sounds
3 like a good thing, but if we didn't
4 for the utility bills that they'd go
5 away, and then what do those kids do.

6 COUNCILMAN GREENLEE: It
7 wouldn't be there. Right.

8 MS. COLLINS GREENWALD:
9 Exactly. So -- but what we're doing
10 is actually looking at everything we
11 do in that nature because there are
12 some that we're not exactly sure why
13 we entered into some of these
14 agreements, what good they still are
15 doing for the community, and things
16 like that.

17 So we're just looking at
18 that and what we're developing is in
19 the policy. It will be transparent.
20 So if you meet those criteria, yes.
21 It makes sense for the City to step in
22 and help you out. If you don't, then
23 you're kind of on your own.

24 COUNCILMAN GREENLEE: And

1 some of those recommendations coming
2 out, are they all going to come out
3 August 2013?

4 MS. COLLINS GREENWALD: No.
5 I think the utilities piece will come
6 out before that, and the leasing piece
7 is ongoing. So as we're renegotiating
8 leases we're actually -- like 1101
9 Market is a good example. We're
10 renegotiating that lease. It -- we're
11 starting conversations about that now,
12 so this Facilities Task Force will
13 serve as something like an arm of
14 support for us actually as we're going
15 through that process.

16 COUNCILMAN GREENLEE:
17 Because I think a lot of the Council
18 members would be very interested in
19 some of those issues.

20 MS. COLLINS GREENWALD:
21 Absolutely. Councilwoman Sanchez and
22 Councilman Kenney sit on that
23 committee, and Councilman Henon as
24 sent his staff to that committee, too,

1 so.

2 COUNCILMAN GREENLEE: Great.

3 MS. COLLINS GREENWALD:

4 Yeah. Council has been heavily
5 involved.

6 MR. NEGRIN: And we'd also
7 be willing I think at some point once
8 we're in -- a few months into this to
9 do a council briefing and kind of let
10 everybody know where we are which --

11 MS. COLLINS GREENWALD:
12 Yes. We can give you a progress
13 update. Absolutely.

14 COUNCILMAN GREENWALD:
15 Great. Thank you.

16 MS. COLLINS GREENWALD:
17 You're welcome.

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

20 COUNCILMAN JONES: Thank
21 you, Councilman. The Chair now
22 recognizes recognizes Councilman
23 Henon.

24 COUNCILMAN HENON: Thank

1 you, Leader, Chairman.

2 Gentlemen, thank you for
3 coming in.

4 MR. NEGRIN: You're welcome.

5 COUNCILMAN HENON I believe
6 you started off with PhillyRising
7 because I got a better understanding
8 of -- of what kind of resources are
9 put together in addressing the quality
10 of life issues and safety issues
11 collaborative with other departments
12 in the neighborhoods.

13 If your testimony, Mr.
14 Negrin, it states that PhillyRising
15 will be expanding to 20 neighborhoods
16 by the end of FY12. Can you please
17 forward to the chair the twenty
18 neighborhoods and what budget --
19 operating budget costs that are
20 associated with that?

21 MR. NEGRIN: Sure. I'd be
22 happy to do that, recognizing that
23 whenever we do that it's a snapshot in
24 time. So one of the ways that we

1 decide where we go next is heavily
2 dependent on what's happening in terms
3 of the crime data and in terms of the
4 quality of life issues in those
5 neighborhoods. So we don't just have
6 a concrete etched-in-stone list
7 today. We look at that list anew
8 every single time we make a decision
9 of where we're going.

10 So there's a list as it
11 stands today. That will be a snapshot
12 of the time as to where in one of
13 those 20 neighborhoods that we can go
14 into right now, but it will evolve
15 slowly over time.

16 COUNCILMAN HENON: It slowed
17 down a bit, and I expect it will
18 especially with the way that the
19 police department with it's force and
20 operations. I do have CLIP
21 predominately in my district which I'm
22 proud of and want to give a shout out
23 to Tom Conway and his group. Good
24 job.

1 You know, CLIP is, if I'm
2 not under -- I may be wrong, but is
3 CLIP -- it appears to be city-wide on
4 certain -- in certain aspects of his
5 functions and more, I would say,
6 district specific or more, you know,
7 specific in geography; is that
8 correct?

9 MR. NEGRIN: Yeah. I mean,
10 it's needs specific. So CLIP is just
11 not going to be in areas where their
12 services are nonrendered or needed.
13 So they look at where the need is, and
14 they try to apply their services
15 consistent with that.

16 MR. HENON: And the quality
17 of life is the end result for every
18 citizen in the City of Philadelphia
19 where, you know, they feel safe and to
20 be ridden of blight and a lot of other
21 quality of life issues, the short
22 dumping and, as Councilman Jones had
23 mentioned, you know, the bandit signs,
24 you know, just to add to it a little

1 bit.

2 Is there -- is there
3 additional resources that CLIP could
4 have that would supplement some of --
5 of the issues that PhillyRising is
6 dealing with that would help address
7 some of the safety issues in some of
8 the priority areas or some area that
9 may be experiencing in little spike in
10 crime and blight and some of life
11 quality issues that we -- that we deal
12 with --

13 MR. NEGRIN: Yeah. I'll let
14 Tom --

15 COUNCILMAN HENON: --
16 including inspections?

17 MR. NEGRIN: I'll let Tommy
18 answer that question more
19 specifically, but I know one of the
20 great parts about CLIP is how well it
21 partners with PhillyRising. So, I
22 mean, the two -- the two organizations
23 are almost, you know, unrecognizable
24 from each other -- separate from each

1 other.

2 So -- and I think we also,
3 you know, took into consideration when
4 we developed the budget for this year
5 with the fact that that was going to
6 continue and that CLIP was going to be
7 an important partner of everything we
8 were doing around PhillyRising, but
9 I'll -- I'll let Tommy --

10 MR. HENON: So that -- so
11 that coordination is ongoing, so when
12 you --

13 MR. NEGRIN: Right.

14 COUNCILMAN HENON: --
15 prioritize that climate of a
16 successful program or adding to
17 another program that is in
18 coordination with other -- with --
19 well, I'll say CLIP?

20 MR. NEGRIN: Yeah.

21 MR. CONWAY: My name is
22 Thomas Conway, Deputy Managing
23 Director. And yes. I would like more
24 money.

1 MR. NEGRIN: Was that a
2 surprise? Okay. We can go home. Was
3 that a surprise to anyone?

4 MR. CONWAY: With regard to
5 resources, obviously, the economy is
6 bad and all that kind of stuff, but we
7 -- what we're trying to do is realign
8 the resources for different areas.
9 For instance, like Councilman Clarke
10 -- Council President said, vacant lots
11 are a big issue in his area, so that's
12 what we focus on in his area. It's
13 more quality of life issues in yours
14 with regards to exterior property
15 maintenance issues. We have graffiti
16 issues in different other areas of the
17 city -- actually, city wide. So what
18 we do is just try to make them -- you
19 know, make them basically result
20 oriented for the different neighbors.

21 MR. HENON: Well, you take
22 into consideration that the -- you
23 know, budget allocation, you know, per
24 area like to help supplement. So

1 you're going to spend more resources
2 in cleaning up vacant lots and short
3 dumping than you would -- let's just
4 say, I don't know how many inspectors
5 you have for the entire Northeast --

6 MR. CONWAY: Right.

7 COUNCILMAN HENON: -- but I'm
8 sure that priority -- you know,
9 prioritizing inspections is much more
10 effective as a result; is that right?

11 MR. CONWAY: Basically, with
12 regard to our funding, the Vacate Lot
13 Program takes the biggest share of the
14 budget, and then it would be the
15 Anti-Graffiti Network; Bankfoot would
16 be the third, and then the Community
17 Services Program and Community
18 Partnership after that.

19 There's roughly about 2 --
20 we'll say, 2.5 inspectors assigned to
21 the Northeast, and then there's right
22 now -- well, one just resigned, and
23 we're looking to replace her. There
24 will be three inspectors for the

1 Vacant Lot Program.

2 COUNCILMAN HENON: All
3 right. Hurry up. You know, we've got
4 some summary coming. I think there's
5 going to be a lot more --

6 MR. CONWAY: Charlie Brown.

7 COUNCILMAN HENON: It's
8 going to be a lot more activity.

9 I have one final question,
10 Mr. Chair, for this round here. It's
11 in regards to the Facilities Task
12 Force.

13 I absolutely agree that
14 there needs to be a mechanism where
15 properties and the data is
16 centralized. I'm a little confused on
17 -- and I'm glad we're taking the
18 steps to do so. I'm a little
19 confused, or are you collaborating and
20 coordinating with other departments in
21 the City because, you know, you have
22 the Office of Sustainability that
23 seems to be doing it, there's a new
24 department in the Finance Department

1 that's doing it, Public Property doing
2 it and several other departments seem
3 to be spending a lot of OIT resources
4 in trying to do the same thing.

5 Are we trying to get -- are
6 we all working in conjunction to get
7 to the same end as far as shared data
8 on our public property and resources?

9 MS. COLLINS GREENWALD:

10 Yes. Actually, we are. We're working
11 -- the Planning Commission is taking
12 the lead. We have Public Property on
13 the committee, the Mayor's Office of
14 Sustainability, Finance is on there,
15 Budget, the Streets Department, the
16 Water Department, someone from the
17 airport is on there. Almost everybody
18 that's -- that has an operating
19 function and deals with Public
20 Property is part of the committee.

21 What we're actually doing
22 right now -- it's very interesting
23 that you brought that up -- is we
24 realize that Finance has a database,

1 Public Property has a database,
2 Fairmount Park has a database, all
3 completely separate on what types of
4 facilities we owned and what data is
5 in. So Planning is taking the lead on
6 consolidating all of that data.

7 Actually, we have a meeting
8 tomorrow, I believe, to go over
9 everything that we found. And what
10 we're collecting is things like
11 current use, square footage, occupancy
12 of the building, the number of floors
13 believe it or not. Some of that
14 information we don't really have at
15 our fingertips, so we're actually --
16 it is a very consolidated effort, so
17 we're not doing double work. I know
18 what you're saying. Like, we all --

19 COUNCILMAN HENON: Right.
20 And just try to --

21 MS. COLLINS GREENWALD: --
22 just reach out to each other and
23 whatnot.

24 COUNCILMAN HENON: Let's do

1 duplicity and the multitude of
2 vacancies that are eventually -- you
3 know, when we're trying to consolidate
4 our resources, you know, and be a
5 little more efficient on the cost,
6 cost savings, you know, benefit. You
7 know, I'm hoping that somebody is in
8 charge of coordinating with the
9 different departments.

10 MS. COLLINS GREENWALD:

11 Yeah. That would be me. It's me,
12 yeah.

13 COUNCILMAN HENON: And so I
14 look forward to have -- well,
15 obviously, you know, having a stamp
16 there, but look forward to, you know,
17 getting an update on the Planning
18 Commission's meeting tomorrow as
19 things --

20 MS. COLLINS GREENWALD:

21 Yeah. You -- and you're coming to one
22 of our upcoming meetings on --

23 COUNCILMAN HENON: Yeah.

24 MS. COLLINS GREENWALD: --

1 on that, too, so you'll -- yeah. And
2 I'll definitely be in touch with
3 office --

4 COUNCILMAN HENON: Reach
5 out. Thank you very much.

6 MS. COLLINS GREENWALD: -- on
7 that.

8 COUNCILMAN HENON: I have no
9 further questions.

10 COUNCILMAN JONES: Thank
11 you, Councilman. The Chair recognizes
12 Councilman Green.

13 COUNCILMAN GREEN: Good
14 morning. I think it's still morning.
15 Let's see. Yes, eight minutes let.

16 I do have questions that I'm
17 not going to ask today that I'll ask
18 when Records and Public Property and
19 other people are in here about the
20 commercial off-the-shelf database that
21 has been promised to me for three
22 years that would list all properties
23 that the City owns, what it uses, that
24 would start a list of maintenance

1 needs in each single property and
2 stuff like that. I mean, I -- for
3 years I've been told that's coming and
4 thought it existed today, so just to
5 give you a heads up about that.

6 With respect to the
7 PhillyStat, the PhillyRising
8 collaborative and Global Philadelphia,
9 what are the problematic cost of these
10 programs?

11 MR. NEGRIN: Give us one
12 second.

13 MR. ABERNATHY: The
14 problematic cost of PhillyRising are
15 all staff.

16 COUNCILMAN GREEN: Are --
17 I'm sorry?

18 MR. ABERNATHY: All staff.
19 And it's a roughly 750.

20 COUNCILMAN GREEN: How
21 much?

22 MR. ABERNATHY: Roughly
23 750. I can get the -- get the
24 specific break down.

1 COUNCILMAN GREEN: 750,000
2 staff dollars in the Managing
3 Director's budget?

4 MR. ABERNATHY: Roughly.

5 COUNCILMAN GREEN: That's
6 the administrative division budget?

7 MR. ABERNATHY: Correct.

8 COUNCILMAN GREEN: Okay.
9 That's not my question. My question
10 is: What are the problematic cost of
11 PhillyRising? So, by that I mean, you
12 apply additional police resources to
13 an area and you apply additional L and
14 I resources to an area, you apply
15 additional Streets resources to an
16 area.

17 What are the problematic
18 cost of all City dollars spent with
19 respect to PhillyRising? That's the
20 question.

21 MR. ABERNATHY: We don't
22 have those numbers with us today,
23 Councilman. We will do our best to
24 make an estimate.

1 COUNCILMAN GREEN: Okay.

2 How do you judge how effective the
3 program is on a cost versus benefit
4 analysis if you don't know the cost?

5 MR. NEGRIN: Well, I can
6 answer that a couple of ways. First
7 and foremost, one of the great things
8 about PhillyRising is it's a doing
9 things smarter coordinating strategic
10 effort that should not drive up
11 substantial cost so that the -- that's
12 the first answer. So we can figure
13 out and try to broke out some of those
14 cost specific to the PhillyRising
15 neighbors, but these are things we're
16 already doing.

17 So when you -- when you look
18 at the police for example, the police
19 -- there are no additional police
20 officers, and therefore, additional
21 cost as a result of PhillyRising
22 coming into an area.

23 What happens is there's
24 better coordination, and police are in

1 the community and changing the model
2 on the approach on how they deal with
3 folks which is -- it's a coordinated
4 strategic effort, not an increase
5 value resource finance cost issue.

6 COUNCILMAN GREEN: Well, I
7 would say that -- that you don't --
8 that if you're not measuring the cost,
9 certainly there's no cost that you
10 have to report. But of course, there
11 are lots of costs. There are police
12 overtime cost. I have no idea whether
13 or not L & I overtime cost, et
14 cetera. I have no idea whether or not
15 the additional resources required for
16 PhillyRising results in cost in other
17 departments that aren't on your books.

18 For one example, you've got
19 -- I think PhillyRising is a great
20 program. I just think we ought to
21 know the problematic cost so we can --

22 MR. NEGRIN: Yeah. And I
23 think the answer to that is that it's
24 primarily cost neutral which is one of

1 the great things about the program.
2 So the cost that Mr. Abernathy just
3 mentioned are really around staffing
4 and the coordination within my
5 office. The -- the -- the cost are
6 that are there, there's no additional
7 overtime being spent as a result with
8 respect to PhillyRising.

9 COUNCILMAN GREEN: Well, we
10 don't know that because we know
11 resources are applied to PhillyRising
12 neighborhoods, and we don't know what
13 decisions are made in the police
14 department to cover where the police
15 are not otherwise that day because
16 they're dedicated to the PhillyRising
17 neighborhood; in other words, there's
18 certainly an opportunity cost for
19 every other neighborhood that's not a
20 PhillyRising neighborhood in terms of
21 resources not being available to
22 enforce the laws there whether it's L
23 & L or Streets or police, et cetera,
24 because you've dedicated resources to

1 ten neighborhoods.

2 MR. NEGRIN: But that's the
3 beauty --

4 COUNCILMAN GREEN: I just
5 think we ought to understand that, and
6 I would just ask you to provide in
7 writing to the Chair the resources
8 from each department dedicated that
9 are applied to a PhillyRising
10 neighborhood, and you can take the 10
11 that are already in affect, and
12 provide that detail for those 10 to
13 the Chair.

14 MR. NEGRIN: Yeah. We can
15 certainly try to do that, but I can
16 tell you it's one of the beauties of
17 the model where when we have decisions
18 and recommendations in terms of where
19 go that are made by the police, it's
20 the police telling us this is a
21 priority based on part one crimes,
22 based on shootings and where we need
23 to be. So the police are already
24 going to be expending those resources

1 in terms of how they distribute police
2 officers into that area.

3 COUNCILMAN GREEN: Great.

4 I'm not arguing with the program. I
5 just want to know what the cost are.
6 So if you could just provide that to
7 the Chair I'd appreciate it.

8 MR. NEGRIN: Sure.

9 COUNCILMAN GREEN: Thank
10 you, Mr. Chair.

11 MR. ABERNATHY: To follow-up
12 on your other questions, Councilman,
13 about PhillyStat, there's no
14 additional problematic cost. It's a
15 management tool. And then for Global
16 Philadelphia there are problematic
17 cost through contracts, and I'll get
18 you a break down of those contracts.

19 COUNCILMAN GREEN: Thank
20 you.

21 COUNCILMAN GREENLEE:
22 Councilman Green, it was one of my
23 pleasures up here to be able to call
24 you on five minutes, but you adhered

1 to the time. You didn't make it any
2 fun.

3 MR. NEGRIN: He saw you grab
4 the gravel.

5 COUNCILMAN GREENLEE: Yeah.
6 I had that. Thank you.

7 Councilwoman Bass.

8 COUNCILWOMAN BASS: Thank
9 you, Mr. Chair.

10 Good afternoon.

11 MR. NEGRIN: Good afternoon.

12 COUNCILWOMAN BASS: How are
13 you?

14 MR. NEGRIN: I'm fine.

15 COUNCILWOMAN BASS: Just a
16 couple of questions I had. The first
17 is on, as we discussed, public safety,
18 and it says the budget contains a --
19 contains funding to maintain programs
20 of the Office of Reintegration
21 Services providing ex-offenders an
22 opportunity to learn job skills, et
23 cetera, et cetera.

24 Can you talk about those

1 programs? What are those programs?

2 MR. NEGRIN: Sure. I'm
3 going to ask Mike Resnick -- Ruth
4 Resnick to answer those questions.

5 COUNCILWOMAN BASS: Great.
6 Thank you.

7 MR. NEGRIN: But look,
8 obviously, this is a situation that
9 Everett and I talk about on a regular
10 basis. It's something that's near and
11 dear to your heart. I'll let Mike
12 talk about the details, but we believe
13 that these programs are not only
14 incredibly necessary but that'll --
15 it's part of our plan to help folks
16 turn around their lives while also
17 utilizing them. We use Rise folks.
18 I've had folks in my office who have
19 been turned -- in my office from many
20 of those programs who have come in and
21 done a fantastic job.

22 You know, I think if you
23 look at our administrations commitment
24 across the board, whether it's Ban

1 the Box or -- or -- or how we utilize
2 many -- many of our former offenders,
3 which is a term I don't like because
4 they're no longer offenders, is -- is
5 -- is -- is -- is -- is the goal.

6 But you know, it's -- it's
7 -- there's an ongoing commitment at
8 the highest levels in our
9 administration to not only keep these
10 programs going but utilize them in a
11 way that makes everything we do in the
12 city better so.

13 COUNCILWOMAN BASS: Okay.

14 MR. NEGRIN: Mike.

15 MR. RESNICK: Good morning,
16 Councilwoman.

17 COUNCILWOMAN BASS: Good
18 morning.

19 MR. RESNICK: I'm Mike
20 Resnick, Director of Public Safety.
21 Rise, the reintergration for
22 ex-offenders, the Mayor's Office for
23 Reintergration for Ex-offenders, runs
24 a -- a -- now I'm drawing a blank. I

1 can't think of the name. But we
2 manage our partners who perform
3 reintegration services for the folks
4 who are enrolled in the program.

5 So we start behind the walls
6 developing what are called soft skills
7 for individuals who may have never had
8 a job before. We work with the Center
9 for Literacy, we work with the
10 Philadelphia prison system in
11 obtaining GED's or high school
12 diplomas for the folks that are
13 currently incarcerated. We utilize
14 the same computer software that they
15 do inside the jails as we do at the
16 Rise office at 34 South 11th Street.
17 So if an individual is working on a
18 GED or improving their literacy, when
19 they leave, they can come to the Rise
20 office and pick up where they left off
21 on the same -- same equipment, the
22 same software, the same programs.

23 And then what the Rise
24 office does is they have case managers

1 who will do an intense intake. They
2 will evaluate a person's needs, do an
3 assessment, determine whether or not
4 they need to continue with their
5 education, whether they need drug or
6 alcohol training, whether they need to
7 develop more soft skills or whether
8 they just need just work force
9 placement, and they will attempt to
10 provide those individuals with those
11 sources. We don't provide direct
12 services, but we have partners who
13 provide those services, and we will
14 make those connections, the -- and
15 then we will monitor them as they go
16 through the program. And as they are
17 completing one, we'll determine with
18 their assessments are, what their
19 needs are, and provide them with the
20 opportunities to develop those skills
21 at other locations. And then we have
22 job placement and job development
23 services.

24 COUNCILWOMAN BASS: Okay.

1 And can you talk about the job place
2 services, how much of your budget goes
3 to that, how successful has it been,
4 does it -- you know, what additional
5 resources may be needed?

6 MR. RESNICK: We have a job
7 developer on staff. He's salary. I
8 don't know off the top of my head his
9 salary. I can provide that for you.
10 That would be our cost.

11 We do have a grant with -- I
12 think it's winding down -- it was
13 three years -- with Good Will. So we
14 have individuals who are placed at
15 Good Will to learn warehousing skills,
16 forklift operation. They get
17 certified in that. There was a
18 contract that Good Will had with
19 Comcast to reservice remotes, remote
20 controls. We provide people with
21 training in cabling for, you know,
22 running cable, computer cable and
23 television cable. They work at
24 Comcast. They work at other entities

1 that run those cables.

2 We have -- we just placed
3 close -- close to 100 individuals with
4 a contract that does janitorial and
5 cleaning services down at the -- at
6 the stadiums. We did place close to
7 that -- that number with Comcast, and
8 the exact jobs were varied. So I -- I
9 can provide you with a list of those
10 as well.

11 COUNCILWOMAN BASS: Great.

12 MR. RESNICK: And I can get
13 you the list of them, the last couple
14 of years, of all the individuals we
15 placed, the retentions, and jobs that
16 they've had.

17 COUNCILWOMAN BASS: That's
18 great. Can you break that down by
19 council district so that other members
20 could --

21 MR. RESNICK: The -- sure.
22 What do --

23 COUNCILWOMAN BASS: -- just
24 to give us an idea --

1 MR. RESNICK: Sure. Sure.

2 COUNCILWOMAN BASS: -- of how
3 effective it's been?

4 And what's the total overall
5 budget would you say that's allocated
6 towards reentry and --

7 MR. RESNICK: The bulk of
8 the Rise budget comes from the
9 Philadelphia Prison System. That's
10 about 1.2 million dollars. There's
11 about half a million in grants and
12 other subsidies that the office gets,
13 and they're consistently applying for
14 grant opportunities.

15 COUNCILWOMAN BASS: So it's
16 about 1.2 million plus about a half
17 million --

18 MR. RESNICK: Right.

19 COUNCILWOMAN BASS: -- in
20 grants? Okay. And -- okay.

21 Any other details on reentry
22 or anything else that you think could
23 be helpful to us? You know, in my
24 obviously life, I worked in

1 constituent services, and I remember
2 one day someone coming into my office
3 -- actually not that long ago, last
4 year -- someone coming into my offices
5 and saying, two gentlemen, that they
6 had just been released from
7 incarceration consider and they needed
8 a job or else they were were going to
9 go back.

10 And so how do you, you know,
11 address that? How do you -- you know,
12 short of being able to hire them on
13 the spot, which obviously I'm not able
14 to do, you know, it becomes a very
15 difficult situation because, you know,
16 you want to make sure that people have
17 an opportunity to better their lives
18 and have an opportunity to be
19 productive citizens in society, and so
20 I think that this program is just
21 really critical.

22 When we talk about crime and
23 all the issues that you're having in
24 Philadelphia, this is something that I

1 think, you know, a 1.2 million dollar
2 budget, you know, it doesn't -- in my
3 opinion, it doesn't speak to the need
4 of what's happening in our streets.

5 MR. RESNICK: I think the --
6 the biggest impediment we face, public
7 attitudes and public perceptions, not
8 just the -- you know, folks on the
9 streets, but also employers. So if we
10 -- and we try with Ban the Box and we
11 try with some other tax incentives to
12 change the mind set of employers but,
13 you know, if an individual has
14 committed themselves to coming to the
15 Rise office and going through all the
16 programs that we have available in
17 terms of education and developing soft
18 skills and job training, that
19 individual has made an obvious
20 commitment of time to turn their life
21 around and that individual should be
22 given another opportunity. The
23 important thing to realize is that,
24 that these aren't folks that are just

1 coming to them called off the street.
2 They've already come through the
3 programs that we provide. They've
4 been supervised --

5 COUNCILWOMAN BASS: Right.

6 MR. RESNICK: -- they've
7 been case managed, and they're, you
8 know, ready and willing to work, so
9 they should be given a chance.

10 COUNCILWOMAN BASS: Okay.
11 Thank you.

12 MR. NEGRIN: Councilman, to
13 give you one anecdotal story that I
14 thought --

15 COUNCILWOMAN BASS: Okay.

16 MR. NEGRIN: -- talks about
17 changing the attitudes in the
18 community, when we first decided
19 through our Philly Rising Program that
20 we were going to utilize some folks
21 who were currently incarcerated to
22 clean up some neighborhoods there was
23 some resistance by some folks, and we
24 made a decision that it was something

1 that was -- we thought was worthwhile;
2 that it was about dignity for us. I
3 want to share a story of an incident
4 that I saw that was both inspiring,
5 but I think helps to -- to move the
6 needle in that regard.

7 We were in the Swampoodle of
8 Philadelphia doing a massive clean
9 up. There were a number of offenders
10 wearing their orange jumpsuits
11 cleaning with us all day long doing a
12 great job, interacting with the
13 community in a very positive way. I
14 think those types of events go a long
15 way when you see the enthusiasm, when
16 you see the difference that those
17 folks made that day.

18 There was a moment where we
19 were talking, we were winding down at
20 the end of the day, where those folks
21 got back on the bus, and they were
22 going to go back to a facility that
23 evening.

24 COUNCILWOMAN BASS: Right.

1 MR. NEGRIN: I'm happy to
2 say the community stood, several
3 hundred people, and gave them a
4 standing ovation for what they had
5 done that day in the community. And
6 it was a moving situation where you
7 could see the pride in the face of
8 those offenders as they got back on
9 that bus because they knew had made a
10 difference in that community. I think
11 things like that help set the tone for
12 where we need to go.

13 COUNCILWOMAN BASS: Thank
14 you. And that's actually a great
15 story. I'm actually from that
16 neighborhood even though it's in
17 Councilman Jones' district now.

18 MR. NEGRIN: Yeah.

19 COUNCILWOMAN BASS: But just
20 a couple of other questions.

21 Really briefly, I noticed
22 you mentioned in health and
23 opportunity that you have two -- two
24 staffers that are assigned to Parks

1 and Rec, and I'm just wondering why is
2 that? If you could give some detail
3 about that.

4 MR. ABERNATHY: That --
5 those two staff members, the first is
6 Michael Degaradenis. The second is
7 his assistant.

8 COUNCILWOMAN BASS: Okay.
9 Okay. No explanation needed. All
10 right.

11 Are there any other Managing
12 Director employees that are assigned
13 elsewhere?

14 MR. ABERNATHY: Yes.

15 COUNCILWOMAN BASS: That --
16 That's going to come?

17 MR. ABERNATHY: Yes. It is
18 commonplace --

19 COUNCILWOMAN BASS: Okay.

20 MR. ABERNATHY: It is
21 commonplace for managing -- for
22 employees of the managing director's
23 office to be detailed to other
24 departments.

1 COUNCILWOMAN BASS: Okay.

2 And Philly 3-1-1, I notice that you
3 said you had a high customer
4 satisfaction rate. What is rate?

5 MR. NEGRIN: Right now it's
6 91 because it's --

7 COUNCILWOMAN BASS: 91
8 percent?

9 MR. NEGRIN: 91 percent.
10 It's been consistently in the 90's.
11 You know, we -- we're -- we're having
12 to look at setting that target because
13 they've been a fantastic staying in
14 the 90's job. The target was 85
15 percent last year, so we're going to
16 be looking at whether we increase
17 that. That's also, by the way, done
18 by an independent third party. It's
19 not done by 3-1-1 in and of
20 themselves. So they randomly select a
21 -- a sample of folks and call them
22 back and do a formal survey in a
23 manner that -- that gives them a
24 number.

1 COUNCILWOMAN BASS: Okay.

2 And my last question. I just wanted
3 to circle back to Councilman Brown's
4 earlier comments regarding the Mayor's
5 Office of Sustainability and just the
6 diversity numbers because I heard a
7 listing of the staffers but not a
8 break down in terms of what the ethic
9 background was of those staffers.

10 I was wondering if that
11 could be provided?

12 MR. NEGRIN: Yeah. We can
13 provide that.

14 MR. ABERNATHY: I'm sorry
15 about that if I was unclear.

16 COUNCILWOMAN BASS: That's
17 okay.

18 MR. ABERNATHY: The break
19 down is one African-American, one
20 Asian-American, the three Caucasian.

21 COUNCILWOMAN BASS: One
22 African-American, one Asian. And what
23 was that, three --

24 MR. NEGRIN: Yeah.

1 MR. ABERNATHY: Oh. And I'm
2 sorry. Three women and two men.

3 COUNCILWOMAN BASS: Okay.
4 Is that in line with your goals in
5 terms of staffing goals or you think
6 that's -- do you think that's an
7 acceptable --

8 MR. ABERNATHY: I would
9 defer to the director on that question
10 because I wouldn't be responsible for
11 setting those goals but happy to take
12 that back to her.

13 COUNCILWOMAN BASS: So she's
14 not here?

15 MR. ABERNATHY: No, she's
16 not.

17 COUNCILWOMAN BASS: Okay.

18 MR. NEGRIN: She had a
19 meeting with the Whitehouse.

20 COUNCILWOMAN BASS: Okay.

21 MR. NEGRIN: That's the only
22 reason why I let her off the hook.

23 COUNCILWOMAN BASS: Okay.
24 Well, thank you.

1 MR. NEGRIN: But we can get
2 her to give you a response to that.

3 COUNCILWOMAN BASS: I would
4 appreciate that. Thank you.

5 COUNCILMAN JONES: Just as
6 -- for the record, Alex Dews four
7 years ago was an intern to this body
8 and you had the good sense to hire him
9 as a result of this experience with
10 City Council.

11 So just a shout out to all
12 the interns that, you know, you could
13 -- you too can be on the other side
14 of the fence.

15 The Chair now recognizes
16 Councilman Oh because I don't see
17 Councilman Squilla.

18 COUNCILMAN OH: Okay. Thank
19 you, Chair -- Chairman.

20 Good afternoon, Managing
21 Director.

22 MR. NEGRIN: Good afternoon.

23 COUNCILMAN OH: I just had
24 some questions about, you know, the

1 economic development portion of your
2 responsibilities. And I understand
3 the majority of it falls under the
4 Office of Sustainability.

5 Are there other initiatives
6 that you are planning or currently
7 working on? I understand there's some
8 announcement coming up in June?

9 MR. ABERNATHY: I'm sorry.
10 I missed your -- the last part of your
11 question, Councilman.

12 MR. NEGRIN: Something in
13 June.

14 MR. ABERNATHY: Something
15 about June?

16 COUNCILMAN OH: Yes. I
17 thought there were some additional
18 initiatives going to be announced in
19 June?

20 MR. ABERNATHY: I would
21 defer those questions to -- to our
22 Deputy Mayor of Economic --

23 MR. NEGRIN: Yeah. Alan
24 Greenberger.

1 MR. ABERNATHY: Alan
2 Greenberger.

3 COUNCILMAN OH: Okay. So my
4 question then is that, under your
5 office, one of the seven areas of
6 responsibility that you articulated
7 was economic development and the
8 majority of it falling under the
9 Mayor's Office of Sustainability, and
10 does that fall under the Managing
11 Director's office as opposed to the
12 Commerce Department?

13 MR. ABERNATHY:
14 Administratively, it falls under the
15 Managing Director's office.

16 COUNCILMAN OH: Okay.

17 MR. ABERNATHY: The direct
18 line of report is Ms. Danaski reports
19 to the Mayor.

20 COUNCILMAN OH: Okay. So
21 are you in some way responsible or in
22 a supervisory position over the
23 Mayor's Office of Sustainability?

24 MR. NEGRIN: No.

1 MR. ABERNATHY: No.

2 COUNCILMAN OH: Okay. All
3 right. Is someone here from that
4 office?

5 MR. ABERNATHY: Yes.

6 COUNCILMAN OH: Thank you.

7 COUNCILMAN JONES: Again,
8 state your name for the record.

9 MR. DEWS: Alex Dews, Office
10 of Sustainability.

11 COUNCILMAN OH: Yes. Thank
12 you very much.

13 MR. DEWS: You're welcome.

14 COUNCILMAN OH: The budget
15 is about 4 million. To carry out the
16 programs of the Mayor's Office of
17 Sustainability, the goal is to make
18 Philadelphia the greenest in America
19 by 2015 I believe?

20 MR. DEWS: That's correct.

21 COUNCILMAN OH: Okay. In
22 terms of economic development as
23 opposed to sustainability, could you
24 tell me what your goals are and how

1 that's coming along?

2 MR. DEWS: Absolutely. So
3 greenworks is the sustainability
4 framework for the city that was
5 introduced in 2009, and the framework
6 breaks out sustainability into five
7 lenses which are energy, environment,
8 equity, economy and engagement. So
9 one of the goal areas is -- is economy
10 and economic development, and within
11 that, the goals are all framed around
12 trying to develop Philadelphia in a
13 way that takes advantage of the
14 inherent infrastructure that we have
15 to drive sustainability and to -- to
16 drive economic competitiveness. So
17 whether that's through work force
18 training that's focused around
19 sustainable employment opportunities
20 or making Philadelphia a more livable
21 city for the types of residents that
22 we're trying to attract, those goals
23 are -- there are three specific goals
24 in that economy section. They're all

1 framed that way.

2 COUNCILMAN OH: In terms of
3 alternative energy, and specifically
4 green industry, are there any plans or
5 efforts to accommodate those type of
6 industries in Philadelphia?

7 MR. DEWS: Sure. On the
8 clean energy side, the city opened its
9 first city run renewable energy
10 production facility at the Southeast
11 Water and Pollution Plant, excuse me,
12 last spring, and we have a goal as
13 part of Greenworks to purchase or
14 generate 20 percent of our electricity
15 in Philadelphia from renewable
16 sources. So by setting that
17 commitment that -- that shows that we
18 really are -- are serious about
19 promoting this industry and promoting
20 it locally. And one of the things
21 that we're looking at as part of our
22 midway update to the Greenworks report
23 is to not only support the purchase of
24 renewable energy from anywhere around

1 the country but to try to focus that
2 around regional purchasing and, as
3 much as, possible local -- local
4 purchasing.

5 As far as the business
6 growth and job growth within
7 Philadelphia Proper, the Greater
8 Philadelphia Innovation cluster down
9 at the Navy Yard has been a great
10 source of new business growth around
11 the clean economy. A lot of
12 businesses have located there since
13 the Department of Energy made their
14 grant award to that consortium which
15 is focused on doing energy efficiency
16 research in particular on existing
17 buildings, and that's particularly
18 important to us we think because in a
19 city like Philadelphia most of the
20 buildings that will be here in 30 or
21 50 years are already here, so we
22 really need to put our research into
23 finding ways to -- to reduce the
24 energy performance in those buildings

1 and to increase their -- their asset
2 value.

3 COUNCILMAN OH: In terms of
4 competitiveness of Philadelphia to
5 other U.S. cities and cities around
6 the world, have you come up with ideas
7 about the tax incentives or tax
8 reductions or regulations or lessening
9 regulations?

10 MR. DEWS: I think that this
11 is the case where we would agree with
12 the -- the President's approach of the
13 -- all of the above. We need to do
14 everything we can to try to be
15 competitive against other major cities
16 in this country and around the world
17 on sustainability and that is through
18 one of the things like tax incentives.

19 So we have a Green Roof Tax
20 Credit that was an initiative of
21 Councilman Kenney, and we have a
22 Sustainable Business Tax Credit which
23 will go into effective for the first
24 time this year.

1 We also coordinate through
2 our office a number of programs
3 designed to help homeowners and
4 business owners reduce their -- their
5 energy use in their homes and help
6 them save money and reduce their
7 environmental impact.

8 COUNCILMAN OH: Okay. Thank
9 you. I would just, you know, at a
10 later date like to go a little deeper
11 into that around the idea, at least
12 from my prospective, and I certainly
13 would like your, you know, input on
14 it, but there are -- there's
15 sustainability and there's businesses
16 that are involved in sustainability.

17 There's economic development
18 which has to do with, for example,
19 production of electric cars or other
20 things that have to do with business
21 manufacturing and, you know,
22 technology and those type of things
23 that tend to separate the two, and I'm
24 very interested in what you may have

1 planned on the latter more so than the
2 former subject?

3 MR. DEWS: Sure. I'd love
4 to have that conversation and can tell
5 you just quickly that this week we'll
6 be distributing a survey to the region
7 to try to gauge, again, at this point
8 in the Green Works implementation time
9 line, to gauge the number, the size,
10 the scale, of jobs that are in this
11 clean set -- businesses and jobs in
12 this clean sector so that we can
13 continue to try to support them as
14 best as possible.

15 COUNCILMAN OH: Okay. Thank
16 you very much.

17 MR. DEWS: Thank you.

18 COUNCILMAN JONES: The Chair
19 thanks the Councilman. And now
20 recognizing Councilman Goode.

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

23 Will the budget director and
24 direct OE0 join the Managing Director

1 at the table.

2 Mr. Negrin, while they
3 approach, can tell me what the total
4 Class 300 request is from the
5 administration for Fiscal Year 13?

6 MR. NEGRIN: For the entire
7 administration? Class 300 total for
8 the entire administration.

9 MS. REINHART: Hi. Rebecca
10 Reinhart, Budget Director. I have to
11 pull that out.

12 COUNCILMAN GOODE: Can we
13 take 79 million as the figure that's
14 --

15 MS. REINHART: I'm sorry.

16 COUNCILMAN GOODE: Can we
17 just use the figure of 79 million?

18 MS. REINHART: If you have
19 it in front of you --

20 COUNCILMAN GOODE: I do.
21 It's 79 million.

22 MS. REINHART: Okay.

23 COUNCILMAN GOODE: What
24 portion of that -- there's two

1 different terms in the budget
2 documents; one is Services, Supplies
3 and equipment and one is materials,
4 supplies and equipment. Is there a
5 differentiation between the two in
6 terms of requests?

7 MS. REINHART: Between Class
8 3 and 400, yes. It's broken out but
9 they're interchange -- the departments
10 can use Class 300 and 400 funding
11 mentioned.

12 COUNCILMAN GOODE: And does
13 all of the Class 300 and 400 funds
14 fall under the managing director?

15 MS. REINHART: No. Does the
16 entire city's Class 3 and 400 fall
17 under the managing director?

18 COUNCILMAN GOODE: In terms
19 of the purchasing.

20 MS. REINHART: In terms of
21 the Procurement Department?

22 COUNCILMAN GOODE: Yes.

23 MS. REINHART: I think Hugh
24 could speak to that more directly, but

1 I know that they -- they do most
2 purchasing, but I don't know the exact
3 answer to that.

4 COUNCILMAN GOODE: Does
5 Procurement handle all 300 and 400?

6 MS. REINHART: I don't --
7 I'm not sure if they handle all of it.

8 COUNCILMAN GOODE: Okay. In
9 terms of services, supply and
10 equipment, that all falls under
11 Procurement; is that correct?

12 MS. REINHART: Procurement
13 purchases for the city but, again, I'm
14 not -- I am not positive. I think
15 Hugh could answer better than me on
16 that.

17 COUNCILMAN GOODE: Okay.
18 This next question, I'll just jump
19 into it.

20 What is the diversity goal
21 specifically for the services, supply
22 and equipment.

23 MS. DOWD-BURTON: Sir --

24 COUNCILMAN JONES: Please

1 state your name for the record.

2 MS. DOWD-BURTON: Angela
3 Dowd-Burton, Executive Director of the
4 Office of Economic Opportunity.

5 COUNCILMAN GOODE: Actually,
6 that question was for Mr. Negrin.

7 MR. NEGRIN: What is our
8 goal?

9 COUNCILMAN GOODE: What is
10 the diversity goal for the city-wide
11 buying for services, supply and
12 equipment?

13 MR. NEGRIN: I know the
14 overall goal is 25 percent. I don't
15 know how that's carved down per need
16 for the purchase of equipment.

17 COUNCILMAN GOODE: The
18 overall goal for what is 25 percent?

19 MR. NEGRIN: For
20 participation across city wide.

21 COUNCILMAN GOODE: That has
22 nothing to do with question.

23 MR. NEGRIN: That's -
24 that's --

1 COUNCILMAN GOODE: Are there
2 different goals for different
3 department?

4 MR. NEGRIN: Yeah. We'd
5 have to look that up. I don't -- I
6 don't know what that is off the top of
7 my head.

8 COUNCILMAN GOODE: Does
9 anyone know what the goal is for --

10 MR. NEGRIN: Yeah. Hugh
11 Ortman will supply it. Hugh -- Hugh
12 Ortman is probably the best person to
13 answer.

14 MS. REINHART: If you're
15 asking what Procurement's goals are in
16 competitive --

17 COUNCILMAN GOODE: No. I'm
18 asking a specific question: In terms
19 of Class 300 and 400, it's about 70 to
20 80 million dollars spent.

21 MS. REINHART: That's right.

22 COUNCILMAN GOODE: Of that,
23 I believe that is roughly 50 or 60
24 million dollars for services, supply

1 and equipment. That's a lot of
2 money.

3 The question is: What's the
4 diversity goal?

5 MS. REINHART: Oh. I see
6 what you're saying. I'm not sure
7 how that's set up, so Hugh can answer.

8 MR. ORTMAN: The goals are
9 determined by the number -- by the
10 scope of the work, the people in the
11 registry, and the history of previous
12 contracts. The --

13 COUNCILMAN GOODE: You must
14 be joking.

15 Ms. Dowd-Burton, would you
16 approach the table.

17 MR. ORTMAN: And Council, I
18 have to admit I couldn't hear
19 everything because of the hearing
20 problem I have.

21 COUNCILMAN GOODE: That's
22 fine.

23 MR. NEGRIN: Let's just show
24 a --

1 COUNCILMAN GOODE: Mr.
2 Negrin, please don't direct me how
3 to question people.

4 MR. NEGRIN: I'm sorry?

5 COUNCILMAN GOODE: Please
6 don't direct me how to question
7 people.

8 MR. NEGRIN: Sure. No. I'm
9 -- my point was --

10 COUNCILMAN GOODE: It was.

11 MR. NEGRIN: -- I don't
12 believe he heard the question, so I
13 was ask --

14 COUNCILMAN GOODE: I asked
15 the same question of you in my
16 previous line of questioning.
17 Everyone knew this was coming.

18 Ms. Dowd-Burton, we spend 78
19 million dollars on materials, supply,
20 equipment, of that is a separate
21 category, service, supply and
22 equipment which is roughly 43 million
23 dollars. We all know what this is.
24 It's a city-wide buy. It's a lot of

1 money, hundreds of transactions. In
2 Mr. Ortman's testimony, it will say
3 that there were hundreds of people
4 involved.

5 My simply question was:
6 What's the diversity goal for that big
7 pot of money that's spent?

8 MS. DOWD-BURTON: The goal
9 --

10 COUNCILMAN GOODE: There are
11 goals -- there are goals set as
12 contained in this document for all the
13 different departments. Get down
14 beyond -- beyond the 42 departments,
15 there is a line item for city-wide
16 SSE, Service, Supply and Equipment.
17 It has a participation rate of 10.4
18 percent which is about 5 million
19 dollars out 51 billion dollars spent
20 for Fiscal Year '11. And then where
21 the box for a goal was set, it is
22 blank.

23 MS. DOWD-BURTON: The goal
24 --

1 COUNCILMAN GOODE: -- and I'm
2 trying to figure out why it's blank.

3 MS. DOWD-BURTON: Okay. The
4 goal that we depart in terms of
5 decision making on each of the
6 transactions that run through the
7 operating departments, including
8 Procurement as well city wide, is 25
9 percent. And when we look at the
10 scope of the contract, the duration of
11 the contract and that -- which is on
12 the demand side, and on the subside
13 side --

14 COUNCILMAN GOODE: I'm going
15 to be very clear with this: In Fiscal
16 Year '11, 10.4 percent was achieved.
17 So was the goal 25 percent --

18 MS. DOWD-BURTON: Yes.

19 COUNCILMAN GOODE: -- for
20 Fiscal Year '11?

21 MS. DOWD-BURTON: Yes, it
22 was.

23 COUNCILMAN GOODE: So you
24 came nowhere near the goal?

1 MS. DOWD-BURTON: No, we did
2 not.

3 COUNCILMAN GOODE: Is the
4 goal 25 percent for Fiscal Year '13?

5 MS. DOWD-BURTON: The goal
6 is still going to be pursued at 25,
7 but we're also looking at --

8 COUNCILMAN GOODE: How are
9 you going to get from 10 percent to 25
10 percent? Somebody just answer that
11 question for me.

12 MS. DOWD-BURTON: Yes. What
13 we're going to do, and you see it
14 beginning in the first quarter report,
15 is look at what are the transactions
16 within that pot that we can, in fact,
17 achieve participation on and which
18 ones can we not, for example, water
19 treatment chemicals at about 23
20 million dollars or petroleum products
21 at 20 million. We're taking those out
22 of that pot. We're putting them
23 visibly over to the side and saying
24 what's left in this category we're

1 going after the 25 percent goal. And
2 we're also encouraging companies,
3 whether they're local or national, who
4 are in the area of selling products
5 and services where we have few or no
6 companies to provide those products
7 locally, to come to Philadelphia to do
8 business --

9 COUNCILMAN GOODE: What you
10 said to me --

11 MS. DOWD-BURTON: -- with
12 us.

13 COUNCILMAN GOODE: That
14 question actually wasn't for you. It
15 was Mr. Negrin --

16 MS. DOWD-BURTON: I'm sorry.

17 COUNCILMAN GOODE: -- and/or
18 Mr. Ortman. But what you just say to
19 me is: You're going to change the way
20 you calculate participation. That's
21 what you just said.

22 MS. DOWD BURTON: What I
23 said exactly is that we're going to
24 look at what's a denominator and an

1 enumerator.

2 COUNCILMAN GOODE: You're
3 going to change the way you calculate
4 it so --

5 MS. DOWD-BURTON: And we're
6 going to adjust the way we do
7 business.

8 COUNCILMAN GOODE: -- so we
9 won't be measuring apples and
10 oranges.

11 So when I talk about how the
12 goal was 25 percent for Fiscal Year
13 '11, you only achieved 10 percent,
14 and how you're going to move from 10
15 to 25 percent, what you said was,
16 we're going to change the way we
17 calculate it.

18 MS. DOWD-BURTON: And --

19 COUNCILMAN GOODE: Let me
20 ask a different question.

21 The question now is: Why
22 did you fall short in Fiscal Year
23 '11? If the goal was 25 percent, why
24 was only 10 percent achieved?

1 MS. DOWD-BURTON: Because of
2 the lack of companies that provide
3 products and services that are in our
4 registry.

5 COUNCILMAN GOODE: So what
6 would the goal be for Fiscal Year
7 '13?

8 MS. DOWD-BURTON: Well,
9 right now we're looking at 16 percent
10 participation for the second quarter
11 year to date and so --

12 COUNCILMAN GOODE: My
13 question is: What will the goal be
14 for Fiscal Year '13?

15 MS. DOWD-BURTON: It'll be
16 25 percent upon --

17 COUNCILMAN GOODE: That
18 doesn't make any sense. I'm --

19 MS. DOWD-BURTON: -- an
20 adjusted pot.

21 COUNCILMAN GOODE: I'm
22 finished. Thank you. Thank you.

23 COUNCILMAN JONES: The Chair
24 thanks the gentleman and now

1 recognizes Councilman Squilla.

2 COUNCILMAN SQUILLA: Yes.

3 Thank you.

4 I'd like to shift gears a
5 little bit and also thank from the
6 Managing Director's office Tommy
7 Conway and Brian who I've dealt with
8 the short I'm here who have been very
9 good to work with.

10 As far as the alley
11 cleanups, what is the process or how
12 -- is that something that we are
13 doing as a city or are we still not
14 doing that?

15 MR. CONWAY: Thomas Conway,
16 Deputy Managing Director. With
17 regards to alleyway clean outs --
18 cleanups, we work with the community
19 on this. It is the responsibility
20 of the property owners that about the
21 alleyways. But what we're trying to
22 do is work with them, create a cleanup
23 day, bring some community service
24 offenders, bring the supplies with us

1 as long as the neighbors are willing
2 to partner with us and help clean up
3 the alleyway.

4 COUNCILMAN SQUILLA: Okay.
5 So, then, if we -- if we get groups of
6 neighbors who want their alleys clean
7 we could organize a day and have them
8 come out and help you -- you guys can
9 help us actually complete the alleys.
10 All right.

11 Also, with the lot cleanups,
12 now that we -- we do go and do
13 abandoned lots and we actually clean
14 them, and a lot of them are privately
15 owned lots, what is our process as far
16 as, I guess, going after the owners to
17 recoup that cost?

18 MR. CONWAY: The majority of
19 the vacant lots throughout the City of
20 Philadelphia are privately owned.
21 Roughly -- if there's 30 to 40,000
22 vacant lots, probably three-quarters
23 of them are privately owned.

24 What we'll do is, we'll send

1 a violation notice to the property
2 owner. We'll obviously have an
3 inspection of it first, take the
4 picture, send the property owner a
5 violation notice. We allow them a
6 two-week compliance period for them to
7 comply and clean up the vacant lot
8 themselves. If the don't, then we do
9 send City resources out to clean up
10 the vacant lot and then build them for
11 the cost associated with it. If they
12 don't pay the bill and nuisance claims
13 it, a tax to the property.

14 COUNCILMAN SQUILLA: So what
15 is the procedure then? Once it's
16 liened -- I guess may be not the
17 Managing Director's Office but to --
18 we don't really put a lien against the
19 property? Is that where we're going
20 here?

21 MR. CONWAY: There's a
22 nuisance lien put on the property, but
23 I don't know the processing to that.

24 COUNCILMAN SQUILLA: And

1 then we would -- when that money is
2 actually paid or that lot is sold,
3 does that money go back to the
4 Managing Director's Office?

5 MR. CONWAY: It goes back to
6 the general fund I believe.

7 COUNCILMAN SQUILLA: All
8 right. It would be nice to see that
9 if all the cleaning that the Managing
10 Director's Office does and the liens
11 that go forward and that money maybe
12 able to go back into the Managing
13 Director's Office so we can get more
14 resources to do more cleaning with.

15 Is that something that we
16 can look into as Council or is that
17 something that --

18 COUNCILMAN JONES: Yes. He
19 can't answer for that.

20 MR. NEGRIN: I think you got
21 your answer on that one.

22 COUNCILWOMAN TASC0: I won't
23 --

24 COUNCILMAN JONES: Yes.

1 Wait a minute.

2 COUNCILWOMAN TASC0: I won't
3 take up your time, but on a lot of
4 these lots we can't identify the
5 owners.

6 MR. CONWAY: That is
7 correct.

8 COUNCILWOMAN TASC0: We
9 can't -- so you can lien a piece of
10 land, but you don't have anybody yet
11 to go to -- you know, you can't
12 identify the owner.

13 MR. CONWAY: That's
14 correct.

15 COUNCILWOMAN TASC0: Okay.
16 Thanks.

17 COUNCILMAN SQUILLA: Okay.
18 And that's a good question, too. But
19 when -- say, the City ends up getting
20 the land, controlling the land or
21 disposing of the land and selling it,
22 that lien would still be on that
23 property and have to be paid by the
24 person getting the lot or a developer

1 getting it, and I think the money that
2 was -- the lien that was put on by the
3 Managing Director's Office should be
4 put into a separate pot that we can
5 use to fund it because we -- we have a
6 lot of issues out throughout the
7 community, especially quality of life
8 issues, as far as even cleaning
9 alleys, lots, graffiti and everything
10 else, and the more resources you have,
11 like I said yesterday, it's kind of
12 nice to reward the people who are
13 doing good jobs and that would be way
14 to reward them, by giving them the
15 money back that they're actually
16 spending to do this. So I would like
17 to look forward to doing something
18 like that in the future to see if it's
19 possible to do.

20 You mentioned the Safe Cams,
21 the cameras initiative. Has there
22 been, I guess, a -- they were going to
23 come up with some kind of
24 specifications for cameras that may

1 work. What I'm trying to do is -- a
2 lot of the zoning issues, when people
3 are putting provisoes in, we're
4 requesting the businesses to actually
5 put cameras as part of that, but we
6 haven't really got specifications on
7 what would work or not work with the
8 Safe Cam process.

9 Is that something that you
10 have in place at this point?

11 MR. NEGRIN: Yeah. We can
12 reach out to the police and give you
13 specifics around what are the
14 optimal. They can basically almost
15 use any camera, but obviously, the
16 better the resolution the better the
17 information and the more likelihood
18 that it's going to lead to impact
19 public safety. But we can reach out
20 to the police and make sure that you
21 understand what's the -- the
22 requirements are.

23 COUNCILMAN SQUILLA: I just
24 think it would be nice to have that --

1 MR. NEGRIN: Yeah.

2 COUNCILMAN SQUILLA: --

3 available to us --

4 MR. NEGRIN: Yeah.

5 COUNCILMAN SQUILLA: -- so

6 when we're asking that mostly, you

7 know, put the camera up with these

8 specifications --

9 MR. NEGRIN: Yeah.

10 COUNCILMAN SQUILLA: -- and

11 it could work nice for all of us.

12 MR. NEGRIN: Yeah.

13 COUNCILMAN SQUILLA: All

14 right. Thank you.

15 COUNCILMAN JONES: Thank

16 you.

17 Councilman Kenney, did you

18 speak the first round?

19 COUNCILMAN KENNEY: No.

20 COUNCILMAN JONES: Okay.

21 Councilman Kenney is next.

22 COUNCILMAN KENNEY: Thank

23 you, Mr. Majority Leader.

24 First a compliment because I

1 know you sit up here in a lot of these
2 hearings and don't get many
3 compliments. But Tom Conway, just
4 walking away from the table, CLIP is
5 -- should be the paradigm department
6 of every public service interaction
7 with the public in -- throughout this
8 government. They -- they not only do
9 their job, but they do it in an
10 enthusiastic way because they love to
11 serve the public. And there's not a
12 better group of people in government
13 to deal with than them, and I think
14 you ought to send all of your interact
15 -- people who interact with the
16 public over to them for some training
17 because that -- they need it.

18 Coming to public service and
19 public interaction, the Municipal
20 Service concourse. We ever -- have
21 you guys ever looked at the
22 possibility of rearranging and
23 reconfiguring that concourse?

24 When you walk through there,

1 you see people standing in line, you
2 see people sitting on bolted chairs
3 like they're at Curran-Fromhold
4 waiting for a visit. They get sent
5 from one department to another.

6 And the way I want you to
7 think about is: When you go into an
8 auto dealership, first of all, someone
9 comes up and greets you, they offer
10 you a cup of coffee, and you sit at
11 their desk, and you don't leave until
12 you buy the car, if you want to buy
13 the car.

14 Why -- why do people have to
15 go to multiple lines and be treated as
16 if we're doing them a favor as opposed
17 to us serving them a nice golf shirt,
18 a pair of khakis, a nice place to sit
19 while you're waiting, maybe a little
20 screen, a little music, a nice
21 environment where people can actually
22 feel like they're -- they're welcomed
23 as opposed to their going through some
24 kind of polodaro, you know, experience

1 that somehow we're doing them a
2 favor?

3 MR. NEGRIN: Maybe --

4 COUNCILMAN KENNEY: Have you
5 look at how that place moves and what
6 we do over there?

7 MR. NEGRIN: Okay. Yeah. I
8 mean, before I turn it over to Dave, I
9 mean, as you know, I -- I'm always
10 interested in looking at ways so we
11 better focus on customer service.
12 Right. So for the first time this
13 year we've appointed Rosetta Lewis as
14 one of -- our chief customer officer.

15 I think things like that,
16 that they can help impact the customer
17 service experience, are exactly the
18 kind of things that we're doing and
19 talking about at PhillyStat. So I'm
20 -- I'm more than happy to look at the
21 details of reconfiguring the concourse
22 and whatever that situation is, but I
23 think we've made a lot of progress in
24 that area in the last few months

1 looking at customer service matrix
2 across our departments and actually
3 making some substantial improvements,
4 not just in 3-1-1, but in other
5 departments including L & I.

6 COUNCILMAN KENNEY: Do you
7 remember the old State stores --

8 MR. NEGRIN: Yes.

9 COUNCILMAN KENNEY: -- when
10 you went up to the counter and the
11 guy, you had to give him a number, and
12 then they disappeared into the back
13 and they came out with the bottle of
14 vodka or the bottle of wine? And then
15 we went to a different method where
16 people would actually go around with a
17 shopping cart and can shop and they --
18 it's that kind of -- when you go in
19 there and stand there and you look at
20 the faces of people, they're not
21 happy. They're just really dragged
22 out. And maybe we would do better
23 from a customer service prospect to
24 provide that experience for people as

1 opposed to what we provide now even
2 though it's improved.

3 COUNCILWOMAN TASCO:

4 (Inaudible.)

5 COUNCILMAN KENNEY: I know,
6 but the whole environment is not. I
7 mean, you're just lined up on metal
8 chairs that are bolted to the floor.
9 I mean, it's not exactly conducive to
10 wanting to do business with the city.

11 MR. WILSON: You're right,
12 Councilman. And it's -- it's an
13 suggestion that is duly noted, and
14 we'll move forward with that. I know
15 in the past, in the last couple of
16 years, we have done some things
17 relative to the flow of how we
18 streamline the flow of individuals
19 access counters and things to that
20 extent, but we'll go back and address
21 this with Revenue and L & I.

22 COUNCILMAN KENNEY: This is
23 not your fault. I mean, this -- that
24 place has been in that -- in that

1 configuration for as long as I've been
2 in government and probably before I
3 was -- before I was here. But it just
4 seems to me that that would be a
5 welcome change to people's experience
6 with their city government.

7 I've got a question on
8 public property relative to the
9 Verizon building --

10 COUNCILMAN JONES: Before
11 you go off of that, for the record,
12 you're not suggesting we have a little
13 libation while we're doing down
14 there?

15 COUNCILMAN KENNEY: Anything
16 is possible. Starbucks, you know, or
17 a little something; a bunch of
18 treadmills, and people could workout
19 with TV's and stuff.

20 Public property, relative to
21 this pace of the Verizon cable
22 contract build out, do we -- do we
23 have any information relative to the
24 percentage of build out that they've

1 accomplished and where they are and
2 what neighborhoods they're building
3 out in? And I've been -- I've been
4 asked to -- to issue some questions
5 relative to where they are in their
6 whole process.

7 Does any know or could you
8 find out --

9 MR. NEGRIN: Adel.

10 COUNCILMAN KENNEY: -- and
11 call back to maybe give us an update?

12 MR. NEGRIN: Yeah. We could
13 answer that now with Adel. I think
14 it's in the realm where we -- you can
15 do that this afternoon with him.

16 COUNCILMAN KENNEY: Okay.
17 Well, then let them think about it and
18 then --

19 MR. NEGRIN: Yeah.

20 MR. ABERNATHY: We'll --
21 we'll need to get back to you on
22 that. We -- the -- Innovation and
23 Technology will get back to you.

24 COUNCILMAN KENNEY: Okay.

1 Fine. Thank you, Mr. Chair.

2 MR. NEGRIN: Sure.

3 COUNCILMAN JONES: Oh. He
4 did it on time? Are you serious?
5 Good job. Good job.

6 We're on our second round.
7 We're down to three minutes.

8 Everyone has had a turn,
9 correct?

10 (Yes.)

11 COUNCILMAN JONES: Okay.

12 I'm going to forgo my turn, and I
13 don't see Councilman Johnson either,
14 so it goes to Councilman Green.

15 COUNCILMAN GREEN: Thank
16 you, Mr. Chair. I'm happy to restrict
17 my questioning to two minutes as long
18 as it's two minutes of my time asking
19 questions and not dependent upon the
20 length of answers from the
21 administration.

22 At any rate, so just with
23 respect to PhillyRising, I think the
24 reason it's important, and any

1 program, the reason it's important to
2 know the cost is, assuming it's true
3 and, of course, I think things have
4 cost and it's impossible for it to be
5 absolutely cost free, I don't think
6 taxpayers -- I don't think that's a
7 true statement -- but assuming that
8 was true, eventually, if go to 20
9 neighborhoods or 50 neighborhoods or
10 70 neighborhoods because it's
11 determined that the program is really
12 working well and we want to expand,
13 it's having a huge impact on crime, on
14 other things, to expand it we have to
15 know what resources are required from
16 each department because there wouldn't
17 be the resources to put in from the
18 departments in 50 neighborhoods. And
19 so understanding that it's very
20 important, and that's why I ask the
21 question.

22 Can you just tell me how
23 much this -- PhillyRising, I remember
24 the Reform Initiative under Dr.

1 Barnett basically had police service
2 areas, and they were going to try to
3 coordinate departmental responses,
4 assign departmental people to specific
5 PSA's, have them focus on that area,
6 whether it be one or two or three
7 PSA's per L & I person or per Streets,
8 depending upon the resources available
9 and what's needed for that PSA.

10 Is PhillyRising sort of an
11 extension of that initiative that came
12 out the reform plans?

13 MR. NEGRIN: You know, it
14 is. It started with looking at the
15 good work and really a small handful
16 of PSA's and in -- we started to ask
17 ourselves, some the PSA boundaries are
18 much larger than P -- than
19 PhillyRising neighborhoods, so we
20 talked about having -- in order to
21 have a sustainable model is having
22 smaller neighborhood divisions which
23 -- which I thought made more sense.

24 So the strategy was really

1 around -- and I can have John Farrell
2 some of this as well -- but the idea
3 grew out of that effort. That effort
4 was incredibly successful, the PSA
5 effort, but we don't want to mix up
6 PhillyRising neighborhoods with
7 PSA's. We still have PSA's across the
8 city.

9 The difference is the PSA's
10 are primarily a police-driven effort
11 on-site with some City intervention.
12 The difference here is the City is not
13 just an equal partner but is -- it is
14 driving many of the major initiatives
15 inside of our PhillyRising
16 neighborhoods.

17 COUNCILMAN GREEN: But -- so
18 the question really was: To what
19 extent have -- have we -- have we
20 abandoned to philosophy of assigning
21 people via PSA's so that there's the
22 same, sort of like, community court?

23 MR. NEGRIN: Yeah.

24 COUNCILMAN GREEN: The same

1 DA is dealing with the same
2 neighborhood, the same L & I official
3 is dealing -- via people or whatever
4 measurement or method you want to use,
5 to what extent has that as a policy of
6 the departments you manage --

7 MR. NEGRIN: Because it's --

8 COUNCILMAN GREEN: -- is
9 actually put into place?

10 MR. NEGRIN: Yeah. The
11 PSA's are the still in effect. That
12 model is still working across the
13 city.

14 COUNCILMAN GREEN: So there
15 are L & A officials and Streets
16 officials --

17 MR. NEGRIN: Correct. Yes.

18 COUNCILMAN GREEN: --
19 assigned by the PSA?

20 MR. NEGRIN: Yes.

21 COUNCILMAN GREEN: Okay.
22 Could you -- and are you measuring the
23 effectiveness of that compared to the
24 previous?

1 MR. NEGRIN: No, but we can
2 get you that. I mean, L and I I'm
3 sure is doing that as an as-is, the
4 other departments who are involved and
5 the PSA effort. My focus is really on
6 the PhillyRising component.

7 COUNCILMAN GREEN: Okay.
8 I'll save that for the departmental
9 questions.

10 Thank you, Mr. Chair.

11 COUNCILMAN JONES: The Chair
12 thanks the gentleman.

13 And now, on the record, I
14 don't see Councilman Johnson, so we'll
15 go to Councilman Henon.

16 COUNCILMAN HENON: Thank
17 you, Mr. Chair. I have a question for
18 the Mayor's Office of Sustainability.

19 MR. ABERNATHY: Sure.

20 MR. DEWS: Good afternoon.

21 COUNCILMAN HENON: Alex,
22 good afternoon. Thank you.

23 The Greenworks Philadelphia
24 initiative that the office is

1 managing, how do you coordinate with
2 the other departments, one, being the
3 Water Department? And how do you tie
4 in specifically to prioritize the
5 greening of certain areas in
6 conjunction with the stormwater
7 runoff?

8 MR. DEWS: That's a great
9 question.

10 COUNCILMAN HENON: It's a
11 question that we have ongoing with the
12 City because I've heard from many, and
13 I say, many businesses, that has been
14 put out in a report from your -- from
15 the CSA report that states there is --
16 that recognizes there's a thousand
17 losers.

18 So how do we mitigate around
19 those thousand losers, so to speak, as
20 far as the additional cost and
21 increase of their stormwater
22 management with your program?

23 MR. DEWS: Sure. So the
24 first question is about coordination

1 with other departments. And just
2 generally speaking, in 2009 the
3 Sustainability Working Group was
4 established which is coordinated
5 through our office. I coordinate
6 that, and that has representatives
7 from City departments, all City
8 departments. Anyone who wants to be
9 at the table to discuss the
10 initiatives that are in Greenworks,
11 that's part of the way that the
12 Greenworks plan was developed, was
13 through input from departments on what
14 they were already doing that we could
15 further leverage into the plan.

16 Specifically, on stormwater
17 management, target eight of the plan
18 is to be in compliance with the Clean
19 Water Act. And as I'm sure you know,
20 part of the effort with CSO, Combined
21 Sewer Overflow, with the water
22 department is to get us to compliance
23 so that we don't continue to pay the
24 hefty fines that go along with

1 violating the Clean Water Act.

2 So in order to support the
3 parcel-based billing efforts the water
4 department is phasing in over five
5 years. One thing that has been set up
6 already is through a partnership with
7 the Water department and PIDC, the
8 Stormwater Management Incentives
9 Program, which provides financing to
10 those large property owners who are
11 negatively effected with the increased
12 stormwater billing.

13 The flip side of that is
14 that there are a number of properties
15 that are also going to see reduced
16 stormwater cost because they're a
17 larger building on a smaller
18 footprint.

19 COUNCILMAN HENON: Well, I
20 think that you, in your statement, you
21 say, or we're going to have to pay.
22 You mean, you know, the businesses and
23 the residents are going to have to
24 pay, in the most part, because of --

1 MR. DEWS: Right. So that

2 --

3 COUNCILMAN HENON: -- the
4 mandates; is that correct?

5 MR. DEWS: So under the
6 scenario and parcel-based billing,
7 instead of paying a stormwater fee
8 that's based on the size of your water
9 inlet, you pay it based on how much
10 stormwater you actually generate.

11 COUNCILMAN HENON: Well, I
12 just think, you know, and I'll end
13 with this, providing low interest
14 loans or a no interest rate loans from
15 PIDC or -- you know, or the Commerce
16 Department, or the Water Department
17 more specifically, someone -- you mean
18 they're paying. So I hope there's
19 better coordination with, you know,
20 some of the folks that are going to be
21 impacted the most with -- you know,
22 which I think is a good initiative. I
23 think that Greenworks is a great
24 initiative, and I understand, you

1 know, it's end goal, and I believe
2 we're going to achieve it. I just
3 hope -- I'd like to see that we're
4 prioritizing where we're greening and
5 have a lesser impact on those who are
6 going to be paying more for stormwater
7 vacation.

8 MR. DEWS: Absolutely.

9 COUNCILMAN HENON: Thank
10 you.

11 COUNCILMAN JONES: Thank
12 you, Councilman.

13 Councilman Johnson is next,
14 and then Councilman Kenney. We're
15 going to have Procurement which is
16 next, and then we're going to break.

17 COUNCILMAN KENNEY: My
18 question is for Procurement.

19 COUNCILMAN JOHNSON: Okay.
20 All right.

21 Councilman Johnson.

22 COUNCILMAN JOHNSON: Thank
23 you, Mr. Leader. I just to go back.
24 I had a couple of small questions as

1 well. I'm echoing my colleague, part
2 of the gang of six, Ms. Cindy Bass,
3 regarding the Rise Program over single
4 ex-offenders and the Youth Violence
5 Reduction Partnership.

6 I think I can get the
7 answers to the Rise program totally
8 separate, but just elaborate on where
9 we're at with the the Youth Violence
10 Reduction Partnership, and also are
11 there any numbers? Are there any type
12 of statistical numbers in terms of the
13 performance of the Rise program like
14 benchmarks, how many people have been
15 trained, how many people have been
16 employed, job readiness, GED, simply
17 stuff, birth certificate, ID's.

18 MR. RESNICK: All that --
19 the Rise has all of that information
20 because that's part the intake. So
21 they do an extensive intake for any
22 client --

23 COUNCILMAN JOHNSON: Can I
24 get a copy of that report if you don't

1 mind --

2 MR. RESNICK: Sure. We can
3 provide that.

4 COUNCILMAN JOHNSON: -- from
5 a supportive standpoint?

6 MR. RESNICK: Sure. We can
7 provide that.

8 And I apologize, Councilman
9 --

10 COUNCILMAN JONES: Provide
11 it to the Chair, and we'll --

12 MR. RESNICK: Of course, of
13 course, of course.

14 COUNCILMAN JOHNSON: Please.

15 MR. NEGRIN: Along with what
16 I think is probably the most important
17 stat, which is the recidivism rate for
18 the folks who participated in that
19 program.

20 MR. RESNICK: That will be
21 provided along with the information
22 that Councilman Bass requested.

23 COUNCILMAN JOHNSON: All
24 right. Thank you.

1 The Youth Violence Reduction
2 Partnership?

3 MR. RESNICK: The YVRP,
4 Councilman, is operating in several
5 police districts. Obviously, the --
6 the -- the ability to expand that
7 program into more districts is -- is
8 hampered by the amount of funding, and
9 it's -- it's a partnership between --
10 the YVRP, the pants, the street
11 workers, the Juvenile Probation and
12 Parol, the District Attorney's Office
13 of course, and its intense supervision
14 of individuals who have been
15 identified as -- based upon their --
16 their offense and the -- the probation
17 office who is supervising the
18 individuals who are likely to commit a
19 violence offense or who have committed
20 a violent offense in the past. So
21 those individuals are placed on the --
22 this case load.

23 They're supervised
24 intensively. They have street workers

1 who go out and visit them, visit them
2 in their homes, will visit with their
3 families. They go with police
4 officers who also make the visits.
5 They're, you know, encouraged to
6 continue with their education, look
7 for employment, continue with their --
8 their GED if they're not in school.
9 So that is essentially why the YVRP.

10 The YVRP is also being
11 currently analyzed by PPV, Public
12 Pilot -- Public Private Ventures, who
13 is taking a look at the efficacy of
14 the program and going to make
15 recommendations to us as to what
16 aspects of the program are working and
17 worthwhile, what aspects of the
18 program maybe not so much and might
19 need to be altered, and we anticipate
20 that within the next couple of --
21 couple of months I believe.

22 COUNCILMAN JOHNSON: There's
23 a juvenile enforcement team under
24 Family Court. Is part that a part of

1 this partnership where you actually
2 provide intensive case management for
3 those who are on probation who are --

4 MR. RESNICK: It's part of
5 the team.

6 COUNCILMAN JOHNSON: It's
7 part of the team. Okay. Awesome.
8 Okay. All right.

9 And 3-1-1, just a couple of
10 questions regarding 3-1-1.

11 MR. NEGRIN: Sure.

12 COUNCILMAN JONES: Before
13 you ask -- the representative from
14 3-1-1 comes up, one of the things that
15 we are doing under public safety is
16 having -- reestablishing our monthly
17 meetings on the weekend. Council can
18 bring that up in that time so that
19 those reports are centralized and
20 they're distributed to respective
21 Council Members on statistics that are
22 important, whether it's crime
23 instances or prevention efforts or
24 rises. We want to codify it, and

1 we'll send it out to the members,
2 Council.

3 COUNCILMAN JOHNSON: Thank
4 you, Mr. Chair.

5 MR. RESNICK: And that's the
6 point of those as you know those
7 meetings. So whatever the committee
8 members are interested in we can have
9 that information available for you at
10 the meeting.

11 COUNCILMAN JOHNSON: We're
12 going to have before you leave here
13 one of our staffers schedule that date
14 day and make available to all the
15 members.

16 COUNCILMAN JOHNSON: Thank
17 you.

18 COUNCILMAN JONES: We want
19 to thank publicly Councilman Green for
20 his efforts in CJEV that preceded me
21 being on Public Property. I want to
22 thank him publicly for that.

23 COUNCILMAN JOHNSON: Great.

24 3-1-1 --

1 MR. NEGRIN: Yes, sir --

2 COUNCILMAN JOHNSON: -- just
3 real quick, the Citizens Engagement
4 Academy, just elaborate on that. I
5 have been invited to come a lot of
6 times to actually actually visit
7 3-1-1. Unfortunately, I haven't, but
8 -- so I don't believe in trying to
9 come at you from the mind side when
10 you invited to see the 3-1-1 program.
11 But a couple of specifics I do want to
12 see and do want to ask is the Citizens
13 Engagement Academy, and also the
14 coordination between the Philadelphia
15 Police Department and the application
16 where they can actually refer to data,
17 quality of life data to 3-1-1.

18 Can you just focus on those
19 two components of 3-1-1 for me?

20 MS. JOHNSON: Sure.

21 COUNCILMAN JOHNSON: And I
22 see it's in the 26th so, of course,
23 I'm advocating for the 17th and the
24 1st as a part of this conversation.

1 MS. JOHNSON: Okay. Good
2 afternoon. I'm Cheryl Johnson,
3 Operations Manager for 3-1-1.

4 So in reference to the
5 Citizens Engagement Academy, that's
6 actually part of PhillyRising, so they
7 can -- they can speak better to that.

8 In reference to the Mobile
9 Data Computer Project, it's actually
10 now expanded beyond District 26. And
11 we used that district as a pilot and
12 it was successful, and so now we are
13 in the process of training the entire
14 police department and expect that by
15 the end of 2012 that approximately
16 3000 will be trained.

17 COUNCILMAN JOHNSON: Okay.

18 MR. NEGRIN: Yeah. There
19 are currently -- they're currently
20 1000 officers. It started off as a
21 pilot in PhillyRising neighborhoods,
22 but that's going to city wide. So the
23 officer will have the ability on their
24 mobile data terminals inside of their

1 cars to directly submit 3-1-1 requests
2 not only from citizens they see in the
3 street who will want to do that, but
4 themselves on a daily basis. So as
5 they are our eyes and ears out there
6 on the street they can submit reports
7 for graffiti, and likewise, abandoned
8 cars.

9 To answer the question
10 around the Engagement Academy, it's
11 really an effort in conjunction with
12 Philly to create and knowledge inside
13 of the neighborhood so it shows up,
14 and we have a commitment from the part
15 of the leaders in the city. So you'll
16 have, whether it's the District
17 Attorney's Office present, their
18 Nuisance Task Force, Beth Grossman
19 will be present, the U.S. Attorney's
20 Office and their community efforts
21 will come in because basically I think
22 it's a -- is it seven weeks now? I
23 know it was six at one point. I think
24 it grow an extra week. It --

1 MS. JOHNSON: Eight.

2 MR. NEGRIN: It's eight
3 now? It's an eight-week program.
4 We're on a weekly basis inside of
5 those neighborhoods. We basically
6 take folks to school, and it's the
7 City of Philadelphia 101 where we
8 educate them on how our departments
9 work and how they can best utilize
10 City services in an effort to kind of
11 get educated.

12 Folks enjoy that program.
13 They see it as -- you know, as an
14 academic setting either in a community
15 group or a library. They get a
16 certificate upon completion. They
17 coordinate really well with -- with
18 3-1-1. They learn how to use the City
19 services in a manner that works. They
20 get a certificate at the end. They
21 actually had a graduation ceremony at
22 the end that helps develop pride

23 COUNCILMAN JOHNSON: That's
24 it. Thank you very much.

1 MR. NEGRIN: Yes.

2 COUNCILMAN JOHNSON: Thanks
3 to the Councilman.

4 Councilman Kenny.

5 COUNCILMAN KENNEY: Thank
6 you, Mr. Chair. This is for
7 Procurement and Sustainability.

8 Has anyone in either
9 Procurement or Sustainability examined
10 the potential use of concrete for
11 paving of city streets versus asphalt,
12 petroleum-based asphalt, on a couple
13 of different levels?

14 Number one, the
15 environmental level, you no longer
16 have the leach aide of petroleum
17 product every time it rains into the
18 stormwater system. You get a longer
19 lasting paving. It's easier to access
20 for utility work. You get a better
21 lumin's value for your nighttime
22 overhead street lights system. And
23 the information I understand as to why
24 we don't to it or why we haven't moved

1 in that direction is because there's
2 an initial increased cost.

3 But do we do lifetime life
4 cycle analysis processes that we do to
5 see whether or not, in fact, it is
6 worth it? I know every time you open
7 a street for utility work and you pave
8 it back, between the weather changes,
9 that street widens up being pot marked
10 and pot holed.

11 And the other issue on the
12 Sustainability side is impervious
13 concrete. Would that -- it's not --
14 it doesn't have the PSI needed for
15 streets, for trucks and cars, but it
16 is okay for pedestrians, would that
17 help some of these businesses that
18 need to come up to our stormwater
19 standards by having concrete that is
20 able to take the water out of the
21 sewer -- out of the stormwater.

22 So I attend that hearing at
23 some point in time during the year,
24 but I wanted to get your initial

1 reaction both from Sustainability and
2 Procurement. They also could make the
3 concrete any color you'd like. So if
4 you want to have a special color
5 street you can do that, too, but
6 that's a minor issue.

7 MR. DEWS: Let's speak first
8 on the sidewalks, and I -- I'm going
9 to defer that question to Streets. I
10 know that's something that they've
11 been looking. They've been looking at
12 all kinds of alternatives.

13 COUNCILMAN KENNEY: And also
14 the leach aid from the petroleum
15 product. That's the environment side,
16 too.

17 MR. DEWS: I know that
18 they've already implemented a pervious
19 street. It's our first curb-to-curb
20 end-to-end street that's entirely
21 pervious.

22 COUNCILMAN KENNEY: That's
23 not concrete; is it?

24 MR. DEWS: It -- it's

1 pavement, yeah. It's not concrete.

2 COUNCILMAN KENNEY: Yeah.

3 It's not concrete. Okay.

4 MR. DEWS: Right.

5 COUNCILMAN KENNEY: I was

6 there was. I was --

7 MR. DEWS: But alternatives,

8 you know, there -- there --

9 COUNCILMAN KENNEY: It's

10 actually an alleyway. It's a very

11 small street. I was -- yeah.

12 MR. DEWS: Correct. It was

13 the -- it's the pilot, but it's --

14 it's been proven to be very effective

15 at managing stormwater.

16 And your other question was

17 whether or not pervious paving or

18 concrete can offset stormwater cost.

19 And, yes. Absolutely. That is one

20 way to earn stormwater credits.

21 COUNCILMAN KENNEY: Right.

22 But we -- have we given that

23 information to business people that

24 they know when they've been -- they've

1 been sticker shocked with that water
2 treatment? And we -- do we -- can we
3 move towards requiring it and
4 promoting as opposed to just knowing
5 about it?

6 MR. DEWS: As far as
7 reaching out to the business owners on
8 it, the Water Department does have a
9 manual for how to achieve stormwater
10 credits and staff available to -- to
11 walk business owners through that
12 process.

13 COUNCILMAN KENNEY: And is
14 there anything in response from
15 Procurement on using it as opposed to
16 asphalt because I don't -- we can very
17 much lose to take care of -- update --
18 the cost of petroleum now is -- is
19 going through the roof obviously so.

20 MR. ORTMAN: I understand
21 what you're saying.

22 For the record, Hugh Ortman,
23 Procurement Commissioner.

24 Councilman, we -- we can buy

1 whatever Streets wants us to buy. We
2 can't tell Streets what they have to
3 abide by the laws that we're governed
4 -- for which we're governed. So they
5 will tell us we want concrete, and we
6 can pay for the concrete. We will do
7 -- and we'll get specs from that and
8 go out and bid it to the public or bid
9 it to the vendors or contractors, and
10 we will get the lowest response --
11 responsible price for what they have
12 spent out.

13 COUNCILMAN KENNEY: The
14 point I'm --

15 COUNCILMAN JONES:
16 Councilman, are you asking is it cost
17 effective? I thought --

18 COUNCILMAN KENNEY: I'm
19 asking if we do life cycle analysis
20 when comparing the cost of one product
21 to another. So, for example, on the
22 face of it, asphalt, petroleum
23 asphalt, may be cheaper, but on a life
24 cycle of it how many times it's

1 replaced in a ten-year period as
2 opposed to concrete --

3 MR. NEGRIN: Yeah I.

4 COUNCILMAN KENNEY: -- with
5 all the other sustainable benefits.

6 MR. NEGRIN: I understand.
7 I understand the question. I think
8 it's a fair question. I think when
9 the Streets Department comes up I
10 think it's more appropriate. We'll
11 make sure they're ready.

12 COUNCILMAN KENNEY: So
13 Procurement's position is, if you tell
14 us to buy it, we'll buy it?

15 MR. NEGRIN: Yeah. I think
16 Procurement is going to take the
17 direction from the experts in the area
18 which is -- which is -- which should
19 be the department in this case.

20 COUNCILMAN KENNEY: All
21 right. Thank you, Mr. Chair.

22 COUNCILMAN JONES: Good
23 question, Council.

24 The Chair recognizes

1 Councilman Squilla.

2 COUNCILMAN SQUILLA: I just
3 wanted -- thank you, Chairman.

4 I just wanted to piggyback
5 on Councilman Johnson when he spoke
6 about the enforcing of littering and
7 short dumping and stuff like that.

8 Do we as a department look
9 at different ways to enforce
10 littering? I mean, I don't know of
11 anybody that I've seen or many people
12 never had a ticket for throwing trash
13 in the street or even picking up after
14 their dog, and these are big quality
15 of life issues that we face.

16 Is there something that the
17 Department is looking at to try to
18 enforce these issues?

19 MR. NEGRIN: That's also a
20 streets as well.

21 MR. ABERNATHY: Sweep
22 officers actually are in charge of
23 enforcing littering. We can -- I
24 would certainly make sure that Streets

1 is prepared to answer that question
2 when they come.

3 COUNCILMAN SQUILLA: All
4 right. I understand Streets -- I
5 mean, Sweeps does that type of
6 enforcement, but I'm -- like, the
7 individuals that you see throwing
8 trash around, if we have some type of
9 enforcement, you're not going to have
10 a Sweeps officer walk up to a guy and
11 say here's a ticket for throwing the
12 trash.

13 Do they do that?

14 MR. ABERNATHY: The short
15 answer is, no. They don't -- don't
16 currently do that, and your point is
17 taken.

18 COUNCILMAN SQUILLA: Okay.
19 All right. Thank you.

20 COUNCILMAN JONES: Thank
21 you.

22 Councilman Kenny, your light
23 is lit. Are you --

24 COUNCILMAN KENNEY: Yeah.

1 COUNCILMAN JONES: Oh. Wait
2 a minute. I'm sorry. Councilman
3 Green. Out of order.

4 COUNCILMAN GREEN: Thank
5 you. I think I'd like to see a --
6 find out the cost of paving our
7 streets in gold again like the good
8 old days and see how that goes.

9 So your testimony indicates
10 that 3-1-1 launched a pilot program in
11 the 26th Police District to give
12 officers real-time access to the 3-1-1
13 system through their mobile data
14 computers.

15 Have you been tracking the
16 referrals made by police officers?

17 MR. NEGRIN: Yeah. That's
18 certainly -- we -- we were tracking
19 the number, the number that were
20 received, but that's being expanded as
21 we speak. So we're in the early
22 phases of extending that city-wide.
23 I'll let Cheryl Johnson talk to the
24 details, but the -- the answer is

1 that's exactly what we hope to do.

2 We hope to not only be able
3 to track activity of the part of the
4 police officers but also measure the
5 progress we're making in those areas
6 over time.

7 MS. JOHNSON: So, at this
8 point, we have the input of
9 approximately 2000 service requests
10 since we launched the program.

11 MR. NEGRIN: What time
12 period is that?

13 MS. JOHNSON: That's from
14 September through March.

15 COUNCILMAN GREEN: The
16 police have initiated 2000 service
17 requests?

18 MS. JOHNSON: Yes, for the
19 officers that have been trained and
20 certified by us.

21 COUNCILMAN GREEN: And how
22 many have been addressed?

23 MS. JOHNSON: We can get you
24 that information. I don't have that

1 here.

2 COUNCILMAN GREEN: Okay.

3 And I -- I assume there's plans to
4 expand that to our -- all of our
5 on-the-street work force, L and I,
6 Sweeps officers, et cetera?

7 Are there plans to expand
8 that?

9 MR. NEGRIN: And I think
10 it's -- it's really two questions.
11 The police have a technology that we
12 saw inside of their vehicles in order
13 to do that directly. The hope would
14 be with the rest of our city employees
15 that they understand how the system
16 works and they're able to do those
17 things, whether that's calling 3-1-1
18 directly or putting in service
19 requests themselves either online.

20 One of things that we're
21 talking about, and Adel Ebeid has been
22 working on this since he arrived, is
23 doing a 3-1-1 mobile app that as we
24 develop the plan for technology and

1 have the new CRM for 3-1-1, we're
2 going to have the ability to utilize
3 the mobile app both in terms of our
4 city employees and our citizens
5 eventually to have the ability to do
6 just that, Councilman, to be able to
7 -- to see things, put in service
8 requests, and actually directly impact
9 the quality of life.

10 MR. NEGRIN: Well, that's
11 good because you went where I was
12 going because for three years I've
13 been asking at every budget hearing --

14 MR. NEGRIN: I know that.

15 COUNCILMAN GREEN: -- mobile
16 apps.

17 MR. NEGRIN: I know that.

18 COUNCILMAN GREEN: -- for
19 citizens directly to be able to put
20 this information and in --

21 MR. NEGRIN: I've heard
22 that.

23 COUNCILMAN GREEN: Yeah. So
24 how long do you think that that will

1 take? I mean, there are -- there are
2 -- many cities have that. There are
3 third-party service providers that do
4 it. With an RFP and \$15,00, we could
5 have an app for every citizen today.

6 MR. NEGRIN: That's exactly
7 how we're doing it.

8 COUNCILMAN GREEN: And so
9 when are you going to release an RFP
10 for that.

11 Just introduce yourself.

12 MR. EBEID: Sure. Adel
13 Ebeid, CIO.

14 Councilman Green, the
15 request was put out roughly six weeks
16 ago. Four vendors have responded.
17 We're in the process right now of
18 short listing the two vendors, and I'm
19 confident that we'll make a selection
20 by the end of April.

21 COUNCILMAN GREEN: That's
22 awesome. That's great news. Thank
23 you. Thank you.

24 Thank you, Mr. Chairman.

1 I'll -- I know other people have
2 questions. I will come back.

3 COUNCILWOMAN BROWN: The
4 Chair recognizes Councilman Kenney.

5 COUNCILMAN KENNEY: Thank
6 you, Mr. Chairman. I appreciate that.

7 Managing Director, does your
8 office -- I know this may be a
9 Procurement department issue -- deal
10 with communications with police and
11 fire vehicles? Is that under your
12 bellywick or that more
13 department-by-department issue?

14 MR. NEGRIN: It's more
15 department by department, but to the
16 extent it falls under public safety,
17 Mike Resnick can address it

18 COUNCILMAN KENNEY: One of
19 the things we've been finding is that
20 since the police department has done
21 total NDT communication with auto
22 accidents that it's cut down on the
23 police side from the road towers that
24 are endangering our citizens and

1 racing to the scene to tow somebody's
2 car. They are now using fire radio to
3 response to calls for rescue squads to
4 vehicles.

5 Is there some way to go in
6 that same direction in eliminating
7 this information coming out over --
8 over the air and being done in a
9 rescue squad between 9-1-1 digitally
10 because I'm still trying to figure out
11 ways to box these guys in and kind
12 them out of --

13 MR. NEGRIN: No. I
14 understand the question. Give me one
15 second.

16 MR. RESNICK: Mike Resnick,
17 Director of Public Safety.

18 As you know, Council, and
19 that's the reason why we started to
20 dispatch over the NDT's so that the
21 towers wouldn't be intercepting the
22 radio communications and wreck chasing
23 to the scenes, and that has cut down
24 on that issue.

1 The problem is that not all
2 of the Fire Rescue vehicles are
3 equipped -- are similarly equipped.
4 So those calls where the accident is
5 severe enough it requires a medic have
6 to go out on the radio, and that's
7 where they're intercepted. So the
8 plan is then to place NDT terminals
9 into the Fire Rescue vehicles, and
10 then they will be similarly
11 dispatched.

12 COUNCILMAN KENNEY: That's
13 an ongoing project now?

14 MR. RESNICK: I believe it
15 is.

16 COUNCILMAN KENNEY: Okay.
17 And the other issue relative to 3-1-1
18 is the criticism, and I'm not as
19 critical as some relative to the
20 resources that have been provided.

21 The issue of advertising and
22 making people aware of it, have we
23 looked into various alternative forms
24 like -- like billboards? Maybe we can

1 do public service billboards, things
2 of that nature, that are -- that are
3 lower in cost but still get a pretty
4 good -- I mean, at our sports
5 complexes on Panavision, on wherever
6 it's possible to get gratis
7 advertising, have we looked at those
8 possibilities.

9 MR. NEGRIN: We've been
10 walking a very fine line with the
11 awareness of around 3-1-1 and our
12 capacity to deal with volume. So when
13 you look at the fact that we've gotten
14 4 million calls faster than any other
15 major city, the technology system
16 we're utilizing for 3-1-1 is the phase
17 one in the infant -- the infancy phase
18 system.

19 If we were to make everybody
20 in the entire city aware of 3-1-1 and
21 have them all utilize it to the
22 maximum capacity right now, it would
23 crash our system.

24 COUNCILMAN KENNEY: Well,

1 that's probably not possible. I mean,
2 hypothetically, yes, but we need --

3 MR. NEGRIN: Yeah. Well, if
4 we were to --

5 COUNCILMAN KENNEY: We need
6 to mentally increase awareness.

7 MR. NEGRIN: If we were to
8 substantially increase our calls, that
9 would create a problem in terms of our
10 ability to provide service.

11 So what we hope to do is
12 over the next -- to answer your
13 question sustinctly, the answer is,
14 yes. We're looking at not only ways
15 to do some cheat advertising but also
16 how to partner with private partners
17 and public private partnerships to try
18 to get the folks like the Comcasts of
19 the world and like some of the other
20 folks who are out there and have air
21 time, some of the radio stations, to
22 actually do some public service and
23 emphasize 3-1-1. We're having those
24 meetings and conversations now.

1 COUNCILMAN KENNEY: What --
2 how much can you increase
3 participation or use of the -- use of
4 the program and still maintain your
5 ability to service?

6 MR. NEGRIN: I -- you know,
7 I think we can do two things walking
8 side by side, so the plan for the new
9 CRM in our capital budget is there
10 this year. We've engaged the project
11 around having a new CRM and hope to
12 have that long along the way by the
13 end of this fiscal year, you know,
14 leading into the next fiscal. So I
15 think as we -- as we -- as we do both
16 of those walking hand in hand we'll be
17 better positioned by the end of this
18 physical year to -- to do that kind of
19 advertising in a way that think we can
20 handle it from a capacity standpoint.

21 COUNCILMAN KENNEY: Thank
22 you very much. Thank you, Mr. Chair.

23 COUNCILMAN KENNEY: Thank
24 you.

1 I'm going to ask a couple of
2 questions, and I'll end up with you
3 guys. I'll kind of let you guys go in
4 a little bit, but I wanted to talk
5 about very briefly something that --
6 my staff has sent out letters to both
7 you, the Police Commissioner and
8 others in reference to my role as
9 Chair or the Public Safety Committee,
10 and what we wanted to take a look at
11 is the location or geography of
12 criminal acts and to take a look at it
13 with fresh eyes to say, in or around a
14 rec center how many felonies, acts of
15 crimes, have happened in where -- in
16 or around a school? How many arrests
17 and/or assaults have happened within a
18 block or so or on the premises of; how
19 many acts of violence, crimes,
20 committed, whether it's cellphones
21 being stolen or what type of crime
22 happens on or in SEPTA facilities; how
23 many act of crimes at universities,
24 you know, if there's a problem.

1 There was one university
2 that was a couple of years back it
3 might have even have been a decade
4 ago, that was -- there was one corner
5 singled out as the number one crime
6 corner in the Commonwealth of
7 Pennsylvania.

8 Now these were smaller
9 crimes, you know, robberies purse
10 snatchings those kinds of things, but
11 we were able to take a look at that
12 and do a creative coalition addressing
13 it so what I'd like to do, and I've
14 sent out letters to this affect, and
15 as we get down to the brass taxes of
16 the departments have them address this
17 issue. So I wanted to forewarn you
18 that that letter as gone out and that
19 we are anticipating a response to
20 that. And the reason why is not to
21 have got you moment but closer to we
22 get it moment where if we're deploying
23 resources that's one thing about the
24 Philadelphia, but if we can coordinate

1 better with the university police, we
2 can coordinate the SEPTA police, then
3 we need to take a concerted effort and
4 divide that information up among the
5 district council. So I just want to
6 give you ahead up about that and I
7 think that that's an important part.
8 And I wanted to then flip to some of
9 our grants that you are receiving and
10 kind of give me a sense of -- I
11 thought it was about a half dozen of
12 them -- just the source and use of
13 those grants and with an eye towards
14 when then expire and if we are -- if
15 they are worthwhile activities are we
16 planning to reapply, those kinds of
17 things. There was a section that your
18 department went after. Was that you?

19 MR. ABERNATHY: Do you just
20 want me to run through the --

21 COUNCILMAN JONES: Yes.

22 MR. ABERNATHY: There is a
23 Davis Bacon wage monitoring grant for
24 \$435,000, PHA Reimburse --

1 COUNCILMAN JONES: And what
2 is -- wait a minute. Before you go,
3 what is that?

4 MR. WILSON: Councilman, the
5 Davis Bacon Grant is a -- we have a
6 staff of seven that goes out and
7 monitors city-funded contracts to make
8 certain --

9 COUNCILMAN JONES: I'm
10 familiar with Davis Bacon, but what's
11 the source of the grant?

12 MR. WILSON: The source of
13 the grant is the Department of Labor
14 that.

15 COUNCILMAN JONES: U.S.

16 MR. WILSON: The U.S.
17 Department of Labor is the source of
18 that grant.

19 MR. ABERNATHY: Oh. I'm
20 sorry. I'm sorry.

21 COUNCILMAN JONES: I want to
22 know the source and use of the grant
23 and a brief description so that the
24 members might know and what's the

1 longevity? Are we going to get it
2 again is it something one time that
3 kind of codification of the funding.

4 MR. WILSON: The Davis Bacon
5 Grant is a reoccurring -- well, I
6 should put it this way. It's a
7 reocuring grant from the housing
8 Authority, the Philadelphia Authority.

9 So this is work that our -- that we
10 do to monitor the certified payrolls
11 for projects that go on in the
12 Philadelphia Housing Program.

13 COUNCILMAN JONES: So we are
14 reimbursed for that work?

15 MR. WILSON: Correct.

16 COUNCILMAN JONES: Got it.
17 Okay.

18 MR. ABERNATHY: There's a --
19 similarly, there's an ARA Prevailing
20 Wage Compliance Monitoring Grant, also
21 federal, in the amount of 50,00.
22 There is a Office of Leadership and
23 Investment which is a local grant for
24 --

1 COUNCILMAN JONES: From?

2 MR. ABERNATHY: Councilman,
3 because of the number of grants in our
4 -- in our budget it may -- with your
5 permission, if we can get back to the
6 Chair --

7 COUNCILMAN JONES: That's
8 fine. So what --

9 MR. ABERNATHY: -- with the
10 pages of grants.

11 COUNCILMAN JONES: What I
12 would expect, it's not so much -- I
13 mean, just to give us a better sense
14 --

15 MR. ABERNATHY: Absolutely.

16 COUNCILMAN JONES: Of
17 whether or not they are recurring
18 grants, is this something that we can
19 anticipate in the five-year plan or is
20 this something that like the stimulus
21 money that is coming to an end --

22 MR. ABERNATHY: Yeah. Sure.

23 COUNCILMAN JONES: -- and is
24 that activity worth continuing. And

1 if so, how do we plan to replace those
2 funds.

3 MR. ABERNATHY: Absolutely.

4 COUNCILMAN JONES: Okay?

5 MR. ABERNATHY: No
6 problem. Thank you, Sir.

7 COUNCILMAN JONES: And with
8 that Councilman Green.

9 COUNCILMAN GREEN: The
10 strateging -- the strategic marketing
11 fees initiative which was related to
12 street furniture I think was projected
13 to generate 1.4 this fiscal year. The
14 operating budget in brief indicates
15 that it's not expected to generate --
16 it's expected to now generate 0. And
17 this a 0 and next which is
18 disappointing. Can you give us an
19 update on this project.

20 MR. ABERNATHY: The Mayor's
21 Office of Transportation and Utilities
22 will respond.

23 MR. STOVER: Good afternoon,
24 Councilman. Andrew Stoffer from the

1 Mayor's Office of Transportation and
2 Utilities in Consultation with the
3 Budget Director that was actually
4 moved we believe the the Public
5 Property's budget. We did very well
6 this, in fact, on our street furniture
7 we brought in for the calendar 1.1
8 million dollars more than doubling
9 what we had earned in the previous
10 year. We did that by rebidding out --
11 rebidding that contract bring on a
12 much more aggressive contractor who in
13 addition to almost doubling the
14 revenue the City brought in has
15 substantially improved the maintenance
16 of the shelters.

17 COUNCILMAN GREEN: So that
18 line item has moved to Public
19 Property.

20 MR. STOFFER: We believe so.
21 But I can tell you that we earned 1.1
22 million dollars for the calendar year.
23 We can get it for -- the fiscal year
24 is obviously is not complete yet.

1 COUNCILMAN GREEN: Okay. So
2 in the operating budget, in brief, on
3 page 13, that's incorrect, that's
4 going to be 0 this year in FY13?

5 MS. REINHART: Councilman,
6 there's just a reclassification of
7 where we showed that. So you're
8 saying on page 13 -- I think we left a
9 line there because that was in the
10 original '12 budget, so that's why
11 it's -- it's not -- it was there in
12 the original so we didn't want to
13 completely not show it.

14 COUNCILMAN GREEN: It says
15 that it's now expected to generate 0.

16 MS. REINHART: Right. But I
17 think that it's been moved. I have to
18 double-check on where it's been.

19 COUNCILMAN GREEN: It's in
20 Public Property in something called --
21 I'm sorry. We can't find it in Public
22 Property. There's something called
23 refunds in property which is 1.1
24 million, but that was already budgeted

1 also and so we're wondering where this
2 revenue shows up.

3 MS. REINHART: Yeah. Let me
4 double-check on that. I do remember
5 that we moved it because we thought it
6 was improperly coded but I can easily
7 check on that and get back to you.

8 COUNCILMAN GREEN: Thank you
9 you can provide that information to
10 the chair.

11 So on the budget detail,
12 supporting detail, professional
13 services section 41 page 29, there's
14 questions about some outside
15 contracts. There's a \$180,000
16 contract in FY12 and \$179,000 contract
17 in FY13 for, quote, sustainable energy initiatives
18 for which the vendor is listed as TBD.

19 Have these funds been
20 incumbered for FY12 yet?

21 MR. ABERNATHY: No, sir,
22 they haven't.

23 COUNCILMAN GREEN: They have
24 not?

1 MR. ABERNATHY: No.

2 COUNCILMAN GREEN: What are
3 the initiatives to be funded?

4 MR. ABERNATHY: I may have
5 been incorrect.

6 No, I was correct, sir, that
7 those have not been incumbered.

8 COUNCILMAN GREEN: What are
9 the initiatives to be funded?

10 MR. ABERNATHY: I believe
11 those are to be determined if it -- if
12 they are, in fact, funded at all in
13 the system so theory we have \$180,000
14 we can use to put up fences around
15 lots or any other thing we would
16 choose to transfer money on.

17 MR. ABERNATHY: You have
18 appropriation power, Councilman. I
19 don't feel like -- that was a
20 rhetorical question I'm assuming?

21 COUNCILMAN GREEN: Well,
22 yeah. I mean --

23 MR. ABERNATHY: All right.

24 COUNCILMAN GREEN:

1 Obviously, there's money in the budget
2 that we're not spending for this
3 fiscal year of \$180,000 and so to next
4 year's budget does -- I assume because
5 it's there this year that next years
6 overall carryover amount does not
7 include that 180.

8 MR. ABERNATHY: To my
9 knowledge it does not.

10 COUNCILMAN GREEN: To my
11 knowledge it does not.

12 COUNCILMAN GREEN: Okay.
13 And that would be the case for
14 anything in this budget that we
15 haven't incumbered this fiscal year
16 that's still reflected as potentially
17 being spent in the remaining three
18 months.

19 MR. ABERNATHY: I'm not in a
20 position to give a -- to give that
21 broad of an answer.

22 COUNCILMAN GREEN: If you
23 could just provide an answer to the
24 Chair.

1 MR. ABERNATHY: Certainly.

2 COUNCILMAN GREEN: The budget
3 detail indicates that the Philadelphia
4 Solar City Partnership Grant has an
5 award period of June 2008 through
6 April 30, 2012. The budget detail
7 goes on to show a 245 increase in this
8 grant for FY13 for a total of 365.

9 Is the grant being renewed
10 beyond the end of this month, and
11 what's the scope of the work covered
12 by the grant?

13 MR. STOFFER: Councilman, I
14 can speak to the scope of it, and I'll
15 confirm for you whether or not it's
16 being renewed.

17 The Civil American Cities
18 Grant is a grant from the
19 Environmental protection agency to the
20 city. We were selected among a few
21 dozen cities to promote solar
22 activities. In -- in the city, it
23 funded technical assistance that we've
24 used for the development of the

1 Southeast Water Pollution control
2 facility for the solar guide book that
3 we've put out that helps residents in
4 commercial businesses put solar on
5 their homes and will streamline that
6 process with L & I and has also served
7 a coordinating function to promote
8 solar installations on institutional
9 -- institutional facilities in the --
10 in the region.

11 COUNCILMAN GREEN: I see.
12 And you'll get back to me on whether
13 that --

14 MR. STOFFER: We'll get back
15 to you on whether that's being renewed
16 or not.

17 COUNCILMAN GREEN: Okay.
18 Thank you, Mr. Chair.

19 COUNCILMAN JONES: Are there
20 any other questions for the panelist?
21 Seeing -- yes. Councilman Green.

22 COUNCILMAN GREEN:
23 Councilman Green.

24 COUNCILMAN GREEN: Thank you

1 Mr. Chair.

2 As in past years, I've asked
3 at the five-year plan hearing for each
4 department planning to fill a vacant
5 -- a currently vacant position or
6 create position to come to it's budget
7 hearing prepared to discuss those
8 newly filled or new position.

9 My understanding is the
10 department will be providing this
11 information prior to their hearing but
12 we don't have it yet for today's
13 hearings.

14 If you could just, and I --
15 for the sake of time, please provide
16 the response for that in writing.

17 I'd also like for your
18 department and for each department
19 that reports to the Managing
20 Director's Office prior to their
21 hearings to receive a list of all
22 Class 200 or contract spending that
23 has not been incumbered as of today.
24 Thank you.

1 COUNCILMAN JONES: We truly
2 appreciate your presence.

3 Are there any other
4 questions for the panelist?

5 (No response.)

6 COUNCILMAN JONES: Seeing
7 none, we will -- take a break until
8 2:15. Thank you.

9 (A break was taken from 1:20
10 p.m. through 2:15 p.m.)

11 COUNCILMAN JONES: Will the
12 next group come up, I believe it's
13 the Procurement Department.

14 Will all members be aware
15 that the Commissioner is having a
16 problem with his hearing devise, so we
17 need to be real clear about our
18 questioning so as he's able to respond
19 to it.

20 Can you hear me?

21 MR. ORTMAN: I can hear you
22 fine right now.

23 COUNCILMAN JONES: I was
24 just making the members aware that you

1 have a hearing aide and for us to be
2 considerate and make sure heard the
3 question before we --

4 MR. ORTMAN: I appreciate
5 it. It's working fine now, but it's
6 been going on and off. I'll get a new
7 one by next year.

8 COUNCILMAN JONES: That's
9 fine.

10 All right. Can you state
11 your name for the record and begin
12 your testimony, please.

13 MR. ORTMAN: Certainly.

14 Good afternoon, Council
15 President Clarke and Members of City
16 Council. I am Hugh Ortman,
17 Commissioner of the Procurement
18 Department. With me is Deputy
19 Commissioner Mary E. Stitt.

20 As you know, we have
21 submitted our budget testimony to the
22 Chair for review and by the members of
23 City Council. The contents concluded
24 a break down of our funding request

1 for FY13, additional discussion
2 included our general mission
3 statement, the final implementation of
4 an electronic purchasing -- purchase
5 order imagining system, as well as a
6 cooperative purchasing process, and a
7 future implementation of reverse
8 auctions. Other topics included our
9 ongoing partnership with the Office of
10 Economic Opportunity, a break down of
11 each division within the Procurement
12 Department, and a brief summary of a
13 local business entity program.

14 Not included in our
15 testimony was a last-minute directive
16 to provide details on the makeup of
17 our upper and mid-level management
18 class -- management team.

19 We currently have thirteen
20 employees in these positions. There
21 are five men and eight women, four are
22 Caucasian, two are Hispanic, six are
23 African-American, and one is
24 classified as other.

1 MR. ORTMAN: Mr. President,
2 I understand the council has reviewed
3 the testimony. We will be happen to
4 answer any questions you or the other
5 members of City Council may have.

6 COUNCILMAN JONES: Well, for
7 the record, I'm not Mr. President.
8 I'm Mr. Chair.

9 MR. ORTMAN: Yes, sir.

10 COUNCILMAN JONES: -- and so
11 a couple of quick questions.

12 What -- in your testimony,
13 you state the electronic purchasing
14 order system imagining system is now
15 operational?

16 MR. ORTMAN: That particular
17 topic I'd like the turn over to Mary
18 to respond.

19 COUNCILMAN JONES: And my
20 question becomes: What is the amount
21 of cost savings realized from this
22 initiative?

23 MS. STITT: I just have to
24 get something.

1 COUNCILMAN JONES: Okay.

2 MS. STITT: Do I need
3 to put my name on the record.

4 COUNCILMAN JONES: Yes, you
5 do.

6 MS. STITT: Mary Stitt,
7 Deputy Commissioner of Procurement.

8 Can you hear me?

9 COUNCILMAN JONES: I can
10 hear you now.

11 MS. STITT: Great. So the
12 cost savings that will come from the
13 purchase order imaging system annually
14 is about \$8500. I know that doesn't
15 sound like a whole lot, but we are
16 saving on paper. We're saving on
17 envelopes and things of that sort.

18 We're also able to
19 reallocate some of our -- some of our
20 staff members to do other duties. So
21 little by little we're just trying to
22 become more electronic with the
23 resources that we have.

24 COUNCILMAN JONES: How has

1 the reallocation of employees in
2 different areas of work increased
3 performance and efficiencies within
4 the Procurement Department?

5 MS. STITT: Many times they
6 can respond to inquiries more
7 quickly. This has been a great
8 customer service initiative for our
9 departments because now we no longer
10 have to wait for the purchase order to
11 be printed, distributed, things of
12 that sort. So it's a great customer
13 service initiative, but specifically
14 when it comes to staff members,
15 inquiries, data entry, other clerical
16 type of staff assignments.

17 COUNCILMAN JONES: Now, on
18 your electronic purchasing, isn't it
19 true that you cannot do business with
20 the City of Philadelphia unless you
21 can electrically receive an invoice
22 and receive payment? Is that still
23 the standard?

24 MR. ORTMAN: That's correct

1 with professional service contracts.

2 That's not correct with what we do.

3 COUNCILMAN JONES: So with
4 construction contracts you don't have
5 to be automated?

6 MR. ORTMAN: No, sir. If we
7 certainly appreciate it if you can
8 take e-mail, but you may come pick up
9 -- you literally have to come and
10 pick up the package. It's so
11 complicated it's -- we don't have
12 the technology to send it up
13 electrically yet so --

14 COUNCILMAN JONES: By way of
15 invoices, by way of payables, is that
16 all electronic now?

17 MR. ORTMAN: I don't -- I
18 don't handle invoice or payment, so I
19 can't really comment on that the
20 question.

21 MS. STITT: That's the
22 Finance Department.

23 COUNCILMAN JONES: Okay.
24 It's out of your department?

1 MS. STITT: Right.

2 COUNCILMAN JONES: Please
3 explain in more detail the
4 implementation of reverse auctions and
5 how it benefits the City of
6 Philadelphia.

7 MR. ORTMAN: Okay. A
8 reverse auction, as I described in the
9 testimony, is just the opposite of a
10 regular auction where what happens is
11 that a bid will out on the street and
12 the bidders will have to start at a
13 certain time, say, 10:00 on Tuesday
14 morning. They then start to bid
15 electronically, though this is -- the
16 electronic is not set up yet, but they
17 would bid electrically. Let's say
18 it's a fire engine they would start
19 out with a million dollars, but the
20 other bidders wouldn't know what that
21 was. They would just know that their
22 bid was not the low bid at this point,
23 so they don't --

24 COUNCILMAN JONES: So it's

1 not -- I'm sorry.

2 So it's not like EBay where
3 you see the highest bid?

4 MR. ORTMAN: Absolutely
5 not. Only our -- only we would know
6 what the pricing was.

7 So the -- another bidder can
8 then throw in his price at -- say, he
9 puts in a million 2, they're going to
10 say, yup, you know, you're not low
11 even at a million 2. So they'll in
12 and he'll try maybe 9 million 5 -- 905
13 -- 950,000, and they'll know that
14 he's -- he'll know that he's low, but
15 the other bidder that now bids a
16 million won't know that he's -- he'll
17 know now that he's high. So he may
18 come in and bid a lower price. He
19 won't know it's 950. He can try 975
20 and they're going to say, sorry,
21 you're still not the low bidder, so he
22 has to keep trying until he gets below
23 whatever the low bid actually is. And
24 then at 10:30, if that's the deadline,

1 that's the end of bidding.

2 COUNCILMAN JONES: Are we
3 talk about reverse auctions?

4 MS. STITT: Yes.

5 MR. ORTMAN: Yes.

6 COUNCILMAN JONES: Yeah.
7 Okay. So the lowest bidder --

8 MS. STITT: Is still the
9 lowest responsible bidder.

10 MR. ORTMAN: In a regular,
11 if you auction a piece of artwork, the
12 most important -- the highest bid is
13 going to get the bid. In our case,
14 it's going to be the lowest bid.

15 So at 10:30 we cut off the
16 auction unless somebody bids right at
17 10:30. Then it's extended for three
18 more minutes, and then other people
19 have a chance to try and beat that
20 bid. If somebody bids, it will be
21 another three minutes until they stop
22 bidding.

23 COUNCILMAN JONES: So in
24 another life I understood the

1 procurement where we had big room
2 where we opened the bid publicly.

3 How do we -- how do we deal
4 with the transparency issue online as
5 it -- how do you address that?

6 MR. ORTMAN: Well, the
7 Controller's office will have the --
8 he has to attend, or at least, use his
9 computer on his desk to review the
10 entire process. We haven't gotten all
11 the little kinks nailed down yet, but
12 the public won't know except what the
13 lowest bid is. The public will be
14 told what the low bid is, and that
15 will be it.

16 COUNCILMAN JONES: And what
17 are the services or contracts that
18 you're going to put on -- on that
19 system?

20 MR. ORTMAN: Historically,
21 our experience has been around the
22 country, it's almost always a very
23 little bid -- bid. It could be a
24 requirements bid if it's -- if high

1 enough requirements, in other words,
2 basically, \$100,000 and up is kind of
3 the rule of thumb which is why I
4 brought up fire engines because
5 they're always above that particular
6 total. But like -- and it has to be
7 individual discrete pricing for
8 individual items. It couldn't be like
9 office supplies because that's 500,
10 600, 700, 1000 items.

11 So the -- they're limited
12 most of the time to one item, maybe
13 two, and the award we made to the
14 lowest bidder for those two or three
15 or whatever item, whatever they be.

16 COUNCILMAN JONES: Under --
17 in your testimony, please provide
18 details about how capital projects are
19 bid and if there are charges for
20 timely completion maybe against
21 someone's bond, and who implements
22 that part?

23 MR. ORTMAN: The procedures
24 for the entire capital project's

1 requisition to award, the notice to
2 proceed is about five-page long. I
3 can provide it to the -- to the Chair
4 you'd like. There is a penalty built
5 into the standard terms and conditions
6 of every construction contract.

7 COUNCILMAN JONES: Is that
8 you or the law department that goes
9 after that?

10 MR. ORTMAN: Well, that's --
11 I'm almost there.

12 It states that it's -- it's
13 a percentage based on the amount or
14 the initial award. Then, what happens
15 is that the department's manage those
16 contracts. We don't manage them once
17 they're -- they actually -- okay? So
18 the department has to either let us
19 know there's problem and we'll go
20 after the vendor and say, hey, you're
21 ten days late, this is the deal. The
22 vendor -- the contractor may have a
23 specific reason for it, and the City
24 may be willing to accept that reason.

1 We don't deal with that part of it.

2 If they can't -- they reach
3 an impasse and the contractor and the
4 City can't agree, the department would
5 contact Procurement to go from there.
6 Would we get vol? Certainly, if they
7 be. We've done it a couple of times
8 in the past, but usually the
9 department somehow usually settle
10 these on their own. We haven't had --
11 we've had very few actually go after
12 -- that I know of, actually go after
13 liquidated damages.

14 COUNCILMAN JONES: How many
15 vacancies do you have in your
16 department?

17 MR. ORTMAN: I'm going to
18 turn that over to Mary if you don't
19 mind.

20 MS. STITT: We have four
21 vacancies at this time.

22 COUNCILMAN JONES: Can you
23 describe what those positions are?

24 MS. STITT: Sure. Just give

1 me a second to get my notes.

2 One of the vacancies is a
3 Clerk Typist 1, it's clerical position
4 that supports the department. There
5 is also a administrative technician
6 technical supervisor, and that's an
7 supervisory position that oversees
8 clerical work, inquiries, things of
9 that sort. There's also the
10 Procurement Inspection Services
11 Officer. This position goes out and
12 inspects the services and goods that
13 the City contracts.

14 So, for instance, if we seem
15 to have a complaint regarding
16 landscaping, he would go out to that
17 area and find out if the
18 specifications of the contract are
19 being met.

20 And then we have a Public
21 Works Special Services Manager.
22 That's a vacancy also. They would
23 oversee the public works in the
24 Special Services Unit which includes

1 inspections advertising, surplus
2 disposal, and inventory. Those are
3 our four vacancies at this time.

4 MR. ORTMAN: And public
5 works as well.

6 MS. STITT: And Public Works
7 as well.

8 COUNCILMAN JONES: Are we --
9 okay. How many of your employees have
10 signed up for DROP?

11 MR. ORTMAN: 11.

12 MS. STITT: We have 11
13 current -- currently I believe, and we
14 have about 50 employees. I believe 46
15 at this moment or 44 at this moment.
16 So we do have a significant amount of
17 individuals who are signed up for DROP
18 percentage-wise when it comes to our
19 department.

20 COUNCILMAN JONES: And are
21 they in senior -- and to your
22 knowledge, in senior positions or in
23 clerical positions although
24 important?

1 MS. STITT: Right. Some are
2 mid-level and some are, you know, more
3 of a clerical position; however,
4 they're very important. A lot of them
5 are technical positions.

6 COUNCILMAN JONES: And so
7 how are you planning for those
8 eventually vacancies?

9 MS. STITT: We've been
10 working with the Personnel Department
11 with a secession plan. What we're
12 trying to do is bring people in and
13 hire people actually before the person
14 leaves so that they can pass on that
15 training and that knowledge to that
16 person. But if we're unable to do
17 that because of resources, we do
18 transfer that knowledge to someone who
19 is already there, and then we can back
20 fill at that point.

21 COUNCILMAN JONES: Can you
22 explain how Procurement was able to
23 cut it's advertising cost by half a
24 million?

1 MR. ORTMAN: I don't believe
2 we actually cut them. We had to, I
3 think, actually get an appropriation
4 during out midsession.

5 MS. STITT: A transfer
6 order.

7 MR. ORTMAN: A transfer.

8 COUNCILMAN JONES: So is
9 this based on legal responsibilities
10 to advertise?

11 MR. ORTMAN: Almost all of
12 the advertising that's condemned --
13 that's paid for by the Procurement
14 Department are mandated ads. There
15 are adds that the departments
16 themselves pay for that are not
17 mandated, but that's the way it was
18 originally set up in about 1982, and
19 it's still pretty much set up that
20 way.

21 COUNCILMAN JONES: What --

22 MR. ORTMAN: Political --
23 not political, but the election
24 campaign advertising, advertising for

1 Procurement ads themselves, which is
2 actually a very small part of the
3 budget.

4 COUNCILMAN JONES: This is
5 my last question, and I'll turn it
6 over to my colleagues.

7 But are -- how are you
8 dealing with piggyback purchases at
9 the federal and state level, and what
10 economies of scale are we getting
11 based on that? What commodities are
12 we looking at?

13 MR. ORTMAN: I'd like to
14 bring my operations manager who is
15 really the nuts and bolts of that
16 particular program, Trevor Day, and he
17 can explain everything in very good
18 detail for you.

19 MR. DAY: Good afternoon.
20 My name is Trevor -- Trevor Day,
21 Assistant Manager. I'm waiting for a
22 piece of paper that I gave Mary
23 earlier.

24 COUNCILMAN JONES: That's

1 fine. When you speak to these things,
2 kinds of give the members a sense of
3 what commodities this sense versus the
4 ones they don't and whether not -- for
5 example, gasoline--

6 MR. DAY: Sure.

7 COUNCILMAN JONES: --
8 purchases and things like that.

9 MR. DAY: Currently, we have
10 eight contracts that we piggyback off
11 of the state contract -- or the state,
12 and we do not piggyback back off of
13 any federal contract currently. Those
14 eight contracts include things like IT
15 software and hardware, rock salt,
16 sodium chloride for Streets, some
17 equipment, vehicle equipment and tires
18 are what we've used generally in the
19 past and what we're using right now.

20 COUNCILMAN JONES: So one of
21 of them are supply, services and
22 equipment?

23 MR. DAY: Yes.

24 COUNCILMAN JONES: And I

1 didn't hear fuel.

2 MR. DAY: Fuel we do not use
3 of the federal or state contract.

4 COUNCILMAN JONES: My
5 question is: Why not? What -- have
6 you looked at it and does it for one
7 reason or another not make sense to
8 do?

9 MR. ORTMAN: Sir, that would
10 be a decision that Fleet Management
11 would need to make up front and tell
12 us whether they found a contract that
13 they think they can save money on, and
14 then they would have -- they have to
15 send in a written justification which
16 has to be approved by both the
17 procurement commissioner and the
18 finance director, and they would often
19 do that.

20 If they -- if they are at
21 this point, they're -- if they're
22 satisfied with the price that we have,
23 and I think they are at this point,
24 then they would not seek another

1 contract.

2 COUNCILMAN JONES: You're
3 saying that they are because we
4 procured a really good deal that
5 locked us into a price?

6 MR. ORTMAN: Correct.

7 COUNCILMAN JONES: So I
8 guess I will would hold that for Fleet
9 Management. But I would ask you, in
10 these tough budget times, you said
11 eight commodities, I have to believe
12 there are probably another half dozen
13 to a dozen that might make sense if
14 there's --

15 MR. ORTMAN: And I would not
16 argue that point. It's a matter of we
17 just started -- we were just able to
18 our first contract in place last
19 October, probably last October, so
20 we're still taking some baby steps
21 stakeing and trying to get done it
22 right. It took us a while to get the
23 first one done right because we had to
24 be very careful not to break any laws

1 or break any local ordinances, et
2 cetera, et cetera so that we -- as
3 soon as the department, once they have
4 identified a commodity and they know
5 they can save money on, especially IT,
6 they're come to us every day, they
7 will -- we will go out and try and
8 find from the -- one of the
9 cooperatives -- because there's more
10 than one cooperative out there, we go
11 out and try to find the best contract
12 for that particular commodity as,
13 again, it all still has to be
14 justified.

15 COUNCILMAN JONES: I
16 appreciate that, but I want to, for
17 the record, know that you will explore
18 items like asphalt. We just talked
19 about because of it being a derivative
20 of oil products it has to be going
21 through the roof by way of cost. And
22 if, indeed, the Commonwealth of
23 Pennsylvania has Henry Avenue as a
24 State highway and that's the same

1 asphalt on Point Breeze, then I don't
2 understand why we're not exploring the
3 opportunity to look at their asphalt
4 purchase under a requirements contract
5 and piggyback and -- because they're
6 buying a lot of asphalt than we are.

7 MS. RESNICK: Councilman,
8 just to add one thing to that, fuel
9 costs and other overhead costs, we are
10 hiring an outside consultant, and
11 overhead cost consultant, to come in
12 and look at some of the costs that
13 you're mentioning to see if we could
14 possibly do it in a different way or see
15 how to maximize purchasing across
16 departments. So your point is well
17 taken, and that's something that we
18 are working towards.

19 COUNCILMAN JONES: One other
20 item, commodity, is energy consumption
21 by way of electric?

22 MS. RESNICK: Yes.

23 COUNCILMAN JONES: They fund
24 and light a number of buildings. We

1 are a major purchaser.

2 MS. RESNICK: Right.

3 COUNCILMAN JONES: If we
4 walk in the door together, we might
5 find some synergy that reduces costs
6 for taxpayers. So what I'm putting on
7 the record now is that we'll look at
8 some big ticket items --

9 MS. RESNICK:

10 COUNCILMAN JONES: -- that
11 we both purchase in common and at
12 least explore it. If it does not make
13 sense, if there are distribution and
14 supply issues fine, but at least let
15 us explore it. We're looking for
16 quarters in the couch to pay for a
17 candy garden so -- so we can kind of
18 explore efficiencies at the state
19 level.

20 I'm going to turn it over to
21 Councilman Goode.

22 COUNCILMAN GOODE: Thank
23 you, Mr. Chairman.

24 Good afternoon, Commissioner

1 Good afternoon, Deputy Commissioner.

2 Returning to the area of
3 services, supplies and equipment,
4 which I will now refer to as SS and E
5 because I'm not going to keep saying
6 services, supplies and equipment, what
7 is the largest SSE contract you will
8 award in Fiscal Year 13?

9 MR. ORTMAN: That will be
10 the -- well, the City contract at the
11 airport.

12 COUNCILMAN GOODE: And what
13 firm holds that contract for this
14 physical year?

15 MR. ORTMAN: Elliot Lewis.

16 COUNCILMAN GOODE: Okay.
17 And is that a renewable contract?

18 MS. STITT: Yes, it is.

19 MR. ORTMAN: Yes.

20 COUNCILMAN GOODE: And how
21 many years has the firm held that
22 contract?

23 MR. ORTMAN: Because of the
24 -- I believe it's last -- it was four

1 years, a little longer with
2 extensions.

3 COUNCILMAN GOODE: Can you
4 briefly describe the contract
5 requirements?

6 MR. ORTMAN: Well, it's
7 pretty everything at the airport on
8 the -- from the tarmac out to the
9 street, all the management services of
10 the airport, the cleaning of the
11 bathrooms and the walkways and the
12 windows and snow removal. As I said,
13 it's on the out -- the tarmac out.

14 COUNCILMAN GOODE: And
15 Elliot Louis is not dis -- a certified
16 disadvantaged firm?

17 MR. ORTMAN: I'm sorry?

18 MS. STITT: No, they're not.

19 COUNCILMAN GOODE: Elliot
20 Louis is not a certified disadvantaged
21 firm. Does it contract with
22 disadvantaged firms?

23 MS. STITT: Yes.

24 COUNCILMAN GOODE: What was

1 the contract participation goal in the
2 RFP?

3 MS. STITT: I don't know
4 what it was in the RFP, but I do know
5 what the actual participation was
6 which was 20 --

7 COUNCILMAN GOODE: Can you
8 forward to the Chair what the actual
9 goal was in the RFP?

10 MS. STITT: Sure.

11 COUNCILMAN GOODE: What was
12 the goal in the contract?

13 MR. ORTMAN: The current
14 contract that's on the street right
15 now or the one that was awarded for it
16 years ago?

17 COUNCILMAN GOODE: Either
18 one.

19 MR. ORTMAN: The one that's
20 on the street now it's a combination
21 of bid and RFP. Some of the work went
22 out outside of Procurement as an RFP,
23 and some of the work that could bid a
24 little from a service, supply and

1 equipment standpoint is a bid
2 contract. The ranges are 5 to 10
3 percent MBE -- I'm sorry, yes, MBE,
4 and 5 to 10 percent WBE.

5 COUNCILMAN GOODE: And
6 that's in the contract?

7 MR. ORTMAN: Those are the
8 goals in the current contract bid
9 that's on the street.

10 COUNCILMAN GOODE: That's
11 not the question.

12 The question was: What was
13 the largest contract --

14 MR. ORTMAN: The contract is
15 the bid that went out four years ago.

16 COUNCILMAN GOODE: What was
17 the goal within the RFP, and then what
18 was the goal within the contract?

19 MR. ORTMAN: The goal within
20 the RFP I just referred? As an RFP,
21 as I said, that went out -- outside of
22 Procurement, and there was a bid that
23 was done within Procurement.

24 MS. STITT: Can I jump in?

1 MR. ORTMAN: Go ahead.

2 MS. STITT: So the goal for
3 the perturnic contract of the -- the
4 services that are needed, the goal was
5 22 for the current contract, and
6 that's Minority Business Enterprise,
7 and then 5 percent for women, WBE.
8 For the RFP, I do not have that
9 information, but we will be happy to
10 forward it.

11 COUNCILMAN GOODE: I believe
12 I asked that question last year.

13 How has the participation
14 goal changed during the contract
15 period?

16 MS. STITT: How has the goal
17 changed during the contract period?
18 We would have to do some research on
19 that. I'm not sure we have that
20 information with us today.

21 MR. ORTMAN: Well, there --

22 COUNCILMAN GOODE: I -- go
23 ahead.

24 MR. ORTMAN: There is a

1 time it would be -- for instance, I'll
2 give you an example, the roofing
3 contractor that was one four years
4 ago, there was only one in the OEO
5 registry. Most of them were --
6 there's more than one in the registry,
7 but most of them were residential. We
8 needed nonresidential or commercial.
9 The person that won that part of the
10 contract never did any roofing work,
11 never showed on file, went out of
12 business.

13 COUNCILMAN GOODE: My
14 question is is not about
15 participation. My question is about
16 goals set within the contract because
17 it was approved as a one-year contract
18 with three one-year renewals?

19 MS. STITT: Yes.

20 MR. ORTMAN: Correct.

21 COUNCILMAN GOODE: At the
22 point of renewal, I'm asking have the
23 goals changed upon renewal in any of
24 those years?

1 MR. ORTMAN: We can't --

2 COUNCILMAN GOODE: How have
3 the goals changed?

4 MR. ORTMAN: We can't
5 legally change them.

6 COUNCILMAN GOODE: You
7 absolutely can if you renew a
8 contract.

9 MR. ORTMAN: We can ask them
10 vendor to try and do a better job. We
11 can ask them to find --

12 COUNCILMAN GOODE: My
13 question was: How have the goals
14 changed during the contract period?

15 MS. STITT: They haven't
16 changed during the contract period.

17 COUNCILMAN GOODE: All
18 right. So what subcontract
19 opportunities exist within the
20 contract?

21 MR. ORTMAN: What
22 subcontractors are in there?

23 COUNCILMAN GOODE: What
24 subcontract opportunities exist within

1 the contract?

2 MS. STITT: What category.

3 MR. ORTMAN: Any work that's
4 done at the -- at the airport outside
5 the tarmac, whatever -- and snow
6 removal. There has to be -- there's
7 some there. As a matter of fact, snow
8 removal does have 5 percent MDDE.

9 COUNCILMAN GOODE: I guess
10 my question is real simply: Have you
11 identified new subcontract
12 opportunities at the point of renewal
13 to explain to the contractor, even
14 though you don't remember what the
15 goal was in the RFP, you did set a
16 goal in the original contract, you are
17 renewing the contract from year to
18 year, and so are you going through the
19 process of identifying new
20 subcontracting opportunities and
21 possibly expanding the goals? That's
22 the simply question I'm asking.

23 MR. ORTMAN: That would be
24 up to the department or to the Office

1 of Economic opportunity. All we can
2 do is renew the contract with the
3 exact language that was awarded the
4 day it was opened. It's a sealed --
5 it's a sealed bid which we can't
6 change.

7 COUNCILMAN JONES:

8 Councilman, do you want the OEO
9 director to come to them?

10 COUNCILMAN GOODE: Yes sir.

11 MS. DOWD-BURTON: Good
12 afternoon, Councilmen. The --

13 COUNCILMAN JONES: State
14 your name again for the record.

15 MS. DOWD-BURTON: Angela
16 Dowd-Burton, Executive Director for
17 the Office of Economic Opportunity.

18 The standard protocol for
19 evaluating the level of participation
20 in terms of goals set are driven by
21 the Office of Economic Opportunity and
22 the using department to identify the
23 major components of that contract, and
24 then to identify those minorities and

1 women within the OEO registry that can
2 provide services for each of those
3 components. Based on that analysis
4 the goals are set.

5 Once they are set and bids
6 or a request proposal come in, a
7 contract is put in place, those goals
8 are not changed unless the contractor
9 request a substitution which has to be
10 approve by OEO.

11 Currently, we have a -- a --
12 an opportunity to manage the
13 performance on contracts by exception,
14 that is, if a contractor comes in and
15 says an NBE is or WBE is not
16 performing and they would like to
17 request a substitution --

18 COUNCILMAN GOODE: Ms.
19 Dowd-Burton, what my question was:
20 Have you looked at new subcontracting
21 opportunities as you renew new the
22 contract?

23 MS. DOWD-BURTON: Yes.

24 COUNCILMAN GOODE: And what

1 was the result? Have you found now
2 subcontracting opportunities?

3 MS. DOWD-BURTON: The
4 subcontract --

5 COUNCILMAN GOODE: Before
6 you answer the question, I met with
7 Elliot Lewis after last year's budget
8 process. They realized they weren't
9 meeting even their 22 percent goal,
10 and we talked about how we meet that
11 goal and whether they were actually
12 going to look at identifying new
13 subcontracting opportunities.

14 And so the question is: Are
15 you working with Elliott Lewis to
16 identify new opportunities?

17 MS. DOWD-BURTON: We
18 actually worked with the operating
19 department.

20 COUNCILMAN GOODE: And so
21 what's the result of working with the
22 operating department and finding new
23 opportunities within the contract?

24 MS. DOWD-BURTON: Well, the

1 goals were set and the request for
2 proposal and bid were put on the
3 street.

4 COUNCILMAN GOODE: What's
5 the result of trying to identify new
6 opportunities within the contract?
7 Did you find new opportunities within
8 the contract?

9 MS. DOWD-BURTON: I will
10 have to get the documents.

11 COUNCILMAN GOODE: So
12 they're going to do what they've
13 always done. Thank you.

14 Thank you Mr. Chair.

15 COUNCILMAN JONES: Thank
16 you, Councilman.

17 The Chair recognizes
18 Councilman Henon.

19 COUNCILMAN HENON: Thank
20 you, Mr. Chair.

21 Commissioner, Deputy
22 Commissioner, how are you how?

23 I have a few questions.
24 What is the process in ensuring the

1 integrity of the materials supplied
2 for a bidder and contracts whether
3 they are LBE or NBE or WBE,
4 disadvantaged companies? Is there
5 somebody in your office that vets and
6 researchs and, you know, make sure
7 that they qualify for that -- you
8 know, for the designation?

9 MR. ORTMAN: The Procurement
10 Department spends many, many hours and
11 a lot time besides that on
12 investigating the LBE applications we
13 receive. All of the OEO applications
14 will go all -- completely through the
15 Office of Economic Opportunity.

16 COUNCILMAN HENON: Does your
17 -- does the Office of Procurement or
18 the -- or that individual, the
19 inspection officers, do they check
20 with -- cross check the reference with
21 other departments within the city
22 whether it be Labor and Standards,
23 Revenue or the Controller's Office --

24 MR. ORTMAN: They're.

1 COUNCILMAN HENON: -- or are
2 you the sole main?

3 MR. ORTMAN: They go through
4 -- oh, no. They go through to the
5 Revenue Department. They can -- we
6 actually can't approve them until we
7 have proof that their taxes are paid
8 up to date and that the BPL is in
9 place.

10 MS. STITT: Business
11 privilege.

12 MR. ORTMAN: The system
13 won't even allow us to approve it
14 until that's been done.

15 MR. ORTMAN: Okay. So what
16 if you find somebody who is
17 disingenuous on the information that
18 they provide, do the -- the next step,
19 are they fined, penalized or are they
20 disbarred? Is there a --

21 MR. ORTMAN: If -- if -- we
22 try and find that out up front if --

23 COUNCILMAN HENON: It's not
24 a problem with the contract if they

1 were --

2 MR. ORTMAN: Right. We'll
3 send -- if we have any doubts at all,
4 before we even approve them the first
5 time, we'll send our inspector out to
6 look at their location. We find
7 people that put their garages in there
8 as a location, mother-in-law's house,
9 et cetera. Well, they don't get it.
10 But initially, that probably wasn't
11 done as well as it should have been,
12 and it's done much better now. And we
13 caught people that received contract
14 because of it, and about two or three
15 of them have been -- the Inspector
16 General then starts to investigate but
17 the Inspector General will investigate
18 if they find if somebody has been
19 awarded a contract. The penalty is 10
20 percent of the value of the contract,
21 so it's kind not -- what I'll do is,
22 if I just don't like the looks of a --
23 the bidder's application or something
24 I've seen, maybe something in some

1 report from another vendor another
2 contracting ratting somebody out, I'll
3 send my guy out, take a picture, bring
4 it back. And I have -- I have
5 actually thrown out six, seven -- no,
6 six people off of the program after
7 they've been in it for a couple of
8 years because they didn't qualify, but
9 they haven't don't anything overly
10 illegal except to give us false
11 information because they didn't
12 receive any contracts. So that it's
13 -- it's a question of the IT --

14 COUNCILMAN HENON: If
15 they're providing false information on
16 -- on a contract, I'm sure they're
17 providing --

18 MR. ORTMAN: Well --

19 COUNCILMAN HENON: -- false
20 information in other areas of their
21 business here in the city.

22 MR. ORTMAN: I agree with
23 what you're saying, but I can't do
24 much with that. The Inspector General

1 is the only one who will do -- to go
2 after someone who has a contract. As
3 I said, there's no penalty built into
4 the legislation except for 10 percent
5 of the awarded contract.

6 COUNCILMAN HENON: And how
7 many contracts do you -- on a normal
8 -- right now, how many contracts are
9 you -- do you have out on the street
10 or participate in this upcoming FY13?

11 MR. ORTMAN: Well, we'll do
12 -- what did we do last year?

13 MS. STITT: How many -- how
14 many contracts will we have? We'll
15 probably have about -- hold on one
16 second. Let me see the notes.

17 COUNCILMAN JONES: And could
18 you --

19 MS. STITT: We have
20 approximately 151.

21 COUNCILMAN JONES: Could you
22 break them down by classification,
23 Public Works?

24 MS. STITT: Okay. Sure.

1 COUNCILMAN HENON: Great.

2 MR. ORTMAN: That's in the
3 house tonight.

4 MR. HENON: That's fine. If
5 you could break it down and provide it
6 to the Chair, we would appreciate it.

7 MR. ORTMAN: It's actually
8 in the accounts behind --

9 MS. STITT: Would you like
10 to me answer or just --

11 COUNCILMAN JONES: Yeah.
12 Answer it for the record.

13 MS. STITT: Okay. Sure.

14 For the record, for service,
15 supplies and equipment, there was 151
16 bids, that was in FY11, and 192 con --
17 93 contract awards resulted from that.

18 What happens there is that
19 you could have a bid, but you could
20 have multiple contractors because they
21 may take a portion of the -- of the
22 bid. So that's for service supplies
23 and equipment. We anticipate they'll
24 be pretty similar. Historically, it

1 kind of follows that.

2 For capital programs, there
3 were 126 bids which resulted in 126
4 contracts.

5 COUNCILMAN HENON: My
6 follow-up question to that --

7 MS. STITT: Sure.

8 MS. STITT: -- is with an
9 office, you know, which could use a
10 few more people as I heard, right?
11 You have some positions that aren't
12 filled?

13 MS. STITT: That's correct.

14 COUNCILMAN HENON: Do you
15 have all the resources to do the
16 follow-up on some of the
17 subcontractors or some of the partners
18 that we have with that amount of
19 contracts that are on the table right
20 now?

21 MR. ORTMAN: Are we talking
22 about the OEO subs?

23 COUNCILMAN HENON: OEO subs,
24 LBE subs 1099's.

1 MR. ORTMAN: LBE is not a
2 sub. LBE is a prime. As far as -- I
3 mean, there is in the legislation the
4 ability to get a contract using an LBE
5 as a stub, but in the eight years that
6 I've been there I don't think it's
7 ever happened, but it could -- it
8 could happen, but it doesn't right
9 now.

10 All LBE awards have been to
11 a prime, used just as a prime, and
12 anything but the OEO -- OEO or if
13 someone makes a complaint, it could
14 certainly go to an IG or the
15 Controller's office, things like that.

16 COUNCILMAN HENON: But you
17 do coordinate with the Revenue
18 Department when subcontractors are
19 using 1099's for some of there --

20 MR. ORTMAN: We don't -- we
21 don't pay the subcontractor, only the
22 prime pays the subcontractor.

23 COUNCILMAN HENON: I
24 understand.

1 Is there any follow-up to --
2 from your office to ensure that the
3 City's taxes and requirements are
4 being met?

5 MR. ORTMAN: That would be
6 Revenues --

7 COUNCILMAN HENON: Okay.
8 That's what I thought you --

9 MR. ORTMAN: We don't handle
10 that. We don't pay any invoice or any
11 billing, any payments.

12 COUNCILMAN HENON: We can
13 push the contract and make sure the
14 requirements are met, and then it's
15 out the door so to speak?

16 MR. ORTMAN: And it's the
17 departments that have to manage the
18 contract or Revenue would manage the
19 revenue, and OEO would manage the OEO
20 and so on.

21 COUNCILMAN HENON: And you
22 do that on -- with every department
23 for the City of Philadelphia?

24 MR. ORMAN: They would be

1 doing that on -- that's their
2 responsibility.

3 COUNCILMAN HENON: Okay.

4 MR. ORTMAN: Maybe I'm not
5 answering your question properly, but
6 I'm trying.

7 COUNCILMAN HENON: I'm just
8 trying to learn the process.

9 MR. ORTMAN: I understand.
10 If you want me to spend with you
11 afterwards, whatever you need.

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

14 COUNCILMAN JONES: Here's
15 what we can do. What I'd like you to
16 do is provide a flowchart --

17 MS. STITT: Sure.

18 COUNCILMAN JONES: -- from
19 request to the Department which shows
20 a process chart. It goes -- the
21 requisition goes to your office, what
22 you do within that time frame, and
23 then once award happens, how it goes
24 back to the department and then

1 request for payment are possessed
2 through the Treasurer and Revenue
3 departments and, like, I think that
4 would be instructive particularly for
5 the new members so that when
6 constituents call them and say, hey,
7 my check isn't being paid by
8 Procurement, they actually know it
9 might be in the treasurer's office.
10 There's an schematic that can be
11 produced really easily.

12 MR. ORTMAN: We have a --

13 COUNCILMAN JONES: I
14 appreciate that.

15 MR. ORTMAN: As I said, it
16 doesn't include the billing process
17 because we don't handle billing in any
18 way, shape or form.

19 COUNCILMAN JONES: What I
20 would like to do is have the Revenue
21 Department and/or treasurer continue
22 that process.

23 MR. ORTMAN: Okay.

24 COUNCILMAN JONES: What

1 would be helpful is from requisition
2 to actual --

3 MS. STITT: To payment?

4 COUNCILMAN JONES: Payment.

5 And so when breakdowns in the system happen, as
6 they sometimes do, we can track them a bit
7 better from our constituent side.

8 MS. STITT: No problem.

9 MR. ORTMAN: If anyone ever
10 want to con -- if anyone wants to
11 contact our office to help you with
12 that, we can do that as well. We will
13 try. We certainly don't handle it,
14 but we can certainly call the right
15 person who might.

16 COUNCILMAN JONES: See. I'm
17 an alumni over in Procurement --

18 MR. ORTMAN: Oh, yes.

19 COUNCILMAN JONES: OEO, so I
20 know. So it is difficult because a
21 lot of times people don't know exactly
22 where in the system it is. So I
23 appreciate the offer, but if you do it
24 in a chart form everyone knows it.

1 MR. ORTMAN: All right. And
2 if a vendor does calls us, we don't
3 just hang up on them we just sit there
4 and we try and figure why he's not
5 getting paid.

6 COUNCILMAN JONES: I
7 know.

8 MR. ORTMAN: We work with
9 them.

10 COUNCILMAN JONES: Thank you
11 so much, Mr. Henon. Council --
12 Councilman, are you done?

13 COUNCILMAN HENON: Yes.

14 COUNCILMAN JONES: The Chair
15 now recognizes Councilman Green.

16 COUNCILMAN GREEN: Thank
17 you, Mr. Chair.

18 Good afternoon --

19 MS. STITT: Good afternoon.

20 COUNCILMAN GREEN: --

21 Commissioner and Deputy Commissioner.

22 You testified that the
23 Department's electronic purchase order
24 imaging system is now operational and

1 has resulted in a, excuse me,
2 reduction in paper cost increased
3 efficiency by allowing for the
4 reallocation of employee work hours.

5 Before getting to the
6 details of the savings, could you
7 please describe for us how the imaging
8 system works.

9 MS. STITT: Sure. The way
10 that the imaging system works,
11 Councilman, is that if a department
12 has a purchase order they are now able
13 to go onto the system. They have
14 log-ins ins and things of that sort,
15 and they can actually go into that
16 purchase order and bring up the
17 image. And at that point they can
18 send it electronically wherever they
19 need. They can store it
20 electronically, things of that sort.

21 COUNCILMAN GREEN: I don't
22 understand what that means.

23 MS. STITT: Logging in and
24 bringing it up on the --

1 COUNCILMAN GREEN: Bringing
2 up an image of what?

3 MS. STITT: Of the actual
4 purchase order.

5 COUNCILMAN GREEN: So it's a
6 paper purchase order that somebody
7 scanned?

8 MS. STITT: I don't believe
9 so.

10 Trevor, can you -- I'm going
11 to have our operations manager jump in
12 a bit.

13 COUNCILMAN JONES: I hate to
14 make you say your name for the record
15 again but --

16 MR. DAY: Good afternoon.
17 Trevor Day, Procurement Operations
18 Manager.

19 The -- it's an image of a
20 piece of paper, but it's not scanned
21 by a manual process. It's basically
22 taken from our main frame financial
23 system and creating an image. OIT
24 created this ad -- the software that

1 we took advantage of, and so it
2 automatically becomes an image in the
3 system that departments can access.

4 COUNCILMAN GREEN: So it's a
5 purchase order that goes from the City
6 of Philadelphia to a vendor --

7 MR. DAY: Yes.

8 COUNCILMAN GREEN: -- for a
9 contract -- for which we have a
10 contractual right whether through it's
11 a state contract or through a City
12 contract we've led with water, paper
13 or whatever. So it's actually
14 information that have been entered in
15 fields --

16 MR. DAY: Yes.

17 COUNCILMAN GREEN: -- that
18 have -- are -- then are placed in the
19 appropriate place in an image?

20 MR. DAY: It's taken from
21 our legacy procurement and financial
22 system and pushed to this imaging
23 system.

24 COUNCILMAN GREEN: So that

1 we are able to send to third parties
2 an electronic document as opposed to
3 anything on paper?

4 MR. DAY: Yes.

5 COUNCILMAN GREEN: Okay. So
6 how -- how does this differ from the
7 prior paper process?

8 MR. ORTMAN: The prior paper
9 process, we had to distribute up the
10 nine -- nine copies? I think, it was
11 nine copies to nine different
12 locations, the Controller's office,
13 the finance department, the vendor,
14 the department and so on, all via
15 either snail mail or interoffice mail.

16 COUNCILMAN GREEN: Now there
17 is no paper, and people are putting
18 information into a -- computer systems
19 and automatically that information is
20 being shared among all the departments
21 via this purchase order imaging
22 system?

23 MR. DAY: This is phase one,
24 so currently we went from nine copies

1 down to two printed copies. So we
2 currently do not have a database of
3 vendors that we can automatically
4 e-mail the PO, although we do e-mail
5 to the top volume -- use vendors that
6 have the highest volume of PO's is the
7 process that we've implemented but the
8 rest of them still do get --

9 COUNCILMAN JONES: Did hear
10 you -- just for clarification, did I
11 hear you say that you only send the
12 PO's to a select few?

13 MR. DAY: Electronically.
14 Automatically electronically.

15 COUNCILMAN JONES: And then
16 the other ones get information how?

17 MR. DAY: They still get a
18 paper copy because we do not have a
19 current database that we can push the
20 PO's to.

21 COUNCILMAN JONES: Does that
22 give the electronic version -- I'm
23 sorry to interrupt, Councilman -- an
24 advantage over the paper snail mail

1 vote?

2 MR. DAY: An advantage.

3 COUNCILMAN JONES: If I know
4 about a procurement opportunity two
5 days to possibly three days before the
6 others, does that give me an
7 advantage?

8 MR. ORTMAN: These are
9 purchase orders we're dealing with.
10 The awards have already been made.

11 COUNCILMAN JONES: Oh.
12 Okay. All right. I'm sorry. My
13 apologies.

14 MR. DAY: That's okay.

15 COUNCILMAN GREEN: Thank
16 you, Mr. Chair.

17 An important clarification:
18 So explain to me how the current
19 process differs from the previous
20 process in terms of the number of
21 personal required to perform the tasks
22 in each department.

23 MR. DAY: We've completely
24 eliminated distribution within the

1 City of Philadelphia by paper so that
2 the operating departments no longer
3 get copies.

4 COUNCILMAN GREEN: So what
5 specific steps were eliminated from
6 the old process?

7 MR. DAY: The delivery of
8 the PO's.

9 COUNCILMAN GREEN: What
10 else?

11 MR. ORTMAN: Envelope
12 stuffing, printing -- printing itself.

13 COUNCILMAN GREEN: What
14 else? What did the other departments
15 with the piece paper once they got
16 it?

17 MR. ORTMAN: It's up to
18 them.

19 COUNCILMAN GREEN: They paid
20 a couple of clerks?

21 MR. ORTMAN: They can now --
22 now if they want because they can send
23 it to the vendor immediately.

24 COUNCILMAN GREEN: What did

1 they do though, there were records
2 clerks that had the piece of paper
3 they had to keep track of?

4 MR. DAY: Yes.

5 COUNCILMAN GREEN: If they
6 had their own computer system, they
7 had to enter it on their databases.
8 All of that has been avoided through
9 this process?

10 MR. DAY: Yes.

11 COUNCILMAN GREEN: So what's
12 the overall city-wide savings as a
13 result of going through electronic
14 procurement?

15 MR. ORTMAN: I can't answer
16 that question.

17 MS. STITT: I don't think we
18 have an estimate for the overall
19 city-wide savings.

20 COUNCILMAN GREEN: What is
21 it within the Procurement Department?

22 MS. STITT: Within the
23 Procurement Department it's \$8500 a
24 year, and then the reallocation of --

1 of staff time.

2 COUNCILMAN: So what does
3 that mean, the reallocation of staff
4 time?

5 MS. STITT: They can be
6 responsible for other functions such
7 as responding to inquiries. There may
8 be other clerical functions that they
9 need to pay -- you know, we need
10 attention to and things like that.

11 COUNCILMAN GREEN: So
12 instead of hiring people to perform
13 those functions, people who were doing
14 this process are doing those other
15 functions?

16 MS. STITT: That's correct.

17 COUNCILMAN GREEN: So
18 shouldn't you include the fact that
19 you don't have to hire other people in
20 your savings?

21 MS. STITT: We have
22 considered that, Councilman, but we
23 were being -- we were erring on the
24 side of caution when it came to

1 putting a dollar amount to that. But
2 you know, we -- we certainly are
3 saving a -- some salary money because
4 of this imaging system.

5 COUNCILMAN GREEN: How many
6 FTE's are not necessary as a
7 consequence of putting this into
8 place?

9 MS. STITT: I would say a
10 portion of one quite frankly. It's
11 don't think it's a full FTE.

12 COUNCILMAN GREEN: One.

13 MR. ORTMAN: Councilman --

14 MR. DAY: May we --

15 MR. ORTMAN: I'm sorry.

16 This machine stopped working for a
17 second.

18 If I may --

19 COUNCILMAN GREEN: Yes, sir.

20 MR. ORTMAN: Our staff has
21 been reduced over the last four years
22 from about 66 people down to 44 people
23 so -- and we've been reorganizing a
24 lot of people and people that -- like,

1 for instance, we don't have a person
2 in charge of the mail room anymore.
3 Some of the people who are doing some
4 of this work, that is now something
5 they're doing. One was doing it on
6 Monday, one of them was doing it on
7 Tuesday, and so on.

8 So there's a whole lot of
9 reorganization going on, and it's been
10 a lot easier had -- when they don't
11 have to be stuffing envelopes. That's
12 -- that's the point I think that Mary
13 is trying to make.

14 MS. STITT: Yes. That's
15 correct.

16 COUNCILMAN GREEN: But, as
17 you know, I think part of the Freshmen
18 15 was going to electronic
19 procurement, not just imaging of
20 documents. It's supposed -- it saves
21 cities like New York and private
22 companies between 75 and \$120 per
23 transaction.

24 It -- how close are we to

1 that idea?

2 MS. STITT: We have been
3 working, of course, closely with the
4 Office of Innovation and Technology,
5 and at this point we have -- there was
6 a priority list that was vetted
7 through that office and other of the
8 -- and other parts of the executive
9 team.

10 We are part of, I believe,
11 that prioritization list. We're part
12 of the ten. So we're hoping that in
13 the next -- the very near future that
14 we will start a full electronic
15 procurement, not even evaluation, but
16 start to a purchase and maybe an
17 implementation; however, we do have to
18 go -- we're driven by the office of --
19 the OIT, the Office Innovation and
20 Technology.

21 COUNCILMAN GREEN: OIT gave
22 a presentation to Council in which
23 they determined that -- for they
24 showed us that in order for people to

1 be part of the ten or be prioritized,
2 part of the analysis and scoring
3 included a return on investment --

4 MS. STITT: Right.

5 COUNCILMAN GREEN: -- or
6 annual saving, et cetera, that could
7 be produced as a result of
8 implementing new technology.

9 MS. STITT: Right.

10 Did you provide OIT with
11 such an analysis?

12 MS. STITT: I believe that
13 they already had that information
14 based off of years of working with
15 them before the prioritization project
16 to a look at how -- how this would
17 result in savings for the Procurement
18 Department. A lot of the savings will
19 also be customer service driven, but
20 there will be hard savings.

21 COUNCILMAN GREEN: Well, it
22 increased -- increased customer
23 service people not performing tasks
24 within the bureaucracy but perform

1 customer centered tasks is the -- is
2 tremendous in terms of value even if
3 we keep the same number of employees
4 because we're serving citizens better.

5 MS. STITT: Absolutely. If
6 it --

7 COUNCILMAN GREEN: But what
8 you're saying is, within your
9 department, nothing was provided to
10 OIT at all as part of this process of
11 prioritizing you that talks about any
12 kind of efficiencies with respect to
13 that, whether it's cost avoided, the
14 ability to provide additional service,
15 et cetera.

16 MS. STITT: Right. I would
17 have to look at that research, but
18 we've been working on this for many
19 years before the prioritization
20 project and it was --

21 COUNCILMAN GREEN: So --

22 MS. STITT: -- the --

23 COUNCILMAN GREEN: Okay. So

24 -- so --

1 MS. STITT: So there has
2 been --

3 COUNCILMAN GREEN: If you --

4 MS. STITT: -- information
5 shared.

6 COUNCILMAN GREEN: Your
7 department shared --

8 MS. STITT: Yes.

9 COUNCILMAN: -- to turn on
10 investment data with the
11 administration?

12 MS. STITT: As much as our
13 expertise was able to, yes.

14 COUNCILMAN GREEN: Would you
15 please provide all of that
16 information --

17 MS. STITT: Yes.

18 COUNCILMAN GREEN: -- to the
19 Chair. Thank you.

20 MS. STITT: Yes. Yes, we
21 will.

22 COUNCILMAN GREEN: Last year
23 you testified the Department would
24 implement an electronic bid

1 announcement system and that would
2 eventually allow the City to do all of
3 its communication with vendors
4 electronically. What's the status of
5 this project?

6 MS. STITT: At this time,
7 the electronic bidding notification
8 process is in a phase two of the
9 Philla dot Gov project. That's our
10 website that's being upgraded. There
11 needs to be a vendor portal for that
12 to be implemented and that has been
13 reprioritized to phase two. So I'm
14 hoping that early in the new fiscal
15 year they would start working on that.

16 COUNCILMAN GREEN: It was
17 designed and -- the testimony last
18 year was that it was designed.

19 Has it been redesigned?

20 MS. STITT: It has been
21 somewhat redesigned, yes.

22 COUNCILMAN GREEN: Okay.
23 What are saving for that project?

24 MS. STITT: I don't know. I

1 will -- we can provide them to the
2 Chair, but one of them will just be
3 the fact we're -- you know, our
4 vendors can communicate with us
5 electronically now instead of filling
6 out applications and forms, that they
7 had to fill out paper at this time and
8 send it in so.

9 COUNCILMAN GREEN: What
10 happens to the paper that gets filled
11 out and sent to the City today?

12 MS. STITT: It is placed
13 into a database probably by one of our
14 staff members.

15 COUNCILMAN GREEN: Right.
16 And it's also filed --

17 MS. STITT: Yes.

18 COUNCILMAN GREEN: -- so
19 there's records clerks involved?

20 MS. STITT: Correct.

21 COUNCILMAN GREEN: So what
22 are the -- don't the saving in the
23 City involve the ability to not have
24 those positions or to reallocate --

1 MS. STITT: Absolutely.

2 COUNCILMAN GREEN: -- those
3 people to doing something customer
4 service --

5 MS. STITT: Yes.

6 COUNCILMAN GREEN: --
7 oriented?

8 MS. STITT: Yes.

9 COUNCILMAN GREEN: Have we
10 done --

11 MS. STITT: We anticipate
12 that if we have a full electronic
13 procurement system we will be able to
14 reallocate a lot of our assignments.

15 COUNCILMAN GREEN: How many
16 --

17 MS. STITT: We'll be able to
18 --

19 COUNCILMAN GREEN: How many
20 people -- how many FTE's would be
21 reallocated?

22 MS. STITT: I -- I don't
23 know, sir.

24 COUNCILMAN GREEN: Did you

1 do an analysis to -- with respect to
2 that that you turned over to OIT?

3 MS. STITT: Not -- not
4 particularly with respect to FTE's.
5 We would probably have to work with an
6 implementation team that could be able
7 to give us that kind of information.

8 COUNCILMAN GREEN: So you're
9 designing a process without knowing
10 how you're going to rearrange your
11 internal workforce in advance?

12 MS. STITT: No, sir. We
13 wouldn't -- we wouldn't do that. I
14 mean, we're going -- we're starting a
15 -- we put an RFP out which we had our
16 requirements. We've done a lot of
17 research working with different
18 municipalities and organizations to go
19 find out how they do procurement and
20 how electronic procurement has
21 benefited their organizations.

22 COUNCILMAN GREEN: But don't
23 have to know how to change your
24 internal -- know what your existing

1 internal workflow processes are and
2 what you want them to be in the future
3 in order to do the RFP in the --

4 MS. STITT: And I --

5 COUNCILMAN GREEN: -- first
6 place?

7 MS. STITT: -- absolutely
8 have that information. And if that's
9 the information you're looking for, we
10 can get that that to you.

11 COUNCILMAN GREEN: Thank
12 you.

13 MS. STITT: You're welcome.

14 COUNCILMAN GREEN: Please
15 provide that the Chair.

16 Thank you, Mr. Chairman.

17 COUNCILMAN GREEN: You
18 Councilman.

19 The Chair now recognizes
20 Councilwoman Brown.

21 COUNCILWOMAN BROWN: Thank
22 you, Mr. President. I yield to
23 Councilman Goode.

24 COUNCILMAN JONES: I'm not

1 the President.

2 COUNCILWOMAN BROWN: We're
3 concerned about the same set of
4 issues. I yield to Councilman Goode.

5 COUNCILMAN JONES: The Chair
6 recognizes I think Councilman -- oh.
7 You want to --

8 COUNCILWOMAN BROWN: I want
9 to yield to --

10 COUNCILMAN JONES: All
11 right. All right. Let's do that.

12 COUNCELMAN GOODE: Just two
13 quick questions.

14 Following up on the other
15 line of questioning, on your largest
16 contract, you said you did not know
17 what the goal is set in the RFP, but
18 the goal in the contract was 22
19 percent.

20 What was the actual
21 participation rate?

22 MS. STITT: I would have to
23 check with the Office of Economic
24 Opportunity on what -- the actual

1 participation, or the department.

2 Over the last four years
3 you're referring to, sir?

4 COUNCILMAN GOODE: Yes.

5 MS. STITT: Can we provide
6 that to the Chair?

7 COUNCILMAN GOODE: I --

8 MR. ORTMAN: My
9 understanding is --

10 COUNCILMAN GOODE: I told
11 the Budget Director and everyone else
12 that my line of questioning would be
13 around the largest contract. I'm
14 expecting every department to come
15 here with information on their largest
16 contract.

17 MS. STITT: And I do --

18 MR. ORTMAN: I agree with
19 you. We're fortunate to have the
20 airport's contract, but we still try
21 and work with them and come up with
22 their goals.

23 As I said before, I believe
24 that four years ago the contract and

1 bid, not the RFP, I believe it came at
2 29 percent, but I'm sure that that got
3 totally thrown out because a lot of
4 vendors or a lot --

5 COUNCILMAN GOODE: My
6 question is -- my question was: What
7 is the participation rate?

8 MR. ABERNATHY: And
9 Councilman, if I may, Brian Abernathy,
10 Chief of Staff and Managing Director.

11 I think part of the -- the
12 disconnect here is Procurement, for
13 the most, acts as a vehicle for
14 departments, and so certainly our
15 departments aren't prepared to answer
16 your questions that were previously
17 provided to the Budget Director.

18 The Procurement Department
19 is prepared for contracts that they
20 service, but not necessarily --

21 COUNCILMAN GOODE: Mr.
22 Abernathy.

23 MR. ABERNATHY: -- contracts
24 that they actually do.

1 COUNCILMAN GOODE: Mr.
2 Abernathy. Departments actually do
3 their own procurement, except for the
4 city-wide buys. My question was:
5 What was the largest city-wide buy in
6 terms of the service, supply and
7 equipment, so it's a fair question if
8 -- if the Procurement Department
9 actually handled the procurement of
10 that contract. If they didn't handle
11 it, then the question is not to them.

12 But my original question
13 was: What is the largest SSE contract
14 that you expect for Fiscal Year 13?
15 So it --

16 MR. ORTMAN: I have an
17 answer to that question, sir. It will
18 be the summer lunch and after school
19 snack program.

20 COUNCILMAN GOODE: So the
21 question was not --

22 MR. ORTMAN: Which is still
23 -- I'm sorry.

24 COUNCILMAN GOODE: So you

1 answered the question wrong the first
2 time around?

3 MR. ORTMAN: Well, I thought
4 you just meant the largest contract
5 that we ever handled whatsoever. Now
6 I understand better what you're
7 asking. And that would be the largest
8 city-wide contract. We still --

9 COUNCILMAN JONES: Excuse
10 me. For the record, how much was that
11 summer lunch contract?

12 MR. ORTMAN: The summer
13 lunch contract -- 3,614,000.

14 COUNCILMAN JONES: Who was
15 the firm awarded?

16 MR. ORTMAN: It went to
17 Maramont Corporation which has been
18 the same company for many many years.
19 It's a huge --

20 COUNCILMAN JONES: Where are
21 they located?

22 MR. ORTMAN: I'm not
23 mistaken, New York, but I'm not
24 positive. The biggest problem with

1 this contract is it's governed by
2 federal regulations which are
3 extremely hard to meet and must be met
4 or else the cancel the whole thing,
5 and you have no summer lunch.

6 COUNCILWOMAN BROWN: With
7 your permission, I'll start here.

8 COUNCILMAN JONES: Point of
9 information.

10 COUNCILWOMAN BROWN: Am I
11 hearing you say that when it comes to
12 a catering contract --

13 MR. ORTMAN: Yes.

14 COUNCILWOMAN BROWN: Allow
15 me to finish.

16 -- that we cannot find in
17 the City of Philadelphia out of dozens
18 of caterers I know exist who are
19 prepared and have the capacity to meet
20 this particular contract you're
21 stipulating? Is that what you're
22 saying?

23 MR. ORTMAN: First of all, I
24 don't really consider it a catering

1 contract. This is a huge, huge
2 program which goes to every single rec
3 center twice a day. The food has to
4 be a certain temperature when it
5 arrives. It has to be packed in
6 certain way. And nobody from the City
7 of Philadelphia, to my knowledge, has
8 ever bid this project or is -- if
9 they're capable of it, that's great.
10 I hope they're out there and hope they
11 come and bid but --

12 COUNCILWOMAN BROWN: So
13 let's flip -- let's flip the equation.

14 If we are serious about
15 making sure that folks who live here,
16 businesses who reside here, citizens
17 who pay taxes here gain access to
18 opportunity, the flip side of the
19 question when it comes to leadership
20 is, and what type of outreach have you
21 done and our agency done to your
22 department done, to make folks aware
23 and to help them move to capacity so
24 that they can take advantage of these

1 types of opportunities?

2 MR. ORTMAN: Ma'am, we put
3 it -- we put the bid out on the
4 street and we advertise and we tell
5 everybody, but they -- I'm not sure
6 what else you want us to respond to
7 the --

8 COUNCILMAN JONES:
9 Councilwoman --

10 MR. ORTMAN: Maybe -- maybe
11 you could --

12 COUNCILMAN JONES:
13 Councilwoman.

14 MR. ORTMAN: -- could give
15 some us some ideas of --

16 COUNCILMAN JONES: The
17 reason I raised that, because I share
18 your angst. The largest Procurement
19 contract that our city has goes to a
20 firm in New York. Now, granted --

21 MR. ORTMAN: It does --

22 COUNCILMAN JONES: -- there
23 are certain health issues, certain
24 quality control issues, certain

1 temperature issues; in fact, I've
2 delivered in another life summer
3 lunches as a young person in college
4 to different blocks, so there's a
5 certain process.

6 But you're absolutely right
7 that that contract has the same award
8 that when I was at MBEC that we did.
9 Your point is correct that some
10 economic development agency should be
11 saying that that's a contract that
12 should be done here in the City of
13 Philadelphia because there is some
14 firm, if it's nobody but that can do
15 that kind of work with Philadelphia's
16 workforce, so I understand your
17 angst. Thank you for your indulgence,
18 Council.

19 COUNCILWOMAN BROWN: I just
20 -- I need to just finish.

21 COUNCILMAN JONES: Go
22 ahead. Finish.

23 COUNCILWOMAN BROWN: So it's
24 something called technical

1 assistance. When we're -- if we're
2 serious about this vision that we
3 have, then I believe that it is
4 incumbent upon leadership to go into
5 the trenches and not wait for folks to
6 come to so. It means hitting the
7 trenches and going in neighborhoods
8 and sorting out folks who potentially
9 show the capacity and help them move
10 to capacity. So that that would be,
11 what else can we do? Let's get up
12 from behind our desks and hit the
13 trenches and make sure folks are aware
14 of these offers.

15 Has there been any
16 relationship with the
17 American-American Chamber of Commerce,
18 the Hispanic Chamber of Commerce, any
19 of those?

20 MR. ORTMAN: We -- we've
21 been -- we go to all outreach programs
22 wherever I ask -- that I have to go to
23 that we can find. Once a month we
24 meet with the -- at the chamber -- the

1 Philadelphia Chamber of Commerce with
2 OEO and Revenue and -- other other
3 departments to explain what's coming
4 up, what's there to look out for, and
5 that sort of thing. The EOP is part
6 of this contract this time around
7 which is a new vehicle to try and get
8 local -- local citizens working. So
9 this is -- hopefully that programs
10 works this time as well because this
11 is the first time. It wasn't in four
12 years ago.

13 MS. DOWD-BURTON: The other
14 thing that we do, Councilwoman, is
15 broadcast opportunities that
16 Procurement has to the
17 African-American Chamber, the Hispanic
18 Chamber, the Enterprise Center and
19 other alliance partners to have them
20 broadcast it out through their
21 networks as well as the operating
22 departments, distribution lists that
23 we have in the OEO registry.

24 COUNCILWOMAN BROWN: That's

1 an important step. That's only a
2 step. There's subsequent steps that
3 come with or after that where you
4 actually get people interested first
5 in a room and you walk them through
6 the process and help them understand
7 the mechanics of the application that
8 they can move capacity.

9 MS. DOWD-BURTON: Do we
10 certainly understand the need to help
11 companies move to capacity and wish we
12 had the resources that we could apply
13 to moving companies in different
14 markets to capacity. This past year
15 we worked on construction, and we're
16 looking at some other markets that we
17 can also target.

18 COUNCILMAN JONES:
19 Councilwoman, can we --

20 COUNCILWOMAN BROWN: Move
21 on.

22 COUNCILMAN JONES: Yeah. We
23 want to restore Councilman Goode's
24 time.

1 But for the record, you've
2 got places like PhilaBundance we've
3 toured that have capacity that if
4 given direction, some direction, they
5 have the refrigerated trucks. They
6 have the capacity to do some of these
7 potential things that they employee
8 Philadelphians.

9 MR. ORTMAN: I want to say
10 --

11 COUNCILMAN JONES: Now, I
12 understand that's not your job, but
13 what I hear the Councilwoman talking
14 about is a vision leadership that
15 maximizes our own person -- our own
16 purchasing power. That needs to
17 happen.

18 MR. ORTMAN: What I'd like
19 to do, Sir, is contact Maramont
20 Corporation. I'd like to find out how
21 much they do spend locally because I'm
22 sure they having the warm food it has
23 to come from Philadelphia, so I'll try
24 to look into that for you.

1 MR. ABERNATHY: And
2 Councilman and Councilwoman, your
3 point is taken, and we will take
4 efforts to address your concerns.

5 COUNCILMAN JONES: That's
6 all.

7 COUNCILWOMAN BROWN: We'll
8 revisit this a year from now.

9 COUNCILMAN JONES: Yeah.
10 Yeah. We will.

11 MR. ABERNATHY: Yes. And
12 hopefully, we'll revisit it the sooner
13 than that.

14 COUNCILWOMAN BROWN: Thank
15 you.

16 MR. ABERNATHY: Thank you,
17 Ma'am.

18 COUNCILMAN JONES:
19 Councilman Goode, please proceed.

20 COUNCILMAN GOODE: We
21 visited this last year regarding the
22 same contract, went through the same
23 process when at first you said it was
24 the Elliott Lewis contract, and then

1 we found out it was the other
2 contract. But before I get to
3 Aramark, because I'm just going to
4 crazy about Aramark in a couple of
5 minutes, I'm going to ask a couple of
6 very simply questions.

7 What's the total request for
8 service, supply and equipment?

9 MS. STITT: The total
10 request from the departments?

11 COUNCILMAN GOODE: Yes.

12 MR. ORTMAN: And the total
13 dollars spent, is that what you're --

14 COUNCILMAN GOODE: The total
15 dollar request for service, supply and
16 equipment contracts.

17 MR. ORTMAN: Hold on.

18 COUNCILMAN GOODE: Material,
19 supply and equipment is I believe 79
20 million. I believe service, supply
21 and equipment is roughly 50 -- 40, 50
22 million. I don't know what the
23 differentiation is. I just know those
24 separate numbers are documented.

1 What my really question is
2 for either -- however you want to
3 answer the question and whatever
4 number you want to use, what is the
5 local business participation goal?

6 MR. ORTMAN: Local business
7 participation goal.

8 COUNCILMAN GOODE: Yes.

9 MR. ORTMAN: As many people
10 as we can get because the -- I don't know what
11 -- there isn't a set goal because I don't know
12 how many are out there. We're constantly --

13 COUNCILMAN GOODE: Why don't
14 you know how many are out there?

15 MR. ORTMAN: Well, they have
16 to sell the kind of products we want.

17 COUNCILMAN GOODE: Let me
18 ask a question --

19 MR. ORTMAN: We have leave
20 some --

21 COUNCILMAN GOODE: Let's
22 just cut through all the crap.

23 Is it true that you give
24 contracts to the same people you gave

1 them to before and that in many cases
2 you just take the lowest
3 responsibility bidder, and if it lacks
4 a little participation, so what; if it
5 lacks diversity, so what?

6 MS. STITT: I don't --

7 MR. ORTMAN: I'm sorry?

8 MS. STITT: I'm sorry. I
9 don't think that's true, Councilman.
10 Where is --

11 COUNCILMAN GOODE: Wait.
12 Tell me -- tell me -- I'm -- I'm --
13 I'm going to --

14 MS. STITT: Councilman, we
15 --

16 COUNCILMAN GOODE: I'm going
17 the scrap all form of questioning and
18 get down to -- we have you spent "x"
19 amount of dollars on services, supply
20 and equipment?

21 MR. ORTMAN: Correct.

22 COUNCILMAN GOODE: We'll
23 debate how much that is. Is there a
24 local participation goal, is there a

1 minority participation goal, is there
2 a women participation goal? If so,
3 what it is? Where it is found in
4 these budget documents, and just state
5 for the record what is. And if you
6 lie about what it is, the next time I
7 ask you questions it'll to be even
8 worse.

9 So what is the local
10 participation goal and what's the
11 diversity goal?

12 MS. STITT: There is not a
13 local participation goal. There is
14 nothing that is set for that.

15 And I'd like to make clear,
16 that there have been no lies in this
17 testimony or in the future -- it will
18 not any in the future and never been
19 in the past.

20 COUNCILMAN GOODE: I just
21 said the -- I just said, there's no
22 local participation goal, and you
23 said, yes, there is. And then when I
24 asked in what form, you said there

1 isn't.

2 What is the diversity goal?

3 MS. STITT: Okay. The
4 diversity for the City of Philadelphia
5 is 25 percent.

6 COUNCILMAN GOODE: That's
7 not the question I asked, and that's
8 why this is getting really silly.

9 MR. ORTMAN: The only goals
10 that we have are set by OEO for OEO
11 participation goals. Other than that
12 is the best possible job that we can
13 do.

14 COUNCILMAN GOODE: Do you
15 handle service, supply and equipment
16 contracts?

17 MR. ORTMAN: Yes, we do.

18 COUNCILMAN GOODE: How much
19 do you spend on service, supply and
20 equipment contracts?

21 MS. STITT: Around 46
22 million dollars.

23 COUNCILMAN GOODE: What was
24 the goal for that 46 million dollars?

1 What will the goal be for that 46
2 million dollars in terms of local
3 business participation and in terms of
4 diversity?

5 MR. ORTMAN: As much we can
6 possibly get.

7 COUNCILMAN GOODE: That's
8 not acceptable, and that's a joke and
9 that's the problem.

10 MS. STITT: When it comes to
11 local business participation --

12 COUNCILMAN GOODE: You just
13 the take lowest responsible bidder,
14 and you generally give it to the same
15 people.

16 And how long has Aramark had
17 the contract?

18 MS. STITT: Can I -- can I
19 respond?

20 COUNCILMAN GOODE:
21 Absolutely.

22 MS. STITT: When it comes to
23 the lowest, for local business
24 entities, there is not a goal that is

1 set, so there is no goal. What has
2 actually happened, there is 37 percent
3 of contracts that have gone to local
4 businesses. Okay?

5 For SS and E, and let me --
6 please indulge me for a moment.

7 When it comes to SS and E,
8 it's city-wide contracts. City-wide
9 contracts are defined as contracts
10 that are used by multiple departments
11 most of the time. So, for instance,
12 furniture, state, you know -- office
13 supplies, things of that sort.

14 There are also some
15 contracts that are so large that we
16 really need to work with the
17 departments so that we initiate them
18 out of the Procurement Department and
19 that would be Facilities and
20 Maintenance; however, those -- those
21 contracts are still driven by the
22 department. We are a vehicle as Mr.
23 Abernathy had said earlier. We are a
24 vehicle, but do we work closely with

1 the departments? Yes, we do. Do we
2 work closely with OEO so we can meet
3 goals? Yes, we do.

4 We know that our goal last
5 year was about 10 percent, I believe, when I
6 came to service and supplies and equipment.

7 COUNCILMAN GOODE: The
8 participate rate was 10 percent.

9 MS. STITT: The
10 participation rate. Thank you for
11 correcting me.

12 The participation rate was
13 10 percent. The goal was 25 percent.
14 Do we think that's perfect, of course
15 not, our goal is 25 percent, but are
16 we moving in the right direction, I
17 believe we are, and do we have the
18 same passion and same conviction that
19 you have? We are limited by
20 legislation. We have to go with the
21 lowest response and the responsible
22 bidder.

23 COUNCILMAN GOODE: That's
24 not true. And you call yourself

1 lecturing me on how the process
2 works. I know all that.

3 The lowest responsible
4 bidder -- we've had the same
5 conversation the last couple of
6 years. The lowest responsible bidder
7 is not the lowest bidder. The lowest
8 responsible bidder is the lowest
9 responsible bidder. You determine
10 what a responsible bidder is.

11 The responsible bidder
12 should have subcontract opportunities
13 that are made available to
14 disadvantaged business, and you set
15 that as the goal, have a certain level
16 of participation, and then you take
17 the lowest responsible bidder, not
18 just the lowest bidder. There's a
19 different.

20 MS. STITT: I'm not in
21 agreement.

22 MR. ABERNATHY: And
23 Councilman, I think it is important to
24 recognize that we have awarded

1 contracts to companies that had
2 participation goals that were not the
3 lowest bid as well, to your point. So
4 we understand, and I think what Ms.
5 Stitt was saying, was that we are in
6 agreement. We are working towards the
7 same goals.

8 COUNCILMAN GOODE: What was
9 the participation rate the year before
10 Fiscal Year 11.

11 MS. STITT: I believe the
12 year before it was 5 percent, I
13 believe.

14 MR. ABERNATHY: Closer two
15 2. It was closer to two percent.

16 COUNCILMAN JONES: Excuse
17 me. It went from 2 to what?

18 MS. STITT: 2 to 5. And now
19 for quarter two of FY12 it will be
20 around 16 percent, so we are moving in
21 the right direction.

22 COUNCILMAN GOODE: Let me
23 ask this simple question to finish up
24 because you're throwing out numbers

1 and saying, I think it was 2 percent,
2 I think it was 5 percent, and now it's
3 10 percent, we think it's going to be
4 16 percent.

5 We've been having this
6 discussion all day, and you can't even
7 determine who is actually responsible
8 for it. The Managing Director didn't
9 know. Procurement said it's the
10 managing director of Procurement's
11 responsibility. Procurement then said
12 it's the individual department's
13 responsibility, and then Procurement
14 said that we work within the
15 departments in the OEO, but we can't
16 control what they do.

17 MS. STITT: That's correct.

18 COUNCILMAN GOODE: Who is
19 actually responsible for it --

20 MS. STITT: It is the --

21 COUNCILMAN GOODE: --

22 because my understand is, is that
23 Procurement handles city-wide
24 purchasing on these matters, but yuo

1 put it off on the departments. So if
2 you're not responsible for it, then
3 put it off on departments, and I'll go
4 after the departments.

5 MR. ORTMAN: Procurement is
6 responsible to award the contracts.
7 We cannot manage them.

8 COUNCILMAN GOODE: I'm not
9 asking about managing the contract.
10 I'm asking about setting the goals
11 within those contracts.

12 MR. ORTMAN: Those goals are
13 set in conjunction with the Office of
14 Economic opportunity. If the --

15 COUNCILMAN GOODE: Who is
16 responsible for setting the goals for
17 service, supply and equipment
18 contracts?

19 MR. ORTMAN: The Office of
20 Economic Opportunity.

21 COUNCILMAN GOODE: Ms.
22 Dowd-Burton, we're talking about 40,
23 50 million dollars in contracting.

24 COUNCILMAN GOODE: SSE last

1 year was 46 million. I believe in
2 this budget it's budgeted at maybe
3 about 50 million. Whatever the figure
4 is, whether it's 40 or 50 million, it
5 doesn't make a difference.

6 Who is responsible for
7 setting diversity goals?

8 MS. DOWD-BURTON: The Office
9 of Economic Opportunity sets the goals
10 on each of the transactions that go
11 out of the Procurement Department and
12 the operating departments in
13 collaboration with those groups.

14 COUNCILMAN GOODE: I'm not
15 talking about a contract-to-contract
16 basis yet. I'm talking about who is
17 responsible for setting the overall
18 goal for what can be done in terms of
19 that line item in terms of city-wide
20 purchasing of service, supply and
21 equipment?

22 MS. DOWD-BURTON: The goals
23 that you see here are a collection of
24 transactions that are set by the

1 Office of Economic Opportunity.

2 COUNCILMAN GOODE: So you
3 did that for Fiscal Year 13?

4 MS. DOWD-BURTON: We are
5 looking at --

6 COUNCILMAN GOODE: Have you
7 done it for Fiscal Year 13?

8 MS. DOWD-BURTON: You've
9 done it for Fiscal Year 13 in
10 collaboration with --

11 COUNCILMAN GOODE: Did you
12 do it for Fiscal Year 12?

13 MS. DOWD-BURTON: We have
14 only --

15 COUNCILMAN GOODE: Did you
16 do goal setting --

17 MS. DOWD-BURTON: We do --

18 COUNCILMAN GOODE: Did you
19 do goal setting for the year 12?

20 MS. DOWD-BURTON: We do goal
21 setting with the operating departments
22 for each year, so we did do it for 12,
23 yes.

24 COUNCILMAN GOODE: Did you

1 goal set for Fiscal Year 10?

2 MS. DOWD-BURTON: Let me
3 see. I came in -- I came in in '10,
4 so they were already set I believe
5 with OEO --

6 COUNCILMAN GOODE: So from
7 the time you were here you were in
8 charge --

9 MS. DOWD-BURTON: -- and the
10 department.

11 COUNCILMAN GOODE: -- of goal
12 setting?

13 MS. DOWD-BURTON: With the
14 operating departments. That's
15 correct.

16 COUNCILMAN GOODE: And so
17 what were -- what were the goals?

18 MS. DOWD-BURTON: For which
19 department?

20 COUNCILMAN GOODE: I'm
21 asking about the collective goal.

22 MS. DOWD-BURTON: The
23 collective goal has been 25 percent
24 driven by our disparity study.

1 COUNCILMAN GOODE: The
2 disparity study says that in terms of
3 service, supplies and equipment it
4 should be 25 percent or that the
5 overall should be 25 percent?

6 MS. DOWD-BURTON: The
7 overall goal is going to be be --

8 COUNCILMAN GOODE: I'm
9 asking about service --

10 MS. DOWD-BURTON: We're
11 applying --

12 COUNCILMAN GOODE: --
13 supplies and equipment. That's what
14 I'm asking about. I asked the same
15 question all day.

16 MS. DOWD-BURTON: Okay. We
17 are applying that overall goal to each
18 of the category --

19 COUNCILMAN GOODE: In other
20 words, the disparity study didn't tell
21 you, your work with the departments
22 didn't tell you, what the actual goal
23 should be?

24 If you actually talked to

1 the -- each department that's
2 responsible for service, supplies and
3 equipment and what they need and what
4 they think the goal should be based
5 upon vendors they have done business
6 with in the past, you went through
7 that process for Fiscal Year 11 and
8 12, and you talked with all these
9 departments, shouldn't you have a
10 number that's real?

11 MS. DOWD-BURTON: When we
12 talk to the departments, we talk about
13 their collective contracting activity
14 which includes professional services,
15 service, supplies and quip, and in
16 some instances, public works
17 transactions. So we're looking at
18 their collective goal based on the
19 activity of those three components.
20 We do not have each department set a
21 goal for service, supplies and
22 equipment, public works --

23 COUNCILMAN GOODE: Then how
24 do you --

1 MS. DOWD-BURTON: -- and
2 professional services.

3 COUNCILMAN GOODE: How do
4 you arrive at a number when I asked
5 you what the goal is for service
6 supply and equipment --

7 MS. DOWD-BURTON: Because it
8 is a --

9 COUNCILMAN GOODE: How do
10 you arrive at your number?

11 MS. DOWD-BURTON: It's a
12 composite number based on the past
13 three years of activity the Department
14 has experienced in terms of
15 participation as well as a forecast of
16 what their contracting experience is
17 going to be for the next fiscal year.

18 COUNCILMAN JONES: Council
19 -- we're going to --

20 COUNCILMAN GOODE: But the
21 number was the same for the also two
22 fiscal years?

23 MS. DOWD-BURTON: Yes.

24 COUNCILMAN GOODE: But the

1 participation.

2 MS. DOWD-BURTON: Collective
3 with -- yes.

4 COUNCILMAN GOODE: But the
5 participation rates have changed?

6 MS. DOWD-BURTON: And they
7 will continue to change based on what
8 we buy which changes from one fiscal
9 year to the next.

10 COUNCILMAN GOODE: But the
11 goal hasn't changed, and that's my
12 point.

13 MS. DOWD-BURTON: That's
14 correct.

15 COUNCILMAN GOODE: So
16 the goal is not a real number?

17 MS. DOWD-BURTON: The goal
18 is a goal. We won't know what it is
19 until --

20 COUNCILMAN GOODE: So
21 whatever we get, we get?

22 MS. DOWD-BURTON: I'm
23 sorry?

24 COUNCILMAN GOODE: So

1 whatever we get, we get, and we'll
2 just keep trying?

3 MS. DOWD-BURTON: We keep
4 working very hard at what we get.

5 COUNCILMAN GOODE: This is
6 actually supposed to be a more
7 technical process than that.

8 Thank you, Mr. Chairman.

9 COUNCILMAN JONES: Thank
10 you, Councilman.

11 Councilman Henon.

12 COUNCILMAN HENON: Thank
13 you, Mr. Chairman.

14 Well, a lot of questions
15 were asked here. I'll be real simple.

16 Can you provide over the
17 last two years a list to the Chair on
18 the percentage and number of local and
19 minority and disadvantaged contracts,
20 whether it Public Works, professional
21 services SS and E for the last two
22 years?

23 MS. STITT: You want a list
24 of the contracts or contractors?

1 COUNCILMAN HENON: Contracts
2 and local contractors who were awarded
3 the bids?

4 MS. STITT: Sure.

5 MR. ORTMAN: Well, you want
6 -- vendors that were awarded because
7 of LBE preference?

8 COUNCILMAN HENON: No. The
9 awards who happened be LBE or WBE or
10 NBE.

11 MR. ORTMAN: Well, I know we
12 can provide you with the -- I'm not
13 sure we can -- we can break down what
14 they spend by a ZIP code, which would
15 be a Philadelphia ZIP code. I'm not
16 sure we can break the awards down that
17 way. It's a difference, a big
18 difference.

19 COUNCILMAN HENON: Can you
20 explain it? The contractors -- the
21 contracts that had been awarded either
22 by public works --

23 MR. ORTMAN: Right.

24 COUNCILMAN HENON:

1 Professional services or SS and E over
2 the last two years --

3 MR. ORTMAN: Professional
4 service --

5 COUNCILMAN HENON: -- and
6 are local business enterprises for
7 disadvantaged minority companies.

8 MS. STITT: And can I -- can
9 I clarify one point?

10 A local business enterprise
11 may be different from a local business
12 because a local business enterprise
13 actually has to go through the
14 certification process. So we
15 certainly can give you the local
16 business enterprises, the LBE's, that
17 have been certified and if they were
18 awarded a contract. We can provide
19 that.

20 COUNCILMAN HENON: I'll just
21 make a list of the local businesses in
22 addition then because I want to -- I'm
23 trying to get to to local business and
24 do certification process and make sure

1 they're taking advantage it.

2 MS. STITT: Okay.

3 COUNCILMAN HENON: So if you
4 can just provide that to the Chair,
5 I'd appreciate it. And a dollar
6 valve today?

7 MS. STITT: Yes.

8 COUNCILMAN HENON: Thank you
9 very much.

10 MS. STITT: And when it
11 comes to minority and women
12 businesses, most minority and women
13 business are not awarded contracts as
14 primes. They usually are a
15 subcontractor -- there may --

16 There may be a handful,
17 correct, Angela?

18 There may be a handful that
19 are awarded as a prime, but most are
20 subcontractors.

21 COUNCILMAN HENON: Well,
22 I'll defer to some of my colleagues if
23 they want any -- and added information
24 in there. But if you could provide as

1 much detail and information as
2 possible --

3 MS. STITT: No problem.

4 COUNCILMAN HENON: I'd
5 appreciate that.

6 One last question I have:
7 On your capital budget Public Works
8 contracts, the capital budget Public
9 Works contracts is that -- the new
10 contracts that have been going out
11 have the project labor agreement as
12 per the executive order from the
13 Mayor's Office?

14 MR. ORTMAN: If the project
15 labor agreement has been authorized,
16 yes.

17 COUNCILMAN HENON: Okay.
18 How do you determined whether it's
19 been authorized? Has the --

20 MR. ORTMAN: It's a --

21 COUNCILMAN HENON: Have --
22 have --

23 MR. ORTMAN: It's a
24 bid-by-bid by process, and I'm not

1 familiar with any myself, but I
2 wouldn't have to know.

3 COUNCILMAN HENON: Okay.
4 Well, Strike that. Let re-ask that
5 question.

6 Have their contracts that
7 have gone out that have been
8 authorized?

9 MR. ORTMAN: I don't know
10 the answer, but I'll find out.

11 MR. HENON: Okay. Can you
12 just provide that -- this information,
13 please.

14 MR. ORTMAN: Yes.

15 COUNCILMAN HENON: All
16 right. I have no further questions.
17 Thank you, Mr. Chair.

18 COUNCILMAN JONES: Thank
19 you, Councilman.

20 The Chair recognizes
21 Councilman Kenney.

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

24 Let me make a couple of

1 suggestions because from my experience
2 as a board member for over 20 years at
3 Independence Blue Cross, which has
4 perhaps one of the best participation
5 rates and employment rates, minorities
6 and women in leadership and in
7 management, and I've sat -- sat on the
8 minority hiring contracting committee
9 for over 20 years, and we meet
10 quarterly, and the terms that they use
11 at the company is spend, not minority
12 participation goals. It's spend. At
13 the beginning of the fiscal they set a
14 number, a financial number, a dollar
15 number, they need to get to that
16 spend.

17 Every quarter folks from
18 various departments in charge of
19 procurement and contracting come in
20 and give us a status report as to
21 where they are in the fiscal year with
22 that particular spending goal, and
23 that's I think -- I don't know if
24 that's done, but that's the way we're

1 successful at it because that's the
2 way we do it, number one.

3 Number two, this lowest
4 responsible bidder thing, look. We
5 have to change the chart, and do what
6 what we got to do. You've got to --
7 you have to do a physical analysis of
8 what 10 percent, 12 percent, 15
9 percent more if it's stays here means,
10 not just what the contract number is.

11 Now, lowest responsible
12 means lowest bid, but the company
13 needs to be able to perform the work;
14 however, if a Philadelphia company
15 comes in at 10 percent, 12 percent
16 higher and the employees are being
17 paid here, there is an economic
18 analysis that goes beyond just what
19 the taxpayer is spending out of the
20 general fund because you need to
21 figure out the multiplier where it
22 goes back into sales tax, wage tax,
23 all of other things, spending
24 capability, all of that.

1 The other thing I would
2 suggest, and maybe we need to change a
3 law to do this, too, is when we cannot
4 find a WBE, a NBE, a DBE company to
5 fulfill that contract, we need to have
6 another level of majority contract
7 that has minority employment levels
8 that make it make sense so they can
9 participate through -- maybe through
10 there a majority company, but they're
11 participating because that company is
12 here, it's getting the work, and
13 there's enough of a majority
14 complement and a majority complement
15 of the employees to benefit from it.
16 But unless you do it quarterly and you
17 sit down and go over those number and
18 you hold people accountable and you
19 hold hold them to task and then try to
20 be a little more creative in how you
21 reach minority employee, whether they
22 own the company or whether they work
23 for the company -- and I think
24 Independence Blue Cross is probably

1 about 49 minority in its employment
2 complement -- and I think if you
3 follow those models of companies that
4 care about this and that make it part
5 of their business ethic, I think
6 we'll be better off than what we've
7 been doing for the past 20 years that
8 I've been here because this -- I mean,
9 look. I represent the city as a
10 whole. I want everybody working
11 because I think every dollar that we
12 spend negatively on police and courts
13 and prisons and DHS and all that stuff
14 is because people weren't working.
15 It's a high -- too high of an
16 unemployment rate.

17 So if we can attack the
18 unemployment rate either through
19 minority ownership or minority work, I
20 think that's where we should be
21 going. And I get as frustrated as a
22 lot of council members here, but I
23 know people have taken this issue as
24 something that they're going to talk

1 about every single time so kind of
2 redefining their niche, but I'm
3 telling you, I don't know how we
4 approach this stuff.

5 We should have one person
6 trying to figure -- well, not one
7 person but one group of people,
8 thinking about this every day, and
9 it's not just minority participation.
10 It's local business participation.
11 It's state -- it's keeping them --
12 it's keeping the dollars as close to
13 here as possible and still doing well
14 by the taxpayer and that's not
15 necessarily bid. The lowest bid don't
16 get you there. If the workers are
17 coming from New York to deliver that
18 food, then that lowest bid is
19 meaningless.

20 MR. ORTMAN: I'm aware.
21 We've already had some discussion with
22 your office on this already. I know
23 we're looking at it closely.

24 COUNCILMAN KENNEY: But

1 that's got to be an integral part of
2 the government's --

3 MR. ORTMAN: I'm agreeing
4 with you.

5 COUNCILMAN KENNEY: --
6 philosophy, is that we --

7 MR. ORTMAN: I'm actually
8 agreeing with you.

9 COUNCILMAN KENNEY: We need
10 to buy tires, we need to buy oil
11 filters, we need buy worker's gloves,
12 we need to buy paint where can get it
13 locally -- state -- not -- stateside
14 if not nationally. I don't think it's
15 anybody in the government doing that.
16 I really don't.

17 MS. DOWD-BURTON:
18 Councilman, I'd just like to address
19 the spend issue.

20 One of the things we're
21 doing right now is implementing a
22 system, a B2G Now System, which will
23 be tracking spend from the famous
24 program into the tracking system which

1 will allow us to track dollars from
2 primes to subs. So we're hoping to
3 have that system completed by the end
4 of this fiscal year, if not sooner.

5 COUNCILMAN KENNEY: What is
6 your -- I'm sorry. I didn't mean to
7 interrupt you. Go ahead.

8 MS. DOWD-BURTON: This is to
9 insure that the minorities and women-owned
10 businesses who have participation roles in the
11 contracts with the City are being paid, so the
12 flow of dollars to insure they're going into the
13 minority and women business community.

14 The other component of the
15 system that we're also implementing is certified
16 payrolls which will allow us to attract those
17 minority and women employees of public works
18 firms to make sure there is a diversity in the
19 employment of those --

20 COUNCILMAN KENNEY: But
21 shouldn't they get points for that?
22 Shouldn't that company who does a good
23 job at having a diverse workforce,
24 shouldn't they get points for that?

1 MS. DOWD-BURTON: They
2 actually get the contract for that
3 because they sign that they will
4 comply with our requirements.

5 COUNCILMAN KENNEY: Again,
6 I'm not criticizing you. You've been
7 criticized plenty. I'm just saying I
8 think you really need to look at that
9 model or a model like it because I
10 think when you say -- when you use the
11 word "spend" it means money.

12 When you use their
13 percentage, I don't know really what
14 that means, and obviously you've not
15 hitting those goals anyway, so I would
16 look at a spend possibility. Thanks.

17 COUNCILMAN JONES:
18 Councilman, I've got to think that
19 lunch coming from New York can't be
20 that green by way of fresh and locally
21 produced, so that's another
22 consideration.

23 The Chair now -- speaking of
24 Green, now recognizes Councilman

1 Green.

2 COUNCILMAN GREEN: Thank
3 you, Mr. Chair. I have a four-letter
4 word for anybody who would call this
5 line questioning nesh and, that is,
6 J-O-B-S. This is about jobs for
7 Philadelphia citizens, and there's not
8 a more important line of questioning
9 that we can undertake here especially
10 in this economy.

11 So I just would like to note
12 for the record that if the bill that
13 was cointroduced by Councilman Goode
14 and many others on City Council
15 passes, it would require that
16 employment of Philadelphia citizens be
17 required in order to issue a
18 contract. Right now the bill says 100
19 percent of the work performed by
20 contracts would have to be performed
21 by Philadelphia citizens, and I guess
22 it's our view that a percentage
23 requirement like that is an
24 appropriate constitutional standard,

1 and I'm just wondering how you would
2 enforce a provision like that through
3 your RFP process.

4 What would be the process of
5 putting that into place?

6 MR. ORTMAN: Until I
7 actually saw the final finished
8 product, I don't know whether I can
9 comment on that. We can -- with make
10 awards now based on the legislation
11 that's out there, the LBE legislation
12 for instance. We make the award based
13 on that legislation, and we have to go
14 by the rules.

15 So if we saw the new rules
16 we would have to abide by them as far
17 as the award is concerned. After the
18 award, now it has to be put out for
19 something -- somebody can control. We
20 can't control it.

21 COUNCILMAN GREEN: And you
22 have the ability in the system I heard
23 -- I think I heard through previous
24 testimony of -- maybe it was another

1 department. I can't recall if it was
2 this department or not. You have the
3 ability to monitor payroll to
4 determine whether or not the people
5 employed by the contractors and
6 subcontracts are Philadelphia
7 residents?

8 MR. ORTMAN: That's Labor
9 Standards.

10 COUNCILMAN GREEN: Labor
11 Standards would do that?

12 MS. STITT: Yes.

13 COUNCILMAN GREEN: In the
14 capital budget hearing last week, I
15 told each department that I'd be
16 asking with -- if they were being
17 funded with the ongoing 120 million
18 dollar IT investment, be prepared to
19 talk about whether those projects
20 would result in future dollar
21 savings. One of the city-wide
22 business application identified by OIT
23 is, quote, Admin Modernization Phase 2
24 Procurement Speed and Ad Picks

1 Replacement. This is in the handout
2 provided to OIT -- by provided to OIT
3 to Council in it's 2/19/2 229 briefing
4 -- briefing.

5 Can you describe what this
6 project entails?

7 MR. ORTMAN: I think you're
8 going to get a much better explanation
9 from OIT themselves in a few minutes,
10 Sir.

11 COUNCILMAN GREEN: Is this
12 applicable to your department?

13 MR. ORTMAN: Yes.

14 COUNCILMAN GREEN: So I'd
15 like the explanation from you, and
16 then OIT.

17 MR. ORTMAN: Mary, do you
18 have any details?

19 COUNCILMAN GREEN: I mean,
20 is this top down or is --

21 MR. ORTMAN: No, no, no.
22 We've been working on this a long
23 time.

24 MS. STITT: Well, as I said

1 in my previous testimony about the E
2 Procurement system, we have been
3 looking E Procurement, and that's what
4 that is. That would cover it.

5 COUNCILMAN GREEN: That's E
6 Procurement?

7 MS. STITT: Yes. Do you
8 need more detail?

9 COUNCILMAN GREEN: No.
10 Thanks.

11 So can you describe what
12 this project entails?

13 MR. EBEID: The Phase 2 of
14 the Admin Modernization?

15 COUNCILMAN GREEN: Well,
16 what is called in the handout to
17 Council on 2/19/12, quote, Admin
18 Modernization Phase 2 Procurement
19 Speed and Ad Picks Replacement,
20 whatever that is.

21 MR. EBEID: So there was a
22 -- an initiative formerly known as
23 "ERP" that was on the table prior to
24 the prioritization process.

1 When we went through the
2 piroitization process, we wanted to
3 truly maximize the success of each
4 initiative and make sure that the few
5 dollars that we have are spent to
6 handle the most urgent need.

7 COUNCILMAN GREEN: So
8 question is: Please describe what the
9 project I just identified entails?

10 MR. EBEID: So we divided
11 ERP into three phases; phase one being
12 workforce management; phase two being
13 the systems that supported the City's
14 procurement process, which speed, ad
15 picks; and phase three involved the
16 financial management system.

17 COUNCILMAN GREEN: So what
18 does this project, phase two, entail?
19 What will it mean? What does it do?
20 How is it implemented?

21 MR. EBEID: Well, we would.

22 COUNCILMAN GREEN: What
23 system that exist --

24 MR. EBEID: We would

1 ultimately write a -- an RFP to bring
2 in someone who will either modernize,
3 replace, the current systems.

4 COUNCILMAN GREEN: Were they
5 --

6 MR. EBEID: A brand-new
7 system.

8 COUNCILMAN GREEN: So you
9 haven't identified a vendor or a
10 protect for this city -- phase two of
11 this city-wide business application
12 initiative yet?

13 MR. EBEID: We haven't
14 identified implementation vendors for
15 any of the eight projects that you
16 have.

17 COUNCILMAN GREEN: Are they
18 going to be completed during the FY13
19 fiscal year?

20 MR. EBEID: Many of those
21 projects will start in the FY13 fiscal
22 year.

23 COUNCILMAN GREEN: When
24 would you project that this would be

1 completed?

2 MR. EBEID: I'm -- I would
3 be speaking before even seeing the
4 implementation responses, but a system
5 of that size, scale and scope, I would
6 imagine a two- to three-year-time
7 horizon would be the time frame when
8 we would expect a lot of these large
9 city-wide systems would be completed
10 from start to finish.

11 COUNCILMAN GREEN: So I
12 guess you can't answer this question:
13 How much will it cost?

14 MR. EBEID: We have a range
15 in mind of what a typical system for a
16 city of our size would cost. I would
17 -- I would ask that you don't push me
18 there because we would then be
19 supplying information that might --

20 COUNCILMAN GREEN: That's
21 fine. How will this project change
22 procurement practices? How will what
23 we do as a city differ in terms of
24 workflow flow processes?

1 MR. EBEID: Yes. That's a
2 good question. Clearly, we don't even
3 talk about this projects being
4 technology projects anymore. We
5 really talk about these projects being
6 business transformation projects.

7 So the goal there is to try
8 to automate as much of the process and
9 -- as possible, make it as paperless
10 as possible, automate all the
11 interfaces and minimize the number of
12 interfaces; make sure that if there's
13 any public facing component to it,
14 it's as intuitive and user friendly as
15 possible.

16 So, at the high level, those
17 are universal goals for almost all the
18 projects, the capital projects, that
19 have been put on the table.

20 COUNCILMAN GREEN: What are
21 the projected savings from this
22 project?

23 MR. EBEID: You've asked
24 that question last week, and my response was

1 that these projects are failing. I don't have
2 the discretion to decide whether I should let
3 them run for another year or a couple of years
4 or move on to another system.

5 We're addressing these
6 systems because they could fail any day, so no
7 ROY, per your definition, has ever been done in
8 any of the systems. These systems run the core
9 processes of city government. We have no
10 choice. We have to replace those.

11 COUNCILMAN GREEN: Whether
12 or not we have a choice, don't we have to do an
13 ROY to choose competing systems in order to put
14 together an RFP? Shouldn't --

15 MR. EBEID: You're not
16 truly --

17 COUNCILMAN GREEN: -- you be
18 responsible to do this without having
19 done an ROY in advance?

20 MR. EBEID: You're correct,
21 and that -- that is a future phase
22 that will come. Right now.

23 COUNCILMAN GREEN: Thank
24 you. That's great. I appreciate it.

1 My time is up, Mr. Chairman. Thank
2 you.

3 COUNCILMAN JONES: Thank
4 you. The Chair recognizes
5 Councilwoman Brown.

6 COUNCILWOMAN BROWN: Teach
7 or tell me when it appropriate to
8 debundle a contract?

9 MR. ORTMAN: That's -- do
10 that at a departmental request
11 normally. I know we debundled some
12 computer information, IT information,
13 not too long ago.

14 Did you have a particular
15 compact -- contract in mind.

16 COUNCILWOMAN BROWN:
17 Procedurally how does that work when
18 you debundle a contract -- and let me
19 ask it different.

20 What might be the trigger --
21 what might be the trigger for you and
22 leadership along with the head of OEO
23 to say, it is most appropriate that we
24 debundle this contract?

1 MR. ORTMAN: Well, we try to
2 debundle snow removal not too long
3 ago. We got to and get --

4 COUNCILWOMAN BROWN: Excuse
5 me.

6 MR. ORTMAN: We try to
7 debundle -- debundle snow removal.

8 COUNCILWOMAN BROWN: Snow
9 removal. Okay.

10 MR. ORTMAN: We tried to do
11 that probably four years ago, I
12 guess. We brought in smaller
13 contractors and we brought in
14 landscaping people who would not be
15 able to landscape in the winter, they
16 would have their trucks doing
17 something else. And they all said
18 great idea, great idea, and then when
19 it came time to bid we never heard a
20 word from them.

21 To sum it up quick, sure, we
22 do it. We tried this.

23 COUNCILWOMAN BROWN: It was
24 a leadership decision. The head of

1 the department decided to do that?

2 MR. ORTMAN: Oh, yes. We
3 we've been asked by Streets to do
4 that.

5 COUNCILWOMAN BROWN: Oka.
6 And you went through the process, and
7 what happened?

8 MR. ORTMAN: We talked to a
9 lot of the smaller vendors, and they
10 all said, yes, we will do it, and then
11 didn't do it; or a lot of them were
12 not interested because they -- they
13 are other contracts with smaller
14 parking lots, things like that, that
15 they're able to get paid faster, that
16 they -- they're just not job jobs, and
17 they can handle little -- that's sort
18 of reason were give to us, as many of
19 them have ongoing contracts with these
20 smaller places they've had for years
21 and years and years, and they don't
22 want to jeopardize those by going with
23 the City contract for one year, and
24 then maybe not have it for the next

1 year.

2 COUNCILWOMAN BROWN: I see.

3 So, again, for the record, because I'm

4 still struck by the -- was it

5 Maramont? Maramont, what is the name

6 of that contract?

7 COUNCILMAN GOODE: Maramont.

8 COUNCILWOMAN BROWN: Maramar

9 or Alamar?

10 MR. ORTMAN: Maramont.

11 COUNCILWOMAN BROWN: Oh.

12 Maramont?

13 MR. ORTMAN: Yes.

14 COUNCILWOMAN BROWN: The

15 size of this contract is what?

16 MR. ORTMAN: What's the side

17 of it.

18 COUNCILWOMAN BROWN: The

19 total size of that contract, the total

20 amount of that contract, 3 plus?

21 MR. ORTMAN: A little over 3

22 million dollars.

23 COUNCILWOMAN BROWN: What

24 would be an appropriate reason to

1 request that that contract should be
2 debundled so that we could put "x"
3 number of -- of caterers, for lack of
4 a better word, who have a capacity to
5 get \$500,000 contracts which would
6 equal --

7 MR. ORTMAN: I'd have to
8 talk with the using department and
9 find out more about what it is they do
10 and what the requirements are. I know
11 the requirements are very strenuous,
12 and I don't know them of all off the
13 top of my head, but a large portion of
14 it is governed by the federal and
15 state government, so they have to have
16 fund -- if it's even possible to do
17 that. I will to talk to Maramont
18 myself and just find out what their
19 break down is now. They may use a
20 awful lot of local companies that we
21 don't know about, and it's already
22 debundled sort but just not by primes.

23 COUNCILWOMAN BROWN: Then
24 the ask will be provide detailed

1 information about that contract, do
2 they use local company?

3 MR. ORTMAN: That's what I'm
4 going to find out.

5 COUNCILWOMAN BROWN: And
6 report back to the Chair.

7 MR. ORTMAN: Yes, I will.

8 COUNCILWOMAN BROWN: Thank
9 you, Mr. Chairman.

10 COUNCILMAN JONES: Thank
11 you, Councilwoman.

12 The Chair recognizes
13 Councilman Goode.

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

16 The terms of contracting
17 opportunities, service, supply and
18 equipment and beyond that, do we know
19 how much is being done by privately
20 held companies?

21 MR. ORTMAN: I wouldn't know
22 that.

23 COUNCILMAN GOODE: We don't
24 track that at all?

1 MR. ORTMAN: No, sir.

2 COUNCILMAN GOODE: Is there
3 a way to track that.

4 MR. ORTMAN: I'm not sure
5 how that would be.

6 COUNCILMAN GOODE: In
7 general, I guess the concern is that
8 with privately held companies there's
9 not enough access to information,
10 public information. If we are not
11 tracking that, if we're not cognizant
12 of that, I guess we're also not asking
13 for their employment practices or any
14 of the type of information.

15 So, I guess, the thought is
16 that if we're deal -- if we're giving
17 City contract dollars to privately
18 held companies, how do we hold them
19 responsible for the type of business
20 ethics that we put in place?

21 MR. ORTMAN: They're
22 required by law to do that. They're
23 required by the terms and conditions
24 to do that. And if they're not,

1 somebody would have to let us know or
2 the department would have to be aware
3 of it somehow. I don't know how that
4 would be.

5 COUNCILMAN GOODE: So we're
6 doing it certainly for the terms and
7 conditions?

8 MR. ORTMAN: At this point,
9 because I don't know any other way to
10 do it.

11 COUNCILMAN GOODE: Okay. So
12 if there are living wage and benefit
13 requirements within the terms and
14 conditions, how is that information
15 accessed by someone in the public
16 whether that company is complied?

17 MR. ORTMAN: If the City
18 wanted -- if the City wanted do that,
19 by -- again, in the terms and
20 conditions, the contractor must open
21 up his books.

22 COUNCILMAN GOODE: So the
23 only way to access it is through
24 contractual relationship with the

1 City?

2 MR. ORTMAN: Say that again
3 please, sir.

4 COUNCILMAN GOODE: The only
5 way to access it is through the
6 contractual relationship with the
7 City?

8 MR. ORTMAN: I assume so. I
9 don't know how. Me, as a worker, to
10 be able to go in and say to my boss, I
11 want to know what everybody is getting
12 paid, if they're being paid properly,
13 is that what you're asking?

14 COUNCILMAN GOODE: The
15 concern is -- the concern is actually
16 raised by a constituent that raised a
17 question with me about not just the
18 fact that we contract out and, in some
19 cases, we contract out too much, but
20 the thought that we also contract some
21 in cases with privately held companies
22 that don't live up to certain
23 standards.

24 MR. ORTMAN: We wouldn't

1 know that.

2 COUNCILMAN GOODE: Okay.

3 Thank you.

4 Just lastly on the same
5 contract we've been talking about,
6 because I didn't run through the list
7 of questions for that but ran through
8 it for Elliott Lewis, I guess the
9 question is: What subcontract
10 opportunities are available that you
11 have identified that did not exist
12 when the contract was first bid?

13 MR. ORTMAN: I wouldn't know
14 that, sir.

15 COUNCILMAN GOODE: Not on
16 this contract either?

17 MR. ORTMAN: I'd have to ask
18 to department about -- they work on a
19 day-to-day basis I don't -- I don't
20 know all the services that are
21 involved. I just know it's a general,
22 as I said, this time side of the
23 tarmac type.

24 COUNCILMAN GOODE: I'm not

1 asking about Elliot Lewis. I asking
2 about the other contractor, the food
3 service contract.

4 MS. STITT: The summer lunch
5 contract.

6 MR. ORTMAN: Say it again.

7 COUNCILMAN GOODE: The food
8 service contract.

9 MR. ORTMAN: Oh. Okay
10 Maramont.

11 COUNCILMAN GOODE: What
12 subcontracting opportunities have been
13 identified since the contract was
14 first let?

15 MR. ORTMAN: I don't know
16 that for the same reason as the
17 airport.

18 COUNCILMAN GOODE: I'm still
19 unclear about who bid the contract.

20 MR. ORTMAN: We -- I don't
21 manage the contract, so I don't know.

22 COUNCILMAN GOODE: I'm
23 asking about the management contract.

24 MR. ORTMAN: I wouldn't know

1 what contracting opportunities are
2 available because I don't know what
3 the details of the contract are that
4 they --

5 COUNCILMAN GOODE: Is it a
6 city-wide contract?

7 MR. ORTMAN: It is a
8 city-wide contract, but it's still
9 managed by the --

10 COUNCILMAN GOODE: Used by
11 all departments? Was there any
12 department that does eat?

13 MR. ORTMAN: In this case,
14 it's used mostly by recreation.

15 COUNCILMAN GOODE: Used
16 mostly by recreation, and so you
17 allowed you recreation to determine
18 the goals?

19 MR. ORTMAN: In conjunction
20 with OEO they would determine the
21 goals.

22 COUNCILMAN GOODE: So it's a
23 city-wide contract simply because it's
24 being used by more than one

1 department, but it's being used mostly
2 by Recreation.

3 MR. ORTMAN: That sounds
4 fair enough.

5 COUNCILMAN GOODE: That's
6 appropriate question for recreation?

7 MR. ORTMAN: I would think
8 so.

9 COUNCILMAN GOODE: Okay.
10 Thank you.

11 Thank you, Mr. Chair.

12 COUNCILMAN JONES: That you,
13 Councilman.

14 Councilman Kenney.

15 COUNCILMAN KENNEY: I
16 defer.

17 COUNCILMAN JONES:
18 Councilman Green.

19 COUNCILMAN GREEN: Thank
20 you, Mr. Chairman.

21 Some quick questions about
22 outside contracts. There's a \$65,000
23 contract -- this is Section 23, page
24 16. There's a \$65,000 contract in

1 FY12 and FY13 for, quote, consultant,
2 for which the vendor is listed as TBD.

3 Have these funds been
4 encumbered for FY12.

5 MR. ORTMAN: Not yet, but
6 we're working on it.

7 COUNCILMAN GREEN: You're
8 going to spend \$65,000 between now and
9 the end of the year?

10 MR. ORTMAN: Mary.

11 MS. STITT: It may not be
12 \$65,000, but we are putting together a
13 miscellaneous purchase order for a business
14 analyst to answer actually some of questions
15 that you've been asking when it comes to.

16 MS. STITT: It's true. I
17 hate to say it.

18 MR. ORTMAN: Exactly right.

19 MS. STITT: Because we do
20 want to be ready for a new electronic
21 system. We want to see -- you
22 know, we would like outside
23 information on how we're doing, how
24 others are doing, and what changes we

1 might have to make, and what changes
2 we're willing to make, which I think
3 we're willing to make a few changes to
4 become more automated and electronic
5 and save some time and effort. So
6 that -- that's what we're looking to
7 use part of tht money for. I don't
8 know if we'll--

9 COUNCILMAN GREEN: So it's
10 word process flow study?

11 MS. STITT: Yeah. Maybe,
12 you know, just to analyze our entire
13 business process and certainly
14 workflow and see what other
15 municipalities are to go doing. We've
16 done a lot of that on our own, but we
17 would like the expertise of a company
18 that -- that does that on a regular
19 basis.

20 COUNCILMAN GREEN: And the
21 decision to do this is left up to departments
22 individually? How did this end up in your line
23 items instead of, say, OIT's or.

24 MS. STITT: Well, for this

1 particular discussion with our -- we're under
2 the review -- review of the Managing Director's
3 Office. So we worked with them and talked about
4 it and what the needs of the department are, and
5 that's one of things that we're hoping that
6 we'll be able to bring. In just Rebecca had
7 referred to there being an efficiency review of
8 many services throughout the city, this is
9 probably a smaller review.

10 MR. ORTMAN: And they'd
11 probably be able to find out, as they should,
12 and as Mary said, to answer some of your
13 questions, like we -- we have no one in our
14 office that can say what it cost to put a rec
15 together into an award. In between, there was a
16 lot of work being done, but we don't know how to
17 put that together. We don't have the
18 expertise. So we hopefully get somebody like
19 that so some of your question can be answered.

20 COUNCILMAN GREEN: I guess
21 my -- my question not for you is, is why we
22 don't do this on a more broad scale.

23 MS. STITT: And I'm not sure

24 --

1 COUNCILMAN GREEN: I'll ask
2 that of other people. I won't ask you
3 to speculate and get you in trouble.

4 So you're intention then is
5 to try to find a vendor that will be
6 the same person in 12 and 13?

7 MS. STITT: Yes. The
8 contract will probably cross over,
9 yes.

10 COUNCILMAN GREEN: Okay.
11 And have you done and RFP or is this
12 going to be --

13 MS. STITT: We haven't yet.
14 We would probably have to do --

15 MR. ORTMAN: Probably a
16 what?

17 MS. STITT: We don't
18 anticipate it being over \$30,000, at
19 least we hope it's not. So we have
20 not put that together, but once we do
21 we'll be happy to send it out.

22 COUNCILMAN GREEN: But you
23 budgeted 65 for both years?

24 MS. STITT: Yes.

1 COUNCILMAN GREEN: Okay.

2 And you expect it to be 30,000 both
3 years?

4 MS. STITT: Possibly.

5 COUNCILMAN GREEN: Thank
6 you.

7 MS. STITT: You're welcome.

8 COUNCILMAN GREEN: I've also
9 got the same question for the \$15,000
10 line item for employee training in
11 FY12 and 13; have they been
12 incumbered?

13 MS. STITT: They have not.

14 COUNCILMAN GREEN: What
15 training is to be provided?

16 MS. STITT: We're looking
17 for training, some basic electronic
18 training, some basic, you know,
19 Microsoft and Excel.

20 We're looking into
21 purchasing training that we might
22 be able to work with to develop some
23 of our technical staff.

24 Looking at how, you know,

1 Procurement has changed over the
2 years, I think in the past because of
3 budgetary constraints we have not been
4 able to focus on that, so we're hoping
5 to be able to use that -- that budget
6 to -- just to kind of bring our -- our
7 -- our staff up to date.

8 COUNCILMAN GREENLEE: Thank
9 you.

10 Thank you, Mr. Chairman.

11 COUNCILMAN GREENLEE: Are
12 you finished, Councilman Green,
13 because nobody else is in line here?

14 COUNCILMAN GREEN: No. I'll
15 wait for my next turn.

16 COUNCILMAN GREENLEE: Well,
17 there is nobody else, so please
18 continue.

19 COUNCILMAN GREEN: Thank
20 you, Mr. Chairman.

21 COUNCILMAN GREENLEE: Or
22 continue if you'd like.

23 COUNCILMAN GREEN: So has a
24 vendor been identified for that

1 contract 15,000?

2 MS. STITT: No, not yet.

3 COUNCILMAN GREEN: Let's see
4 here. So are you going to be
5 providing vacancy new position
6 information? We've asked that that be
7 provided prior to the departmental
8 hearings. Has that been provided.

9 MS. STITT: We have.

10 COUNCILMAN GREEN: You have
11 provided it. Okay.

12 MR. ORTMAN: We provided it
13 to the Budget Department. You
14 probably -- just like last night, so
15 you probably won't have it yet. But
16 brought it with us and we do have a
17 copy, and they're going to submit a
18 cop. I think the first couple of days
19 are missing if I'm not mistaken.

20 COUNCILMAN GREEN: I don't
21 -- I don't know.

22 MS. STITT: We have
23 submitted it, and we also had
24 testimony on it earlier.

1 COUNCILMAN GREEN: If you
2 have a copy -- if you have a copy, if
3 you could please submit it to the
4 Chair, and we'll have somebody come up
5 and we'll take a look at it and see if
6 you need a call back. Thank you.

7 MS. STITT: Thank you.

8 COUNCILMAN GREENLEE: Thank
9 you, Councilman.

10 Anyone else? Any other
11 questions?

12 (No response.)

13 MR. GREENLEE: Thank you
14 both very much.

15 MS. STITT: Thank you.

16 MR. ORTMAN: Thank you, sir

17 COUNCILMAN GREENLEE: Have a
18 good afternoon.

19 Our next department is
20 Office of Information -- Innovation
21 and Technology, please.

22 Good afternoon.

23 MR. EBEID: Good afternoon.

24 COUNCILMAN GREENLEE: It's a

1 long day already.

2 Please identify yourself for
3 the record and proceed. We already
4 have your testimony as I think you
5 know, so if would just summarize --

6 MR. EBEID: I'll make it
7 real brief.

8 MR. GREENLEE: Please.

9 MR. EBEID: Thank you. My
10 name is Adel Ebeid. I'm CIO for the
11 Office of Innovation and Technology.

12 While I'm fairly new in this
13 role, I have some of the -- some very
14 capable people next to me. To my left
15 I have Chris Dinoto who is the CFO for my
16 office, and to my right I have Jim White who is
17 the chief operating officer. And not knowing
18 what kind of questions I'm going to get, I have
19 several member of my management team in the
20 audience as well.

21 COUNCILMAN GREENLEE: You
22 always have to be flexible. We never
23 know what --

24 MR. EBIEB: If I can't

1 answer your questions because I'm new,
2 I'll surely field it to one of them.

3 COUNCILMAN GREENLEE: Okay.

4 So that's -- okay. Ready to go.

5 MR. EBEID: I'm going to
6 yield my time to --

7 COUNCILGREENLE: Okay.

8 Thank you. Let me ask a couple real
9 quick.

10 Now, one is something I came
11 up with, and Councilman Green will be
12 interested in this. The City
13 Directory online seems to be missing a
14 few things and being a little -- have
15 a number of mistakes. I'll give you
16 one example. There is a Councilman
17 Green listed and Councilman at Large Green and
18 under Councilman at Large Green is an employee
19 named William Greenlee and everybody else in my
20 office, and it just makes me shudder to think
21 I'm working for Councilman Green, because I'd
22 have to quit. So I just use that as an example,
23 and I understand there's other departments that
24 it's hard to find.

1 Now, I don't know -- you
2 know, before we used tis nice blue book, and
3 could look everybody up. And I modernization,
4 but it seems like there's still a lot of things
5 missing there. So I don't know if anybody has
6 worked on that, if anybody can answer any of the
7 concerns for that?

8 MR. EBEID: Yeah. I'll
9 certainly take it as a task going back to my
10 office. I'll find out who in my office is
11 responsible for coordinating the across
12 departments, and I'll do my best to make sure
13 that you're not working for Councilman Green.

14 COUNCILMAN GREENLEE: Okay.
15 I was going to say, work on the one
16 first for me. Okay.

17 MR. EBEID: Okay.

18 COUNCILMAN GREENLEE: Thank
19 you. You say on page one of your
20 written testimony that the general
21 fund budget for OIT is supposed to
22 realize a 2.8 million dollar reduction
23 for FY13.

24 How will this impact

1 services, and what's is the expected
2 impact?

3 MR. DINOTO: Chris Dinoto
4 here. Some of the reduction is based
5 on some onetime 9-1-1 charges this year that we
6 won't have next year. There is also a reduction
7 in the overall general fund budget reflecting
8 some savings under the Verizon contract and some
9 other cuts in some areas like training and
10 software purchase. And we try to spread out the
11 pain as little as possible so the services would
12 not be terribly effected.

13 COUNCILMAN GREENLEE: So you
14 don't see any major impact?

15 MR. DINOTO: No major
16 impact.

17 COUNCILMAN GREENLEE: I know
18 a lot of people have questions here,
19 so I'd yield.

20 Councilman Green. Sir.

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

23 So at last week's budget
24 hearings with specific reference to the February

1 29, 2012 briefing the administration gave to
2 Council, and in that briefing specifically
3 stated what factor they used in evaluating where
4 the prioritized project has been. I was told
5 that it was various factors.

6 Rather than go back on forth
7 on that, I asked a simple question, that the
8 details and scoring or whatever you had,
9 anything on paper electronically, et cetera, with
10 respect to the prioritization process be turned
11 over to the Chair.

12 Has any information been
13 turned over to the chair.

14 MR. EBEID: We've certainly
15 turned in everything we have.

16 COUNCILMAN GREEN: To whom.

17 MS. RESNICK: Hi.

18 Councilman Green, we're just compiling the
19 information in the budget office in order to
20 provide all of the answers to you from the
21 five-year plan hearing and the capital budget
22 hearing to go the Chair to so part of those
23 responses are their IT response as well.

24 COUNCILMAN GREEN: Okay.

1 Great. I'd like IT's actual responses to you in
2 addition to whatever you want to provide in
3 whatever in whatever format you would like to
4 provide presented to the Chair.

5 When will that be provided?

6 MS. RESNICK: We're just it
7 putting together now. It should within in the
8 next few days.

9 COUNCILMAN GREEN: What's
10 that mean, will we have in Friday.

11 MS. RESNICK: I think Friday
12 is holiday. But I mean, if not tomorrow, then
13 Monday or Tuesday. It should be coming pretty
14 quickly.

15 COUNCILMAN GREEN: Thank
16 you.

17 MS. RESNICK; sure.

18 COUNCILMAN GREEN: In the
19 legislation passed by Council in May 2010 the
20 Board of Ethics was required to develop and
21 deploy an online lobbyist registration reporting
22 system.

23 Have there been various
24 updates provided at various ethics board

1 meetings with respect to this? The registration
2 requirement came into affect in January, and the
3 first month quarterly reports are due I believe
4 are this months. For reason that are hard to
5 understand, the Ethics Board does not yet have a
6 functioning system and instead registrations and
7 upcoming reports are being submitted on paper
8 forms that the Ethics Board are then having
9 there to input to a stop gap data. At it's
10 public meeting, the Ethics Board is described
11 being promised repeatedly by OIT that a
12 functioning system would be available by a date
13 certain and each date coming and going without a
14 system being available. Council passed the bill
15 with the full expectation that the Ethics Board
16 would have an online system ready to go when the
17 law came into affect, in fact, there was a
18 significant delay in the implication process.

19 So the OIT had more time
20 than was originally contemplated. At the time,
21 I suggested the Board contact the state
22 department -- Pennsylvania Department of State
23 which runs the state lobbying legislation that
24 our bill was modeled on and just procure their

1 software.

2 I'm not sure what's
3 happened, but I'd like to understand
4 where we are with this today?

5 MR. EBEID: Sure. So I
6 walked in the movie halfway on this one, but the
7 bottom line is, two weeks ago they -- the
8 software was turned over to the Board of Ethics
9 for testing. We continue to go through testing
10 of the software and the functionality. Almost
11 every day I get a daily status of how that's
12 going. I think we're making much better
13 progress than last year.

14 At the end of the day, we're
15 really waiting for the Board of Ethics to give
16 us the -- the number of issues that they believe
17 are show stoppers. We will back and facilitate
18 those with the vendor.

19 COUNCILMAN GREEN: Can I ask
20 how much we spent on this?

21 MR. EBEID: I'm -- I'm not
22 -- I don't know how much was spent so
23 far, but I can tell you since November, we
24 brought in the vendor back, and they've been

1 working on their own nickel to revise the system
2 to meet the original set of requirement.

3 COUNCILMAN GREEN: Thank
4 you. I'll come back to this. Thank
5 you, Mr. Chair.

6 COUNCILMAN GREENLEE: Right
7 now I don't see anybody else listed to
8 question. Councilman Henon.

9 COUNCILMAN HENON: Thank
10 you, Mr. Chair.

11 You had mentioned several
12 times in previous briefings that you're
13 upgrading the infrastructure and legacy
14 programs. Will the City departments have the
15 software soon where they'd be able to
16 communicate with each other in a coordinated
17 effort to share data; in other words, would the
18 Hanson system be able to speak with Revenue or
19 be able to talk with the BAA or the OAR? Will
20 the system able to talk with the court system or
21 any other departments?

22 MR. EBEID: Sure. So when
23 you say departments communicating with each
24 other, I take that to mean physically from a

1 physical network prospective. That's not what
2 you mean. You mean from a programmatic
3 prospective.

4 COUNCILMAN HENON: From a
5 programmatic system.

6 MR. EBEID: So one of the
7 general principals that we've outlined for all
8 that, or at least the eight systems that are
9 going to be modernized, one of universal
10 requirements is that ability for data
11 integration and for the ability to -- for the
12 data to flow freely across systems. Surely, the
13 proof is in the pudding, but going into these
14 modern-- the modernization initiative, that is
15 one of our top goals so that we could, at least,
16 eliminate the point the point-to-point
17 integration what we have today in city which
18 take a lot of resources to try to keep updated.

19 COUNCILMAN HENON: How long
20 do you think it will take for that system or
21 network to be implemented for realtime use?
22 I'll give you an example.

23 Just on the simplest of
24 examples, there's been a lot of talk about, you

1 know, just identifying properties, all right,
2 vacant land and properties that the City has and
3 whether there's liens attached to it, whether
4 there's citations or property maintenance
5 violations or taxes, real estate taxes, owed to
6 a particular property in addition to -- just a
7 regular inventory. So you have the Mayor's
8 Office of Sustainability, Public Property, you
9 have a new office of data property, stemming
10 from the finance department, and other multiple
11 departments throughout the city are all kind of
12 doing the same thing.

13 Are you developing or
14 working on a system or network, a network, a
15 program, where they -- the -- you know, were we
16 were told earlier today that it's going to be
17 housed -- centralized from the Plan Commission.
18 Is that going to be all integrated into a
19 program where everybody can communicate and
20 share data --

21 MR. EBEID: Yeah.

22 COUNCILMAN HENON: -- along
23 those lines? This is short simple
24 noncomplicated, you know, technical question.

1 MR. EBEID: The goal is,
2 yes. In the out years, we would hope to have
3 more better date integration than we have
4 today. That's the goal. Absolutely.

5 COUNCILMAN HENON: Can you
6 define out years, two, two and a half
7 years?

8 MR. EBEID: So based on my
9 25 years of profession experience, systems of
10 this size are not developed over night; however,
11 I see a lot of positive coordination that's
12 going on in the city, which is almost a
13 prerequisite before we start to modernize these
14 systems.

15 So when Ms. Soskia Thompson,
16 for example, from OPD about trying to coordinate
17 data, how it's administered, how it's captured,
18 how it will be saved, how will we define, the
19 semantics around data; when I find Ms. Judy
20 Castle doing something very similar along the
21 same lines of administrative systems, Bridget
22 who spoke this morning thinking of doing the
23 same thing for vacant parcels, those are the
24 kind of conversations that should be happening

1 right now before we modernize any of the
2 systems.

3 So I'm very -- I mean, I
4 feel very confident that everybody who's got the
5 -- their heart is in the right place. We're
6 having the right conversations about data
7 integration, and those are the kind of things
8 that need to happen before we spend any money to
9 modernize the systems.

10 So based on what I've seen
11 in the last twenty-five years these are systems
12 that take two, three, and possibly my four years
13 to developed. These are not systems that get
14 developed over night.

15 COUNCILMAN HENON: Well, in
16 fact, and I understand, you know, it must be
17 extremely complicated to -- you know, to craft,
18 you know, an old system to what our needs are,
19 but -- and you're trying to save -- be cost
20 effective as well when you're implementing, but
21 aren't, indeed, we spending the money now in
22 each separate department in trying to upgrade.

23 So we're having -- what I'll
24 saying is we're updating our systems

1 now while we're just starting --
2 you're just starting to have these
3 discussions; is that correct?

4 MR. EBEID: Yeah. I'm aware
5 of -- no. We're not upgrading our
6 systems now. I think what's happening
7 is where the dollars are spent is to
8 maintain those point-to-point
9 interfaces that I keep talking about
10 or supporting a manual process just
11 the make data, normalize the data and
12 have it sync up with each other so--
13 I'm afraid that some of that stuff is
14 going to have to continue until a
15 brand-new system is in place. But
16 the issues that you've identified are
17 issues that have been shared with me.
18 People are aware of them, and they're
19 taking some great steps frankly to
20 begin the dialogue and to coordinate
21 cross agencies which is exactly the
22 kind of dialogue that needs to happen
23 before we spend serious dollars on
24 modernizing the systems.

1 The 120 million dollar
2 in capital is -- my guess is that it's
3 only going to happen once in my
4 lifetime, so we want to make sure we
5 spend it a wisely as possible.

6 COUNCILMAN HENON: As long
7 as the conversations include what did
8 the -- you know, separate departments
9 are doing now and how it falls into
10 your transition in the-- you know, the
11 bigger picture.

12 MR. EBEID: Yeah. Rest
13 assured that I am actively engaged in
14 just about every conversation that
15 requires -- that involves data
16 integration. I'm very passionate
17 about that, got a lot of experience in
18 it, and consider myself as a support
19 process for a lot of what's happening.

20 COUNCILMAN HENON: Right.
21 Mr. Chair, can I continue or is there
22 somebody.

23 COUNCILMAN HENON: We don't
24 have a long line, so go ahead.

1 COUNCILMAN HENON: In the
2 capital budget on FY14, 15, and 16,
3 there seems to be in excess of 60
4 millions dollars of expenditures. Are
5 they're earmarked for specific
6 projects that you have in the coming
7 years?

8 MR. REIEB: It's a portion
9 of the 120.

10 COUNCILMAN HENON: It is a
11 portion of the 120?

12 MR. EBIEB: Correct.

13 COUNCILMAN HENON: Okay.
14 And what priorities would they be?

15 MR. EBIED: I believe they
16 broke down. The number that I can
17 recall is 18 and 19. 18 million
18 dollars for infrastructure, securing
19 and stabilized infrastructure; and 19
20 million for the -- to begin to
21 business application modernization.

22 COUNCILMAN HENON: From your
23 testimony? You're identifying your
24 testimony.

1 MR. EBIEB: Is that
2 correct?

3 MR. DINOTO: Yeah.

4 MR. EBIEB: Yes.

5 COUNCILMAN HENON: So over
6 the five-year plan -- in the five-year
7 strategy you plan on spending 120
8 million capital improvement for OIT;
9 is that right?

10 MR. EBIEB: It's not enough
11 which is why we're trying to
12 prioritize and put a lot of governance
13 around making sure that the dollars go
14 to the most needy systems. The answer
15 is, yes.

16 COUNCILMAN HENON: I'll
17 circle back on the second round.
18 Thank you.

19 COUNCILMAN JONES: Thank
20 you, Councilman.

21 Councilman Green.

22 COUNCILMAN GREEN: Thank
23 you.

24 Just finishing up on the

1 Board of Ethics, I really, having --
2 since I'm on every Board of ethics
3 meeting and knowing what their
4 expectation were and the many multiple
5 dates they were given, I really don't
6 think it's reasonable to throw sort of
7 where we are in the lap of the Board
8 of Ethics who received another copy
9 two weeks ago and were told to
10 evaluate it for errors. I don't think
11 you meant it that way.

12 MR. EBIEB: That's not what
13 I said actually all. Yeah. I said,
14 we're working with them to test a copy
15 of the software deliverable that the
16 vendor gave us. We've been doing that
17 for the last two wokes. The goal is
18 to arrive at two lists, a list of show
19 stoppers that must be fixed by the
20 vendor versus a list that's going to
21 get best effort on the second time.

22 COUNCILMAN GREEN: So I'd
23 like you to provide the Chair with the wall
24 costs associated with this project. I'd like to

1 understand why we didn't, as suggested to your
2 predecessor, and the board simply try to license
3 the software that the State of Pennsylvania
4 already uses with respect to very similar
5 reporting requiremens.

6 MR. EBIEB: I believe in a
7 meeting that I had with Mr. Rich Glazer and
8 Netta, they actually went to see the system in
9 Pennsylvania, and they did not like it at all
10 frankly and they thought it was pretty archaic,
11 and they did not within to adopt it for
12 Philadelphia. I'm pretty sure that that was the
13 report facts.

14 COUNCILMAN GREEN: Is this
15 spend on your budget or their budget?

16 MR. EBIEB: This is spend
17 that's being passed through on our
18 budget -- I mean, it appears on our budget.

19 COUNCILMAN GREEN: It
20 appears on your budget. Okay. All right.
21 Well, I look forward to getting this up and
22 implemented as quickly as possible as the law
23 required. It should be in place today.

24 MR. GREEN: I share the

1 urgency.

2 MR. GREEN: Thank you.

3 These questions may or may not be entirely on
4 point with respect to what you're doing, but I'd
5 like to hear from you about the project -- the
6 progress of public safety applications as it
7 relates to the city's wireless network.

8 MR. EBIEB: As long as you
9 appreciate that I'm just starting to look into
10 this issue, so I'm willing to share some early
11 observations with you.

12 COUNCILMAN GREEN: Well,
13 let's -- you know, I think I'll save that for
14 departmental callbacks then because I'd rather
15 have you have the opportunity to fully look it
16 and -- not spend everybody's time with
17 speculation, so I will come back to that.

18 MR. EBIEB: Sure.

19 COUNCILMAN GREEN: Were you
20 able to locate the document I was talking about
21 that was in the presentation to Council I
22 think?

23 MR. EBIEB: I was not. I
24 did communicate with your chief of staff over

1 the week, and I think she pointed me to someone
2 who might have a copy and I'll be -- I will do
3 that.

4 COUNCILMAN GREEN: Okay.

5 Great. On contract spending, I guess my final
6 question that I'm to going want to know with
7 respect to this, I'd like to -- it was my
8 understanding that the implication of many of
9 these things would be eligible for 9-1-1
10 spending, and I just -- so I'd to know, of what
11 was in that report, what is 9-1-1 eligible and
12 what's not?

13 MR. EBIEB: In the context
14 of wireless Philadelphia.

15 COUNCILMAN GREEN: Well,
16 it's our stuff. It's no longer wireless
17 Philadelphia, but yes. Those assets.

18 During the five-year plan
19 hearing last week I asked that each department
20 provide a list of all contracts over 50 it plans
21 to enter into in the coming fiscal year,
22 descriptions of the specific services provided
23 to citizens under those contracts and an
24 explanation of how the department monitors the

1 contract to ensure the citizens receive value
2 from it.

3 Do you have that information
4 available with you today?

5 MR. DINOTO: Yes. Should we
6 we present it to the chair?

7 COUNCILMAN GREEN: Yes,
8 please.

9 Thank you, Mr. Chair. I'll
10 come back.

11 COUNCILMAN HENON: Thank
12 you, Mr. Chair. I just have two --
13 two questions for information.

14 Can you explain to me the
15 open data, what Open Data Philly is? And does
16 the City pay for the organization, and who is
17 responsible for the data that is given to the
18 organization.

19 MR. EBIEB: I'm going to ask
20 someone from my staff to come in and chime in,
21 but I'll certainly start the response.

22 Open Data Philly is a
23 certainly a movement that we support to
24 encourage transparency and the publishing of

1 government data that otherwise would end up in
2 the public domain. So this is public data.

3 I am not aware of any
4 dollars that -- that the City pays for, but we
5 certainly benefit quite a bit from the
6 coordination from the local tech community.

7 Either Andrew or Stewart,
8 can you chime in?

9 MR. BALTOR: Stewart
10 Baltor. Good afternoon.

11 About a year or so ago we
12 started out an organization called Open Data
13 Philly. We don't spend any money on it. We're
14 working with Comcast and several other partners
15 out in the city.

16 So the purpose of it is to
17 prodoes open data. It's an issue that is really
18 become large throughout the country, actually
19 around the world. So Philadelphia decided to
20 take a different tact and work with partners and
21 publish more than just government data.

22 The purpose of it is, the
23 tech community in Philadelphia was actually
24 extremely active and interested and civic minded

1 wants start producing data sets and apps that
2 make sense for the government and the
3 constituents. So there's a website out there
4 that has, you know, Comcast data, all other
5 kinds of data about the city.

6 We are partnered in that
7 that we're producing our own data sets, mostly
8 GIS based, because that data was already made
9 public, so it's just -- it's just a consolidated
10 source of all the data available to the city.

11 COUNCILMAN HENON: Could you
12 provide a list to the Chair with the known
13 partners that you deal with please.

14 COUNCILMAN JONES: Before
15 you leave, could you state your name
16 and title again for the stenographer.

17 MR. ALTER: Stewart Alter,
18 Senior Manager, business improvement services.

19 COUNCILMAN JONES: Thank
20 you. Council.

21 COUNCILMAN HENON: In your
22 challenges looking forward to the future, you
23 mention self-service for every transaction that
24 was does not require face-to-face

1 authentication.

2 Could you elaborate a little
3 more on that please?

4 MR. EBEID: I'm not sure
5 it's a challenge as much as I think we
6 listed it as a planning assumption.

7 One of the things that are trying to do is
8 basically build a set of universal planning
9 assumptions that should apply to how we make
10 decisions and what we do moving forward. And I
11 think planning assumption E Government or E
12 Services is that anytime we are trying to --
13 that we have a transaction that does not require
14 somebody coming in into -- walking into and
15 agency providing documents or authenticating
16 themselves over the counter, that that
17 transaction in and of itself should be an
18 excellent candidate for internet or E Gov type
19 of service.

20 So think the challenge that
21 we've given ourselves is that we're -- we're
22 trying across city government that any
23 transaction that doesn't require a face-to-face
24 interaction we -- the goal should be to deliver

1 that through an another channel such as
2 internet.

3 COUNCILMAN HENON: An exam
4 would be like L and I.

5 MR. EBEID: Any transaction
6 that doesn't require face-to-face to
7 interaction.

8 COUNCILMAN HENON: Okay.
9 And then one of the examples that you have here
10 is to provide constituent self-service anytime
11 anywhere. Is that -- that's all -- it's
12 basically the same type, a big type of --

13 MR. EBEID: Like a big
14 planning assumption.

15 COUNCILMAN HENON: Forward
16 assumption.

17 MR. EBEID: Exactly. It's a
18 forward looking statement of how we
19 would like to see the kind of design
20 and near systems that we build rather
21 than dragging citizens downtown to an
22 office.

23 COUNCILMAN HENON: I
24 couldn't agree more with you, and I

1 think you're on the right track. I
2 would assume though it would be a
3 ten-year goal. Is it a five-year goal
4 and looking forth?

5 MR. EBIEB: You know,
6 actually I think it's the kind of
7 thing you'll see much sooner that.
8 Some things have already been
9 delivered some examples. There's
10 three or four examples. And I would
11 like to get into the habit of
12 providing two or three services every
13 six months over the internet or even
14 more if we can.

15 COUNCILMAN HENON: Great. I
16 have no further questions.

17 COUNCILMAN JONES:
18 Councilman, are you trying to put us
19 out business with technology?

20 COUNCILMAN HENON: No. I'm
21 trying to successfully get a time line for when
22 the technology is going to be implemented.

23 COUNCILMAN JONES: All
24 right. Okay. Business is not done

1 fax to fax, it's done face to face, right?

2 COUNCILMAN HENON: It

3 certainly is, Chair.

4 If I may, I just have one
5 last question.

6 COUNCILMAN HENON: Go ahead.

7 COUNCILMAN HENON: In the
8 plan, we have -- you noted that we have 70
9 neighborhood community technology centers, and
10 that was -- that was because of the ARA money,,
11 recovery money; is that correct.

12 MR. EBIEB: I believe I was
13 the BTOC (sic) grant that supported
14 that.

15 COUNCILMAN HENON: Where
16 would these 70 centers be? Could you
17 just provide a list to the Chair and
18 --

19 MR. EBIEB: We can certainly
20 provide a list. Mr. Andrew West is
21 also is --

22 COUNCILMAN HENON: And --
23 and services that they provide. I
24 mean, if you want -- if you want to

1 speak on them, that's great. At the
2 end, if you could just provide a list
3 to the Chair.

4 And are they going to be
5 ongoing or we going to be maintaining
6 them and are the services still
7 needed, and are people taking vantage
8 of of the services that you provide.

9 MR. EBIEB: Sure.

10 MR. BUSS: Andrew Buss, I'm
11 the director of public programs at
12 OIT.

13 There are going to be 77
14 public computing centers, and I'm actually --
15 I'm trying to stop referring to them like that.
16 I'm trying to call them technology enabled
17 community centers because I feel it's a little
18 more exciting frankly.

19 The use these has actually
20 been overwhelming, and I provide you the list
21 where all the sites are located in all the
22 neighborhood. And I think the reason I'm trying
23 to not just think of them in terms of, sort of
24 putting technology in a location, is really

1 because it's much more than that in that it's
2 the infrastructure physically. It's the human
3 infrastructure, and then -- so there's a lot
4 this training and open-access hours that's
5 involved as well. So a staff person at each of
6 the sites.

7 COUNCILMAN HENON: Okay
8 great. So, in other words, you're providing
9 broadband or internet or technology services in
10 potential neighbors that they may not have ready
11 and available?

12 MR. DINOTO: Yeah. The idea
13 --

14 COUNCILMAN HENON: Right?

15 MR. DINOTO: Yes. The idea
16 was to provide access and training in areas of
17 low connectivity in Philadelphia.

18 COUNCILMAN HENON: Okay. I
19 have no further questions. Thank
20 you.

21 COUNCILMAN JONES: Can you
22 describe for people that may be listening what
23 -- when someone opens the door to one of these
24 centers what they should experience, expect or

1 receive as services?

2 MR. BUSS: Well, I think the
3 key with the program is really that there is a
4 welcomeing staff person there and that staff
5 person is -- we've really got some excellent
6 people in that they're able to do kind of that
7 customer service part of this, help the person
8 as much as they want to be helped.

9 It's -- they're all nice
10 clean, centers, nice new technology and I think
11 it's -- one of the interesting things that's
12 really been happening with these is they're
13 creating sort of communities on their own just
14 because people like to come into the centers.
15 You know, sometimes they use the technology,
16 frankly sometimes they don't. Sometimes they
17 just come in because they like to speak the same
18 language with other people, so it's kind of an
19 interesting thing we're seeing.

20 COUNCILMAN JONES: Will
21 there be services for those of us who are
22 technology challenged?

23 MR. BUSS: They're open
24 for everyone?

1 COUNCILMAN JONES: Okay. So
2 there's someone there to help?

3 MR. BUSS: Yes.

4 COUNCILMAN JONES: General
5 hours?

6 MR. BUSS: They vary by
7 organization really but they are generally about
8 between 15 to 20 hours a hours a week. A lot of
9 that time the given to open-access hours and
10 some of it is given to programing.

11 COUNCILMAN JONES: ADA access
12 for people with disabilities?

13 MR. BUSS: Most of the
14 sites, yes.

15 COUNCILMAN JONES: Thank
16 you. Councilman Green.

17 COUNCILMAN GREEN: Thank
18 you, Mr. Chair.

19 I have the same question for
20 OIT, unincumbered Class 200 professional
21 contract funds that I've asked of other
22 departments.

23 How much is unimcumbered in
24 your FY12 budget?

1 MR. DINOTO: There is
2 approximately 25 percent of our
3 general fund class 200 that has not
4 been encumbered.

5 COUNCILMAN GREEN: How much
6 of the balance can expect to incumber
7 by June 30th?

8 MR. DINOTO: The rest of it
9 actually. A lot of our contracts
10 renew throughout but not necessarily
11 January 1st start dates.

12 COUNCILMAN JONES: I don't
13 understand that. Are you paying --
14 are you renewing and then paying for
15 services that have already been
16 performed or are you --

17 MR. DINOTO: No. It's the
18 contract cost for the fiscal year.
19 For instance, if we do them now, we'll
20 pay for April, May and June using this
21 year's funds, and then nine months of
22 next year because it's a one-year year
23 contract.

24 COUNCILMAN GREEN: If you

1 could provide detail about those that
2 are unincumbered and who, you know,
3 how they're going to be incumbered to
4 the chair, I'd appreciate it.

5 MR. DINOTO: Okay.

6 COUNCILMAN GREEN: So are
7 you familiar with the open government paper that
8 my office prepared, I guess, last year that
9 calls for all data that is subject of public
10 record laws be made available on the internet
11 and open extensible, searchable, database to the
12 public.

13 MR. EBEID: I am. And you
14 should be proud. We're doing quite a
15 bit of that.

16 COUNCILMAN GREEN: Are you
17 familiar with the laws we introduced
18 this term about a month ago that would
19 require the City to have that up and
20 running?

21 MR. EBEID: I'm familiar
22 with one bill, yes. Correct.

23 COUNCILMAN GREEN: How long
24 will it take before you would actually

1 be able to incumber that if we were to
2 pass that law?

3 MR. EBEID: I haven't looked
4 at the bill from a physical impact
5 prospective or -- I haven't viewed it
6 tat way.

7 COUNCILMAN GREEN: Okay.
8 But you're working towards its goals I
9 guess it's fair to say?

10 MR. EBEID: I'm sorry.

11 COUNCILMAN GREEN: You're
12 working towards its goals?

13 MR. EBEID: I -- I -- the
14 Mayor believe in open government and
15 transparency. The admission believes
16 in open data and transparency, and I
17 believe in it and have delivered quite
18 a bit of it in my past in New Jersey,
19 so I'm going to do a try do my best to
20 try to bring lot of the things I've
21 done in the past to the City of
22 Philadelphia.

23 COUNCILMAN GREEN: And the
24 goal of this law is to make sure that all of

1 that survives this open-government mayor to the
2 mayor to the next mayor, and forever, so that
3 all data is available to all citizens at times.

4 MR. EBEID: Yeah. I mean,
5 if open government and transparency is a core
6 value, it should out last all of us.

7 COUNCILMAN GREEN: Yes. And
8 as part of this I guess, the
9 consistently complaint that we have
10 in City Council and that I hear from
11 reporters and other people who
12 constantly try to access data through
13 four-year requests and other request,
14 is that it takes an incredibly long
15 time because the data is not even
16 cataloged in an electronic way. In
17 order to provide data, it has to go
18 through -- you have to go through a
19 lot of paper.

20 How are you trying to solve
21 that problem as you're looking at this
22 in terms of past records rather than
23 just going forward.

24 MR. EBEID: I'm not -- I'm

1 not sure how much we want to go back
2 and solve the problem that involves
3 the data that's held captive in legacy
4 systems. I can tell you that moving
5 forward the goal is to start with an
6 enterprise architecture plan that
7 speaks clearly about data standards,
8 data semantics, pretty much what Ms.
9 Soska Thompson is trying to do for OPD
10 we would try to advocate city wide.
11 That would make sure that the data
12 that's being generated rated in the
13 future is captured in a consistent
14 fashion, can be easily published,
15 easily manipulated, and that we would
16 actually get in the habit of
17 publishing it periodically over a
18 portal to even eliminate the request
19 processes altogether.

20 COUNCILMAN GREEN: Or even
21 in time?

22 MR. EBEID: As real time as
23 a few hours or.

24 COUNCILMAN GREEN: By the

1 end of the day so that when my
2 neighbor pulls a fence permit, I can
3 sign up to see -- receive an email
4 alert because someone has pulled an L
5 and permit within my ZIP code or on my
6 block? Are you building the system
7 with that kind of -- giving the
8 citizen that kind of power so that --
9 that they can be as involved in their
10 government and the affairs of their
11 community as they desire to be, have
12 as much information about that as
13 someone who works for the City has?

14 MR. EBEID: Just to set
15 expectations, we haven't built any
16 systems yet. Right now are -- we're
17 focused on governance. And what I
18 mean by governance is that, making
19 forward looking statements and going
20 on the record with those looking
21 statements to ensure that the overall
22 vision for open data and open
23 government --

24 COUNCILMAN GREEN: Let me

1 state the question in a way that
2 you're prepared to answer it.

3 Is what I just described
4 part of the governance you were going
5 to put in place for the systems that
6 you ultimately, implement the ability
7 for citizens to sign up for alerts, to
8 have full information about permitting
9 and crime and whatever else they want
10 they want to what know about what's
11 going on in their community?

12 MR. EBEID: E Government and
13 E Services for our citizens and
14 business is a primary goal and a lot
15 of public facing systems that we're
16 going to be building in the future.

17 COUNCILMAN GREEN: I'll try
18 it one more time.

19 Are we going to build -- is
20 it a governance choice for the systems
21 that we will ultimately implement that
22 will allow citizens to sign up for
23 alerts for any kind of transaction
24 that government does that impacts the

1 city as a whole, their block, their
2 ZIP code, their council district,
3 whatever?

4 MR. EBEID: I think we're
5 focused on an E Government strategy
6 that I think meets the purpose and the
7 intent and the spirit of what you just
8 described. You just used examples
9 that I don't want to set the one
10 expectation and say yes to those, but
11 the goal is provide more access to
12 data by -- by citizens.

13 COUNCILMAN GREEN: Well,
14 that's a very low bar today, don't you
15 think? I'm trying to see how high
16 that we're trying set the bar.

17 MR. EBEID: I think it's a
18 low bar today because much of the data
19 that government collects is held
20 captive in legacy systems.

21 COUNCILMAN GREEN: And on
22 paper?

23 MR. EBEID: And on paper, no
24 different than many of the other

1 jurisdictions that I've -- that I've
2 seen.

3 COUNCILMAN GREEN: I don't
4 -- I don't want to compare us to
5 anybody else. I want us to be the
6 leader in the country in terms of open
7 government.

8 MR. EBEID: I think the
9 forward looking states that we made in
10 our planning assumptions will put us
11 on right path.

12 COUNCILMAN GREEN: To be the
13 leader in the country.

14 MR. EBIEB: To change the
15 current environment from --

16 COUNCILMAN GREEN: Why can't
17 we just set a simple goal. Let's be
18 the leader in the country for open
19 government. Let's make an insanely
20 great system that the rest of the
21 country and want to emulate? Why
22 don't we make that our goal, to be the
23 best and to implement the best --

24 MR. EBEIB: Because that

1 might --

2 COUNCILMAN GREEN: To be the
3 standard.

4 MR. EBEIB: Sure. I think
5 that's a worthy goal, but the might
6 involve a budget request we can't
7 handle.

8 COUNCILMAN GREEN: What's it
9 cost?

10 MR. EBEIB: I -- this is --
11 this is not how we design systems.

12 COUNCILMAN GREEN: Well, you
13 design by starting with the end, what
14 I'm asking you about is what's the
15 end. What is it we are seeking to
16 achieve in the ending.

17 My goal for this city is to
18 have the best open government
19 platform, the most information
20 available to citizens, and to people
21 in government so that we have the
22 potential to have the most informed
23 and active citizenry of anywhere in
24 the world.

1 MR. EBIEB: I believe that
2 any other rational person wants the
3 same thing.

4 COUNCILMAN GREEN: So is
5 that our end goal? What's our end
6 goal if it's not it?

7 MR. EBIEB: Our goal is to
8 be more open, more access.

9 COUNCILMAN GREEN: We can be
10 more open simply by, you know, taking
11 our legacy systems using mind share
12 and make some of the data available on
13 the internet. That's not more open.

14 What I'm asking the
15 bureaucracy for is a standard that we
16 can be proud of that we're working
17 towards. And if you can't answer that
18 today, please think about it, and I
19 will ask it again at callbacks.

20 Let's see. The -- do you
21 guys have -- basically i asked for
22 vacancy new position information prior
23 to budget hearings. We don't have
24 that for today's hearings.

1 Do you have that with you.

2 MR. EBEID: I have that with
3 me. I believe you asked the MDO this
4 morning for him to coordinate a
5 collection of all those reports. We
6 would be happy to give them that at
7 the end of the day today. I do have a
8 copy with me.

9 COUNCILMAN GREEN: You do.
10 Well, just for the record, I'm
11 certainly happy for him to coordinate
12 it, but I would like the original
13 reports, and he can then put it in
14 whatever format he wants also.

15 MR. EBEID: We'd be happy to
16 drop a copy oft to the Chair.

17 COUNCILMAN GREEN: Okay.
18 Thank you. And I will take a look at
19 that, and then go through the
20 information on callbacks.

21 Mr. Chair, thank you very
22 much.

23 COUNCIL PRESIDENT CLARK:
24 Thank you, Councilman.

1 The Chair recognizes Council
2 Member Jones.

3 COUNCILMAN JONES: Thank,
4 Mr. Chair. I have already presented
5 my questions.

6 COUNCILMAN JONES: No other
7 questions for these witness?

8 (No response.)

9 COUNCIL PRESIDENT CLARKE:
10 With there being none, thank
11 you very much for your testimony today
12 you.

13 We would now like to ask the
14 Department of Records to please come
15 forward.

16 COUNCIL PRESIDENT CLARKE:
17 Good afternoon, Ms. Decker.
18 How are you?

19 MS. DECKER: Good
20 afternoon. Fine. How are you?

21 Okay to begin? I will read
22 my --

23 COUNCIL PRESIDENT CLARK:
24 Excuse me. Can you hold

1 your conversation out in the rear,
2 please. Thank you.

3 Please proceed, Ma'am.

4 MS. DECKER: Good afternoon,
5 Council President Clarke and Members
6 of City Council. It's been a long
7 day, so I won't read my testimony.

8 My name is Joan Decker. I
9 serve as the Records Commissioner in
10 the city, and I have with me Jeanne
11 Reedy who is the administrative
12 services director. I'll just read the
13 numbers very quickly.

14 So request is in Class 100
15 for 2,845,219, in Class 200, 1,083,79
16 Class 300, \$60,520; in Class 400
17 \$18,256, and Class in 500, \$1,456.

18 In the testimony, we've
19 indicated the Records Department
20 mission. We've highlighted some of
21 the work that we've done in the past
22 year and will continue into this
23 upcoming year.

24 As requested by Council, OE0

1 participation is 52.48 percent. And
2 as for the composition of managerial
3 and supervisory staff in the Records
4 Department, we have eight
5 African-Americans, eight females,
6 two males, seven Caucasians, three
7 females, four males, and one Indian
8 male. And I'd be happy to answer any
9 questions that Council may have.

10 COUNCIL PRESIDENT CLARKE:

11 Thank you. The Chair recognizes
12 Councilman Green -- you know what,
13 the board just filled up. Let me get
14 mine in first.

15 I just want a couple of
16 quick questions. You have 63 budgeted
17 positions and seven positions are
18 vacant. Do you have -- what's going
19 to happen with those positions --

20 MS. DECKER: Those positions
21 have all --

22 COUNCIL PRESIDENT CLARKE:

23 -- are they going to be
24 filled?

1 MS. DECKER: They've been
2 filled?

3 COUNCIL PRESIDENT CLARK:
4 They have been filled?

5 MS. DECKER: Yes.

6 COUNCIL PRESIDENT CLARKE:
7 And real quickly, on the
8 recent legislation that's been passed
9 expanding the cost of recording the
10 deeds and the revenue subsequently
11 generated by that recording to go
12 towards the Housing Trust Fund, do you
13 have a sense of what those numbers
14 will be?

15 MS DECKER: Do you have the
16 -- it increased by -- Housing Trust
17 Fund increased by \$30. And so, let's
18 say, we're at least 100,000 deeds per
19 year, so if you multiply that it's
20 about 3 million approximately.

21 COUNCIL PRESIDENT CLARKE:
22 What do you mean additional
23 dollars?

24 MS. DECKER: The volumes

1 fluctuates somewhat, but that gives
2 you a ballpark idea of how much money
3 was collected.

4 COUNCIL PRESIDENT CLARKE:

5 Okay. Let me ask you this,
6 and you may not answer -- be able to
7 answer this because I know you're not
8 on the front line in terms of the
9 actual recording of the actual
10 deeds, but from your staff have you
11 heard any response from the public in
12 terms of being a little disgruntled
13 about the additional costs, because
14 that was one of the concerns that we
15 had, this was the second increase in
16 three or four years, albeit for a
17 worthy cause in our minds.

18 Have you -- any staff
19 members indicated that there's any
20 concern raised by individuals
21 recording their deeds with the new
22 increase in fees?

23 MS. DECKER: We -- we do
24 hear some comments, and basically they

1 pretty much blame me for increasing
2 the fees too much, yeah, but it is not
3 the majority. So there's some
4 complaints, but I wouldn't say it's
5 the majority of filers.

6 COUNCIL PRESIDENT CLARKE:
7 And they blame you?

8 MS. DECKER: They blame me,
9 yes, that Commissioner Decker, she
10 keeps increasing --

11 COUNCIL PRESIDENT CLARKE:
12 We'll leave it like that.

13 MS. DECKER: Exactly.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you. Thank you.

16 The Chair recognizes Council
17 Member Greenlee.

18 COUNCILMAN GREENLEE: Thank
19 you, Mr. President. Good afternoon,
20 Commissioner.

21 So you don't rat us out when
22 they complain to you --

23 MS. DECKER I do not.

24 COUNCILMAN GREENLEE: -- and

1 say it wasn't enough?

2 MS. DECKER: We do not, no.

3 No.

4 COUNCIL MEMBER GREENLEE:

5 Thank you. First, I just want to say
6 for the record, I know we've talked
7 many times about thief of property,
8 fraudulent deeds, and I know we
9 haven't always totally agreed on how
10 to go about it, but I appreciate all
11 the efforts and the help you've given
12 over the years. Let me just on -- a
13 very general question on that.

14 Have you seen -- because our
15 office hasn't received the complaints
16 we used to in the past.

17 Have you seen any either up
18 take or downslide on complaints of
19 false deeds --

20 MS. DECKER: Yes.

21 COUNCILMAN GREENLEE: --
22 over the last year?

23 MS. DECKER: I would say we
24 have about half, half the number that

1 we had in prior years.

2 COUNCILMAN GREENLEE: Okay.

3 So does it appear that the electronic
4 filing has had any effect one way or
5 the other because I know there
6 was some concern that an electronic
7 filing might make it easier to the
8 steal, but you haven't seen that?

9 MS. DECKER: We haven't seen
10 too much of that.

11 COUNCILMAN GREENLEE: Good.
12 Good, good, good. This other question
13 I'm going to ask, and I don't know
14 totally the whole background, but I
15 was asked about this.

16 Geographical information
17 services -- service position, GIS 2, I
18 guess it's called, what exactly is
19 it? What do you do -- what does that
20 position do?

21 MS. DECKER: Well, we --
22 that is for the legal descriptions of
23 deeds, basically the meets and
24 bounds descriptions, and so we have

1 some GIS staff people who apply
2 changes. So when we review deed, if
3 there is a resulting change in the
4 property perimeter, what's known as
5 "the metes and bounds description,"
6 where there's either a subdivison or a
7 consolidation, that changes is then
8 drafted onto an GIS coverage, so the
9 actual line, the perimeter of the
10 property, is then modified, and that
11 will show you land coverage for a
12 particular document and a particular
13 date.

14 COUNCILMAN KENNEY: So
15 they make the adjustments or
16 something?

17 MS. DECKER: They make the
18 changes at that time.

19 COUNCILMAN KENNEY: Okay.
20 Is there such a thing as GIS3? Is
21 there a position?

22 MS. DECKER: I don't know if
23 there's a 3 or if it's a slightly
24 different title.

1 COUNCILMAN KENNEY: Okay.
2 Who is the manager of that position or
3 that department -- that section
4 section?

5 MS. DECKER: Tracy Dandridge
6 is the manage -- is the supervisor.

7 MR. KENNEY: Okay. Do you
8 know her title or is it --

9 MS. DECKER: His title is a
10 GIS2 who is paid out of class as
11 a supervisor. He's our private
12 supervisor.

13 MR. KENNEY: Okay. So paid
14 out of class?

15 MS. DECKER: Yes.

16 COUNCILMAN KENNEY: Okay
17 thank you. Thank you.

18 MS. DECKER: You're welcome.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you, Councilman.

21 The Chair recognizes
22 Councilman Green.

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

1 Commissioner, you testified
2 about various automated services
3 initiatives in the department that
4 have been pursued over the last
5 several years. Can you please
6 describe for us how these initiatives
7 resulted in efficiency gains such as
8 the need for fewer staffers or
9 improved customer service?

10 MS. DECKER: Uh-huh. Sure.
11 In the -- in the deed, I'll call it
12 the deed recording area, we now do
13 electronic recording, and prior to
14 electronic recording we did transition
15 to an automated system as well. And I
16 think the initial implementation of
17 the system resulted in 10 less staff
18 persons. And with the introduction of
19 electronic recording, I would that our
20 volume percentage of documents
21 submitted electronically is a little
22 over 50 percent at this, it keeps
23 increasing, and that enables us to
24 achieve better customer service.

1 When a document comes in and
2 it is electronically recorded, the
3 recording -- the actual recording
4 process where we can say legally this
5 deed is recorded of record, takes
6 place the same day in contrast to a
7 deed that might be either mailed in or
8 walked in.

9 We have sometimes -- some
10 title companies prefer to have runners
11 who bring packets of documents in and
12 that turnaround time can be anywhere,
13 but I would say approximately no more
14 than three days. So the -- there has
15 been a combination of a reduction in
16 staff as well as an improvement -- a
17 pretty good improvement in customer
18 service by facilitating the turnaround
19 time. As I said, with electronic
20 recording, the document is returned
21 the same day.

22 COUNCILMAN GREEN: Would
23 there be additional savings from --
24 except in the case of hardship

1 requiring electronic recording.

2 MS. DECKER: We cannot
3 require -- we can't manage --

4 COUNCILMAN GREEN:
5 Understate state?

6 MS. DECKER: That's
7 correct. Right. You have to give
8 everybody the opportunity to bring in
9 a document, so we would never do that,
10 no.

11 COUNCILMAN GREEN: Can you
12 quantify the efficiency gains in
13 dollars?

14 MS. DECKER: We can give you
15 the 10 percent, the staff reduction
16 and staff persons.

17 COUNCILMAN GREEN: You said
18 ten people or 10 percent?

19 MS. DECKER: I'm sorry. It
20 was 10 -- 10 staff persons.

21 COUNCILMAN GREEN: So with
22 benefits and pension and all that
23 stuff it's 800,000 a year?

24 MS. DECKER: Probably about

1 that. That's correct.

2 COUNCILMAN GREEN: Thank you
3 you've testified in the past years
4 about -- I'm sorry.

5 We heard in an
6 Appropriations Committee Hearing
7 recently about a proposed new office
8 of property data. What is the
9 relationship between the records
10 department and that new office?

11 MS. DECKER: Well, we
12 -- we meet with the office and we
13 participate and provide any
14 information that they require. So
15 when there are meetings, you know, and
16 so on and so forth, we do participate
17 with them and coordinate our efforts
18 with the efforts of their particular
19 department -- their unit rather.

20 COUNCILMAN GREEN: What do
21 you understand them to do?

22 MS. DECKER: I understand
23 that they work -- are looking at
24 coordination of data across city

1 departments.

2 COUNCILMAN GREEN: Related
3 to property?

4 MS. DECKER: That's correct.

5 COUNCILMAN GREEN: With the
6 end goal of?

7 MS. DECKER: With the end
8 goal of a better coordination and
9 more streamlined process and I guess
10 better interfaces and, again,
11 coordination, of the information among
12 land record agencies.

13 COUNCILMAN GREEN: Has your
14 staff been involved in developing the
15 office or you just cooperate with it
16 when they request?

17 MS. DECKER: We cooperate
18 with the --

19 COUNCILMAN GREEN: And
20 basically, your cooperation consist of
21 providing whatever data they ask for?

22 MS. DECKER: That's correct.

23 COUNCILMAN GREEN: Is -- do
24 you have data about every single

1 property in the City currently?

2 MS. DECKER: We have -- as
3 deeds are recorded, we keep that
4 information so it -- provided the deed
5 is submitted to us for recording, we
6 would have ownership information for
7 properties in the city.

8 COUNCILMAN GREEN: I guess
9 another way to say it is: Do you have
10 it in an electronic database, not in
11 the paper deeds?

12 MS. DECKER: Yes. That's
13 correct. We do.

14 COUNCILMAN GREEN: And so
15 they started with your database that
16 you keep updated for them?

17 MS. DECKER: Yes.

18 COUNCILMAN GREEN: And then
19 they're just adding information to
20 your database related to each specific
21 property?

22 MS. DECKER: That's correct.

23 COUNCILMAN GREEN: And --
24 okay. I -- thank you, Mr. Chair.

1 COUNCIL PRESIDENT CLARKE:

2 Thank you, Councilman. The Chair
3 recognizes Council Member Kenney.

4 COUNCILMAN KENNEY: Thank
5 you, Mr. President.

6 Commissioner, what was the
7 date that -- the effective date of the
8 prohibition on outside individuals
9 obtaining caps enforced?

10 MS. DECKER: Cap forces.

11 COUNCILMAN KENNEY: Didn't
12 we have a period of time when the bill
13 was passed and signed, and then it was
14 to go into effect after a certain
15 period of time?

16 MS. DECKER: That's
17 correct. It was 45 days. It became
18 effective in 45 days of the passage,
19 and that was when -- I think that was
20 January 20th that it.

21 COUNCILMAN KENNEY: What was
22 it?

23 MS. DECKER: January 20th.

24 COUNCILMAN KENNEY: What's

1 the condition of the room down there
2 now? I mean, what's the atmosphere?
3 I heard it was a bit chaotic for a
4 while.

5 MS. DECKER: Well, it's very
6 busy because we're -- you know, we're
7 dealing with actually increased
8 volume. So the staff is very busy,
9 but the atmosphere is okay. I think
10 many of the people understand the
11 reason for the ordinance. We do
12 prepare a -- you know, an information
13 sheet, let's call it, that we
14 distribute to individuals who come --
15 individuals and companies who come
16 into the department, and to that unit,
17 to try to explain the reason for the
18 law, the changes that take place, and
19 explain what the new process is.

20 So I think most individuals
21 recognize the reason for the change
22 and we have a few people who grumble,
23 but it's -- I wouldn't say it's the
24 majority.

1 COUNCILMAN KENNEY: I mean,
2 is the grumbling slowing down or are
3 they starting to understand they can't
4 get it?

5 MS. DECKER: It's -- the
6 grumbling is slowing down definitely,
7 yes.

8 COUNCILMAN KENNEY: And
9 again, it's still available to law
10 enforcement --

11 MS. DECKER: It's still
12 available.

13 COUNCILMAN GREEN: -- your
14 insurance company, your doctor and
15 you, your in there, correct?

16 MS. DECKER: That's
17 correct. That's correct. It's
18 available to, you know, the -- some --
19 the agencies that you've mentioned.
20 Law enforcement, we're very
21 cooperative. We try to get them all
22 the information they need when they
23 need it, so I haven't had any
24 complaints about that at all.

1 COUNCILMAN KENNEY: Now, in
2 the prior process, were people going
3 in for the records themselves or were
4 your folks having to retrieve it for
5 them? Were they have perusing the
6 accident reports on their own or they
7 had to ask for a specific report or --

8 MS. DECKER: In the -- in
9 the prior process, we had individual
10 -- most individuals purchased the
11 report that they needed for whatever
12 reason, either they were the victim in
13 an accident or they were representing
14 someone who was in an accident be it a
15 doctor or a lawyer.

16 There were a group of
17 individuals who were from companies,
18 there were companies who were -- we
19 call them readers -- who were
20 permitted to peruse the reports but
21 didn't necessarily purchase them.

22 COUNCILMAN KENNEY: What did
23 you -- what did you -- what were they
24 called.

1 MS. DECKER: They were
2 called readers.

3 COUNCILMAN KENNEY: Oh.
4 Readers.

5 MS. DECKER: Because really
6 what they did was they would read the
7 doc -- read the report and transcribe
8 describe information but would not
9 purchase it. So they were permitted
10 -- prior to the implementation of the
11 ordinance, they were permitted to do
12 that. They are no longer permitted to
13 do that. So other individuals, again,
14 individuals, insurance companies, law
15 firms, come in, and they generally
16 will purchase a copy of the report.

17 COUNCILMAN KENNEY: But they
18 had the prior authorization?

19 MS. DECKER: They have prior
20 authorization.

21 COUNCILMAN KENNEY: How do
22 we authorize -- how do you know that
23 they're authorized for certain to do
24 it?

1 MS. DECKER: We requested --
2 we require an affidavit form be
3 completed, and that affidavit form
4 actually will have to identify what
5 their capacity is; is it the
6 individual, the victim or a party to
7 the accident; is it a lawyer who is
8 representing a client who was involved
9 in an auto accident; is it an
10 insurance company, and they have to
11 complete the affidavit form and tell
12 us who they are.

13 You had -- when I was here
14 for the hearing for the ordinance,
15 your specific request was that we
16 would be able to provide tracability;
17 that if you wanted to know who
18 purchased that report and which report
19 it was, we would be able to provide
20 that information to you.

21 So this affidavit firm in
22 combination with the standard
23 application form where they identify,
24 you know, the date of the accident and

1 the particular -- it's called the
2 District Control Number where they
3 identify that -- those two items are
4 kept together, and we keep that
5 information together so we have
6 tracability and audit capability.

7 COUNCILMAN KENNEY: And
8 since January, you feel that it's been
9 workable for your folks, this --

10 MS. DECKER: Yes. Yes.

11 COUNCILMAN KENNEY: You.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you, Councilman. The Chair
14 recognizes Council Member Bass.

15 COUNCILWOMAN BASS: Thank
16 you, Mr. President.

17 COUNCIL PRESIDENT CLARKE:
18 You're welcome.

19 COUNCILWOMAN BASS: How are
20 you?

21 MS. DECKER: I'm okay. How
22 are you?

23 COUNCILWOMAN BASS: I'm very
24 well. Thank you.

1 MS. DECKER: Good.

2 COUNCILWOMAN BASS: Just a
3 couple -- well, actually, just really
4 one question.

5 One of things that came to
6 our attention -- came to my attention,
7 you know, back in January when we
8 first started, we have a couple of
9 folks in our office who are attorneys
10 and who have dealt with the Records
11 Department in various capacities, and
12 one of the things that came out was
13 the process of banks actually
14 foreclosing on properties and not
15 recording the deeds right away so that
16 they don't, in essence, have to pay
17 the real estate taxes that may be due
18 on the property and also have
19 responsibility for those properties in
20 terms of cleaning and, you know, just
21 maintaining them while they're in the
22 foreclosure process and preparing for
23 sale.

24 And so as I was wondering,

1 number one, if you were aware of that
2 and, number two, if you think that
3 there's something the Records
4 Department could do to, I don't know,
5 push or pursue the banks or financial
6 institutions to do the right thing and
7 record those deeds right away so that,
8 you know, they would pay the real
9 estate taxes and that they would
10 accept the responsibility of, you
11 know, having taken back ownership of
12 that property?

13 MS. DECKER: We would only
14 be in the periphery of being able to
15 do something because generally we --
16 we receive the documents, so I would
17 have no way, you know, normally of
18 knowing which banks were going to
19 foreclose; however, we do work with a
20 lot of the other organizations and
21 agencies and, you know, we have
22 participated in some training with the
23 -- you know, Judgment Rizzo --

24 COUNCILWOMAN BASS: Correct.

1 MS. DECKER: -- and so I can
2 -- yeah. Right. So I can connect a
3 little bit more with her in that
4 issue.

5 We also work in another
6 capacity with members of the Bar Association,
7 both Pennsylvania and Philadelphia, and we
8 certainly could, you know, connect with them a
9 little by better to see -- and also the
10 nonprofits. We have a fraudulent Conveyance
11 Task Force where we all convene and work
12 together. We have two groups, a legislative
13 committee and an education committee.

14 So we have a lot of
15 relationship there, and I will make it a point
16 to work with them and to understand if here is
17 something that we can do to assist in that.

18 COUNCILWOMAN BASS: Okay.
19 And we'll -- you know, if we have any ideas or
20 thoughts or suggestions that could be helpful to
21 help move it along because, you know, it could
22 be years before property gets back on the market
23 and again the real estate taxes go unpaid, the
24 lawn goes unmowed, the property, you know, falls

1 into disrepair, and so it affects the entire
2 community so --

3 MS. DECKER: Yes.

4 COUNCILWOMAN BASS: So you
5 know, we'll be in touch I'm sure and
6 talk about that issue further.

7 And second, I just wanted to
8 make note, I just really wanted to
9 thank you for providing the
10 information in terms of the
11 composition of your staff up front
12 without having to be asked for it. I
13 just think it's -- it's good
14 information. It looks like you -- you
15 know, you do have a commitment to
16 making sure that your supervisory
17 staff looks like Philadelphia. So
18 thank you.

19 MS. DECKER: Thank you.

20 Thank you.

21 COUNCIL PRESIDENT CLARKE:

22 Thank you, Councilwoman. And the
23 Chair recognizes Council Member Jones.

24 COUNCILMAN JONES: Thank

1 you, Mr. President.

2 Three quick questions and
3 one deals with the -- from five years
4 ago. Basically, Councilman Green and
5 the Technology Committee wanted us to
6 be less dependent upon paper.

7 In your own words, has the
8 needle moved in the right direction?
9 And if so, how?

10 MS. DECKER: Yes. Yes.
11 Definitely the needle has moved in the
12 right direction within the department,
13 the Records Department.

14 COUNCILMAN JONES: Yes.

15 MS. DECKER: Again, we have
16 an automated system for the deeds and
17 the mortgages that we mentioned. We
18 also implemented electric recording,
19 so there's no paper involved in that.

20 Documents are submitted by,
21 we call them trusted business
22 partners, which are generally
23 companies like title insurance
24 companies or law firms that's -- and

1 banks that specialize in these types
2 of land documents. They submit the
3 information in a secure way to the
4 department. There's no paper.

5 The payment is made by ACH,
6 Automated Clearinghouse Payments, so
7 there's no exchange or manipulation of
8 checks. And as I mentioned, there's
9 over -- now we're inching up a little
10 bit. Over 50 percent of our
11 documents, our volume is done
12 electrically.

13 We -- we are also
14 responsible -- we work with the Board
15 of Ethics, and we're sort of the back
16 end of processing for campaign finance
17 and financial disclosures, so
18 campaign finance is fully electronic,
19 as you probably know. So that was the
20 change. There's no paper other than
21 an affidavit form that is notarized
22 that is submitted initially to us.

23
24 The rest of the process, there's seven

1 cycles a year, and all of that is done
2 electronically. There's no paper.
3 And also, financial disclosures for
4 elected officials and also executive
5 staff through the administration, and
6 that is also electronic. We accept
7 electronic signatures. Everything is
8 done online.

9 We have a rate of about 75
10 percent now, and each year we increase
11 that so we get people more and more
12 comfortable with dealing with
13 electronic systems.

14 COUNCILMAN JONES: Has that
15 realized -- the other shoe to fall on
16 that is: Has that realized any
17 savings? And I -- my whole -- this is
18 not a trick question. Have you
19 experienced savings because of that?

20 MS. DECKER: Well,
21 definitely with the automated system
22 for the deeds that I mentioned we
23 initially required ten less staff
24 persons for that system, and we have

1 increased the customer satisfaction
2 where the turnaround time is much
3 quicker so people don't have to wait
4 to know, you know, for weeks whether
5 or not their document was recorded and
6 returned.

7 And I would say for
8 financial disclosures, we -- again,
9 our ability to process more quickly,
10 we -- we always had just a few people
11 working on it, and now we're able to
12 have those few people work and
13 turnaround much more quickly.

14 COUNCILMAN JONES: Are you
15 responsible for the records for our
16 health centers?

17 MS. DECKER: The -- that is
18 really under the purview of the Health
19 Department, so you would -- we do have
20 some of their records which --

21 COUNCILMAN JONES: Which
22 records of theirs do you have?

23 MS DECKER: Well, only their
24 -- they have really moved over --

1 transitioned to electronic records,
2 and we just have a few of their
3 records that are at -- stored off
4 site. But other than that, they
5 really have made the transition to
6 electronic to records.

7 COUNCILMAN JONES: So did
8 you in any way keep the health records
9 of the people that passed through our
10 health center?

11 MS. DECKER: That's really
12 with the Health Department.

13 COUNCILMAN JONES: Okay.
14 And do you provide backup service for
15 these departments, like emergency
16 management in case of disaster, or is
17 that done individually by the
18 department?

19 MS. DECKER: That's done
20 individual by -- by the department,
21 yeah. Right.

22 COUNCILMAN JONES: In the
23 MSB, I remember as a young administrator having
24 to go down into the concourse and look at things

1 like Sanborne maps and look at plot plans and
2 did that on actual microfiche, so you know how
3 far back that was. How has that -- and when we
4 actually went in to look at a property to see
5 permits in L & I, you went into a physical file
6 that could go all the way back to, you know, the
7 1800s. Is -- how have you -- have you been
8 involved in changing, codifying, and then
9 scanning and committing to electronics that
10 process.

11 MS. DECKER: Well, L & I has
12 converted all -- I believe all of
13 those things that you mention into
14 electronic data. I don't believe
15 they're working with paper any
16 longer.

17 And from the Records
18 Department, some of the maps that
19 we've dealt with are all electronic,
20 so we don't deal with paper maps
21 either in the Records Department.

22 COUNCILMAN JONES: Okay.
23 And finally, under the voter ID issue
24 where they're requiring photo ID, is

1 there a way for the Records Department
2 to work with the Commissioner's office
3 to try to address some of that,
4 particularly for people who have to
5 validate ID or something like that?

6 Is there a document or some
7 source document when you go to a pole
8 you need two piece -- you need to
9 identify some tip of ID, can we
10 assist them in coming up with a plan
11 that is not catastrophic.

12 We're going to get a beta
13 testing probably in April, but the
14 true test will be when we have
15 presidential candidates and final
16 decisions in the November election.

17 And when we look at some of
18 the lines we had just with the first
19 Obama race, juxtapose that with people
20 trying to scramble for ID, have you
21 worked with them with a plan, whether
22 it's just validating certain
23 information that is held by the City
24 in two ways and then issuing ID or is

1 some -- have we --

2 MS. DECKER: We haven't been
3 asked to did that, but if we are asked
4 we are certainly willing to work with
5 them and assist in the --

6 COUNCILMAN JONES: Consider
7 yourself asked --

8 MS. DECKER: Okay.

9 COUNCILMAN JONES: -- okay,
10 because I really we -- we need people
11 who deal with these kinds of records
12 on a daily basis that can say, well,
13 here's a -- proof that a person
14 exists, this is something that we
15 control within the City of
16 Philadelphia working. You may have
17 photographers, you may have other
18 things that if we patch this together
19 we can avoid a catastrophe.

20 And I know this is not your
21 burden to bear along, I really realize
22 that, but when you start thinking
23 about dangling chads and, you know,
24 what happened -- how the election was

1 in a lot of people's opinion stolen
2 from Al Gore, you multiply that by 10,
3 the angst that will come if a close
4 election results in some type of
5 defalcation with the process.

6 I'm calling on great minds
7 that might be put to task to avert
8 that catastrophe. So if you could
9 work with the Commissioner --

10 MS. DECKER: Sure.

11 COUNCILMAN JONES: -- on
12 coming up with a plan that maybe gets
13 beta tested or at least examined in
14 this -- maybe it's a little too late
15 for this, but at least some type of
16 hail Mary plan for November.

17 MS. DECKER: Sure.

18 Absolutely.

19 COUNCILMAN JONES: Thank
20 you. Thank you.

21 MS. DECKER: I'll make
22 contact with him. Right.

23 COUNCIL PRESIDENT CLARKE:
24 Thank you, Councilman. And the Chair

1 recognizes Council Member Green.

2 COUNCILMAN GREEN: Thank
3 you, Mr. President.

4 I guess I have one final
5 question and, that is, some of your
6 outside contracts, that's Section 55,
7 page 18, the contract for record
8 appraisal is proposed to increase from
9 just under 6,000 in FY12 to almost
10 34,000 in FY 13. Can you describe
11 what record appraisal is?

12 MS. DECKER: Yeah. I don't
13 think -- if I'm thinking about it --
14 yeah.

15 I -- national appraisal,
16 what that is, is a company that comes
17 in and -- we have a lot of very
18 valueable documents in terms of the
19 history of the city, as you probably
20 are aware, dating back to the City
21 Charter from William Penn, 1701. We
22 have many valuable land records dating
23 back to the 1600's. We have a tax
24 register, significant documents about

1 Philadelphia during the Civil War, the
2 events leading up to the Civil War --
3 anyway, so many important pieces of
4 information, and we have worked with
5 that company in the past to come in.
6 They actually do appraisals of your
7 collection and also give you a sense
8 of if there was a need to restore that
9 collection or discrete items in it,
10 what that amount would be.

11 So we periodically do a
12 check with the company to have them
13 come in and look at our collection,
14 and that's basically what that company
15 does. It is an appraisal, except it's
16 an appraisal of documents, and
17 specifically of valuable documents.

18 COUNCILMAN GREEN: Who's the
19 curator of those records and makes
20 sure that maintain them in an
21 environment and keep them, you know,
22 appropriately maintained?

23 MS. DECKER: We -- we have
24 them as part of the Records

1 Department as they're in the City
2 archives. It's an archives for
3 government records obviously, and the
4 -- it's kept -- they are kept in a
5 facility which is -- has certain --
6 meet certain standards, environmental
7 standards, in terms of temperature
8 humidity, security, fire suppression,
9 and so on and so forth. So it's
10 actually part of city government.

11 COUNCILMAN GREEN: Is
12 everything that is in this, I guess,
13 we'll call it valuable record area,
14 cataloged?

15 MS. DECKER: Much of it is.
16 We have it at least the high level.
17 It may not be to every single discrete
18 item level, but at a high level, yes,
19 it is. And there's an inventory, you
20 may have -- your staff may have seen
21 it, it's called Phills, it's on Phills
22 Online, that's part of the inventory,
23 and we try to keep that updated as --
24 as we can.

1 COUNCILMAN GREEN: The
2 reason I ask is local museums recently
3 have had a general categorization of
4 what's available in a file or a box or
5 something like that and had items
6 stolen that it -- were not
7 individually cataloged that were in
8 there. I assume there's some security
9 as we're letting third parties into
10 this site and also we know every
11 person that goes into and out of this
12 record area that's cataloged.

13 There cameras in that area
14 or no?

15 MS. DECKER: That is
16 correct. It is a secured
17 environment. The public is not
18 permitted to go. And when it -- a
19 patron request a particular document,
20 we pull the -- the staff pulls the
21 document. It's a card key access.
22 It's a secured environment. So our
23 staff will pull the item of interest
24 and bring it out to a reading room

1 which -- where there are cameras and
2 where we have staff who are observing
3 the patrons in the room to prevent
4 walkaway theft.

5 COUNCILMAN GREEN: And there
6 are cameras back where the data
7 information is stored also?

8 MS. DECKER: We -- we are
9 are in process of getting that
10 installed.

11 COUNCILMAN GREEN: Thank
12 you. Thank you, Mr. Chair.

13 COUNCIL PRESIDENT CLARKE:
14 Thank you, Councilman.

15 We will -- any other
16 questions for these witnesses? I'm
17 sorry.

18 With there being known, the
19 Committee of the Whole is recessed
20 until tomorrow April 4th at 10 a.m.
21 Thank you very much. And I suggest to
22 my members that you bring lunch
23 tomorrow because it going to be a full
24 day, and you may even have to bring

1 dinner.

2 (Testimony concluded at 5:25

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

1 C E R T I F I C A T I O N

2

3 I, ANNETTE E. WALTON, Court Reporter
4 and Notary Public, do hereby certify that the
5 foregoing is a true and accurate transcript of
6 the stenographic notes taken by me in the
7 aforementioned matter.

8

9

10

11

12

13

14

15

16

17

18

19

20 DATE: _____

21

ANNETTE E. WALTON, Court

22

Reporter and Notary Public

23

24

A			
abandoned 13:19,21 62:23 63:4 83:2 161:13 178:20 194:7 abate 54:11,16 Abernathy 3:16 4:3 11:18 12:2 13:2,12 13:15,24 14:22 15:5 16:20 17:6 18:12 27:24 28:15,21 29:5 29:13 43:15 44:2,10 44:15 46:7,9 51:18 54:12,20 57:16 58:10 65:4,12,16 75:4 84:5 86:21 87:3,8 89:10,17 90:7 91:8,22 113:13 113:18,22 114:4,7 114:21 117:2 119:11 133:4,14,17 133:20 135:14,18 136:1,8,15 138:9,14 138:20 139:1,13,17 140:1,5 174:20 180:19 203:21 204:14 218:19,22 219:19 220:18 221:9,15,22 222:3,5 222:20 225:21 226:1,4,10,17,23 227:8,19 228:1 303:8,9,22,23 304:2 314:1,11,16 321:23 323:22 324:14 ABERNATY 221:2 abide 201:3 349:16 ability 15:7 42:14 50:11 72:11 81:17 82:18 188:6 193:23 208:2,5 214:10 215:5 275:4 294:14 297:23 349:22 350:3 388:10,11 417:6 453:9 able 5:12 44:19 52:19 52:24 53:5 56:19 57:23 89:11 119:23	128:12,13 163:12 197:20 206:2 207:16 208:6,19 217:11 231:18 235:18 247:22 252:17 281:12 284:1 295:13 298:13,17 299:6 341:13 359:15 360:15 366:10 373:6,11 375:22 376:4,5 387:15,18 387:19,20 398:20 409:6 413:1 427:6 444:16,19 447:14 453:11 absolutely 13:2 68:16 99:21 100:13 108:13 141:2 176:5 185:8 199:19 221:15 222:3 239:4 262:7 294:5 298:1 300:7 309:6 320:21 390:4 458:18 abut 160:20 academic 195:14 Academy 192:4,13 193:5 194:10 accept 243:24 447:10 452:6 acceptable 136:7 320:8 access 14:6 172:19 196:19 205:12 283:3 307:17 364:9 365:23 366:5 408:16 410:11 414:12 418:11 421:8 462:21 accessed 365:15 accessible 6:19 accident 212:4 442:6 442:13,14 444:7,9 444:24 accidents 210:22 accommodate 142:5 accomplish 78:17 97:4	accomplished 174:1 accountable 342:18 accounts 5:3 273:8 accurate 465:5 ACH 451:5 achieve 38:20 156:17 185:2 200:9 420:16 433:24 achieved 155:16 158:13,24 acknowledge 85:7 acres 61:14 act 182:19 183:1 216:23 action 97:3 active 9:17 401:24 420:23 actively 12:9 72:6 393:13 activities 15:20 218:15 228:22 activity 56:4 108:8 206:3 221:24 331:13,19 332:13 acts 216:12,14,19 303:13 actual 37:11 50:22 74:16 76:20 258:5,8 279:2 282:3 301:20 301:24 330:22 384:1 427:9,9 431:9 434:3 455:2 ad 282:24 350:24 352:19 353:14 ADA 410:11 Adam 92:10 add 103:24 254:8 added 337:23 adding 105:16 438:19 addition 5:1 6:8 60:3 223:13 336:22 384:2 389:6 additional 4:21 26:12 57:5,13,17 88:18 104:3 114:12,13,15 115:19,20 116:15 117:6 119:14 125:4	138:17 181:20 233:1 294:14 426:22 427:13 434:23 address 53:2 74:21 83:9 84:3 104:6 128:11 172:20 210:17 217:16 241:5 314:4 345:18 456:3 addressed 206:22 addresses 68:10 addressing 81:8 83:15 101:9 217:12 357:5 adds 248:15 Adel 174:9,13 207:21 209:12 379:10 adhered 119:24 adjust 158:6 adjusted 159:20 adjustments 431:15 Admin 350:23 352:14,17 administered 390:17 administration 3:11 18:19 48:17 122:9 147:5,7,8 175:21 295:11 383:1 452:5 administrations 69:21 121:23 administration's 75:23 administrative 4:20 28:4 30:18 34:11 35:3 53:4 75:5,8,12 114:6 245:5 390:21 424:11 Administratively 139:14 administrator 454:23 admission 413:15 admit 152:18 adopt 1:17,19 2:8,12 397:11 adopted 2:15 adopting 1:20

ads 248:14 249:1 advance 299:11 357:19 advantage 65:20 141:13 283:1 285:24 286:2,7 307:24 337:1 advantages 88:14 89:6 advertise 248:10 308:4 advertising 40:20 43:10 51:8,10 212:21 213:7 214:15 215:19 246:1 247:23 248:12,24,24 advocate 415:10 advocating 192:23 affairs 49:10 416:10 affect 118:11 217:14 385:2,17 affective 22:5 82:20 affidavit 444:2,3,11 444:21 451:21 aforementioned 465:7 afraid 392:13 African-American 9:24 135:19,22 233:23 311:17 African-Americans 425:5 afternoon 120:10,11 137:20,22 174:15 180:20,22 193:2 222:23 232:14 249:19 255:24 256:1 264:12 280:18,19 282:16 378:18,22,23 401:10 423:17,20 424:4 428:19 Agalloco 92:11 agencies 20:4 95:20 98:1 392:21 437:12 441:19 447:21 agency 91:18 228:19	307:21 309:10 403:15 aggressively 51:15 80:20 ago 16:5 23:17 128:3 137:7 209:16 217:4 258:16 259:15 261:4 302:24 311:12 358:13 359:3,11 386:7 396:9 401:11 412:18 450:4 agree 45:22 79:5 108:13 144:11 244:4 271:22 302:18 404:24 agreed 53:12 429:9 agreeing 345:3,8 agreement 3:5 323:21 324:6 338:11,15 agreements 98:14 agressive 223:12 ahead 218:6 260:1,23 309:22 346:7 393:24 406:6 aid 198:14 aide 196:16 232:1 air 211:8 214:20 airport 109:17 256:11 257:7,10 263:4 368:17 airport's 302:20 Al 458:2 Alamar 361:9 Alan 138:23 139:1 albeit 427:16 alcohol 124:6 alert 43:2 416:4 alerts 417:7,23 Alex 92:5 137:6 140:9 180:21 alley 47:2,10 160:10 alleys 55:16 161:6,9 165:9 alleyway 160:17 161:3 199:10 alleyways 46:24	160:21 alliance 311:19 allocate 86:10 allocated 4:15,17,21 127:5 allocation 106:23 allow 14:11 162:5 269:13 296:2 306:14 346:1,16 417:22 allowed 89:23 369:17 allowing 281:3 allows 89:3 Alter 402:17,17 altered 189:19 alternative 54:3 142:3 212:23 alternatives 198:12 199:7 altogether 415:19 alumni 279:17 Amendment 47:19 America 140:18 American 228:17 American-American 310:17 amount 188:8 220:21 234:20 243:13 246:16 274:18 290:1 317:19 361:20 460:10 amouth 227:6 analysis 115:4 197:4 201:19 265:3 293:2 293:11 299:1 341:7 341:18 analyst 371:14 analyze 372:12 analyzed 189:11 Andrew 222:24 401:7 406:20 407:10 and/or 157:17 216:17 278:21 anecdotal 130:13 anew 102:7 Angela 150:2 264:15 337:17	angst 308:18 309:17 458:3 animal 5:2 7:1,2,9 9:1,2 11:17 12:7,12 12:15 13:3,4,18 14:10,13,14 15:14 17:1,16 43:16 44:5 44:11,18 45:14 94:2 animals 7:5 Ann 85:2 ANNETTE 465:3,21 announce 53:10 announced 138:18 announcement 53:15 138:8 296:1 annual 293:6 annually 235:13 answer 10:5 11:9 14:23 28:5 32:2 36:11 37:2 57:19 58:3 66:10 67:11,12 67:15 68:14,20 71:16 104:18 115:6 115:12 116:23 121:4 149:3,15 151:13 152:7 156:10 163:19,21 174:13 194:9 204:1 204:15 205:24 214:12,13 227:21 227:23 234:4 266:6 273:10,12 288:15 303:15 304:17 316:3 339:10 355:12 371:14 373:12 380:1 381:6 395:14 417:2 421:17 425:8 427:6 427:7 answered 305:1 373:19 answering 277:5 answers 175:20 186:7 383:20 anticipate 14:19 189:19 221:19 273:23 298:11 374:18
--	--	--	--

anticipated 11:19	337:5 338:5 357:24	462:12,13	200:16 201:22,23
anticipating 217:19	398:9 412:4 429:10	areas 21:4 59:2 61:24	253:18 254:1,3,6
Antidrug 73:22	approach 72:20	82:2 83:24 84:2	assaults 216:17
Antiviolence 73:22	79:22 80:1 116:2	97:1 103:11 104:8	assessment 124:3
Anti-Graffiti 107:15	144:12 147:3	106:8,16 139:5	assessments 124:18
anti-violence 72:6	152:16 344:4	141:9 177:2 181:5	asset 144:1
anybody 25:18 61:6	approached 24:1	206:5 236:2 271:20	assets 7:22 399:17
164:10 203:11	appropriate 23:10	382:9 408:16	assign 177:4
345:15 348:4 381:5	202:10 283:19	argue 252:16	assigned 107:20
381:6 387:7 419:5	348:24 358:7,23	arguing 119:4	132:24 133:12
anymore 83:21 291:2	361:24 370:6	arm 99:13	179:19
356:4	appropriately 460:22	arrests 216:16	assigning 178:20
anytime 403:12	appropriation	arrive 332:4,10	assignments 236:16
404:10	226:18 248:3	396:18	298:14
anyway 347:15 460:3	Appropriations	arrived 207:22	assist 448:17 456:10
apologies 286:13	436:6	arrives 307:5	457:5
apologize 187:8	approval 1:22 2:18	arteries 68:8	assistance 228:23
app 207:23 208:3	approve 265:10	articulated 139:6	310:1
209:5	269:6,13 270:4	arts 25:1	assistant 92:15 133:7
appalled 49:24	approved 3:6 251:16	artwork 240:11	249:21
appear 430:3	261:17	Asian 135:22	associated 101:20
appears 19:6 103:3	approximately 9:20	Asian-American	162:11 396:24
397:18,20	193:15 206:9	135:20	Association 448:6
apples 158:9	272:20 411:2	aside 10:10	assume 11:18 207:3
applicable 351:12	426:20 434:13	asked 4:8 10:8	227:4 366:8 405:2
applicants 68:10	apps 208:16 402:1	153:14 174:4 230:2	462:8
application 192:15	April 1:7 7:10 11:4	260:12 318:24	assumed 7:9
270:23 312:7	43:20 209:20 228:6	319:7 330:14 332:4	assuming 176:2,7
350:22 354:11	411:20 456:13	334:15 356:23	226:20
394:21 444:23	463:20	360:3 377:6 383:7	assumption 403:6,11
applications 268:12	ARA 220:19 406:10	399:19 410:21	404:14,16
268:13 297:6 398:6	Aramark 315:3,4	421:21 422:3	assumptions 15:19
applied 117:11 118:9	320:16	430:15 449:12	403:9 419:10
apply 24:14,16 67:2	archaic 397:10	457:3,3,7	assured 393:13
103:14 114:12,13	architecture 415:6	asking 32:13 36:12	as-is 180:3
114:14 312:12	archives 461:2,2	37:22 54:15 77:2	atmosphere 440:2,9
403:9 431:1	area 18:21 20:19	151:15,18 167:6	attached 389:3
applying 127:13	23:3 29:22 36:1	175:18 201:16,19	attack 18:4 343:17
330:11,17	58:24 60:14 61:12	208:13 261:22	attacking 15:22
appointed 170:13	62:6,14 63:13 64:16	263:22 305:7 326:9	attempt 124:9
appraisal 459:8,11	72:24 78:17,18	326:10 329:21	attend 197:22 241:8
459:15 460:15,16	81:15 104:8 106:11	330:9,14 350:16	attention 6:16 72:19
appraisals 460:6	106:12,24 114:13	364:12 366:13	289:10 446:6,6
appreciate 46:3	114:14,16 115:22	368:1,1,23 371:15	attitudes 129:7
49:15 119:7 137:4	119:2 157:4 170:24	420:14 421:14	130:17
210:6 231:2 232:4	177:5 202:17	aspects 103:4 189:16	attorneys 446:9
237:7 253:16 273:6	245:17 256:2	189:17	Attorney's 8:1 71:15
278:14 279:23	433:12 461:13	asphalt 196:11,12	75:3 188:12 194:17

194:19 attract 141:22 346:16 auction 238:8,10 240:11,16 auctions 233:8 238:4 240:3 audience 379:20 audit 445:6 August 95:12 97:17 99:3 authenticating 403:15 authentication 403:1 authority 3:3,3,9 17:2 26:9 220:8,8 authorization 443:18 443:20 authorize 443:22 authorized 3:5 54:10 338:15,19 339:8 443:23 auto 169:8 210:21 444:9 automate 356:8,10 automated 237:5 372:4 433:2,15 450:16 451:6 452:21 automatically 283:2 284:19 285:3,14 available 58:2 117:21 129:16 167:3 177:8 191:9,14 200:10 323:13 367:10 369:2 385:12,14 400:4 402:10 408:11 412:10 414:3 420:20 421:12 441:9,12,18 462:4 Avenue 24:19 64:10 66:5 70:13 77:15,17 78:6 253:23 average 41:18 45:1 avert 458:7 avoid 457:19 avoided 288:8 294:13 award 10:12 143:14	228:5 242:13 243:1 243:14 256:8 277:23 309:7 326:6 349:12,17,18 373:15 awarded 8:24 258:15 264:3 270:19 272:5 305:15 323:24 335:2,6,21 336:18 337:13,19 awards 37:19 273:17 275:10 286:10 335:9,16 349:10 aware 26:17 42:11 95:15 212:22 213:20 231:14,24 307:22 310:13 344:20 365:2 392:4 392:18 401:3 447:1 459:20 awareness 213:11 214:6 awesome 190:7 209:22 awful 362:20 a.m 1:7 463:20 a/k/a 47:2 B B 1:15 BAA 387:19 babies 76:18 baby 252:20 back 18:15 19:23 21:3 47:9 54:13 56:10 83:20 128:9 131:21,22 132:8 134:22 135:3 136:12 163:3,5,12 165:15 171:12 172:20 174:11,21 174:23 185:23 197:8 210:2 217:2 221:5 225:7 229:12 229:14 247:19 250:12 271:4 277:24 341:22 363:6 378:6 381:9 383:6 386:17,24	387:4 395:17 398:17 400:10 415:1 446:7 447:11 448:22 451:15 455:3,6 459:20,23 463:6 backbone 30:21 background 9:22 135:9 430:14 backgrounds 91:2 backup 454:14 Bacon 218:23 219:5 219:10 220:4 bad 39:10 106:6 balance 56:19 411:6 balanced 10:3 ballpark 427:2 Baltor 401:9,10 Ban 121:24 129:10 bandit 49:24 51:19 52:4,11 56:4,18,24 59:3,13 103:23 Bankfoot 107:15 banks 446:13 447:5 447:18 451:1 bar 418:14,16,18 448:6 Barnett 177:1 base 23:18 baseball 26:2 based 11:1 63:7 71:2 88:10 89:12 90:9 118:21,22 184:8,9 188:15 243:13 248:9 249:11 265:3 293:14 331:4,18 332:12 333:7 349:10,12 382:4 390:8 391:10 402:8 basic 375:17,18 basically 16:11 23:4 85:23 86:2 106:19 107:11 166:14 177:1 194:21 195:5 242:2 282:21 403:8 404:12 421:21 427:24 430:23 437:20 450:4	460:14 basis 16:23 25:4 37:12 38:17 42:4 64:5 82:14 121:10 194:4 195:4 327:16 367:19 372:19 457:12 Bass 1:14 120:7,8,12 120:15 121:5 122:13,17 124:24 126:11,17,23 127:2 127:15,19 130:5,10 130:15 131:24 132:13,19 133:8,15 133:19 134:1,7 135:1,16,21 136:3 136:13,17,20,23 137:3 186:2 187:22 445:14,15,19,23 446:2 447:24 448:18 449:4 bathroom 12:22 bathrooms 257:11 bear 457:21 beat 240:19 beauties 118:16 beauty 21:6 118:3 beginning 156:14 340:13 behalf 49:12 behavioral 76:12,13 behooves 93:11 belabor 18:14 believe 10:6 13:6 29:20 65:7 80:12 93:10 101:5 110:8 110:13 121:12 140:19 151:23 153:12 163:6 185:1 189:21 192:8 212:14 223:4,20 226:10 231:12 246:13,14 248:1 252:11 256:24 260:11 282:8 292:10 293:12 302:23 303:1 310:3 315:19,20 322:5,17
--	--	---	---

324:11,13 327:1 329:4 385:3 386:16 394:15 397:6 406:12 413:14,17 421:1 422:3 455:12 455:14 believes 413:15 bell 66:4 94:5 bellywick 210:12 benchmarks 186:14 benefit 111:6 115:3 342:15 365:12 401:5 benefited 299:21 benefits 88:14,17 89:5 202:5 238:5 435:22 best 32:16 72:22,23 73:7 79:17 114:23 146:14 151:12 195:9 253:11 319:12 340:4 381:12 396:21 413:19 419:23,23 420:18 beta 456:12 458:13 Beth 194:18 better 7:5 22:3 27:22 34:5 39:13 40:8,11 43:9,13,23 45:23 48:6 52:1 61:2 62:14,24 87:5 94:24 101:7 115:24 122:12 128:17 149:15 166:16,16 168:12 170:11 171:22 184:19 193:7 196:20 215:17 218:1 221:13 262:10 270:12 279:7 294:4 305:6 343:6 351:8 362:4 386:12 390:3 433:24 437:8,10 448:9 beyond 154:14,14 193:10 228:10 341:18 363:18	bid 65:9 201:8,8 238:11,14,17,22,22 239:3,18,23 240:12 240:13,14,20 241:2 241:13,14,23,23,24 242:19 258:21,23 259:1,8,15,22 264:5 267:2 273:19,22 295:24 303:1 307:8 307:11 308:3 324:3 341:12 344:15,15 344:18 359:19 367:12 368:19 bidder 240:7,9 242:14 268:2 317:3 320:13 322:22 323:4,6,7,8,9,10,11 323:17,18 341:4 bidders 238:12 bidder's 270:23 bidding 240:22 296:7 bider 239:7,15,21 biders 238:20 biding 240:1 bids 239:15 240:16 240:20 265:5 273:16 274:3 335:3 bid-by-bid 338:24 big 47:5 106:11 154:6 203:14 241:1 255:8 335:17 404:12,13 bigger 393:11 biggest 107:13 129:6 305:24 bill 1:17,17,19,20,22 2:7,8,11,14,17 3:7 162:12 348:12,18 385:14,24 412:22 413:4 439:12 billboards 212:24 213:1 billing 183:3,12 184:6 276:11 278:16,17 billion 154:19 bills 2:2,5 95:18,22 97:21,24 98:4 Bill's 12:19	Bin 53:19 birth 186:17 bit 22:16 94:18 102:17 104:1 160:5 216:4 279:6 282:12 401:5 412:15 413:18 440:3 448:3 451:10 black 47:16 BLACKWELL 1:14 blame 428:1,7,8 blank 122:24 154:22 155:2 blight 61:16 103:20 104:10 blind 17:22 block 52:8 56:11 66:2 66:7,8,22,24 67:10 68:3,11 216:18 416:6 418:1 blocked 66:6 blocking 66:3 blocks 66:11,12 309:4 BLONDELL 1:10 blue 340:3 342:24 381:2 board 45:10 121:24 340:2 384:20,24 385:5,8,10,15,21 386:8,15 396:1,2,7 397:2 425:13 451:14 body 90:12 137:7 bolted 169:2 172:8 bolts 249:15 bond 242:21 bone 49:20 book 77:13 78:11 229:2 381:2 books 81:6 116:17 365:21 boss 366:10 bottle 171:13,14 bottom 80:6,15 386:7 Boulevard 61:20 boundaries 177:17 bounds 430:24 431:5	box 122:1 129:10 154:21 211:11 462:4 Boys 98:1 BPL 269:8 BPRC 26:7 brand-new 354:6 392:15 brass 217:15 break 113:24 119:18 126:18 135:8,18 185:16 231:7,9 232:24 233:10 252:24 253:1 272:22 273:5 335:13,16 362:19 breakdown 91:20,23 breakdowns 279:5 breaks 141:6 Breeze 70:2 254:1 Brian 4:3 160:7 303:9 Bridges 23:3 27:4 Bridget 7:20 94:23 95:5 390:21 brief 219:23 222:14 224:2 233:12 379:7 briefing 100:9 351:3 351:4 383:1,2 briefings 387:12 briefly 48:8,9,14 132:21 216:5 257:4 bring 20:4 23:1 25:2 50:16 72:4 89:23 160:23,24 190:18 223:11 247:12 249:14 271:3 281:16 354:1 373:6 376:6 413:20 434:11 435:8 462:24 463:22,24 bringing 22:15 281:24 282:1 broad 227:21 373:22 broadband 408:9 broadcast 311:15,20 broke 115:13 394:16 broken 148:8
---	---	---	---

brought 20:20 70:9 109:23 223:7,14 242:4 359:12,13 377:16 386:24 Brown 1:10 87:17,18 87:22 88:4 89:4,15 90:5 91:12,24 92:3 92:17 93:2,7,22 94:1,9 108:6 210:3 300:20,21 301:2,8 306:6,10,14 307:12 309:19,23 311:24 312:20 314:7,14 358:5,6,16 359:4,8 359:23 360:5 361:2 361:8,11,14,18,23 362:23 363:5,8 Brown's 135:3 BTOC 406:13 budgeted 221:4 budget 1:19,21 2:13 2:15 4:12 5:6 11:24 28:3 29:7 40:24 41:3,4 65:1 88:8 93:1 101:18,19 105:4 106:23 107:14 109:15 114:3,6 120:18 125:2 127:5,8 129:2 140:14 146:23 147:10 148:1 208:13 215:9 222:14 223:3,5 224:2,10 225:11 227:1,4,14 228:2,6 230:6 232:21 249:3 252:10 266:7 302:11 303:17 318:4 327:2 338:7,8 350:14 376:5 377:13 381:21 382:7,23 383:19,21 394:2 397:15,15,18 397:18,20 410:24 420:6 421:23 budgetary 376:3 budgeted 224:24 327:2 374:23	425:16 build 70:6 162:10 173:22,24 403:8 404:20 417:19 building 10:14 13:19 23:13,18 24:4,13 25:7,19,22 87:24 110:12 173:9 174:2 183:17 416:6 417:16 buildings 79:16 143:17,20,24 254:24 built 11:1 243:4 272:3 416:15 bulk 30:1 127:7 bunch 173:17 burden 457:21 bureaucracy 293:24 421:15 Burns 14:8 BURTON 157:22 bus 61:9 67:4 131:21 132:9 business 24:23 36:6 77:20 78:2,24 79:4 79:7,17 80:4,8,13 80:16 143:5,10 144:22 145:4,20 157:8 158:7 172:10 199:23 200:7,11 233:13 236:19 260:6 261:12 269:10 271:21 316:5,6 320:3,11,23 323:14 331:5 336:6 336:10,11,12,16,23 337:13 343:5 344:10 346:13 350:22 354:11 356:6 364:19 371:13 372:13 394:21 402:18 405:19,24 417:14 450:21 businesses 143:12 145:15 146:11 166:4 181:13	183:22 197:17 229:4 307:16 321:4 336:21 337:12 346:10 Buss 407:10,10 409:2 409:23 410:3,6,13 busy 440:6,8 buy 33:21 35:18 36:14 38:14 50:8 153:24 169:12,12 200:24 201:1 202:14,14 304:5 333:8 345:10,10,11 345:12 buying 150:11 254:6 buys 304:4 B2G 345:22 C C 465:1,1 Cabinet 9:13 cable 125:22,22,23 173:21 cables 126:1 cabling 125:21 calculate 157:20 158:3,17 calendar 223:7,22 call 5:19,21 17:16 40:13 41:20 60:12 90:18 119:23 134:21 174:11 278:6 279:14 322:24 348:4 378:6 407:16 433:11 440:13 442:19 450:21 461:13 callbacks 398:14 421:19 422:20 called 35:23 123:6 130:1 224:20,22 309:24 352:16 401:12 430:18 442:24 443:2 445:1 461:21 calling 40:9 42:11 207:17 458:6 calls 12:14,22 31:6 40:3,4,9 41:7,13,16	41:16,18 43:4 49:6 60:21 63:8 211:3 212:4 213:14 214:8 280:2 412:9 Cam 79:13 166:8 camera 166:15 167:7 cameras 61:21 79:13 81:22 165:21,24 166:5 462:13 463:1 463:6 campaign 40:21 248:24 451:16,18 Cams 165:20 cancel 306:4 candidate 403:18 candidates 456:15 candy 255:17 Cap 439:10 capability 341:24 445:6 capable 307:9 379:14 capacities 446:11 capacity 213:12,22 215:20 306:19 307:23 310:9,10 312:8,11,14 313:3,6 362:4 444:5 448:6 capital 1:17,19 2:8,12 215:9 242:18,24 274:2 338:7,8 350:14 356:18 383:21 393:2 394:2 395:8 caps 439:9 captivated 6:15 captive 415:3 418:20 capture 12:24 14:5 81:22,23 captured 12:4 15:8 390:17 415:13 capturing 12:9 car 67:5 169:12,13 211:2 card 462:21 care 7:2 9:3 43:16 44:5,19 61:7 88:24 90:13 94:2 200:17 343:4
--	--	---	---

careful 252:24 carrot 79:22 carry 140:15 carryover 227:6 cars 62:23 63:5 145:19 194:1,8 197:15 cart 171:17 carved 150:15 case 123:24 130:7 144:11 188:22 190:2 202:19 227:13 240:13 369:13 434:24 454:16 cases 40:14 317:1 366:19,21 Castle 390:20 cataloged 414:16 461:14 462:7,12 catastrophe 457:19 458:8 catastrophic 456:11 catch 50:11 categorization 462:3 category 153:21 156:24 263:2 330:18 caterers 306:18 362:3 catering 306:12,24 Caucasian 135:20 233:22 Caucasians 425:6 caught 15:11 270:13 cause 427:17 causing 15:22 caution 289:24 CDC 62:12 Cease 72:17 cellphones 216:20 center 5:19 27:12 64:14 123:8 216:14 307:3 311:18 454:10 centered 294:1 centers 406:9,16 407:14,17 408:24	409:10,14 453:16 centralized 108:16 190:19 389:17 centralizes 7:14 ceremony 195:21 certain 20:21 22:15 40:13 68:7 103:4,4 181:5 219:8 238:13 307:4,6 308:23,23 308:24 309:5 323:15 366:22 385:13 439:14 443:23 456:22 461:5,6 certainly 12:2 15:15 53:16 75:5 89:11 116:9 117:18 118:15 145:12 203:24 205:18 228:1 232:13 237:7 244:6 275:14 279:13,14 290:2 303:14 312:10 336:15 365:6 372:13 381:9 383:14 400:21,23 401:5 406:3,19 422:11 448:8 457:4 certificate 186:17 195:16,20 certification 336:14 336:24 certified 125:17 206:20 220:10 257:15,20 336:17 346:15 certify 465:4 cetera 116:14 117:23 120:23,23 207:6 253:2,2 270:9 293:6 294:15 383:9 CFO 379:15 chace 240:19 chads 457:23 chair 30:6 39:17 59:21 69:7 87:16 94:11 95:14 100:21 101:17 108:10	112:11 118:7,13 119:7,10 120:9 137:15,19 146:18 159:23 175:1,16 180:10,11,17 187:11 191:4 196:6 202:21,24 210:4 215:22 216:9 221:6 225:10 227:24 229:18 230:1 232:22 234:8 243:3 258:8 267:14,17,20 273:6 277:13 280:14,17 286:16 295:19 297:2 300:15,19 301:5 302:6 334:17 337:4 339:17,20 347:23 348:3 358:4 363:6 363:12 370:11 378:4 383:11,13,22 384:4 387:5,10 393:21 396:23 400:6,9,12 402:12 406:3,17 407:3 410:18 412:4 422:16,21 423:1,4 425:11 428:16 432:21,24 438:24 439:2 445:13 449:23 458:24 463:12 chaired 7:19 chairman 17:3 75:20 94:15 100:19 101:1 137:19 146:22 203:3 209:24 210:6 255:23 300:16 334:8,13 339:23 358:1 363:9,15 370:20 376:10,20 382:22 chairs 94:23 169:2 172:8 challenge 403:5,20 challenged 409:22 challenges 21:5 402:22	challenging 53:2 chamber 310:17,18 310:24 311:1,17,18 champion 81:21 chance 130:9 change 16:21 28:20 67:9 129:12 157:19 158:3,16 173:5 262:5 264:6 299:23 333:7 341:5 342:2 355:21 419:14 431:3 440:21 451:20 changed 28:21 260:14,17 261:23 262:3,14,16 265:8 333:5,11 376:1 changes 2:23 4:11 28:13,17 197:8 333:8 371:24 372:1 372:3 431:2,7,18 440:18 changing 116:1 130:17 455:8 channel 37:14 404:1 chaotic 440:3 charge 111:8 203:22 291:2 329:8 340:18 charges 242:19 382:5 Charlie 108:6 chart 277:20 279:24 341:5 Charter 459:21 charts 63:7 chased 16:9 chasing 211:22 cheaper 201:23 cheat 214:15 check 225:7 268:19 268:20 278:7 301:23 460:12 checks 451:8 chemicals 156:19 Cheryl 193:2 205:23 chief 4:3 7:6 170:14 303:10 379:17 398:24 children 67:3
--	--	---	--

chime 400:20 401:8 chloride 250:16 choice 357:10,12 417:20 choose 226:16 357:13 Chris 379:15 382:3 Cindy 1:14 186:2 CIO 209:13 379:10 circle 135:3 395:17 circumstances 56:23 citations 52:15 389:4 cities 144:5,5,15 209:2 228:17,21 291:21 citizen 103:18 209:5 416:8 citizenry 420:23 citizens 47:4 128:19 192:3,12 193:5 194:2 208:4,19 210:24 294:4 307:16 311:8 348:7 348:16,21 399:23 400:1 404:21 414:3 417:7,13,22 418:12 420:20 city 1:1,6,22 2:19,20 3:8 4:2 6:3 7:3,4,6 7:12 9:4 12:23 20:2 21:8,21,22 24:1,2,5 30:21 31:19 41:1 43:2 45:12,13 48:17 48:18 50:1 51:11,20 54:8 55:23 64:16 70:9 71:24 72:7 74:2 83:3,4 86:1,8 95:19 98:21 103:18 106:17,17 108:21 112:23 114:18 122:12 137:10 141:4,21 142:8,9 143:19 149:13 150:20 155:8 160:13 161:19 162:9 164:19 172:10 173:6 178:8 178:11,12 179:13 181:12 182:7,7	193:22 194:15 195:7,10,18 196:11 207:14 208:4 213:15,20 223:14 228:4,20,22 232:15 232:23 234:5 236:20 238:5 243:23 244:4 245:13 256:10 268:21 271:21 276:23 283:5,11 287:1 296:2 297:11 297:23 306:17 307:6 308:19 309:12 319:4 343:9 346:11 348:14 354:10 355:16,23 357:9 360:23 364:17 365:17,18 366:1,7 373:8 380:12 387:14 388:17 389:2,11 390:12 400:16 401:4,15 402:5,10 403:22 412:19 413:21 414:10 415:10 416:13 418:1 420:17 424:6 424:10 436:24 438:1,7 456:23 457:15 459:19,20 461:1,10 city's 8:14 45:16 148:16 276:3 353:13 398:7 City-created 9:5 city-funded 219:7 City-owned 7:21 City-related 7:8 city-wide 9:14 33:21 35:18 36:13 37:23 38:14 103:3 150:10 153:24 154:15 205:22 288:12,19 304:4,5 305:8 321:8 321:8 325:23 327:19 350:21 354:11 355:9 369:6	369:8,23 civic 49:9 401:24 Civil 228:17 460:1,2 CJEV 191:20 claims 162:12 clarification 285:10 286:17 clarify 336:9 CLARK 3:10,20 11:10 17:8 59:15 422:23 423:23 426:3 Clarke 1:10 2:1 3:15 3:23 12:16 13:9,13 13:22 14:16 15:3 16:1,18 17:23 18:13 18:24 22:21 23:8 25:9,12,14 26:20,23 27:6,15,21 28:8,18 29:3,10,14,23 30:5 39:16 46:11 53:24 54:18,22 55:10,15 55:18,21 56:2 57:1 58:5,12 59:6,19 84:19 85:17 86:24 87:4,10,15 106:9 232:15 423:9,16 424:5 425:10,22 426:6,21 427:4 428:6,11,14 432:19 439:1 445:12,17 449:21 458:23 463:13 class 147:4,7 148:7 148:10,13,16 151:19 230:22 233:18 410:20 411:3 424:14,15,16 424:16,17 432:10 432:14 classification 272:22 classified 233:24 clean 19:15 47:2,8 55:6 66:24 78:2,10 80:3,17 82:13 130:22 131:8 142:8 143:11 146:11,12 160:17 161:2,6,13	162:7,9 182:18 183:1 409:10 cleaned 77:15,19 cleaning 28:14 52:8 54:6 59:4 70:12 77:17 78:5 83:1 107:2 126:5 131:11 163:9,14 165:8 257:10 446:20 cleanliness 19:10 cleanup 28:23 55:9 58:1,24 60:2 160:22 cleanups 160:11,18 161:11 clear 44:4 45:15 51:22 67:5,14 90:17 93:12 155:15 231:17 318:15 Clearinghouse 451:6 clearly 88:1 356:2 415:7 clerical 236:15 245:3 245:8 246:23 247:3 289:8 Clerk 245:3 clerks 287:20 288:2 297:19 client 186:22 444:8 climate 105:15 CLIP 8:11 28:15,19 47:2 77:9 102:20 103:1,3,10 104:3,20 105:6,19 168:4 Clorena 68:16 close 46:2 68:11 126:3,3,6 291:24 344:12 458:3 closed 66:11,12 closely 91:14 292:3 321:24 322:2 344:23 closer 217:21 324:14 324:15 Clubs 98:2 cluster 143:8 coalition 64:24 217:12 code 335:14,15 416:5
--	--	--	--

418:2 coded 225:6 codification 220:3 codify 190:24 codifying 455:8 coffee 169:10 cognizant 364:11 cointroduced 348:13 collaborating 108:19 collaboration 327:13 328:10 collaborative 11:2 18:17 101:11 113:8 collars 72:5 colleague 186:1 colleagues 28:11 48:12 49:18 87:24 249:6 337:22 collected 427:3 collecting 110:10 collection 327:23 422:5 460:7,9,13 collective 329:21,23 331:13,18 333:2 collects 418:19 college 69:20 309:3 Collins 7:20 94:23 95:4,5,9 97:16,23 98:8 99:4,20 100:3 100:11,16 109:9 110:21 111:10,20 111:24 112:6 color 93:15 198:3,4 combination 42:12 258:20 434:15 444:22 Combined 182:20 Comcast 42:18 125:19,24 126:7 401:14 402:4 Comcasts 214:18 come 3:12 9:22 18:15 19:15 22:7 23:23 46:19 50:18 51:5 62:7 63:11 69:21 77:5 80:3 83:16 88:9,15 91:1 97:6,9 99:2,5 121:20	123:19 130:2 133:16 144:6 157:7 161:8 165:23 192:5 192:9 194:21 197:18 204:2 210:2 230:6 231:12 235:12 237:8,9 239:18 253:6 254:11 264:9 265:6 302:14,21 307:11 310:6 312:3 313:23 340:19 357:22 378:4 387:4 398:17 400:10,20 409:14 409:17 423:14 440:14,15 443:15 458:3 460:5,13 comes 34:21 62:2 68:22 86:6 88:6 89:7 127:8 169:9 190:14 202:9 236:14 246:18 265:14 306:11 307:19 320:10,22 321:7 337:11 341:15 371:15 434:1 459:16 comfortable 452:12 coming 36:19 55:9 69:17 77:10,18 80:23 99:1 101:3 108:4 111:21 113:3 115:22 128:2,4 129:14 130:1 138:8 141:1 153:17 168:18 211:7 221:21 311:3 344:17 347:19 384:13 385:13 394:6 399:21 403:14 456:10 458:12 commend 70:10 commending 69:16 comment 237:19 349:9 comments 135:4 427:24	Commerce 139:12 184:15 310:17,18 311:1 commercial 24:22 112:20 229:4 261:8 commission 33:18 83:23 95:17 96:12 109:11 389:17 commissioner 14:8 36:19 85:8 200:23 216:7 231:15 232:17,19 235:7 251:17 255:24 256:1 267:21,22 280:21,21 424:9 428:9,20 433:1 439:6 458:9 Commissioner's 456:2 Commission's 111:18 commit 188:18 commitment 9:16 121:23 122:7 129:20 142:17 194:14 449:15 committed 8:13 129:14 188:19 216:20 committee 1:2 95:15 96:23 99:23,24 109:13,20 191:7 216:9 340:8 436:6 448:13,13 450:5 463:19 committing 455:9 commodities 249:11 250:3 252:11 commodity 253:4,12 254:20 common 255:11 commonplace 133:18 133:21 Commonwealth 217:6 253:22 communicate 297:4 387:16 389:19 398:24	communicating 387:23 communication 210:21 296:3 communications 210:10 211:22 communities 10:17 68:13 409:13 community 8:10 11:3 11:5 22:10 27:12 42:7 54:2 56:5,9 57:5,10,14 58:7 59:9,11,12 60:3 63:15,18 69:18,22 69:24 70:10,21 71:23 76:9,9 79:3 80:14 83:14 85:9,12 98:15 107:16,17 116:1 130:18 131:13 132:2,5,10 160:18,23 165:7 178:22 194:20 195:14 346:13 401:6,23 406:9 407:17 416:11 417:11 449:2 community-based 21:10 compact 358:15 companies 157:2,6 159:2 268:4 291:22 312:11,13 324:1 336:7 343:3 362:20 363:20 364:8,18 366:21 434:10 440:15 442:17,18 443:14 450:23,24 company 305:18 340:11 341:12,14 342:4,10,11,22,23 346:22 363:2 365:16 372:17 441:14 444:10 459:16 460:5,12,14 compare 419:4 compared 179:23 comparing 201:20 competing 357:13
--	---	---	--

competitive 10:13 144:15 151:16 competitiveness 141:16 144:4 compiling 383:18 complain 428:22 complaint 245:15 275:13 414:9 complaints 15:21 62:11,22 428:4 429:15,18 441:24 complement 342:14 342:14 343:2 complete 161:9 223:24 444:11 completed 346:3 354:18 355:1,9 444:3 completely 15:2 110:3 224:13 268:14 286:23 completing 124:17 completion 195:16 242:20 complex 64:15 complexes 213:5 compliance 162:6 182:18,22 220:20 complicated 237:11 391:17 complied 365:16 compliment 167:24 compliments 168:3 comply 162:7 347:4 component 76:13 80:19 85:6 180:6 346:14 356:13 components 192:19 264:23 265:3 331:19 composite 332:12 composition 425:2 449:11 comprehensive 9:2 computer 68:9 123:14 125:22 193:9 241:9 284:18 288:6 358:12	computers 205:14 computing 407:14 con 273:16 279:10 conceivable 57:9 concern 17:14,21 18:1 60:24 84:11 364:7 366:15,15 427:20 430:6 concerned 60:17 301:3 349:17 concerns 314:4 381:7 427:14 concert 7:12 concerted 79:9 concluded 232:23 464:2 concludes 11:7 concourse 168:20,23 170:21 454:24 concrete 102:6 196:10 197:13,19 198:3,23 199:1,3,18 201:5,6 202:2 condemned 248:12 condition 440:1 conditions 243:5 364:23 365:7,14,20 conducive 172:9 conduct 36:6 conference 43:6 confidence 21:21 confident 209:19 391:4 configuration 173:1 confirm 228:15 confused 108:16,19 conjunction 49:9 95:23 109:6 181:6 194:11 326:13 369:19 connect 448:2,8 connection 87:6 connections 124:14 connectivity 408:17 consequence 290:7 conserted 218:3 conservation 92:12 consider 41:15 128:7	306:24 393:18 457:6 considerate 232:2 consideration 60:18 105:3 106:22 347:22 considered 289:22 consist 437:20 consistent 66:9 103:15 415:13 consistently 5:22 127:13 134:10 414:9 consolidate 111:3 consolidated 110:16 402:9 consolidating 96:9 110:6 consolidation 97:10 431:7 consortium 143:14 constantly 316:12 414:12 constituency 8:15 constituent 128:1 279:7 366:16 404:10 constituents 66:1 86:16 278:6 402:3 constitutional 348:24 constraints 376:3 construction 237:4 243:6 312:15 consultant 254:10,11 371:1 Consultation 223:2 consumption 254:20 contact 244:5 279:11 313:19 385:21 458:22 contained 154:12 contains 120:18,19 contemplated 385:20 contents 232:23 context 12:1 70:4 399:13 continue 17:9 41:21 86:3 105:6 124:4	146:13 182:23 189:6,7 278:21 333:7 376:18,22 386:9 392:14 393:21 424:22 continuing 221:24 contract 5:3 8:23 9:1 9:4 24:17 65:1,5,8 125:18 126:4 155:10,11 173:22 223:11 225:16,16 230:22 243:6 245:18 250:11,13 251:3,12 252:1,18 253:11 254:4 256:7 256:10,13,17,22 257:4,21 258:1,12 258:14 259:2,6,8,13 259:14,18 260:3,5 260:14,17 261:10 261:16,17 262:8,14 262:16,20 263:1,16 263:17 264:2,23 265:7,22 266:23 267:6,8 269:24 270:13,19,20 271:16 272:2,5 273:17 275:4 276:13,18 283:9,11 283:12 301:16,18 302:13,16,20,24 304:10,13 305:4,8 305:11,13 306:1,12 306:20 307:1 308:19 309:7,11 311:6 314:22,24 315:2 320:17 326:9 336:18 341:10 342:5,6 347:2 348:18 358:8,15,18 358:24 360:23 361:6,15,19,20 362:1 363:1 364:17 366:18,19,20 367:5 367:12,16 368:3,5,8 368:13,19,21,23 369:3,6,8,23 370:23 370:24 374:8 377:1
--	---	--	--

382:8 399:5 400:1 410:21 411:18,23 459:7 contracted 61:3 contracting 93:20 271:2 326:23 331:13 332:16 340:8,19 363:16 369:1 contractor 223:12 243:22 244:3 261:3 263:13 265:8,14 365:20 368:2 contractors 201:9 273:20 334:24 335:2,20 350:5 359:13 contracts 8:17 10:24 72:10 119:17,18 152:12 219:7 225:15 237:1,4 241:17 243:16 245:13 250:10,14 265:13 268:2 271:12 272:7,8,14 274:4,19 303:19,23 315:16 316:24 319:16,20 321:3,8,9 321:9,15,21 324:1 326:6,11,18 334:19 334:24 335:1,21 337:13 338:8,9,10 339:6 346:11 348:20 360:13,19 362:5 370:22 399:20,23 411:9 459:6 contractual 283:10 365:24 366:6 contract-to-contract 327:15 contrast 434:6 control 5:3 7:2,3,9 9:1,3 11:17,22 12:8 12:12,15 13:4,18 14:1,10,14,14 15:14 17:1,16 43:17 44:5 44:19 62:15,24 94:2	229:1 308:24 325:16 349:19,20 445:2 457:15 controlled 61:17 Controller's 241:7 268:23 275:15 284:12 controlling 164:20 controls 125:20 convene 448:11 conversation 72:21 73:7 74:4 81:14 146:4 192:24 323:5 393:14 424:1 conversations 35:8 99:11 214:24 390:24 391:6 393:7 converted 455:12 Conveyance 448:10 conviction 322:18 Conway 8:11 81:20 102:23 105:21,22 106:4 107:6,11 108:6 160:7,15,15 161:18 162:21 163:5 164:6,13 168:3 Conway's 28:24 Cool 75:15 cooperate 79:1 437:15,17 cooperation 3:3,5 437:20 cooperative 233:6 253:10 441:21 cooperatives 253:9 coordinate 63:19 64:4 72:11,24 82:19 145:1 177:3 181:1 182:5 195:17 217:24 218:2 275:17 390:16 392:20 422:4,11 436:17 coordinated 116:3 182:4 387:16 coordinating 7:17 31:9 73:9 108:20	111:8 115:9 229:7 381:11 coordination 61:2 62:15 105:11,18 115:24 117:4 181:24 184:19 192:14 390:11 401:6 436:24 437:8 437:11 coordinator 92:12,14 COOUNCILMAN 77:8 cop 377:18 copies 284:10,11,24 285:1 287:3 cops 62:1 copy 186:24 285:18 377:17 378:2,2 396:8,14 399:2 422:8,16 443:16 core 30:18 36:7 37:8 37:10,20 38:10 89:24 90:19 357:8 414:5 corner 217:4,6 Corporation 305:17 313:20 correct 25:10 55:17 55:20 93:6 103:8 114:7 140:20 149:11 164:7,14 175:9 179:17 184:4 199:12 220:15 226:6 236:24 237:2 252:6 261:20 274:13 289:16 291:15 297:20 309:9 317:21 325:17 329:15 333:14 337:17 357:20 392:3 394:12 395:2 406:11 412:22 435:7 436:1 437:4 437:22 438:13,22 439:17 441:15,17 441:17 447:24 462:16	correcting 322:11 correctly 88:11 corridor 24:22,23 26:12 77:20 79:7 80:17 corridors 78:2 cost 85:23 86:7,20 111:5,6 113:9,14 114:10,18 115:3,4 115:11,14,21 116:5 116:8,9,12,13,16,21 116:24 117:2,5,18 119:5,14,17 125:10 161:17 162:11 176:2,4,5 181:20 183:16 197:2 199:18 200:18 201:16,20 205:6 213:3 234:21 235:12 247:23 253:21 254:11 281:2 294:13 355:13,16 373:14 391:19 411:18 420:9 426:9 costs 96:4 101:19 116:11 254:9,9,12 255:5 396:24 427:13 couch 255:16 Councilman 300:23 COUNCELMAN 301:12 council 1:1,10,22 2:1 2:19 3:6,10,15,20 3:23,24 7:12 11:10 12:16 13:9,13,22 14:16 15:3 16:1,18 17:8,23 18:13,24 21:22 22:21 23:8 25:9,12,14 26:20,23 27:6,15,21 28:8,18 29:3,10,14,23 30:5 39:16 46:11 48:18 53:24 54:18,22 55:10,15,18,21 56:2 57:1 58:5,12 59:6 59:15,19 63:3 67:18
--	---	---	--

71:24 78:8 79:11	95:2 97:14 98:6,24	185:12,13,14,17,19	262:12,17,23 263:9
84:19 85:17 86:24	99:16,22,23 100:2	185:21,22 186:23	264:7,8,10,13
87:4,10,15 99:17	100:14,18,20,21,22	187:4,8,10,14,22,23	265:18,24 266:5,20
100:4,9 106:10	100:24 101:5	188:4 189:22 190:6	267:4,11,15,16,18
126:19 137:10	102:16 103:22	190:12 191:3,11,16	267:19 268:16
152:17 163:16	104:15 105:14	191:18,19,23 192:2	269:1,23 271:14,19
190:17,21 191:2	106:9 107:7 108:2,7	192:21 193:17	272:6,17,21 273:1
202:23 211:18	110:19,24 111:13	195:23 196:2,3,4,5	273:11 274:5,14,23
218:5 232:14,16,23	111:23 112:4,8,10	198:13,22 199:2,5,9	275:16,23 276:7,12
234:2,5 280:11	112:11,12,13	199:21 200:13,24	276:21 277:3,7,12
292:22 309:18	113:16,20 114:1,5,8	201:13,15,16,18	277:14,18 278:13
332:18 343:22	114:23 115:1 116:6	202:4,12,20,22	278:19,24 279:4,16
348:14 351:3	117:9 118:4 119:3,9	203:1,2,5 204:3,18	279:19 280:6,10,12
352:17 383:2	119:12,19,21,22	204:20,22,24 205:1	280:13,14,15,16,20
384:19 385:14	120:5 130:12	205:2,4 206:15,21	281:11,21 282:1,5
398:21 402:20	132:17 135:3 137:5	207:2 208:6,15,18	282:13 283:4,8,17
414:10 418:2	137:16,17,18,23	208:23 209:8,14,21	283:24 284:5,16
422:23 423:1,9,16	138:11,16 139:3,16	210:4,5,18 212:12	285:9,15,21,23
423:23 424:5,6,24	139:20 140:2,6,7,11	212:16 213:24	286:3,11,15 287:4,9
425:9,10,22 426:3,6	140:14,21 142:2	214:5 215:1,21,23	287:13,19,24 288:5
426:21 427:4 428:6	144:3,21 145:8	218:21 219:1,4,9,15	288:11,20 289:2,11
428:11,14,16 429:4	146:15,18,19,20,21	219:21 220:13,16	289:17,22 290:5,12
432:19 439:1,3	147:12,16,20,23	221:1,2,7,11,16,23	290:13,19 291:16
445:12,14,17	148:12,18,22 149:4	222:4,7,8,9,24	292:21 293:5,21
449:21,23 458:23	149:8,17,24 150:5,9	223:17 224:1,5,14	294:7,21,23 295:3,6
459:1 463:13	150:17,21 151:1,8	224:19 225:8,23	295:9,14,18,22
COUNCILGREE...	151:17,22 152:13	226:2,8,18,21,24	296:16,22 297:9,15
380:7	152:21 153:1,5,10	227:10,12,22 228:2	297:18,21 298:2,6,9
Councilman 1:11,11	153:14 154:10	228:13 229:11,17	298:15,19,24 299:8
1:12,12,13,13 10:7	155:1,14,19,23	229:19,21,22,23,24	299:22 300:5,11,14
14:23 16:17 17:10	156:3,8 157:9,13,17	231:1,6,11,23 232:8	300:17,18,24 301:4
29:16 30:8,12 31:12	158:2,8,19 159:5,12	234:6,10,19 235:1,4	301:5,6,10 302:4,7
31:16,20,23 32:3,8	159:17,21,23 160:1	235:9,24 236:17	302:10 303:5,9,21
32:20,24 33:6,12,15	160:2 161:4 162:14	237:3,14,23 238:2	304:1,20,24 305:9
34:3,15,24 35:10,16	162:24 163:7,18,24	238:24 240:2,6,23	305:14,20 306:8
35:23 36:8,10,18,23	164:17 166:23	241:16 242:16	308:8,12,16,22
37:3,21 38:11,19	167:2,5,10,13,15,17	243:7 244:14,22	309:21 312:18,22
39:1,8,14,19,23	167:19,20,21,22	246:8,20 247:6,21	312:23 313:11
43:12 44:8,14 46:4	170:4 171:6,9 172:5	248:8,21 249:4,24	314:2,5,9,18,19,20
46:8,13,17 48:4,10	172:12,22 173:10	250:7,20,24 251:4	315:11,14,18 316:8
49:14 51:19 53:17	173:15 174:10,16	252:2,7 253:15	316:13,17,21 317:9
54:1,14 55:2 67:19	174:24 175:3,11,13	254:7,19,23 255:3	317:11,14,16,22
67:23 69:2,7,8,9	175:14,15 178:17	255:10,21,22	318:20 319:6,14,18
71:21 72:2 73:20	178:24 179:8,14,18	256:12,16,20 257:3	319:23 320:7,12,20
74:11 75:11,21	179:21 180:7,11,14	257:14,19,24 258:7	322:7,23 323:23
79:19 82:22 84:7,20	180:15,16,21	258:11,17 259:5,10	324:8,16,22 325:18
84:22 85:18,18 86:5	181:10 183:19	259:16 260:11,22	325:21 326:8,15,21
87:13 94:3,11,13,14	184:3,11 185:9,11	261:13,21 262:2,6	326:24 327:14

328:2,6,11,15,18,24 329:6,11,16,20 330:1,8,12,19 331:23 332:3,9,18 332:20,24 333:4,10 333:15,20,24 334:5 334:9,10,11,12 335:1,8,19,24 336:5 336:20 337:3,8,21 338:4,17,21 339:3 339:15,18,19,21,22 344:24 345:5,9,18 346:5,20 347:5,17 347:18,24 348:2,13 349:21 350:10,13 351:11,14,19 352:5 352:9,15 353:7,17 353:22 354:4,8,17 354:23 355:11,20 356:20 357:11,17 357:23 358:3 361:7 363:10,13,14,23 364:2,6 365:5,11,22 366:4,14 367:2,15 367:24 368:7,11,18 368:22 369:5,10,15 369:22 370:5,9,12 370:13,14,15,17,18 370:19 371:7 372:9 372:20 373:20 374:1,10,22 375:1,5 375:8,14 376:8,11 376:12,14,16,19,21 376:23 377:3,10,20 378:1,8,9,17,24 379:21 380:3,11,16 380:17,18,21 381:13,14,18 382:13,17,20,21 383:16,18,24 384:9 384:15,18 386:19 387:3,6,8,9 388:4 388:19 389:22 390:5 391:15 393:6 393:20,23 394:1,10 394:13,22 395:5,16 395:19,20,21,22 396:22 397:14,19	398:12,19 399:4,15 400:7,11 402:11,14 402:19,21 404:3,8 404:15,23 405:15 405:17,18,20,23 406:2,6,7,15,22 408:7,14,18,21 409:20 410:1,4,11 410:15,16,17 411:5 411:12,24 412:6,16 412:23 413:7,11,23 414:7 415:20,24 416:24 417:17 418:13,21 419:3,12 419:16 420:2,8,12 421:4,9 422:9,17,24 423:3,6 425:12 428:18,24 429:21 430:2,11 431:14,19 432:1,16,20,22,23 434:22 435:4,11,17 435:21 436:2,20 437:2,5,13,19,23 438:8,14,18,23 439:2,4,11,21,24 441:1,8,13 442:1,22 443:3,17,21 445:7 445:11,13 449:24 450:4,14 452:14 453:14,21 454:7,13 454:22 455:22 457:6,9 458:11,19 458:24 459:2 460:18 461:11 462:1 463:5,11,14 Councilman's 86:22 Councilmember 30:7 39:17 46:12 Councilmen 264:12 councilwoman 1:10 1:14,14,15 22:1 59:22,23 60:8 63:17 64:6,9,12,18,21 65:10,14,17 67:24 68:17,23 81:13 87:16,18,22 88:4 89:4,15 90:5 91:12 91:24 92:2,3,17	93:2,7,22 94:1,9,12 99:21 120:7,8,12,15 121:5 122:13,16,17 124:24 126:11,17 126:23 127:2,15,19 130:5,10,15 131:24 132:13,19 133:8,15 133:19 134:1,7 135:1,16,21 136:3 136:13,17,20,23 137:3 163:22 164:2 164:8,15 172:3 210:3 300:20,21 301:2,8 306:6,10,14 307:12 308:9,13 309:19,23 311:14 311:24 312:19,20 313:13 314:2,7,14 358:5,6,16 359:4,8 359:23 360:5 361:2 361:8,11,14,18,23 362:23 363:5,8,11 445:15,19,23 446:2 447:24 448:18 449:4,22 Counsel 7:4 counter 171:10 403:16 counters 172:19 country 143:1 144:16 241:22 401:18 419:6,13,18,21 couple 11:11 16:4 49:15 61:23 78:13 81:11 115:6 120:16 126:13 132:20 172:15 185:24 189:20,21 190:9 192:11 196:12 216:1 217:2 234:11 244:7 271:7 287:20 315:4,5 323:5 339:24 357:3 377:18 380:8 425:15 446:3,8 course 5:9 70:16 116:10 176:3 187:12,13,13	188:13 192:22 292:3 322:14 court 27:4 178:22 189:24 387:20 465:3,21 courts 7:24 343:12 cover 117:14 352:4 coverage 431:8,11 covered 228:11 covering 2:21 craft 391:17 crap 316:22 crash 213:23 crawling 12:20 crazy 315:4 create 17:20 20:14 44:5 70:2 160:22 194:12 214:9 230:6 created 7:1,8 282:24 creating 38:2 282:23 409:13 creative 217:12 342:20 credit 48:16 144:20 144:22 credits 199:20 200:10 crews 52:7 crime 19:10 102:3 104:10 128:22 176:13 190:22 216:21 217:5 417:9 crimes 70:17 118:21 216:15,19,23 217:9 criminal 216:12 crises 42:22 Crisis 73:24 criteria 98:20 critical 8:6 128:21 212:19 criticism 212:18 criticized 347:7 criticizing 347:6 CRM 208:1 215:9,11 Crosby 44:16 cross 268:20 340:3 342:24 374:8 392:21 CSA 181:15
--	---	---	---

CSO 182:20 cup 169:10 curator 460:19 curb-to-curb 198:19 curfews 76:1 Curran-Fromhold 169:3 current 92:7 96:15 110:11 246:13 258:13 259:8 260:5 285:19 286:18 354:3 419:15 currently 54:5 92:18 123:13 130:21 138:6 189:11 193:19,19 204:16 230:5 233:19 246:13 250:9,13 265:11 284:24 285:2 438:1 Curtis 75:21 customer 5:23 134:3 170:11,14,16 171:1 171:23 236:8,12 293:19,22 294:1 298:3 409:7 433:9 433:24 434:17 453:1 cut 16:4 41:2,9 61:3 210:22 211:23 240:15 247:23 248:2 316:22 cuts 29:6 382:9 cycle 197:4 201:19,24 cycles 452:1 cyclone 85:21,24 cyst 92:16 D DA 63:13,23 64:5 179:1 daily 49:6 194:4 386:11 457:12 damages 244:13 damaging 12:12 Danaski 139:18 Dandridge 432:5 dangerous 18:6 dangling 457:23	DARRELL 1:10 data 74:16 76:3 102:3 108:15 109:7 110:4,6 192:16,17 193:9,24 205:13 236:15 295:10 385:9 387:17 388:10,12 389:9,20 390:17,19 391:6 392:11,11 393:15 400:15,15,17,22 401:1,2,12,17,21 402:1,4,5,7,8,10 412:9 413:16 414:3 414:12,15,17 415:3 415:7,8,11 416:22 418:12,18 421:12 436:8,24 437:21,24 455:14 463:6 database 109:24 110:1,2 112:20 285:2,19 297:13 412:11 438:10,15 438:20 databases 288:7 date 145:10 159:11 191:13 269:8 376:7 385:12,13 390:3 431:13 439:7,7 444:24 465:20 dates 396:5 411:11 dating 459:20,22 Dave 4:4 170:8 David 1:12 31:3 72:20 Davis 218:23 219:5 219:10 220:4 dawned 77:16 day 55:9 60:12 66:6 72:9 78:22 85:12 117:15 128:2 131:11,17,20 132:5 160:23 161:7 191:14 249:16,19 249:20 250:6,9,23 251:2 253:6 264:4 282:16,17 283:7,16 283:20 284:4,23	285:13,17 286:2,14 286:23 287:7 288:4 288:10 290:14 307:3 325:6 330:15 344:8 357:6 379:1 386:11,14 416:1 422:7 424:7 434:6 434:21 463:24 days 55:7 66:6 78:22 205:8 243:21 286:5 286:5 377:18 384:8 434:14 439:17,18 day-to-day 38:17 367:19 DBE 9:7,9 90:14 342:4 deadline 239:24 deal 15:7 51:15 104:11 116:2 168:13 210:9 213:12 241:3 243:21 244:1 252:4 364:16 402:13 455:20 457:11 dealers 83:12 dealership 169:8 dealing 47:18 104:6 179:1,3 249:8 286:9 440:7 452:12 deals 109:19 450:3 dealt 160:7 446:10 455:19 dear 121:11 debate 317:23 debundle 358:8,18 358:24 359:2,7,7 debundled 358:11 362:2,22 decade 217:3 decide 81:2 102:1 357:2 decided 130:18 360:1 401:19 decision 66:10 86:1 87:7 102:8 130:24 155:5 251:10 359:24 372:21 decisions 117:13	118:17 403:10 456:16 Decker 423:17,19 424:4,8 425:20 426:1,5,15,24 427:23 428:8,9,13 428:23 429:2,20,23 430:9,21 431:17,22 432:5,9,15,18 433:10 435:2,6,14 435:19,24 436:11 436:22 437:4,7,17 437:22 438:2,12,17 438:22 439:10,16 439:23 440:5 441:5 441:11,16 442:8 443:1,5,19 444:1 445:10,21 446:1 447:13 448:1 449:3 449:19 450:10,15 452:20 453:17,23 454:11,19 455:11 457:2,8 458:10,17 458:21 459:12 460:23 461:15 462:15 463:8 decrease 4:22 5:2,4 28:13 dedicated 117:16,24 118:8 deed 431:2 433:11,12 434:5,7 438:4 deeds 426:10,18 427:10,21 429:8,19 430:23 438:3,11 446:15 447:7 450:16 452:22 deeper 145:10 deepest 50:3 defalcation 458:5 defer 136:9 138:21 198:9 337:22 370:16 define 390:6,18 defined 321:9 definitely 73:17 85:5 86:9 112:2 441:6 450:11 452:21
---	--	---	---

definition 357:7	304:8 307:22	department's 8:16	205:24 233:16
Degaradenis 133:6	321:18,22 327:11	35:11 243:15	242:18 281:6
delay 385:18	329:10,19 331:1,20	280:23 325:12	351:18 369:3 383:8
deliver 344:17	332:13 350:1,2,15	department-by-de...	deteriorate 21:3
403:24	351:12 360:1 362:8	210:13	determine 124:3,17
deliverable 396:15	365:2 367:18	dependent 102:2	323:9 325:7 350:4
delivered 309:2	369:12 370:1 373:4	175:19 450:6	369:17,20
405:9 413:17	377:13 378:19	depending 76:2	determined 152:9
delivery 287:7	385:22,22 389:10	177:8	176:11 226:11
demand 155:12	391:22 399:19,24	deploy 384:21	292:23 338:18
demonstrate 35:15	423:14 424:19	deploying 217:22	develop 26:10 67:1
36:1	425:4 432:3 433:3	deputy 4:1,5 72:20	124:7,20 141:12
denominator 157:24	436:10,19 440:16	95:6 105:22 138:22	195:22 207:24
dent 52:4	446:11 447:4	160:16 232:18	375:22 384:20
depart 155:4	450:12,13 451:4	235:7 256:1 267:21	developed 7:13 52:3
department 7:24	453:19 454:12,18	280:21	105:4 182:12
32:14,16 34:16	454:20 455:18,21	derivative 253:19	390:10 391:13,14
35:17 36:5 50:23	456:1 461:1	describe 244:23	developer 125:7
68:5 86:11,11 88:10	departmental 177:3	257:4 281:7 351:5	164:24
88:13 93:13 102:19	177:4 180:8 358:10	352:11 353:8	developing 73:10
108:24,24 109:15	377:7 398:14	408:22 433:6 443:8	95:20,24 98:18
109:16 117:14	departments 9:15	459:10	123:6 129:17
118:8 139:12	30:13,20 32:4 33:7	described 238:8	389:13 437:14
143:13 148:21	34:21 35:5 75:9	385:10 417:3 418:8	development 8:2
151:3 168:5 169:5	90:20 101:11	description 219:23	26:12 124:22 138:1
176:16 181:3	108:20 109:2 111:9	431:5	139:7 140:22
182:22 183:4,7	116:17 133:24	descriptions 399:22	141:10 145:17
184:16,16 192:15	148:9 154:13,14	430:22,24	228:24 309:10
193:14 200:8 202:9	155:7 171:2,5	deserve 61:16	devise 231:16
202:19 203:8,17	176:18 179:6 180:4	design 404:19 420:11	Dews 92:1,5,5,20
210:9,15,15,20	181:2 182:1,7,8,13	420:13	93:6,18,23 94:8
218:18 219:13,17	195:8 217:16 236:9	designation 268:8	137:6 140:9,9,13,20
230:4,10,18,18	248:15 254:16	designed 145:3	141:2 142:7 144:10
231:13 232:18	268:21 276:17	296:17,18	146:3,17 180:20
233:12 236:4	278:3 283:3 284:20	designing 299:9	181:8,23 184:1,5
237:22,24 243:8,18	287:2,14 303:14,15	desire 416:11	185:8 198:7,17,24
244:4,9,16 245:4	304:2 311:3,22	desk 169:11 241:9	199:4,7,12 200:6
246:19 247:10	315:10 321:10,17	desks 310:12	DHS 76:8,11 343:13
248:14 253:3	322:1 325:15 326:1	destroyed 12:5 15:10	dialogue 11:5 71:24
263:24 264:22	326:3,4 327:12	detail 94:18 118:12	392:20,22
266:19,22 268:10	328:21 329:14	133:2 225:11,12	Diane 27:3
269:5 275:18	330:21 331:9,12	228:3,6 238:3	dies 22:16
276:22 277:19,24	340:18 369:11	249:18 338:1 352:8	differ 284:6 355:23
278:21 281:11	372:21 380:23	412:1	difference 45:2 73:13
284:13,14 286:22	381:12 387:14,21	detailed 22:24 133:23	131:16 132:10
288:21,23 293:18	387:23 389:11	362:24	178:9,12 327:5
294:9 295:7,23	393:8 410:22 437:1	details 93:19 121:12	335:17,18
302:1,14 303:18	454:15	127:21 170:21	different 14:2 17:19

21:19 37:17 45:4 97:1 106:8,16,20 111:9 148:1 151:2,2 154:13 158:20 171:15 196:13 203:9 236:2 254:14 284:11 299:17 309:4 312:13 323:19 336:11 358:19 401:20 418:24 431:24 differentiation 148:5 315:23 differs 286:19 difficult 47:18 128:15 279:20 digitally 211:9 dignity 131:2 dinner 464:1 Dinoto 379:15 382:3 382:3,15 395:3 400:5 408:12,15 411:1,8,17 412:5 diplomas 123:12 direct 13:16 31:2 36:11 38:3 124:11 139:17 146:24 153:2,6 direction 197:1 202:17 211:6 313:4 313:4 322:16 324:21 450:8,12 directive 233:15 directly 10:19 29:17 30:16 31:14 38:7,12 42:8 148:24 194:1 207:13,18 208:8,19 director 4:1 5:11 44:18 90:19 92:8,15 95:6 105:23 122:20 133:12 136:9 137:21 146:23,24 147:10 148:14,17 150:3 160:16 210:7 211:17 223:3 251:18 264:9,16 302:11 303:10,17 325:8,10 407:11	424:12 Directory 380:13 director's 71:12 75:1 75:24 92:22 114:3 133:22 139:11,15 160:6 162:17 163:4 163:10,13 165:3 230:20 373:2 dis 257:15 disabilities 410:12 disadvantaged 257:16,20,22 268:4 323:14 334:19 336:7 disappeared 171:12 disappointing 222:18 disaster 46:1 454:16 disbarred 269:20 disclosures 451:17 452:3 453:8 disconnect 303:12 discrepancy 83:17 discrete 242:7 460:9 461:17 discretion 357:2 discuss 182:9 230:7 discussed 51:9 120:17 discussion 233:1 325:6 344:21 373:1 discussions 392:3 disgruntled 427:12 disingenuous 269:17 disparity 329:24 330:2,20 dispatch 211:20 dispatched 212:11 disposal 246:2 disposing 164:21 disposition 7:14 dispute 40:5 disregard 50:10 disrepair 449:1 distinguish 20:16 distribute 119:1 284:9 440:14 distributed 190:20 236:11	distributing 146:6 distribution 255:13 286:24 311:22 district 8:1 23:14 25:7,15 46:23 62:21 63:6,9,12,12 69:6 71:15 75:2 76:6,8 102:21 103:6 126:19 132:17 188:12 193:10,11 194:16 205:11 218:5 418:2 445:2 districted 50:20 districts 188:5,7 diverse 8:14 9:18 90:11 91:1 346:23 diversety 32:7 diversion 58:19 diversity 8:16 32:5,9 34:6,9,13,17 35:6 36:3,14 37:7,20 38:3,13,21 135:6 149:20 150:10 152:4 154:6 317:5 318:11 319:2,4 320:4 327:7 346:18 divert 57:10 divide 218:4 divided 353:10 division 4:14,20 6:5 6:10 38:8 114:6 233:11 divisions 9:8 177:22 doc 443:7 doctor 441:14 442:15 document 154:12 284:2 398:20 431:12 434:1,20 435:9 453:5 456:6,7 462:19,21 documented 11:20 315:24 documents 148:2 267:10 291:20 318:4 403:15 433:20 434:11 447:16 450:20 451:2,11 459:18,24	460:16,17 dog 16:24 47:6 203:14 doing 23:4 29:21 33:11,13,16,17,17 33:19,20,23 35:7 42:17 52:1 57:20 59:9,12,14 70:8 72:23 73:1 74:2,17 86:2 95:16 96:19,23 98:9,15 105:8 108:23 109:1,1,21 110:17 115:8,16 131:8,11 143:15 160:13,14 165:13 165:17 169:16 170:1,18 173:13 180:3 182:14 190:15 207:23 209:7 277:1 289:13 289:14 291:3,5,5,6 298:3 343:7 344:13 345:15,21 359:16 365:6 371:23,24 372:15 389:12 390:20,22 393:9 396:16 398:4 412:14 dollar 40:23 88:9 129:1 290:1 315:15 337:5 340:14 343:11 350:18,20 381:22 393:1 dollars 10:10,13 21:9 24:22 70:20 71:6,19 72:9,13 114:2,18 127:10 151:20,24 153:19,23 154:19 154:19 156:20 223:8,22 238:19 315:13 317:19 319:22,24 320:2 326:23 344:12 346:1,12 353:5 361:22 364:17 392:7,23 394:4,18 395:13 401:4 426:23 435:13
--	--	--	---

domain 401:2	422:16	392:4 393:12 403:4	efficiency 143:15
door 12:20 78:24,24	drug 83:12 124:5	404:5,13,17 412:13	281:3 373:7 433:7
255:4 276:15	due 385:3 446:17	412:21 413:3,10,13	435:12
408:23	duly 172:13	414:4,24 415:22	efficient 111:5
dot 296:9	dump 61:22 78:4	416:14 417:12	effort 7:7 63:13 78:1
double 110:17	80:21	418:4,23 419:8	79:10 81:21 110:16
double-check 224:18	dumping 61:23 77:11	422:2,15	115:10 116:4 178:3
225:4	78:15 80:18 81:15	EBIEB 379:24	178:3,5,10 180:5
doubling 223:8,13	82:9 103:22 107:3	394:12 395:1,4,10	182:20 194:11
doubts 270:3	203:7	396:12 397:6,16	195:10 218:3 372:5
DOWD 157:22	duplicity 111:1	398:8,18,23 399:13	387:17 396:21
Dowd-Burton 149:23	duration 155:10	400:19 405:5	efforts 6:9,12 9:6
150:2,3 152:15	duties 44:7 235:20	406:12,19 407:9	21:14,16 78:21
153:18 154:8,23		419:14 421:1,7	80:19 142:5 183:3
155:3,18,21 156:1,5	E	EBIED 394:15	190:23 191:20
156:12 157:11,16	E 232:19 256:4 321:5	echo 87:23	194:20 314:4
158:5,18 159:1,8,15	321:7 334:21 336:1	echoing 186:1	429:11 436:17,18
159:19 264:11,15	352:1,3,5 403:11,11	economic 9:12 40:24	eight 112:15 182:17
264:16 265:19,23	403:18 417:12,13	138:1,22 139:7	195:1,2 233:21
266:3,17,24 267:9	418:5 465:1,3,21	140:22 141:10,16	250:10,14 252:11
311:13 312:9	earlier 23:2 135:4	145:17 150:4	275:5 354:15 388:8
326:22 327:8,22	249:23 321:23	233:10 264:1,17,21	425:4,5
328:4,8,13,17,20	377:24 389:16	268:15 301:23	eight-week 195:3
329:2,9,13,18,22	early 22:14 205:21	309:10 326:14,20	either 27:10 52:8
330:6,10,16 331:11	296:14 398:10	327:9 328:1 341:17	175:13 195:14
332:1,7,11,23 333:2	earmarked 394:5	economies 249:10	196:8 207:19
333:6,13,17,22	earn 199:20	economy 106:5 141:8	243:18 258:17
334:3 345:17 346:8	earned 223:9,21	141:9,24 143:11	284:15 316:2
347:1	ears 194:5	348:10	335:21 343:18
downslide 429:18	earthquake 42:24	educate 195:8	354:2 367:16 401:7
downtown 404:21	easier 58:3 196:19	educated 195:11	429:17 431:6 434:7
dozen 218:11 228:21	291:10 430:7	educating 15:24	442:12 455:21
252:12,13	easily 225:6 278:11	education 124:5	elaborate 80:19 81:7
dozens 6:12 306:17	415:14,15	129:17 189:6	186:8 192:4 403:2
Dr 176:24	easy 59:16	448:13	elected 452:4
drafted 431:8	eat 369:12	effect 179:11 430:4	election 248:23
dragged 171:21	EBay 239:2	439:14	456:16 457:24
dragging 404:21	EBEIB 418:17	effected 183:11	458:4
drawing 122:24	419:24 420:4,10	382:12	electric 145:19
drawn 72:18	Ebeid 207:21 209:12	effective 107:10	254:21 450:18
Driscoll 92:14	209:13 352:13,21	115:2 127:3 144:23	electrically 236:21
drive 115:10 141:15	353:10,21,24 354:6	199:14 201:17	237:13 238:17
141:16	354:13,20 355:2,14	391:20 439:7,18	451:12
driven 45:13 264:20	356:1,23 357:15,20	effectively 81:19	electricity 142:14
292:18 293:19	378:23 379:6,9,10	effectiveness 179:23	electronic 233:4
321:21 329:24	380:5 381:8,17	efficacy 45:14 189:13	234:13 235:22
driving 178:14	383:14 386:5,21	efficiencies 236:3	236:18 237:16
drop 246:10,17	387:22 388:6	255:18 294:12	238:16 280:23
	389:21 390:1,8		

284:2 285:22 288:13 291:18 292:14 295:24 296:7 298:12 299:20 371:20 372:4 375:17 414:16 430:3,6 433:13,14,19 434:19 435:1 438:10 451:18 452:6,7,13 454:1,6 455:14,19 electronically 238:15 281:18,20 285:13 285:14 297:5 433:21 434:2 452:2 electronically 296:4 383:9 electronics 455:9 eligible 399:9,11 eliminate 388:16 415:18 eliminated 87:2 286:24 287:5 eliminating 211:6 Elliot 256:15 257:15 257:19 266:7 368:1 Elliott 266:15 314:24 367:8 email 416:3 emergency 40:3 89:13,18 454:15 emphasis 35:9 43:4 emphasize 214:23 employed 186:16 350:5 employee 54:8 281:4 313:7 342:21 375:10 380:18 employees 133:12,22 207:14 208:4 233:20 236:1 246:9 246:14 294:3 341:16 342:15 346:17 employers 129:9,12 employing 9:17 employment 141:19	189:7 340:5 342:7 343:1 346:19 348:16 364:13 empower 22:10 emulate 419:21 enable 27:22 enabled 407:16 enables 433:23 encourage 400:24 encouraged 189:5 encouraging 157:2 encumbered 371:4 411:4 endangering 210:24 ends 164:19 end-to-end 198:20 energy 92:11 141:7 142:3,8,9,24 143:13 143:15,24 145:5 254:20 energyinitiatives 225:17 enforce 50:12 81:5 117:22 203:9,18 349:2 enforced 439:9 enforcement 77:11 82:10 189:23 204:6 204:9 441:10,20 enforcing 77:12 78:11 203:6,23 engage 10:19 22:10 engaged 11:3 19:16 24:7 215:10 393:13 engagement 141:8 192:3,13 193:5 194:10 engine 238:18 engines 242:4 English 6:20 enhancing 70:8 enjoy 195:12 enrolled 123:4 ensure 9:9 90:10 276:2 400:1 416:21 ensuring 267:24 entail 353:18 entails 351:6 352:12	353:9 enter 13:21 14:11 288:7 399:21 entered 12:22 98:13 283:14 entering 12:11 13:18 enterprise 260:6 311:18 336:10,12 415:6 enterprises 336:6,16 enthusiasm 131:15 enthusiastic 168:10 entire 48:16 107:5 147:6,8 148:16 193:13 213:20 241:10 242:24 372:12 449:1 entirely 89:19 198:20 398:3 entirety 28:16 entities 53:9,11 61:3 125:24 320:24 entity 11:22 12:24 14:18 233:13 entry 236:15 enumerator 158:1 Envelope 287:11 envelopes 235:17 291:11 environment 15:18 47:8 141:7 169:21 172:6 198:15 419:15 460:21 462:17,22 environmental 91:16 145:7 196:15 228:19 461:6 EO 97:17 EOP 311:5 equal 178:13 362:6 equally 10:2,3 14:15 equation 307:13 equipment 33:22 35:19 37:24 123:21 148:3,4 149:10,22 150:12,16 152:1 153:20,22 154:16 250:17,17,22 256:3	256:6 259:1 273:15 273:23 304:7 315:8 315:16,19,21 317:20 319:15,20 322:6 326:17 327:21 330:3,13 331:3,22 332:6 363:18 equipped 212:3,3 equity 141:8 ERP 352:23 353:11 erring 289:23 errors 396:10 especially 44:16 102:18 165:7 253:5 348:9 essence 446:16 essentially 189:9 established 182:4 establishing 38:9 estate 389:5 446:17 447:9 448:23 estimate 41:17 114:24 288:18 et 116:13 117:23 120:22,23 207:6 253:1,2 270:9 293:6 294:15 383:9 etched-in-stone 102:6 ethic 135:8 343:5 ethics 364:20 384:20 384:24 385:5,8,10 385:15 386:8,15 396:1,2,8 451:15 evaluate 124:2 396:10 evaluating 264:19 383:3 evaluation 292:15 evening 131:23 event 78:23 events 6:9,13 49:8 55:7 131:14 460:2 eventually 12:21 21:1 111:2 176:8 208:5 247:8 296:2 Everett 20:11 74:8
---	--	---	---

121:9 everybody 42:10 100:10 109:17 213:19 308:5 343:10 366:11 380:19 381:3 389:19 391:4 435:8 everybody's 398:16 everyday 47:4 evident 88:1 evolve 102:14 exact 126:8 149:2 264:3 exactly 27:7 63:24 98:9,12 157:23 170:17 172:9 206:1 209:6 279:21 371:18 392:21 404:17 428:13 430:18 exam 404:3 examined 196:9 458:13 example 23:2 27:1 35:17 89:14,19 98:1 99:9 115:18 116:18 145:18 156:18 201:21 250:5 261:2 380:16,22 388:22 390:16 examples 388:24 404:9 405:9,10 418:8 exceeded 5:22 Excel 375:19 excellent 403:18 409:5 exception 265:13 excess 33:5 394:3 exchange 451:7 exciting 407:18 excuse 142:11 281:1 305:9 324:16 359:4 423:24 executive 44:18 95:11 150:3 264:16 292:8 338:12 452:4 executive-level 9:21	exemplify 9:15 exist 262:19,24 306:18 353:23 367:11 existed 113:4 existing 57:24 143:16 299:24 exists 457:14 expand 176:12,14 188:6 207:4,7 expanded 5:24 193:10 205:20 expanding 96:10 101:15 263:21 426:9 expect 102:17 193:14 221:12 304:14 355:8 375:2 408:24 411:6 expectation 385:15 396:4 418:10 expectations 416:15 expected 222:15,16 224:15 382:1 expecting 302:14 expending 118:24 expenditures 394:4 expensive 20:23 85:24 experience 137:9 169:24 170:17 171:24 173:5 241:21 332:16 340:1 390:9 393:17 408:24 experienced 332:14 452:19 experiencing 104:9 expertise 295:13 372:17 373:18 experts 202:17 expire 218:14 expires 97:17 explain 238:3 247:22 249:17 263:13 286:18 311:3 335:20 400:14 440:17,19	explanation 133:9 351:8,15 399:24 explore 253:17 255:12,15,18 exploring 254:2 extended 240:17 extending 205:22 extensible 412:11 extension 177:11 extensions 257:2 extensive 186:21 extent 172:20 178:19 179:5 210:16 exterior 106:14 extra 194:24 extraordinary 49:3 extremely 306:3 391:17 401:24 ex-offenders 120:21 122:22,23 186:4 eye 17:22 47:16 50:20 218:13 eyes 194:5 216:13 e-mail 237:8 285:4,4 e-mailed 66:17	226:12 263:7 289:18 297:3 309:1 366:18 385:17 391:16 factor 383:3 factors 383:5 facts 397:13 fail 357:6 failing 44:6 357:1 fair 59:14 85:2 202:8 304:7 370:4 413:9 fairly 379:12 Fairmount 83:23 110:2 fall 6:16 139:10 148:14,16 158:22 452:15 falling 139:8 falls 138:3 139:14 149:10 210:16 393:9 448:24 false 271:10,15,19 429:19 familiar 41:2 219:10 339:1 412:7,17,21 families 189:3 family 17:15 189:24 famous 345:23 fantastic 121:21 134:13 far 40:11 50:2,3 90:16 94:24 109:7 143:5 160:10 161:15 165:8 181:20 200:6 275:2 349:16 386:23 455:3 Farrell 20:12 178:1 fashion 50:8 73:10 415:14 faster 213:14 360:15 fault 172:23 favor 68:7 169:16 170:2 fax 406:1,1 February 382:24 federal 220:21 249:9 250:13 251:3 306:2
--	--	---	--

F

F 465:1
face 48:24 129:6
132:7 201:22
203:15 406:1,1
faces 171:20
face-to-face 402:24
403:23 404:6
facilitate 386:17
facilitating 434:18
facilities 7:18 94:19
95:10 96:7,9 97:10
99:12 108:11 110:4
216:22 229:9
321:19
facility 24:14 96:3
131:22 142:10
229:2 461:5
facing 356:13 417:15
fact 20:8 35:17 37:10
42:10 76:6 105:5
156:16 197:5
213:13 223:6

362:14	447:5 451:17 452:3	95:13 115:6,12	372:10 388:12
fee 184:7	453:8	120:16 130:18	flowchart 277:16
feel 18:11 80:10	financing 183:9	133:5 142:9 144:23	fluctuates 427:1
103:19 169:22	find 45:20 53:19,20	156:14 162:3	focus 24:9 49:16
226:19 391:4	60:21 174:8 205:6	167:18,24 169:8	70:21 76:18 106:12
407:17 445:8	224:21 245:17	170:12 181:24	143:1 170:11 177:5
fees 222:11 427:22	253:8,11 255:5	198:7,19 252:18,23	180:5 192:18 376:4
428:2	262:11 267:7	270:4 300:5 305:1	focused 141:18
felonies 216:14	269:16,22 270:6,18	306:23 311:11	143:15 416:17
females 425:5,7	299:19 306:16	312:4 314:23	418:5
fence 83:7,16 84:12	310:23 313:20	367:12 368:14	folks 15:18 17:13
137:14 416:2	339:10 342:4 362:9	377:18 381:16	21:20 22:4,9 49:8
fences 83:24 84:1,9	362:18 363:4	385:3 425:14 429:5	52:19,22 53:1 55:13
84:10 85:20 226:14	373:11 374:5	446:8 456:18	56:9 57:22 59:9
festival 85:9	380:24 381:10	fiscal 1:17,19,21 2:9	69:16 73:6 74:9
fewer 433:8	390:19	2:12,16,21,24 4:12	79:11 81:22 84:13
field 380:2	finding 90:1 143:23	5:6,9,21 8:18,20,22	116:3 121:15,17,18
fields 283:15	210:19 266:22	8:24 38:21 147:5	123:3,12 129:8,24
fighters 84:18	fine 120:14 152:22	154:20 155:15,20	130:20,23 131:17
figure 27:9 58:15	175:1 213:10 221:8	156:4 158:12,22	131:20 134:21
61:13 62:17,23 97:3	231:22 232:5,9	159:6,14 215:13,14	184:20 187:18
115:12 147:13,17	250:1 255:14 273:4	222:13 223:23	195:6,12 214:18,20
155:2 211:10 280:4	355:21 423:20	227:3,15 256:8	307:15,22 310:5,8
327:3 341:21 344:6	fined 269:19	296:14 304:14	310:13 340:17
file 261:11 455:5	fines 81:4 182:24	324:10 328:3,7,9,12	442:4 445:9 446:9
462:4	fingertips 110:15	329:1 331:7 332:17	follow 70:13 85:6
filed 297:16	finish 306:15 309:20	332:22 333:8	343:3
filers 428:5	309:22 324:23	340:13,21 346:4	Following 301:14
filing 430:4,7	355:10	354:19,21 399:21	follows 274:1
fill 230:4 247:20	finished 77:16 159:22	411:18	follow-up 57:2 75:17
297:7	349:7 376:12	five 119:24 141:6	97:20 119:11 274:6
filled 230:8 274:12	finishing 395:24	183:4 233:21 450:3	274:16 276:1
297:10 425:13,24	fire 72:17 83:18	five-page 243:2	food 307:3 313:22
426:2,4	84:18 210:11 211:2	five-year 10:9 221:19	344:18 368:2,7
filling 297:5	212:2,9 238:18	230:3 383:21 395:6	footage 110:11
filters 345:11	242:4 461:8	395:6 399:18 405:3	footprint 183:18
final 108:9 233:3	firemen 83:20	fixed 396:19	force 7:18 94:19
349:7 399:5 456:15	firm 256:13,21	Fleet 31:1 33:17	95:10 99:12 102:19
459:4	257:16,21 305:15	251:10 252:8	108:12 124:8
finally 10:5 455:23	308:20 309:14	flexibility 90:10,24	141:17 194:18
finance 108:24	444:21	flexible 379:22	207:5 448:11
109:14,24 116:5	firms 257:22 346:18	flip 183:13 218:8	forces 439:10
237:22 251:18	443:15 450:24	307:13,13,18	forecast 332:15
284:13 389:10	first 4:4 35:14,24	floats 85:24	foreclose 447:19
451:16,18	37:7 40:17 46:15	floor 172:8	foreclosing 446:14
financial 1:23 2:20	47:10,19 49:22 52:6	floors 110:12	foreclosure 446:22
43:9 282:22 283:21	60:19 63:2 69:15	flow 172:17,18	foregoing 465:5
340:14 353:16	71:18 85:21 93:3	346:12 355:24	foremost 49:22 115:7

forever 24:5 414:2	392:19 397:10	188:8 220:3 232:24	91:7,10 92:19,21,24
foreworn 217:17	407:18 409:16	funds 81:3,18 89:2,2	163:6 233:2 270:16
forgo 175:12	fraudulent 429:8	91:7 92:19,21	270:17 271:24
forklift 125:16	448:10	148:13 222:2	341:20 364:7
form 32:6 35:1	free 42:1 86:12 176:5	225:19 371:3	367:21 381:20
278:18 279:24	freely 388:12	410:21 411:21	382:7 388:7 410:4
317:17 318:24	fresh 216:13 347:20	furniture 222:12	411:3 429:13 462:3
444:2,3,11,23	Freshmen 291:17	223:6 321:12	generally 15:12
451:21	Friday 384:10,11	further 112:9 182:15	26:24 43:24 182:2
formal 53:15 134:22	friendly 356:14	339:16 405:16	250:18 320:14
format 384:3 422:14	front 27:4 34:21 67:7	408:19 449:6	410:7 443:15
formed 12:24	77:6 80:3 147:19	future 43:9 165:18	447:15 450:22
former 122:2 146:2	251:11 269:22	233:7 292:13 300:2	generate 142:14
formerly 352:22	427:8 449:11	318:17,18 350:20	184:10 222:13,15
forms 212:23 297:6	frustrated 66:5,20	357:21 402:22	222:16 224:15
385:8	343:21	415:13 417:16	generated 415:12
forth 23:24 383:6	frustrating 65:24	FY 459:10	426:11
405:4 436:16 461:9	FTE 290:11	FY11 273:16	gentleman 159:24
fortunate 302:19	FTE's 290:6 298:20	FY12 101:16 225:16	180:12
forward 3:12 56:20	299:4	225:20 324:19	gentlemen 39:21
90:2 101:17 111:14	fuel 251:1,2 254:8	371:1,4 375:11	101:2 128:5
111:16 163:11	fulfill 342:5	410:24 459:9	Geographical 430:16
165:17 172:14	full 29:1 290:11	FY13 224:4 225:17	geography 103:7
258:8 260:10	292:14 298:12	228:8 233:1 272:10	216:11
397:21 402:22	385:15 417:8	354:18,21 371:1	Germantown 24:19
403:10 404:15,18	463:23	381:23	getting 14:20 24:7,12
414:23 415:5	fully 398:15 451:18	FY14 394:2	24:21 26:11 40:8,11
416:19 419:9	fun 120:2		59:24 61:9 73:6
423:15	function 75:6,8 94:18	G	76:10,18 88:15 90:3
found 110:9 251:12	109:19 229:7	gain 307:17	111:17 164:19,24
266:1 315:1 318:3	functionalty 386:10	gains 433:7 435:12	165:1 249:10 280:5
four 45:6 48:23 137:6	functioning 385:6,12	Gajewski 92:8	281:5 319:8 342:12
209:16 233:21	functions 103:5	game 59:14	366:11 397:21
244:20 246:3	289:6,8,13,15	gang 186:2	463:9
256:24 259:15	fund 4:12 5:6 10:18	gap 385:9	Gilson 20:11
261:3 290:21 302:2	91:10,11 163:6	garages 270:7	girl 16:9
302:24 311:11	165:5 254:23	garden 255:17	Girls 98:2
359:11 391:12	341:20 362:16	gasoline 250:5	GIS 402:8 430:17
405:10 425:7	381:21 382:7 411:3	gate 83:5 85:6	431:1,8
427:16	426:12,17	gates 83:4	gist 90:4
four-letter 348:3	funded 89:20 91:6,9	gauge 146:7,9	GIS2 432:10
four-year 414:13	91:10 92:18 226:3,9	geared 70:20 71:8	GIS3 431:20
Fox 16:8	226:12 228:23	gears 160:4	give 35:16 39:7 42:1
frame 45:8 277:22	350:17	GED 123:18 186:16	76:19 85:3 91:19,20
282:22 355:7	funding 28:14 80:5	189:8	100:12 102:22
framed 141:11 142:1	83:21 89:22 90:21	GED's 123:11	113:5,11 126:24
framework 141:4,5	93:21 107:12	gender 10:2	130:13 133:2 137:2
frankly 79:3 290:10	120:19 148:10	general 4:12 5:6 40:6	166:12 171:11
		43:17 88:17 89:2	

174:11 205:11	275:14 281:13,15	goals 32:5,7,10 34:6	162:19 165:22
211:14 218:6,10	292:18 299:18	34:14,17 36:2,4,14	166:18 169:23
221:13 222:18	309:21 310:4,21,22	44:1 94:20 136:4,5	175:12 177:2
227:20,20 244:24	322:20 326:3	136:11 140:24	183:15,21,23
250:2 261:2 271:10	327:10 336:13	141:11,22,23 151:2	184:20 185:2,6,15
285:22 286:6 299:7	342:17 346:7	151:15 152:8	185:16 189:14
308:14 316:23	349:13 366:10	154:11,11 259:8	191:12 193:22
320:14 336:15	372:15 380:4 383:6	261:16,23 262:3,13	198:8 200:19
340:20 360:18	383:22 385:16	263:21 264:20	202:16 204:9 208:2
380:15 386:15	386:9 393:24	265:4,7 267:1	208:12 209:9 216:1
388:22 422:6 435:7	395:13 406:6	302:22 319:9,11	220:1 224:4 232:6
435:14 460:7	414:17,18 415:1	322:3 324:2,7	239:9,20 240:13,14
given 24:9 29:5,6	422:19 426:11	326:10,12,16 327:7	241:18 244:17
72:9,10 129:22	429:10 439:14	327:9,22 329:17	253:20 255:20
130:9 199:22 313:4	448:23 454:24	340:12 347:15	256:5 263:18
396:5 400:17	455:6 456:7 462:18	356:17 369:18,21	266:12 267:12
403:21 410:9,10	goal 6:4,6 8:21 10:18	388:15 413:8,12	282:10 288:13
429:11	22:7 33:4 35:21	godsend 19:4	291:9,18 299:10,14
gives 134:23 427:1	122:5 140:17 141:9	goes 21:3 56:10 76:21	310:7 315:3,5
giving 54:3 165:14	142:12 149:20	125:2 163:5 175:14	317:13,16 325:3
364:16 416:7	150:8,10,14,18	205:8 219:6 228:7	330:7 332:17,19
glad 108:17	151:9 152:4 154:6,8	243:8 245:11	338:10 343:21,24
Glazer 397:7	154:21,23 155:4,17	277:20,21,23 283:5	346:12 351:8
Global 6:18 113:8	155:24 156:4,5	307:2 308:19	354:18 360:22
119:15	157:1 158:12,23	341:18,22 448:24	363:4 371:8 374:12
gloves 345:11	159:6,13 185:1	462:11	377:4,17 379:18
go 19:7 31:10 43:4	258:1,9,12 259:17	going 4:6,10 11:13	380:5 381:9,15
50:2 53:22 58:23	259:18,19 260:2,4	14:24 15:1 17:4,5,9	385:13 386:12
61:24 69:21 71:12	260:14,16 263:15	17:22 36:23 38:6,6	388:9,13 389:16,18
71:15 73:16 78:3	263:16 266:9,11	38:7 40:4 41:21	390:12 392:14
80:11 84:1 98:4	301:17,18 316:5,7	51:14 53:6,21 54:12	393:3 396:20 399:6
102:1,13 106:2	316:11 317:24	56:16,20,22 57:21	400:19 405:22
110:8 118:19	318:1,2,10,11,13,22	64:23 65:23 66:18	407:4,5,13 412:3
124:15 128:9	319:2,24 320:1,24	67:6 68:20 70:19,23	413:19 414:23
131:14,22 132:12	321:1 322:4,13,15	71:3,8,22 76:15	416:19 417:4,11,16
144:23 145:10	323:15 327:18	77:9,24 80:20 82:14	417:19 425:18,23
161:12 163:3,11,12	328:16,19,20 329:1	84:14 90:2 93:16	430:13 442:2
164:11 169:7,15	329:11,21,23 330:7	97:12 99:2,14 102:9	447:18 456:12
171:16,18 172:20	330:17,22 331:4,18	103:11 105:5,6	463:23
173:11 176:8	331:21 332:5	107:1 108:5,8	gold 205:7
180:15 182:24	333:11,16,17,18	112:17 118:24	golf 169:17
185:23 189:1,3	340:22 356:7 390:1	121:3 122:10 128:8	good 2:2 3:13,14,16
201:8 211:5 212:6	390:4 396:17	129:15 130:20	3:22 19:1,3 30:8,10
216:3 219:2 220:11	403:24 405:3,3	131:22 133:16	30:11 39:10,12,21
243:19 244:5,11,12	413:24 415:5	134:15 138:18	39:22 40:18 46:7,15
245:16 253:7,10	417:14 418:11	155:14 156:6,9,13	46:16 64:19 67:17
260:1,22 268:14	419:17,22 420:5,17	157:1,19,23 158:3,6	67:19,22,24 69:11
269:3,4 272:1	421:5,6,7 437:6,8	158:14,16 161:16	69:12 70:11 81:23

85:14 87:20,21 92:1 92:3 95:4,6,8 98:3 98:14 99:9 102:23 112:13 120:10,11 122:15,17 125:13 125:15,18 137:8,20 137:22 160:9 164:18 165:13 175:5,5 177:15 180:20,22 184:22 193:1 202:22 205:7 208:11 213:4 222:23 232:14 249:17,19 252:4 255:24 256:1 264:11 280:18,19 282:16 346:22 356:2 378:18,22,23 401:10 423:17,19 424:4 428:19 430:11,12,12,12 434:17 446:1 449:13 Goode 1:11 30:7,8,12 31:12,16,20,23 32:3 32:8,13,20,24 33:6 33:12,15 34:3,15,24 35:10,16 36:8,10,18 36:23 37:3,21 38:11 38:19 39:1,8,14 94:3 146:20,21 147:12,16,20,23 148:12,18,22 149:4 149:8,17 150:5,9,17 150:21 151:1,8,17 151:22 152:13,21 153:1,5,10,14 154:10 155:1,14,19 155:23 156:3,8 157:9,13,17 158:2,8 158:19 159:5,12,17 159:21 255:21,22 256:12,16,20 257:3 257:14,19,24 258:7 258:11,17 259:5,10 259:16 260:11,22 261:13,21 262:2,6 262:12,17,23 263:9	264:10 265:18,24 266:5,20 267:4,11 300:23 301:4,12 302:4,7,10 303:5,21 304:1,20,24 314:19 314:20 315:11,14 315:18 316:8,13,17 316:21 317:11,16 317:22 318:20 319:6,14,18,23 320:7,12,20 322:7 322:23 324:8,22 325:18,21 326:8,15 326:21,24 327:14 328:2,6,11,15,18,24 329:6,11,16,20 330:1,8,12,19 331:23 332:3,9,20 332:24 333:4,10,15 333:20,24 334:5 348:13 361:7 363:13,14,23 364:2 364:6 365:5,11,22 366:4,14 367:2,15 367:24 368:7,11,18 368:22 369:5,10,15 369:22 370:5,9 Goode's 312:23 goods 245:12 Gore 458:2 gotten 47:15 66:13 213:13 241:10 Gov 296:9 403:18 governance 395:12 416:17,18 417:4,20 governed 201:3,4 306:1 362:14 government 6:19 47:6 70:9 91:6 93:9 168:8,12 173:2,6 345:15 357:9 362:15 401:1,21 402:2 403:11,22 412:7 413:14 414:5 416:10,23 417:12 417:24 418:5,19 419:7,19 420:18,21 461:3,10	government's 345:2 grab 120:3 gracefully 47:21,23 graduation 195:21 graffiti 19:17 54:6 106:15 165:9 194:7 grant 89:19,22 90:21 93:21 125:11 127:14 143:14 218:23 219:5,11,13 219:18,22 220:5,7 220:20,23 228:4,8,9 228:12,18,18 406:13 granted 308:20 grants 24:14 88:7,9 88:15,21 89:13 90:9 91:7,11 93:10 127:11,20 218:9,13 221:3,10,18 grass 61:4 gratis 213:6 gravel 120:4 great 23:21 26:15 37:6 38:3 46:22 48:21 49:5,10 58:22 64:11 71:10 73:1,2 85:7,12 100:2,15 104:20 115:7 116:19 117:1 119:3 121:5 126:11,18 131:12 132:14 143:9 181:8 184:23 191:23 209:22 235:11 236:7,12 273:1 307:9 357:24 359:18,18 384:1 392:19 399:5 405:15 407:1 408:8 419:20 458:6 greater 81:1 143:7 greatest 48:19 GREEN 421:4 green 112:12,13 113:16,20 114:1,5,8 115:1 116:6 117:9 118:4 119:3,9,19,22 142:4 144:19 146:8	175:14,15 178:17 178:24 179:8,14,18 179:21 180:7 191:19 205:3,4 206:15,21 207:2 208:15,18,23 209:8 209:14,21 222:8,9 223:17 224:1,14,19 225:8,23 226:2,8,21 226:24 227:10,12 227:22 228:2 229:11,17,21,22,23 229:24 280:15,16 280:20 281:21 282:1,5 283:4,8,17 283:24 284:5,16 286:15 287:4,9,13 287:19,24 288:5,11 288:20 289:11,17 290:5,12,19 291:16 292:21 293:5,21 294:7,21,23 295:3,6 295:14,18,22 296:16,22 297:9,15 297:18,21 298:2,6,9 298:15,19,24 299:8 299:22 300:5,11,14 300:17 347:20,24 348:1,2 349:21 350:10,13 351:11 351:14,19 352:5,9 352:15 353:7,17,22 354:4,8,17,23 355:11,20 356:20 357:11,17,23 370:18,19 371:7 372:9,20 373:20 374:1,10,22 375:1,5 375:8,14 376:12,14 376:19,23 377:3,10 377:20 378:1 380:11,17,17,18,21 381:13 382:20,21 383:16,18,24 384:9 384:15,18 386:19 387:3 395:21,22 396:22 397:14,19 397:24 398:2,12,19
---	---	---	---

399:4,15 400:7 410:16,17 411:5,24 412:6,16,23 413:7 413:11,23 414:7 415:20,24 416:24 417:17 418:13,21 419:3,12,16 420:2,8 420:12 421:9 422:9 422:17 425:12 432:22,23 434:22 435:4,11,17,21 436:2,20 437:2,5,13 437:19,23 438:8,14 438:18,23 441:13 450:4 459:1,2 460:18 461:11 462:1 463:5,11 Greenberger 138:24 139:2 greenest 140:18 greening 181:5 185:4 Greenlee 1:11 39:18 39:19,23 43:12 44:8 44:14 45:22 46:8 94:13,14 95:2,8 97:14,19 98:6,24 99:16 100:2,18 119:21 120:5 376:8 376:11,16,21 378:8 378:13,17,24 379:8 379:21 380:3,19 381:14,18 382:13 382:17 387:6 428:17,18,24 429:4 429:21 430:2,11 Greenwald 7:21 94:23 95:4,5,9 97:16,23 98:8 99:4 99:20 100:3,11,14 100:16 109:9 110:21 111:10,20 111:24 112:6 greenworks 141:3 142:13,22 180:23 182:10,12 184:23 greet s 169:9 grew 178:3 gridlock 68:12	Grossman 194:18 ground 69:23 group 9:18 34:11 76:9 102:23 168:12 182:3 195:15 231:12 344:7 442:16 groups 69:24 70:21 73:1,12 161:5 327:13 448:12 grow 194:24 growth 61:8 143:6,6 143:10 grumble 440:22 grumbling 441:2,6 guess 40:5 43:14 54:7 76:1 89:10 161:16 162:16 165:22 252:8 263:9 348:21 355:12 359:12 364:7,12,15 367:8 373:20 393:2 399:5 412:8 413:9 414:8 430:18 437:9 438:8 459:4 461:12 guide 229:2 gums 75:18 gun 75:18 GunStat 8:2,4 guy 46:5 62:2 171:11 204:10 271:3 guys 26:1 41:1 53:20 70:12 161:8 168:21 211:11 216:3,3 421:21 H habit 405:11 415:16 hail 458:16 half 41:3,9 127:11,16 218:11 247:23 252:12 390:6 429:24,24 halfway 90:6 386:6 Hall 1:6 hampered 188:8 hand 215:16,16 handful 177:15 337:16,18	handle 47:22 68:4 149:5,7 215:20 237:18 276:9 278:17 279:13 304:10 319:15 353:6 360:17 420:7 handled 47:14,20 304:9 305:5 handles 325:23 handling 88:2 handout 351:1 352:16 hang 280:3 hanging 30:2 Hanson 387:18 happen 93:17 234:3 275:8 279:5 313:17 391:8 392:22 393:3 425:19 happened 216:15,17 275:7 321:2 335:9 360:7 386:3 457:24 happening 43:3 65:2 67:15 102:2 129:4 390:24 392:6 393:19 409:12 happens 20:24 22:14 115:23 216:22 238:10 243:14 273:18 277:23 297:10 happy 5:20 11:8 26:16 27:8,13 29:7 64:3 93:19 101:22 132:1 136:11 170:20 171:21 175:16 260:9 374:21 422:6,11,15 425:8 hard 62:13 85:1 293:20 306:3 334:4 380:24 385:4 hardship 434:24 hardware 250:15 harm 15:23 harming 15:13 Hart 23:2 Hartranft 18:21	20:10 21:12,14,15 23:3,13 hate 282:13 371:17 hazard 50:18 83:19 head 33:1,9 34:1 125:8 151:7 358:22 359:24 362:13 heads 34:17 35:4 113:5 health 76:13 132:22 308:23 453:16,18 454:8,10,12 hear 22:22 152:18 231:20,21 235:8,10 251:1 285:9,11 313:13 398:5 414:10 427:24 heard 22:2 135:6 153:12 181:12 208:21 232:2 274:10 349:22,23 359:19 427:11 436:5 440:3 hearing 13:8,17 80:23 152:19 197:22 208:13 230:3,7,11 231:16 232:1 306:11 350:14 383:21,22 399:19 436:6 444:14 hearings 77:10,23 168:2 230:13,21 377:8 382:24 421:23,24 heart 121:11 391:5 heavily 96:13 100:4 102:1 heavy 60:5 hefty 182:24 held 256:21 363:20 364:8,18 366:21 415:3 418:19 456:23 help 78:9,20 79:18 80:14 81:8 98:22 104:6 106:24 121:15 132:11
---	---	---	--

145:3,5 161:2,8,9 170:16 197:17 279:11 307:23 310:9 312:6,10 409:7 410:2 429:11 448:21 helped 35:11,20 78:5 409:8 helpful 127:23 279:1 448:20 helping 79:15 helps 85:8 131:5 195:22 229:3 Henon 99:23 100:23 100:24 101:5 102:16 103:16 104:15 105:10,14 106:21 107:7 108:2 108:7 110:19,24 111:13,23 112:4,8 180:15,16,21 181:10 183:19 184:3,11 185:9 267:18,19 268:16 269:1,23 271:14,19 272:6 273:1,4 274:5 274:14,23 275:16 275:23 276:7,12,21 277:3,7,12 280:11 280:13 334:11,12 335:1,8,19,24 336:5 336:20 337:3,8,21 338:4,17,21 339:3 339:11,15 387:8,9 388:4,19 389:22 390:5 391:15 393:6 393:20,23 394:1,10 394:13,22 395:5,16 400:11 402:11,21 404:3,8,15,23 405:15,20 406:2,6,7 406:15,22 408:7,14 408:18 Henry 253:23 hey 243:20 278:6 he'll 37:2 239:12,14 239:16 Hi 147:9 383:17	hide 50:21 high 83:11 88:24 123:11 134:3 239:17 241:24 343:15,15 356:16 418:15 461:16,18 higher 341:16 highest 33:3 122:8 239:3 240:12 285:6 highlighted 424:20 highly 18:17 highly-promoted 18:18 highway 253:24 hire 90:24 128:12 137:8 247:13 289:19 hiring 89:7 254:10 289:12 340:8 Hispanic 10:1 233:22 310:18 311:17 Historically 241:20 273:24 history 152:11 459:19 hit 41:1 310:12 hitting 310:6 347:15 hold 32:22 252:8 272:15 315:17 342:18,19,19 364:18 423:24 holding 27:4 holds 256:13 holed 197:10 holiday 384:12 home 80:11 106:2 homeowners 145:3 homes 47:9 145:5 189:2 229:5 honor 94:6 hood 21:24 hook 136:22 hope 10:12 11:5 43:8 72:3 73:15,16 78:16 97:4 184:18 185:3 206:1,2 207:13 214:11 215:11 307:10,10 374:19	390:2 hopefully 24:20 53:13 311:9 314:12 373:18 hoping 111:7 292:12 296:14 346:2 373:5 376:4 horizon 355:7 Horticultural 61:4 84:8 hosting 77:9 hotline 80:24 81:2 hours 26:4 268:10 281:4 408:4 410:5,8 410:8,9 415:23 house 50:8 52:9 60:16 270:8 273:3 housed 389:17 housing 20:3 26:13 220:7,12 426:12,16 HR 30:23 huge 21:8 176:13 305:19 307:1,1 Hugh 148:23 149:15 151:10,11,11 152:7 200:22 232:16 human 33:19 408:2 humidity 461:8 hundred 132:3 hundreds 154:1,3 hurricanes 42:23 Hurry 108:3 hypothetically 214:2	367:11 368:13 376:24 392:16 identify 22:8 36:7 52:19 74:9 164:4,12 264:22,24 266:16 267:5 379:2 444:4 444:23 445:3 456:9 identifying 9:23 10:1 263:19 266:12 389:1 394:23 ID's 186:17 IG 275:14 illegal 53:21 80:18,21 271:10 illegally 78:4 image 281:17 282:2 282:19,23 283:2,19 imagine 355:6 imaging 235:13 280:24 281:7,10 283:22 284:21 290:4 291:19 imagining 233:5 234:14 immediately 287:23 impact 22:13 38:13 73:13 145:7 166:18 170:16 176:13 185:5 208:8 381:24 382:2,14,16 413:4 impacted 10:20 184:21 impacts 417:24 impasse 244:3 impediment 129:6 impervious 197:12 implement 295:24 417:6,21 419:23 implementation 146:8 233:3,7 238:4 292:17 299:6 354:14 355:4 433:16 443:10 implemented 198:18 285:7 296:12 353:20 388:21 397:22 405:22 450:18
--	--	--	---

implementing 19:12 293:8 345:21 346:15 391:20	104:16 155:7 171:5	individuals 10:20 25:17 54:2 57:10 123:7 124:10 125:14 126:3,14 172:18 188:14,18 188:21 204:7 246:17 427:20 439:8 440:14,15,20 442:10,17 443:13 443:14	infrastructure 24:20 30:19 141:14 387:13 394:18,19 408:2,3
implements 242:21	inclusive 1:18 2:10	indulge 321:6	infusion 21:8
implication 385:18 399:8	incorporate 57:23	indulgence 309:17	inherent 141:14
importance 36:3	incorporating 2:22	industries 142:6	initial 18:21 44:13 197:2,24 243:14 433:16
important 6:22 17:12 34:8 42:2 48:15 88:19 105:7 129:23 143:18 175:24 176:1,20 187:16 190:22 218:7 240:12 246:24 247:4 286:17 312:1 323:23 348:8 460:3	incorrect 224:3 226:5	industry 142:4,19	initially 7:4 270:10 451:22 452:23
importantly 34:9 82:12	increase 4:13,19 5:8 9:6,13 28:13 29:2,4 65:6 81:2 89:12 116:4 134:16 144:1 181:21 214:6,8 215:2 228:7 427:15 427:22 452:10 459:8	infamous 11:16	initiate 321:17
impossible 176:4	increased 41:5 183:11 197:2 236:2 281:2 293:22,22 426:16,17 440:7 453:1	infancy 213:17	initiated 206:16
improperly 225:6	increases 29:12	infant 213:17	initiative 6:2 7:1 59:4 70:18 75:19 144:20 165:21 176:24 177:11 180:24 184:22,24 222:11 234:22 236:8,13 352:22 353:4 354:12 388:14
improve 5:14 6:2 35:11,20	increasing 428:1,10 433:23	influence 31:3,8	initiatives 4:16 5:12 8:7 70:22 74:19 88:23 138:5,18 178:14 182:10 226:3,9 433:3,6
improved 5:18 172:2 223:15 433:9	incredibly 121:14 178:4 414:14	information 110:14 166:17 173:23 186:19 187:21 191:9 196:23 199:23 206:24 208:20 211:7 218:4 225:9 230:11 260:9 260:20 269:17 271:11,15,20 283:14 284:18,19 285:16 293:13 295:4,16 299:7 300:8,9 302:15 306:9 337:23 338:1 339:12 355:19 358:12,12 363:1 364:9,10,14 365:14 371:23 377:6 378:20 383:12,19 400:3,13 416:12 417:8 420:19 421:22 422:20 430:16 436:14 437:11 438:4,6,19 440:12 441:22 443:8 444:20 445:5 449:10,14 451:3 456:23 460:4 463:7	injured 16:14
improvement 5:16 8:10 395:8 402:18 434:16,17	incremental 21:10	informed 420:22	inlet 184:9
improvements 171:3	incumbent 310:4	informing 40:12	Innovation 143:8 174:22 292:4,19 378:20 379:11
improving 123:18	incumber 411:6 413:1		input 145:13 182:13 206:8 385:9
inactive 50:6	incumbered 225:20 226:7 227:15 230:23 375:12 412:3		inquiries 236:6,15 245:8 289:7
Inaudible 172:4	Independence 340:3 342:24		ins 281:14
incarcerated 123:13 130:21	independent 134:18		insanely 419:19
incarceration 128:7	Indian 425:7		inside 6:5 36:4,5 123:15 178:15 193:24 194:12 195:4 207:12
incentives 129:11 144:7,18 183:8	indicated 52:21 424:19 427:19		inspection 162:3 245:10 268:19
inch 48:24	indicates 205:9 222:14 228:3		inspections 104:16 107:9 246:1
inching 451:9	indirectly 38:8		inspector 270:5,15 270:17 271:24
incident 131:3	individual 12:17 15:23 18:5 123:17 129:13,19,21 242:7 242:8 268:18 325:12 442:9 444:6 454:20		inspectors 14:13
include 4:13 34:12 53:16 227:7 250:14 278:16 289:18 393:7	individually 372:22 454:17 462:7		
included 233:2,8,14 293:3			
includes 245:24 331:14			
including 6:14 90:15			

107:4,20,24 inspects 245:12 inspired 70:1,5 inspiring 131:4 installations 229:8 installed 463:10 instance 32:15 106:9 245:14 261:1 291:1 321:11 349:12 411:19 instances 190:23 331:16 institution 66:23 institutional 229:8,9 institutions 447:6 instructive 278:4 insurance 441:14 443:14 444:10 450:23 insure 346:9,12 intake 124:1 186:20 186:21 integral 345:1 integrated 389:18 integration 388:11 388:17 390:3 391:7 393:16 integrity 268:1 intend 65:5 intense 124:1 188:13 intensive 190:2 intensively 188:24 intent 418:7 intention 73:18 374:4 interact 168:14,15 interacting 131:12 interaction 168:6,19 403:24 404:7 intercepted 212:7 intercepting 211:21 interchange 148:9 interest 45:16 79:7 79:18 80:12 184:13 184:14 462:23 interested 99:18 145:24 170:10 191:8 312:4 360:12 380:12 401:24	interesting 30:16 109:22 409:11,19 interfaces 356:11,12 392:9 437:10 Intergovernmental 3:2,4 intern 137:7 internal 299:11,24 300:1 internally 9:16 internationally 47:16 47:17 internet 403:18 404:2 405:13 408:9 412:10 421:13 interns 137:12 interoffice 284:15 interrupt 285:23 346:7 Interrupter's 72:17 intervention 74:1 178:11 intro 22:2 introduce 209:11 introduced 63:3 141:5 412:17 introduction 433:18 intuitive 356:14 inventory 246:2 389:7 461:19,22 investigate 270:16,17 investigating 268:12 investment 220:23 293:3 295:10 350:18 invited 192:5,10 invoice 236:21 237:18 276:10 invoices 237:15 involve 297:23 420:6 involved 10:22 72:6 96:13 100:5 145:16 154:4 180:4 297:19 353:15 367:21 408:5 416:9 437:14 444:8 450:19 455:8 involves 393:15 415:2	issue 6:21 8:4,12 11:17 13:7 14:2 41:24 47:11,18 49:11 51:23 52:5 53:5,23 61:8 74:21 76:22 78:9,15 79:13 81:9 82:17 83:9 86:7,19,23 88:19 106:11 116:5 174:4 197:11 198:6 210:9 210:13 211:24 212:17,21 217:17 241:4 343:23 345:19 348:17 398:10 401:17 448:4 449:6 455:23 issued 11:6 52:16 issues 23:11 35:6 47:5,19 49:16 65:24 82:21 83:15 99:19 101:10,10 102:4 103:21 104:5,7,11 106:13,15,16 128:23 165:6,8 166:2 203:15,18 255:14 301:4 308:23,24 309:1 386:16 392:16,17 issuing 456:24 item 154:15 223:18 242:12,15 254:20 327:19 375:10 461:18 462:23 items 242:8,10 253:18 255:8 372:23 445:3 460:9 462:5 it'll 159:15 318:7 J jails 123:15 JAMES 1:12 janitorial 126:4 JANNIE 1:14 January 3:7 95:13 385:2 411:11 439:20,23 445:8 446:7 Jazelle 6:11 65:22	66:16 67:13,22 85:10 Jeanne 424:10 jeopardize 16:24 360:22 Jersey 413:18 Jim 379:16 Joan 424:8 job 27:23 31:9 38:17 42:7 49:10 52:1 102:24 120:22 121:21 123:8 124:22,22 125:1,6 128:8 129:18 131:12 134:14 143:6 168:9 175:5,5 186:16 262:10 313:12 319:12 346:23 360:16 jobs 126:8,15 146:10 146:11 165:13 348:6 360:16 John 20:12 85:2 178:1 Johnson 1:13 10:7 69:8,9 71:21 72:2 73:20 74:11 75:11 77:8 79:19 82:22 84:7,22 86:5 87:13 175:13 180:14 185:13,19,21,22 186:23 187:4,14,23 189:22 190:6 191:3 191:11,16,23 192:2 192:20,21 193:1,2 193:17 195:1,23 196:2 203:5 205:23 206:7,13,18,23 join 146:24 joke 320:8 joking 152:14 Jones 6:11 46:12,13 46:17 48:4,10 49:14 53:17 55:2 67:17,19 67:21,22 68:2,19 69:1,2,7 75:21 94:11 100:20 103:22 112:10
--	--	--	--

132:17 137:5 140:7	454:22 455:22	339:21,22 344:24	46:6,18 49:1,4 51:5
146:18 149:24	457:6,9 458:11,19	345:5,9 346:5,20	55:22 58:16 59:13
159:23 163:18,24	JR 1:11	347:5 370:14,15	60:6 61:15 63:23
167:15,20 173:10	judge 115:2	431:14,19 432:1,7	67:8,11 68:6 69:24
175:3,11 180:11	Judgment 447:23	432:13,16 439:3,4	72:21 73:12,14 74:6
185:11 187:10	Judy 390:19	439:11,21,24 441:1	74:7,13 75:17 76:5
190:12 191:18	jump 149:18 259:24	441:8 442:1,22	77:4,5 78:4 79:9,23
201:15 202:22	282:11	443:3,17,21 445:7	79:24 80:24 83:19
204:20 205:1	jumpsuits 55:14	445:11	93:3 100:10 103:1,6
218:21 219:1,9,15	131:10	Kenny 196:4 204:22	103:19,23,24
219:21 220:13,16	June 138:8,13,15,19	Kenyatta 1:13 10:7	104:19,23 105:3
221:1,7,11,16,23	228:5 411:7,20	kept 445:4 461:4,4	106:19,23,23 107:4
222:4,7 229:19	junk 62:4	key 30:19 35:5 409:3	107:8 108:3,21
231:1,6,11,23 232:8	jurisdictions 419:1	462:21	110:17 111:3,4,6,7
234:6,10,19 235:1,4	justification 251:15	khakis 169:18	111:15,16 115:4
235:9,24 236:17	justified 253:14	kicked 95:10,12	116:21 117:10,10
237:3,14,23 238:2	juvenile 188:11	kickoff 18:22	117:12 119:5
238:24 240:2,6,23	189:23	kids 98:5	121:22 122:6 125:4
241:16 242:16	juxtapose 456:19	kind 19:8 24:5 26:14	125:8,21 127:23
243:7 244:14,22	J-O-B-S 348:6	40:21 50:10 76:9	128:10,11,14,15
246:8,20 247:6,21		94:20,21 96:3 98:23	129:1,2,8,13 130:8
248:8,21 249:4,24	K	100:9 101:8 106:6	134:11 137:12,24
250:7,20,24 251:4	K 1:11	165:11,23 169:24	145:9,13,21 149:1,2
252:2,7 253:15	Katherine 92:8	170:18 171:18	150:13,15 151:6,9
254:19,23 255:3,10	keep 41:21 78:1	195:10 211:11	153:23 162:23
264:7,13 267:15	82:13 85:14 122:9	215:18 216:3	164:11 167:7 168:1
272:17,21 273:11	239:22 256:5 288:3	218:10 220:3 242:2	169:24 170:9 172:5
277:14,18 278:13	294:3 334:2,3	255:17 270:21	172:14 173:16
278:19,24 279:4,16	388:18 392:9 438:3	274:1 294:12 299:7	174:7 176:2,15
279:19 280:6,10,14	438:16 445:4 454:8	309:15 316:16	177:13 182:19
282:13 285:9,15,21	460:21 461:23	344:1 376:6 379:18	183:22 184:12,15
286:3,11 300:24	keeping 78:9 80:16	389:11 390:24	184:19,21 185:1
301:5,10 305:9,14	344:11,12	391:7 392:22	189:5 191:6 194:23
305:20 306:8 308:8	keeps 428:10 433:22	404:19 405:6 409:6	195:13 197:6
308:12,16,22	Kelly 46:4	409:18 416:7,8	198:10,17 199:8,24
309:21 312:18,22	Kennedy 72:20	417:23	203:10 208:14,17
313:11 314:5,9,18	Kenney 1:12 99:22	kinds 198:12 217:10	210:1,8 211:18
324:16 332:18	144:21 167:17,19	218:16 250:2 402:5	215:6,13 216:24
334:9 339:18	167:21,22 170:4	457:11	217:9 219:22,24
347:17 358:3	171:6,9 172:5,22	kinks 241:11	232:20 235:14
363:10 370:12,17	173:15 174:10,16	knew 132:9 153:17	238:20,21 239:5,10
395:19 402:14,19	174:24 185:14,17	know 6:22 17:4 18:19	239:13,14,16,17,19
405:17,23 408:21	196:5 198:13,22	19:9,17 20:2,18	241:12 243:19
409:20 410:1,4,11	199:2,5,9,21 200:13	23:11 24:9 25:21	244:12 247:2 253:4
410:15 411:12	201:13,18 202:4,12	26:4,7,18 29:17	253:17 258:3,4
423:2,3,6 449:23,24	202:20 204:24	32:1 33:1,2,8,10,24	268:6,8 274:9 278:8
450:14 452:14	210:4,5,18 212:12	41:17 43:19 44:15	279:20,21 280:7
453:14,21 454:7,13	212:16 213:24	44:23 45:6,24 46:3	286:3 289:9 290:2
	214:5 215:1,21,23		

291:17 296:24	Knox 7:19 95:14	397:22 413:2,24	left 20:10 97:6
297:3 298:23	koodoos 87:23	440:18 441:9,20	123:20 156:24
299:23,24 301:16		443:14 450:24	224:8 372:21
306:18 315:22,23	L	lawn 448:24	379:14
316:10,11,14	L 1:10,14 13:20	Lawncrest 63:12	legacy 283:21 387:13
321:12 322:4 323:2	14:11,12 114:13	64:3,7	415:3 418:20
325:9 333:18	116:13 117:22,23	laws 77:12 117:22	421:11
335:11 339:2,9	171:5 172:21 177:7	201:3 252:24	legal 248:9 430:22
340:23 343:23	179:2,15 180:2	412:10,17	legalizing 51:3,7
344:3,22 347:13	207:5 229:6 404:4	lawyer 442:15 444:7	legally 262:5 434:4
349:8 358:11	416:4 455:5,11	lay 14:2	legislation 13:17 63:4
362:10,12,21	labor 219:13,17	LBE 268:3,12 274:24	272:4 275:3 322:20
363:18,21 365:1,3,9	268:22 338:11,15	275:1,2,4,10 335:7	349:10,11,13
366:9,11 367:1,13	350:8,10	335:9 349:11	384:19 385:23
367:20,21 368:15	lack 159:2 362:3	LBE's 336:16	426:8
368:21,24 369:2	lacks 317:3,5	leach 196:16 198:14	legislative 90:12
371:22 372:8,12	lady 12:17 57:11 66:4	lead 109:12 110:5	448:12
373:16 375:18,24	land 7:15 19:21	166:18	legitimate 17:13
377:21 379:5,23	61:14 62:18 164:10	leader 69:10 88:13	length 175:20
381:1,2,5 382:17	164:20,20,21 389:2	101:1 167:23	lenses 141:7
386:22 389:1,15,24	431:11 437:12	185:23 419:6,13,18	lessening 144:8
391:16,17,18 393:8	451:2 459:22	leaders 34:12 194:15	lesser 185:5
393:10 398:13	landscape 359:15	leadership 7:20	letter 217:18
399:6,10 402:4	landscaping 245:16	35:24 36:1 38:18	letters 216:6 217:14
405:5 409:15 412:2	359:14	44:20,22 88:5 90:17	letting 462:9
417:10 421:10	language 264:3	93:11,15 220:22	let's 35:18 48:5 81:7
425:12 427:7 429:6	409:18	307:19 310:4	107:3 110:24
429:8 430:5,13	lap 396:7	313:14 340:6	112:15 152:23
431:22 432:8	large 52:21 62:21	358:22 359:24	198:7 238:17
436:15 440:6,12	183:10 321:15	leading 89:9 215:14	301:11 307:13,13
441:18 443:22	355:8 362:13	460:2	310:11 316:21
444:17,24 446:7,20	380:17,18 401:18	learn 120:22 125:15	377:3 398:13
447:4,8,11,17,21,23	largely 90:21	195:18 277:8	419:17,19 421:20
448:8,19,21,24	larger 177:18 183:17	learned 48:10	426:17 440:13
449:5,15 451:19	largest 8:23 52:18	lease 99:10	level 20:20,21 22:16
453:4,4 455:2,6	256:7 259:13	leases 96:14,16 97:12	69:23 89:6 196:15
457:20,23 460:21	301:15 302:13,15	99:8	249:9 255:19
462:10	304:5,13 305:4,7	leasing 99:6	264:19 323:15
knowing 200:4 299:9	308:18	leave 21:2,11 22:11	342:6 356:16
379:17 396:3	lasting 196:19	80:11 83:8 123:19	461:16,18,18
447:18	lastly 367:4	169:11 191:12	levels 8:8 29:8 90:15
knowledge 194:12	last-minute 233:15	316:19 402:15	90:15 122:8 196:13
227:9,11 246:22	late 11:4 243:21	428:12	342:7
247:15,18 307:7	458:14	leaves 247:14	leverage 182:15
known 352:22 402:12	launched 205:10	leaving 46:4	Lewis 2:4,7 170:13
431:4 463:18	206:10	lecturing 323:1	256:15 266:7,15
knows 81:1 94:24	law 12:5 15:9 16:21	led 6:10 7:7 49:7	314:24 367:8 368:1
279:24	54:7 243:8 342:3	283:12	liaison 42:9
	364:22 385:17		

libation 173:13	112:22,24 126:9,13	334:18 335:2 336:6	165:17 170:5,20
library 64:7,13	230:21 292:6,11	336:10,11,12,15,21	171:19 189:6,13
195:15	334:17,23 336:21	336:23 344:10	203:8 213:13
license 17:1 62:5,8,9	367:6 396:18,20	362:20 363:2 401:6	216:10,12 217:11
81:24 397:2	399:20 402:12	462:2	254:3,12 255:7
lie 16:11 318:6	406:17,20 407:2,20	locally 142:20 157:7	266:12 270:6
lien 162:18,22 164:9	listed 225:18 371:2	313:21 345:13	293:16 294:17
164:22 165:2	380:17 387:7 403:6	347:20	311:4 313:24 341:4
liened 162:16	listening 408:22	locate 398:20	343:9 347:8,16
liens 163:10 389:3	listing 135:7 209:18	located 143:12	378:5 381:3 397:21
lies 318:16	lists 311:22 396:18	305:21 407:21	398:9,15 422:18
life 8:10 20:20 25:3	lit 204:23	location 23:20 50:14	454:24 455:1,4
47:3 79:16 101:10	literacy 123:9,18	63:24 216:11 270:6	456:17 460:13
102:4 103:17,21	literally 6:12 237:9	270:8 407:24	looked 168:21 212:23
104:10 106:13	litter 77:10	locations 124:21	213:7 251:6 265:20
127:24 129:20	littering 203:6,10,23	284:12	413:3
165:7 192:17 197:3	little 16:9 22:16,23	locked 252:5	looking 57:8 63:23
201:19,23 203:15	43:21 64:14 87:5	Logan 61:1 62:12	64:1 95:18 96:6,14
208:9 240:24 309:2	94:17 103:24 104:9	81:16	96:15,16 98:10,17
lifetime 197:3 393:4	108:16,18 111:5	Logging 281:23	107:23 134:16
light 11:14 20:8 82:3	145:10 160:5	log-ins 281:14	142:21 156:7 159:9
204:22 254:24	169:19,20 173:12	long 21:1 76:21 128:3	170:10 171:1
lights 196:22	173:17 216:4	131:11,14 161:1	177:14 198:11,11
likelihood 166:17	235:21,21 241:11	173:1 175:17	203:17 214:14
likewise 13:20 194:7	241:23 257:1	208:24 215:12	249:12 255:15
limited 6:20 12:6	258:24 317:4	243:2 320:16	300:9 312:16 328:5
15:6 26:19 55:3	342:20 360:17	351:22 358:13	331:17 344:23
81:18 242:11	361:21 380:14	359:2 379:1 388:19	352:3 372:6 375:16
322:19	382:11 403:2	393:6,24 398:8	375:20,24 402:22
Linden 53:19	407:17 427:12	412:23 414:14	404:18 405:4
line 80:6,15 136:4	433:21 448:3,9	424:6	414:21 416:19,20
139:18 146:9	451:9 458:14	longer 19:12,21 20:5	419:9 436:23
153:16 154:15	livable 141:20	24:10 26:6 42:13	looks 91:19 270:22
169:1 213:10	live 15:17 53:1 80:9	122:4 196:15,18	449:14,17
223:18 224:9	307:15 366:22	236:9 257:1 287:2	lose 200:17
301:15 302:12	lived 28:3	399:16 443:12	losers 181:17,19
327:19 348:5,8	lives 121:16 128:17	455:16	lost 25:23
372:22 375:10	living 365:12	longevity 220:1	lot 19:14 20:19 22:12
376:13 386:7	load 188:22	long-term 20:18 24:6	25:16,20,23 28:14
393:24 405:21	loans 184:14,14	look 26:16 27:14	28:23 29:21 39:13
427:8 431:9	lobbying 385:23	33:21 55:5,6 62:20	40:19 44:22 52:9
lined 172:7	lobbyist 384:21	64:3 75:22 76:17	55:19,23 56:18 57:6
lines 64:2 169:15	local 143:3,3 157:3	88:21 90:20,22 93:8	58:16 64:15 69:4
389:23 390:21	220:23 233:13	93:13 102:7 103:13	72:19 73:2 80:8
456:18	253:1 311:8,8 316:5	111:14,16 115:17	83:8 99:17 103:20
lining 42:21 43:7	316:6 317:24 318:9	121:7,23 134:12	107:12 108:1,5,8
liquidated 244:13	318:13,22 320:2,11	151:5 155:9 156:15	109:3 143:11 152:1
list 74:17 102:6,7,10	320:23 321:3	157:24 163:16	153:24 161:11,14

162:7,10 163:2 164:3,24 165:6 166:2 168:1 170:23 192:5 235:15 247:4 254:6 268:11 279:21 290:24 291:8,10 293:18 298:14 299:16 303:3,4 334:14 343:22 355:8 360:9 360:11 362:20 372:16 373:16 381:4 382:18 388:18,24 390:11 393:17,19 395:12 408:3 410:8 411:9 413:20 414:19 417:14 447:20 448:14 458:1 459:17 lots 19:16 28:12 30:1 54:6 83:2,11,12,13 84:15 106:10 107:2 116:11 161:13,15 161:19,22 164:4 165:9 226:15 360:14 Louis 257:15,20 love 146:3 168:10 low 184:13 238:22 239:10,14,21,23 241:14 408:17 418:14,18 lower 213:3 239:18 lowest 201:10 240:7 240:9,14 241:13 242:14 317:2 320:13,23 322:21 323:3,6,7,8,17,18 324:3 341:3,11,12 344:15,18 low-income 50:6 Lu 42:4 lumin's 196:21 lunch 304:18 305:11 305:13 306:5 347:19 368:4 463:22	lunches 309:3 M machine 290:16 mail 284:15,15 285:24 291:2 mailed 434:7 main 60:24 269:2 282:22 maintain 8:8 62:14 90:2 120:19 215:4 392:8 460:20 maintained 28:16 29:9 47:23 460:22 maintaining 407:5 446:21 maintenance 106:15 112:24 223:15 321:20 389:4 major 55:8 61:18 63:7 68:8 144:15 178:14 213:15 255:1 264:23 382:14,15 majority 138:3 139:8 161:18 167:23 342:6,10,13,14 428:3,5 440:24 makeup 233:16 making 6:19 34:4 36:14 73:8,12 90:17 90:17 141:20 155:5 171:3 206:5 212:22 231:24 307:15 395:13 416:18 449:16 male 425:8 males 425:6,7 man 80:2 manage 75:6 123:2 179:6 243:15,16 265:12 276:17,18 276:19 326:7 368:21 432:6 435:3 managed 28:1 130:7 369:9 Manageer 193:3 management 5:15 7:15,18 33:17 89:14	89:18 94:19 119:15 181:22 182:17 183:8 190:2 233:17 233:18 251:10 252:9 257:9 340:7 353:12,16 368:23 379:19 454:16 manager 92:6,10 245:21 249:14,21 282:11,18 402:18 432:2 managerial 425:2 managers 123:24 managing 4:1 5:10 71:12 75:1,23 90:19 95:6 105:22 114:2 133:11,21,22 137:20 139:10,15 146:24 148:14,17 160:6,16 162:17 163:4,9,12 165:3 181:1 199:15 210:7 230:19 303:10 325:8,10 326:9 373:2 mandated 248:14,17 mandates 184:4 manipulated 415:15 manipulation 451:7 manner 134:23 195:19 manual 200:9 282:21 392:10 manufacturing 145:21 maps 455:1,18,20 Maramar 361:8 Maramont 305:17 313:19 361:5,5,7,10 361:12 362:17 368:10 march 46:19 206:14 MARIAN 1:15 MARK 1:13 marked 197:9 market 99:9 448:22 marketing 222:10 markets 312:14,16	Mary 232:19 234:17 235:6 244:18 249:22 291:12 351:17 371:10 373:12 458:16 massive 131:8 Material 315:18 materials 148:3 153:19 268:1 matrix 73:11 171:1 matter 252:16 263:7 465:7 matters 325:24 maximize 254:15 353:3 maximizes 313:15 maximum 213:22 maying 386:12 mayor 3:1,7 4:1 8:6 31:6 70:18 95:11 138:22 139:19 413:14 414:1,2,2 Mayor's 5:4 6:1 11:4 71:23 89:20 92:23 96:1 109:13 122:22 135:4 139:9,23 140:16 180:18 222:20 223:1 338:13 389:7 Ma'am 308:2 314:17 424:3 MBE 259:3,3 MBEC 309:8 MDDE 263:8 MDO 8:13 9:7,16,21 422:3 mean 18:1 22:17 25:1 25:15,20 29:24 34:8 36:9 45:23 54:9,24 58:16 61:12 81:4 103:9 104:22 113:2 114:11 170:8,9 172:7,9,23 180:2 183:22 184:17 203:10 204:5 209:1 213:4 214:1 221:13 226:22 275:3 289:3 299:14 343:8 346:6
--	---	--	---

351:19 353:19 384:10,12 387:24 388:2,2 391:3 397:18 406:24 414:4 416:18 426:22 440:2 441:1 meaning 91:6 meaningless 344:19 means 47:7 281:22 310:6 341:9,12 347:11,14 meant 305:4 396:11 measure 5:13 206:4 measurement 74:16 179:4 measures 91:17 measuring 72:13 116:8 158:9 179:22 mechanics 312:7 mechanism 108:14 media 42:1 medic 212:5 meet 35:4 65:23 66:18 67:12 68:20 80:14 96:20 97:2 98:20 266:10 306:3 306:19 310:24 322:2 340:9 387:2 436:12 461:6 meeting 21:13 34:5 72:4 95:13 96:22 110:7 111:18 136:19 191:10 266:9 385:10 396:3 397:7 meetings 34:10,11,13 35:3 111:22 190:17 191:7 214:24 385:1 436:15 meets 418:6 430:23 member 340:2 379:19 423:2 428:17 429:4 439:3 445:14 449:23 459:1 members 3:23 11:13 67:18 99:18 126:19 133:5 190:21 191:1	191:8,15 219:24 231:14,24 232:15 232:22 234:5 235:20 236:14 250:2 278:5 297:14 343:22 424:5 427:19 448:6 463:22 men 136:2 233:21 mentally 214:6 mention 402:23 455:13 mentioned 10:8 15:8 103:23 117:3 132:22 148:11 165:20 387:11 441:19 450:17 451:8 452:22 mentioning 254:13 merging 96:9 message 17:12 met 20:13 36:15 245:19 266:6 276:4 276:14 306:3 metal 172:7 metes 431:5 method 171:15 179:4 mic 49:17 89:16 Michael 133:6 microfiche 455:2 Microsoft 375:19 middle 17:18 18:3,10 midsession 248:4 midway 142:22 mid-level 233:17 247:2 Mike 8:2 20:12 74:8 121:3,11 122:14,19 210:17 211:16 million 4:13,15 10:10 24:3 40:23 41:4,6 41:16,18 70:20 71:6 71:19 88:8 127:10 127:11,16,17 129:1 140:15 147:13,17 147:21 151:20,24 153:19,22 154:18 156:20,21 213:14	223:8,22 224:24 238:19 239:9,11,12 239:16 247:24 315:20,22 319:22 319:24 320:2 326:23 327:1,3,4 350:17 361:22 381:22 393:1 394:17,20 395:8 426:20 millions 394:4 millionth 5:21 mind 84:20 129:12 187:1 192:9 244:19 355:15 358:15 421:11 minded 401:24 minds 427:17 458:6 mine 425:14 minimize 356:11 minor 198:6 minorities 264:24 340:5 346:9 minority 9:22 260:6 318:1 334:19 336:7 337:11,12 340:8,11 342:7,21 343:1,19 343:19 344:9 346:13,17 minute 164:1 205:2 219:2 minutes 16:4 61:24 112:15 119:24 175:7,17,18 240:18 240:21 315:5 351:9 miscellaneous 371:13 missed 138:10 missing 377:19 380:13 381:5 mission 20:9 45:15 233:2 424:20 mistaken 305:23 377:19 mistakes 380:15 mitigate 181:18 mix 91:9 178:5 mixed 91:1 mobile 81:22 193:8	193:24 205:13 207:23 208:3,15 model 11:2 20:22 21:7,18 72:17 76:16 116:1 118:17 177:21 179:12 347:9,9 modeled 385:24 models 343:3 modern 388:14 modernization 350:23 352:14,18 381:3 388:14 394:21 modernize 354:2 390:13 391:1,9 modernized 388:9 modernizing 392:24 modified 431:10 MOD's 93:1 moment 61:21 131:18 217:21,22 246:15,15 321:6 Monday 291:6 384:13 money 27:24 28:3 55:23 75:6 88:18 89:1 105:24 145:6 152:2 154:1,7 163:1 163:3,11 165:1,15 221:21 226:16 227:1 251:13 253:5 290:3 347:11 372:7 391:8,21 401:13 406:10,11 427:2 monitor 37:11 124:15 220:10 350:3 monitoring 38:16 218:23 220:20 monitors 219:7 399:24 month 22:20 73:19 96:20 97:18 228:10 310:23 385:3 412:18 monthly 21:13 97:2 190:16
--	---	---	---

months 52:2 97:9,15 100:8 170:24 189:21 227:18 385:4 405:13 411:21	music 169:20	321:16 331:3 340:15 341:20 342:2,5 345:9,10,11 345:12 347:8 352:8 353:6 378:6 391:8 433:8 441:22,23 456:8,8 457:10 460:8	113:11 115:5 116:22 118:2,14 119:8 120:3,11,14 121:2,7 122:14 130:12,16 132:1,18 134:5,9 135:12,24 136:18,21 137:1,22 138:12,23 139:24 147:2,6 150:6,7,13 150:19,23 151:4,10 152:23 153:2,4,8,11 157:15 163:20 166:11 167:1,4,9,12 170:3,7 171:8 174:9 174:12,19 175:2 177:13 178:23 179:7,10,17,20 180:1 187:15 190:11 192:1 193:18 195:2 196:1 202:3,6,15 203:19 205:17 206:11 207:9 208:10,14,17 208:21 209:6 210:14 211:13 213:9 214:3,7 215:6
morning 2:2 3:13,14 3:17,22 30:9,10,11 39:21,22 46:15,16 67:17,20,22 68:1 69:11,12,13 87:20 87:21 92:1,4 95:5,7 95:8 112:14,14 122:15,18 238:14 390:22 422:4	N	needed 23:19 103:12 125:5 128:7 133:9 177:9 197:14 260:4 261:8 407:7 442:11	NEGRO 88:16
mortgages 450:17	named 380:19	needle 36:13,17 38:2 131:6 450:8,11	neighbor 19:2 21:2,9 22:19 28:19 416:2
mother-in-law's 270:8	NAT 24:16	needs 61:2 103:10 108:14 113:1 124:2 124:19 296:11 313:16 341:13 373:4 391:18 392:22	neighborhood 6:2 19:8 21:17,24 22:8 23:24 26:14 42:8 59:5 61:15 80:6,9 117:17,19,20 118:10 132:16 177:22 179:2 194:13 406:9 407:22
move 14:20 23:23 36:12 88:7 131:5 158:14 172:14 200:3 307:23 310:9 312:8,11,20 357:4 448:21	national 47:17 157:3 459:15	needy 395:14	neighborhoods 6:4,6 19:14 25:16 56:22 68:12 101:12,15,18 102:5,13 117:12 118:1 130:22 174:2 176:9,9,10,18 177:19 178:6,16 193:21 195:5 310:7
moved 38:1 196:24 223:4,18 224:17 225:5 450:8,11 453:24	nationally 345:14	negatively 183:11 343:12	neighbors 10:21 50:6 50:7 66:20 67:2
movement 400:23	nature 96:4 98:11 213:2	Negrin 3:14,18,22,24 11:11 16:16 17:10 18:23 20:7 23:7 25:6,11,13 26:15,22 27:2,8,20 29:16 30:4,10,11,13,15 31:14,18,22 32:1,6 32:11,17,22 33:2,10 33:14 34:2,7,18 35:2,13,22 36:9,16 36:21 37:1,6 38:5 38:15,23 39:5,11,22 39:24 40:15 46:16 48:3,7,13 55:4,12 55:17,20 56:1,7 57:18 58:21 59:8,17 60:7 63:15,22 64:8 64:11,17,20 69:12 71:18,22 72:3 74:5 75:14 77:7 78:12 81:10 87:21 88:3 94:22 100:6 101:4 101:14,21 103:9 104:13,17 105:13 105:20 106:1	
moves 36:17 170:5	Navy 143:9		
movie 386:6	NBE 265:15 268:3 335:10 342:4		
moving 132:6 312:13 322:16 324:20 403:10 415:4	NDT 210:21 212:8		
MSB 454:23	NDT's 211:20		
multicolored 50:21	near 121:10 155:24 292:13 404:20		
multilayered 47:6,18	NEB 90:14		
multiple 169:15 273:20 321:10 389:10 396:4	necessarily 33:23 303:20 344:15 411:10 442:21		
multiplier 341:21	necessary 121:14 290:6		
multiply 426:19 458:2	need 14:5 16:20 48:6 52:1 53:6 54:15 56:23 57:16,21 61:11 62:14,23 67:5 67:7 76:21 77:4 78:20 79:9,18 80:15 86:7 96:11 103:13 118:22 124:4,5,6,8 129:3 132:12 143:22 144:13 150:15 168:17 174:21 189:19 197:18 214:2,5 218:3 231:17 235:2 251:11 277:11 281:19 289:9,9 309:20 312:10		
multitude 111:1			
Municipal 168:19			
municipalities 299:18 372:15			
mural 25:1			
museums 462:2			

73:2 106:20 115:15 161:1,6 408:10 nesh 348:5 net 5:7 Netta 397:8 network 73:22 74:1 107:15 388:1,21 389:14,14 398:7 networks 311:21 neutral 116:24 never 20:10 21:11 22:11 37:18 41:5 123:7 203:12 261:10,11 318:18 359:19 379:22 435:9 new 21:23 66:1 108:23 143:10 208:1 215:8,11 230:8 232:6 263:11 263:19 265:20,21 266:12,16,22 267:5 267:7 278:5 291:21 293:8 296:14 305:23 308:20 311:7 338:9 344:17 347:19 349:15 371:20 377:5 379:12 380:1 389:9 409:10 413:18 421:22 427:21 436:7,10 440:19 newly 12:23 230:8 newly-formed 11:22 news 209:22 new-found 70:22 nice 163:8 165:12 166:24 167:11 169:17,18,20 381:2 409:9,10 niche 344:2 nickel 387:1 night 377:14 390:10 391:14 nighttime 196:21 nine 19:18 58:11 284:10,10,11,11,24 411:21	noncity 95:19 97:24 noncomplicated 389:24 nonemergency 40:9 nonprofit 7:8 9:5 nonprofits 448:10 nonrendered 103:12 nonresidential 261:8 nonviolence 10:23 normal 272:7 normalize 392:11 normally 358:11 447:17 North 29:19 30:2 Northeast 50:3 107:5 107:21 notarized 451:21 Notary 465:4,22 note 11:14 348:11 449:8 noted 172:13 406:8 notes 245:1 272:16 465:6 notice 134:2 162:1,5 243:1 noticed 132:21 notification 296:7 notion 18:7 November 386:23 456:16 458:16 nuisance 54:11,16 162:12,22 194:18 number 9:8 23:15 35:14 39:10,10,12 40:10 41:13 44:12 45:19 50:13 91:16 110:12 126:7 131:9 134:24 145:2 146:9 152:9 171:11 183:14 196:14 205:19,19 217:5 221:3 254:24 286:20 294:3 316:4 331:10 332:4,10,12 332:21 333:16 334:18 340:14,14 340:15 341:2,3,10 342:17 356:11	362:3 380:15 386:16 394:16 429:24 445:2 447:1 447:2 numbers 38:24 39:2 39:3,4 40:5,7 41:10 52:23,23 114:22 135:6 186:11,12 315:24 324:24 424:13 426:13 numerous 14:18 nuts 249:15 nutshell 96:19 O O 465:1 OACD 26:10 OAR 387:19 Obama 456:19 observations 398:11 observing 463:2 obtaining 123:11 439:9 obvious 88:17 129:19 obviously 48:18 78:18 82:16 106:5 111:15 121:8 127:24 128:13 162:2 166:15 188:5 200:19 223:24 227:1 347:14 461:3 occupancy 110:11 occupied 13:11 47:15 48:14 occupiers 47:22 occupy 6:14 42:24 88:2 October 252:19,19 odd 79:6 OEO 9:8 146:24 261:4 264:8 265:1 265:10 268:13 274:22,23 275:12 275:12 276:19,19 279:19 311:2,23 319:10,10 322:2 325:15 329:5 358:22 369:20 424:24	offenders 122:2,4 131:9 132:8 160:24 offense 188:16,19,20 offer 169:9 279:23 offered 87:23 offers 310:14 office 5:4,10,12 6:17 7:23 8:1 10:2 20:3 20:13 23:12,21 26:3 31:4 37:9 53:3 60:20 71:13,16 74:8 75:1,3,7,24 79:10 89:13,18,20 91:4,13 91:15,20 92:6,9,23 93:5 94:4 96:1 108:22 109:13 112:3 117:5 120:20 121:18,19 122:22 123:16,20,24 127:12 128:2 129:15 133:23 135:5 138:4 139:5,9 139:11,15,23 140:4 140:9,16 145:2 150:4 160:6 162:17 163:4,10,13 165:3 180:18,24 182:5 188:12,17 194:17 194:20 210:8 220:22 222:21 223:1 230:20 233:9 241:7 242:9 263:24 264:17,21 268:5,15 268:17,23 274:9 275:15 276:2 277:21 278:9 279:11 284:12 292:4,7,18,19 301:23 321:12 326:13,19 327:8 328:1 338:13 344:22 373:3,14 378:20 379:11,16 380:20 381:10,10 383:19 389:8,9 404:22 412:8 429:15 436:7,10,12 437:15 446:9 456:2
---	--	---	--

officer 19:3 52:13 170:14 193:23 204:10 245:11 379:17	106:2 114:8 115:1 122:13 124:24 127:20,20 130:10 130:15 133:8,9,19 134:1 135:1,17 136:3,17,20,23 137:18 139:3,16,20 140:2,21 145:8 146:15 147:22 149:8,17 155:3 161:4 164:15,17 167:20 170:7 174:16,24 175:11 179:21 180:7 185:19 190:7,8 193:1,17 197:16 199:3 204:18 207:2 212:16 220:17 222:4 224:1 227:12 229:17 235:1 237:23 238:7 240:7 243:17 246:9 256:16 269:15 272:24 273:13 276:7 277:3 278:23 284:5 286:12,14 294:23 296:22 319:3 321:4 330:16 337:2 338:17 339:3 339:11 359:9 365:11 367:2 368:9 370:9 374:10 375:1 377:11 380:3,4,7 381:14,16,17 383:24 394:13 397:20 399:4 404:8 405:24 408:7,18 410:1 412:5 413:7 422:17 423:21 427:5 430:2 431:19 432:1,7,13,16 438:24 440:9 445:21 448:18 454:13 455:22 457:8,9	once 15:7 90:8 96:20 100:7 162:15 243:16 253:3 265:5 277:23 287:15 310:23 374:20 393:3 ones 60:15 156:18 250:4 285:16 onetime 382:5 one-year 261:17,18 411:22 ongoing 21:14,15 63:5 82:14 99:7 105:11 122:7 181:11 212:13 233:9 350:17 360:19 407:5 online 207:19 241:4 380:13 384:21 385:16 452:8 461:22 ont 403:13 on-site 178:11 on-the-street 207:5 OPD 390:16 415:9 open 63:14 197:6 365:20 400:15,15 400:22 401:12,17 409:23 412:7,11 413:14,16 414:5 416:22,22 419:6,18 420:18 421:8,10,13 opened 21:23 142:8 241:2 264:4 opens 408:23 open-access 408:4 410:9 open-government 414:1 operating 1:20 2:15 24:15 89:2 101:19 109:18 155:7 188:4 222:14 224:2 266:18,22 287:2 311:21 327:12 328:21 329:14 379:17 operation 23:19	63:21 125:16 operational 5:17 30:17 31:2 234:15 280:24 operations 5:14 7:9 88:13 102:20 193:3 249:14 282:11,17 opinion 129:3 458:1 opportunities 124:20 127:14 141:19 262:19,24 263:12 263:20 265:21 266:2,13,16,23 267:6,7 308:1 311:15 323:12 363:17 367:10 368:12 369:1 opportunity 9:12 117:18 120:22 128:17,18 129:22 132:23 150:4 233:10 254:3 264:1 264:17,21 265:12 268:15 286:4 301:24 307:18 326:14,20 327:9 328:1 398:15 435:8 opposed 139:11 140:23 169:16,23 172:1 200:4,15 202:2 284:2 opposite 238:9 ops 34:22 37:13 optimal 166:14 orange 131:10 oranges 158:10 order 16:21 95:11 177:20 183:2 205:3 207:12 233:5 234:14 235:13 236:10 248:6 280:23 281:12,16 282:4,6 283:5 284:21 292:24 300:3 338:12 348:17 357:13 371:13 383:19 414:17
---	---	--	--

orders 286:9 ordinance 1:17,19,20 2:8,11,15 3:6 440:11 443:11 444:14 ordinances 253:1 organization 73:23 400:16,18 401:12 410:7 organizations 10:22 70:24 74:20 104:22 299:18,21 447:20 organize 161:7 organized 6:11 organizer 69:19,22 oriented 106:20 298:7 original 224:10,12 263:16 304:12 387:2 422:12 originally 248:18 385:20 ORMAN 276:24 Ortman 151:11,12 152:8,17 157:18 200:20,22 231:21 232:4,13,16 234:1,9 234:16 236:24 237:6,17 238:7 239:4 240:5,10 241:6,20 242:23 243:10 244:17 246:4,11 248:1,7,11 248:22 249:13 251:9 252:6,15 256:9,15,19,23 257:6,17 258:13,19 259:7,14,19 260:1 260:21,24 261:20 262:1,4,9,21 263:3 263:23 268:9,24 269:3,12,15,21 270:2 271:18,22 272:11 273:2,7 274:21 275:1,20 276:5,9,16 277:4,9 278:12,15,23 279:9 279:18 280:1,8	284:8 286:8 287:11 287:17,21 288:15 290:13,15,20 302:8 302:18 304:16,22 305:3,12,16,22 306:13,23 308:2,10 308:14,21 310:20 313:9,18 315:12,17 316:6,9,15,19 317:7 317:21 319:9,17 320:5 326:5,12,19 335:5,11,23 336:3 338:14,20,23 339:9 339:14 344:20 345:3,7 349:6 350:8 351:7,13,17,21 358:9 359:1,6,10 360:2,8 361:10,13 361:16,21 362:7 363:3,7,21 364:1,4 364:21 365:8,17 366:2,8,24 367:13 367:17 368:6,9,15 368:20,24 369:7,13 369:19 370:3,7 371:5,10,18 373:10 374:15 377:12 378:16 Ortman's 154:2 ought 116:20 118:5 168:14 outdoor 51:10 outlined 388:7 outreach 74:2 92:13 307:20 310:21 outs 160:17 outside 89:1 225:14 254:10 258:22 259:21 263:4 370:22 371:22 439:8 459:6 ovation 132:4 overall 5:5 33:4 127:4 150:14,18 227:6 288:12,18 327:17 330:5,7,17 382:7 416:21 Overflow 182:21	overhead 196:22 254:9,11 overlook 74:19 overly 271:9 overseas 6:18 oversee 30:14 33:7 245:23 oversees 245:7 overtime 20:19 21:8 116:12,13 117:7 overwhelming 407:20 owed 389:5 owned 23:13 24:4 110:4 161:15,20,23 owner 162:2,4 164:12 owners 77:21 78:24 79:4 80:8 145:4 160:20 161:16 164:5 183:10 200:7 200:11 ownership 343:19 438:6 447:11 owns 112:23	249:22 281:2 282:6 282:20 283:12 284:3,7,8,17 285:18 285:24 287:1,15 288:2 297:7,10 383:9 385:7 412:7 414:19 418:22,23 438:11 450:6,19 451:4,20 452:2 455:15,20 paperless 356:9 parades 6:13 paradigm 168:5 parcels 390:23 parcel-based 183:3 184:6 Park 83:23 110:2 parking 360:14 Parks 4:23 27:19 28:1,5 86:12 132:24 Parol 188:12 part 14:23 31:9 42:2 42:21 43:7 49:2 50:4 52:22 56:7 57:24 59:3 72:1 73:5 74:3,4 80:22 91:5 92:22,24 109:20 118:21 121:15 138:10 142:13,21 166:5 182:11,20 183:24 186:1,20 189:24,24 190:4,7 192:24 193:6 194:14 206:3 218:7 242:22 244:1 249:2 261:9 291:17 292:10,11 293:1,2 294:10 303:11 311:5 343:4 345:1 372:7 383:22 409:7 414:8 417:4 460:24 461:10,22 participate 79:2 272:10 322:8 342:9 436:13,16 participated 187:18 447:22 participating 342:11
--	---	--	--

participation 8:18,21 9:7,10,14 37:8 38:22 90:14 150:20 154:17 156:17 157:20 159:10 215:3 258:1,5 260:13 261:15 264:19 301:21 302:1 303:7 316:5,7 317:4,24 318:1,2,10 318:13,22 319:11 320:3,11 322:10,12 323:16 324:2,9 332:15 333:1,5 340:4,12 344:9,10 346:10 425:1 particular 26:1 79:23 143:16 234:16 242:5 249:16 253:12 306:20 340:22 358:14 373:1 389:6 431:12 431:12 436:18 445:1 462:19 particularly 19:2 46:23 50:5 60:14 143:17 278:4 299:4 456:4 parties 66:2,7,22 67:10 284:1 462:9 partner 8:3 70:6 80:16 105:7 161:2 178:13 214:16 partnered 402:6 partners 72:16 104:21 123:2 124:12 214:16 274:17 311:19 401:14,20 402:13 450:22 partnership 76:7 107:18 183:6 186:5 186:10 188:2,9 190:1 228:4 233:9 partnerships 214:17 parts 104:20 292:8 party 68:3 134:18 444:6	pass 247:14 413:2 passage 12:19 439:18 passed 384:19 385:14 397:17 426:8 439:13 454:9 passes 348:15 passion 322:18 passionate 393:16 patch 457:18 path 419:11 patron 462:19 patrons 463:3 pave 197:7 pavement 199:1 paving 196:11,19 199:17 205:6 pay 80:2 86:3 95:19 95:22 97:21,22,24 162:12 182:23 183:21,24 184:9 201:6 248:16 255:16 275:21 276:10 289:9 307:17 400:16 411:20 446:16 447:8 payables 237:15 paying 184:7,18 185:6 411:13,14 payment 236:22 237:18 278:1 279:3 279:4 451:5 payments 276:11 451:6 payroll 350:3 payrolls 220:10 346:16 pays 275:22 401:4 pedestrians 197:16 penalized 269:19 penalty 243:4 270:19 272:3 pendulum 45:17 Penn 459:21 Pennsylvania 1:6 3:2 217:7 253:23 385:22 397:3,9 448:7	pension 435:22 people 9:18 17:21 18:8 19:3,16 23:16 24:23 25:23 40:8 43:2 56:5 57:7,13 58:9,11 61:9,15,22 66:21 67:7 76:10 82:10 83:11,18 87:6 93:14 96:22 112:19 125:20 128:16 132:3 152:10 153:3 153:7 154:3 165:12 166:2 168:12,15 169:1,2,14,21 171:16,20,24 173:18 177:4 178:21 179:3 186:14,15 199:23 203:11 210:1 212:22 240:18 247:12,13 270:7,13 271:6 274:10 279:21 284:17 289:12,13,19 290:22,22,24,24 291:3 292:24 293:23 298:3,20 312:4 316:9,24 320:15 342:18 343:14,23 344:7 350:4 359:14 374:2 379:14 382:18 392:18 407:7 408:22 409:6,14,18 410:12 414:11 420:20 431:1 435:18 440:10,22 442:2 452:11 453:3 453:10,12 454:9 456:4,19 457:10 people's 81:24 173:5 458:1 percent 5:22 8:18,19 8:23 9:20,23,24 10:3 39:9,9 134:8,9 134:15 142:14 150:14,18 154:18 155:9,16,17 156:4,9	156:10 157:1 158:12,13,15,23,24 159:9,16 259:3,4 260:7 263:8 266:9 270:20 272:4 301:19 303:2 319:5 321:2 322:5,8,13,13 322:15 324:12,15 324:20 325:1,2,3,4 329:23 330:4,5 341:8,8,9,15,15 348:19 411:2 425:1 433:22 435:15,18 451:10 452:10 percentage 29:18 41:19 173:24 243:13 334:18 347:13 348:22 433:20 percentage-wise 246:18 perceptions 129:7 perfect 322:14 perform 32:4,9 54:5 123:2 286:21 289:12 293:24 341:13 performance 5:15,17 11:1 33:4 35:12 71:1 72:14 74:15 143:24 186:13 236:3 265:13 performance-based 73:11 performed 348:19,20 411:16 performing 265:16 293:23 performs 32:15 perimeter 431:4,9 period 55:22 97:5 162:6 202:1 206:12 228:5 260:15,17 262:14,16 439:12 439:15 periodically 415:17 460:11 periphery 447:14
--	---	---	---

permission 221:5 306:7 permit 416:2,5 permits 67:10 68:3 455:5 permitted 442:20 443:9,11,12 462:18 permitting 417:8 person 11:21 18:2 151:12 164:24 177:7 247:13,16 261:9 279:15 291:1 309:3 313:15 344:5 344:7 374:6 408:5 409:4,5,7 421:2 457:13 462:11 personal 42:6 286:21 personally 9:11 68:4 Personnel 247:10 persons 433:18 435:16,20 452:24 person's 124:2 perturnic 260:3 peruse 442:20 perusing 442:5 pervious 198:18,21 199:17 petroleum 156:20 196:16 198:14 200:18 201:22 petroleum-based 196:12 PHA 218:24 phase 213:16,17 284:23 296:8,13 350:23 352:13,18 353:11,12,15,18 354:10 357:21 phases 205:22 353:11 phasing 183:4 phenomenal 42:6 49:7 PhilaBundance 313:2 Philadelphia 1:1,6,23 2:21 4:2 6:14,18 7:6 29:20 42:11 50:1,4 51:12 66:23 69:18	69:19 73:21 78:10 83:3 85:13 86:17,18 90:23 93:14 103:18 113:8 119:16 123:10 127:9 128:24 131:8 140:18 141:12,20 142:6,15 143:7,8,19 144:4 157:7 161:20 180:23 192:14 195:7 217:24 220:8 220:12 228:3 236:20 238:6 276:23 283:6 287:1 306:17 307:7 309:13 311:1 313:23 319:4 335:15 341:14 348:7,16,21 350:6 397:12 399:14,17 401:19,23 408:17 413:22 448:7 449:17 457:16 460:1 Philadelphians 6:20 313:8 Philadelphia's 309:15 Philla 296:9 Phills 461:21,21 Philly 30:2 88:2 91:19 130:19 134:2 194:12 400:15,22 401:13 PhillyRise 59:1 69:17 70:6 PhillyRising 6:1 18:16 21:7,17,24 22:4 23:5 55:6 63:11,20 78:18 101:6,14 104:5,21 105:8 113:7,14 114:11,19 115:8,14 115:21 116:16,19 117:8,11,16,20 118:9 175:23 176:23 177:10,19 178:6,15 180:6	193:6,21 PhillyRising's 10:15 PhillyStat 5:13 34:19 34:22 37:13 113:7 119:13 170:19 philosophy 10:15 178:20 345:6 phone 50:12 52:23,23 photo 455:24 photographers 457:17 PHS 84:6 physical 215:18 256:14 341:7 388:1 413:4 455:5 physically 387:24 408:2 pick 49:20 123:20 237:8,10 picked 49:21 picking 203:13 picks 350:24 352:19 353:15 picture 48:22 162:4 271:3 393:11 pictures 52:14 82:4,6 PIDC 183:7 184:15 piece 48:15 99:5,6 164:9 240:11 249:22 282:20 287:15 288:2 456:8 pieces 24:3 460:3 piggyback 203:4 249:8 250:10,12 254:5 pilot 189:12 193:11 193:21 199:13 205:10 piroitization 353:2 pitbull 18:2,4,6 place 26:3 44:21 64:19 67:3 83:13 88:5 125:1 126:6 166:10 169:18 170:5 172:24 179:9 212:8 252:18 265:7 269:9 283:19 290:8 300:6 349:5 364:20	391:5 392:15 397:23 417:5 434:6 440:18 placed 125:14 126:2 126:15 188:21 283:18 297:12 placement 124:9,22 places 313:2 360:20 plain 90:18 93:12,16 plan 1:23 2:20 10:9 97:10 121:15 182:12,15,17 207:24 212:8 215:8 221:19 222:1 230:3 247:11 383:21 389:17 395:6,7 399:18 406:8 415:6 456:10,21 458:12 458:16 planned 146:1 planning 20:2 24:19 96:12 109:11 110:5 111:17 138:6 218:16 230:4 247:7 403:6,8,11 404:14 419:10 plans 142:4 177:12 207:3,7 399:20 455:1 Plant 142:11 plates 81:24 platform 420:19 play 34:4,7 74:24 played 37:4 please 2:4 3:12,21 101:16 149:24 153:2,5 187:14 230:15 232:12 238:2 242:17 281:7 295:15 300:14 314:19 321:6 339:13 353:8 366:3 376:17 378:3,21 379:2,8 400:8 402:13 403:3 421:18 423:14 424:2,3 433:5 pleased 15:2
---	---	---	---

pleasures 119:23 plenty 347:7 plot 455:1 plus 127:16 361:20 PO 285:4 point 27:3 56:21 58:23 63:21 70:2 79:23 84:13 86:22 100:7 146:7 153:9 166:10 191:6 194:23 197:23 201:14 204:16 206:8 238:22 247:20 251:21,23 252:16 254:1,16 261:22 263:12 281:17 291:12 292:5 306:8 309:9 314:3 324:3 333:12 336:9 365:8 388:16 398:4 448:15 pointed 399:1 points 346:21,24 point-to-point 388:16 392:8 poise 47:24 poison 14:3 pole 456:7 police 6:5 7:24 48:19 49:9 62:6 76:6,8 83:19 84:17 102:19 114:12 115:18,18 115:19,24 116:11 117:13,14,23 118:19,20,23 119:1 166:12,20 177:1 188:5 189:3 192:15 193:14 205:11,16 206:4,16 207:11 210:10,20,23 216:7 218:1,2 343:12 police-driven 178:10 policies 7:16 23:15 67:6 policy 11:24 12:8 13:16 66:2 86:20 92:5,10,13 95:21 97:7 98:19 179:5	political 248:22,23 Pollution 142:11 229:1 polodaro 169:24 portal 296:11 415:18 portion 88:8 138:1 147:24 273:21 290:10 362:13 394:8,11 position 24:13,16 43:10 57:4 92:22 139:22 202:13 227:20 230:5,6,8 245:3,7,11 247:3 377:5 421:22 430:17,20 431:21 432:2 positioned 215:17 positions 91:9 92:19 92:19,24 233:20 244:23 246:22,23 247:5 274:11 297:24 425:17,17 425:19,20 positive 22:13 131:13 149:14 305:24 390:11 possessed 278:1 possibilities 213:8 possibility 168:22 347:16 possible 74:10 79:2 143:3 146:14 165:19 173:16 213:6 214:1 319:12 338:2 344:13 356:9 356:10,15 362:16 382:11 393:5 397:22 possibly 254:14 263:21 286:5 320:6 375:4 391:12 pot 154:7 156:16,22 159:20 165:4 197:9 197:10 potential 196:10 313:7 408:10 420:22	potentially 227:16 310:8 power 226:18 313:16 416:8 PO's 285:6,12,20 287:8 PPV 189:11 PR 22:13 practices 72:22 73:8 355:22 364:13 preceded 191:20 preceding 78:22 predatory 50:7 predecessor 397:2 predominately 102:21 preface 91:13 prefer 434:10 preference 335:7 premises 14:11 216:18 prepare 440:12 prepared 204:1 230:7 303:15,19 306:19 350:18 412:8 417:2 preparing 446:22 prerequisite 390:13 presence 58:7 231:2 present 1:9 194:17 194:19 400:6 presentation 292:22 398:21 presented 17:15 384:4 423:4 president 1:10 2:1 3:10,15,20,23 11:10 12:16 13:9,13,22 14:16 15:3 16:1,18 17:8,23 18:13,24 22:21 23:8 25:9,12 25:14 26:20,23 27:6 27:15,21 28:8,18 29:3,10,14,23 30:5 30:9 39:15,16,20 43:18 44:17 46:10 46:11,14 49:19 51:2 53:23,24 54:18,22	55:10,15,18,21 56:2 57:1 58:5,12 59:6 59:15 65:20 84:19 84:24 85:16,17 86:24 87:4,10,14,15 87:19 106:10 232:15 234:1,7 300:22 301:1 422:23 423:9,16,23 424:5 425:10,22 426:3,6,21 427:4 428:6,11,14,19 432:19 439:1,5 445:12,16,17 449:21 450:1 458:23 459:3 463:13 presidential 456:15 President's 144:12 PRESIDNET 59:19 press 43:5 pretty 41:19 59:16 69:5 81:23 213:3 248:19 257:7 273:24 384:13 397:10,12 415:8 428:1 434:17 Prevailing 220:19 prevent 463:3 prevention 4:16 10:11 70:18 71:20 190:23 previous 8:20 10:6 152:11 153:16 179:24 223:9 286:19 349:23 352:1 387:12 previously 303:16 price 201:11 239:8 239:18 251:22 252:5 pricing 239:6 242:7 pride 132:7 195:22 primarily 74:13 80:1 116:24 178:10 primary 417:14 prime 275:2,11,11,22 337:19
---	--	---	---

primes 337:14 346:2 362:22 principals 388:7 printed 236:11 285:1 printing 287:12,12 prior 75:23 230:11 230:20 284:7,8 352:23 377:7 421:22 430:1 433:13 442:2,9 443:10,18,19 priorities 37:15 38:9 56:20 88:24 394:14 prioritization 292:11 293:15 294:19 352:24 383:10 prioritize 56:24 105:15 181:4 395:12 prioritized 293:1 383:4 prioritizing 107:9 185:4 294:11 priority 56:17,17,18 86:14 104:8 107:8 118:21 292:6 prison 123:10 127:9 prisons 343:13 private 47:10 53:9,11 77:20,20 189:12 214:16,17 291:21 432:11 privately 161:14,20 161:23 363:19 364:8,17 366:21 privilege 269:11 proactivity 51:24 probably 16:3 18:11 33:3 46:1 80:10 86:14 151:12 161:22 173:2 187:16 214:1 252:12,19 270:10 272:15 297:13 299:5 342:24 359:11 373:9,11 374:8,14,15 377:14 377:15 435:24	451:19 456:13 459:19 probation 188:11,16 190:3 problem 16:19 19:19 51:20 63:2,5,7 152:20 212:1 214:9 216:24 222:6 231:16 243:19 269:24 279:8 305:24 320:9 338:3 414:21 415:2 problematic 113:9,14 114:10,17 116:21 119:14,16 problems 22:8 60:23 Procedurally 358:17 procedure 162:15 procedures 242:23 proceed 3:19,21 243:2 314:19 379:3 424:3 proceedings 82:11 process 10:14 14:9 26:10 35:1 58:19 99:15 160:11 161:15 166:8 174:6 193:13 200:12 209:17 229:6 233:6 241:10 263:19 266:8 267:24 277:8 277:20 278:16,22 282:21 284:7,9 285:7 286:19,20 287:6 288:9 289:14 294:10 296:8 299:9 309:5 312:6 314:23 323:1 331:7 334:7 336:14,24 338:24 349:3,4 352:24 353:2,14 356:8 360:6 372:10,13 383:10 385:18 392:10 393:19 434:4 437:9 440:19 442:2,9 446:13,22 451:24 453:9 455:10 458:5 463:9	processes 197:4 300:1 355:24 357:9 415:19 processing 162:23 451:16 Procument 259:23 procure 385:24 procured 252:4 procurement 30:23 33:20 36:19 38:5 94:4 148:21 149:5 149:11,12 155:8 185:15,18 196:7,9 198:2 200:15,23 202:16 210:9 231:13 232:17 233:11 235:7 236:4 241:1 244:5 245:10 247:22 248:13 249:1 251:17 258:22 259:22 268:9,17 278:8 279:17 282:17 283:21 286:4 288:14,21,23 291:19 292:15 293:17 298:13 299:19,20 303:12 303:18 304:3,8,9 308:18 311:16 321:18 325:9,11,13 325:23 326:5 327:11 340:19 350:24 352:2,3,6,18 353:14 355:22 376:1 Procurement's 151:15 202:13 325:10 prodoes 401:17 produced 278:11 293:7 347:21 producing 402:1,7 product 51:24 196:17 198:15 201:20 349:8 production 142:10 145:19	productive 128:19 products 156:20 157:4,6 159:3 253:20 316:16 profession 390:9 professional 225:12 237:1 331:14 332:2 334:20 336:1,3 410:20 professionals 89:8 90:24 proficiency 6:21 program 8:10,11 18:18 20:9,15 22:5 42:9 47:2 57:7,11 57:15 58:18 69:17 70:1 77:9 92:6,10 105:16,17 107:13 107:17 108:1 115:3 116:20 117:1 119:4 123:4 124:16 128:20 130:19 176:1,11 181:22 183:9 186:3,7,13 187:19 188:7 189:14,16,18 192:10 195:3,12 205:10 206:10 215:4 220:12 233:13 249:16 271:6 304:19 307:2 345:24 389:15,19 409:3 programing 410:10 programmatic 388:2 388:5 programs 8:8 10:16 10:19,24 20:17,18 57:9 72:15 90:8 113:10 120:19 121:1,1,13,20 122:10 123:22 129:16 130:3 140:16 145:2 274:2 310:21 311:9 387:14 407:11 progress 21:10 40:19 88:20 100:12
--	--	---	---

170:23 206:5 386:13 398:6 prohibited 23:15 prohibition 25:18 439:8 project 193:9 212:13 215:10 222:19 293:15 294:20 296:5,9,23 307:8 338:11,14 351:6 352:12 353:9,18 354:24 355:21 356:22 383:4 396:24 398:5 projected 222:12 356:21 projects 6:10 31:10 57:21 220:11 242:18 350:19 354:15,21 356:3,4,5 356:6,18,18 357:1 394:6 project's 242:24 promise 28:10 promised 112:21 385:11 promote 228:21 229:7 promoting 142:19,19 200:4 prong 96:5,14 proof 269:7 388:13 457:13 proper 70:3 143:7 properly 277:5 366:12 properties 19:20 108:15 112:22 183:14 389:1,2 438:7 446:14,19 property 7:13,14,22 12:11,12 14:6,10 15:14 27:10 30:22 32:19 33:16 83:5,8 106:14 109:1,8,12 109:20 110:1 112:18 113:1 160:20 162:1,4,13	162:19,22 164:23 173:8,20 183:10 191:21 223:19 224:20,22,23 389:4 389:6,8,9 429:7 431:4,10 436:8 437:3 438:1,21 446:18 447:12 448:22,24 455:4 Property's 223:5 proposal 265:6 267:2 proposed 2:23 436:7 459:8 prospect 171:23 prospective 18:6 24:7 30:17 58:22 145:12 388:1,3 413:5 Prostitution 83:13 protect 354:10 protected 14:15 protection 228:19 protest 6:13,15 protesters 48:23 protocol 264:18 proud 102:22 412:14 421:16 proven 74:20 199:14 provide 7:22 38:18 38:24 44:20 53:12 65:5 67:2 80:13 89:11,24 93:19 94:17 118:6,12 119:6 124:10,11,13 124:19 125:9,20 126:9 130:3 135:13 157:6 159:2 171:24 172:1 187:3,7,10 190:2 214:10 225:9 227:23 230:15 233:16 242:17 243:3 265:2 269:18 273:5 277:16 293:10 294:14 295:15 297:1 300:15 302:5 334:16 335:12 336:18 337:4,24 339:12 362:24	383:20 384:2,4 396:23 399:20 402:12 404:10 406:17,20,23 407:2 407:8,20 408:16 412:1 414:17 418:11 436:13 444:16,19 454:14 provided 29:1 37:19 83:4,23 135:11 187:21 212:20 294:9 303:17 351:2 351:2 375:15 377:7 377:8,11,12 384:5 399:22 438:4 provider 11:3 providers 209:3 provides 9:2 84:16 183:9 providing 1:22 2:18 10:15 51:8,11 76:2 120:21 184:13 230:10 271:15,17 377:5 403:15 405:12 408:8 437:21 449:9 provision 349:2 provisoes 166:3 provided 384:24 PSA 177:9,17 178:4 179:19 180:5 PSA's 42:16 177:5,7 177:16 178:7,7,9,21 179:11 PSCA 44:6 PSI 197:14 public 4:14 7:23 8:6 17:14,21 30:22 32:18 33:16 40:12 47:11 50:17 70:16 73:13 75:2 79:14 81:1 83:10 84:3,11 84:17 86:9,20 88:22 109:1,8,12,19 110:1 112:18 120:17 122:20 129:6,7 166:19 168:6,7,11 168:16,18,19 173:8	173:20 189:11,12 190:15 191:21 201:8 210:16 211:17 213:1 214:17,22 216:9 223:4,18 224:20,21 241:12,13 245:20 245:23 246:4,6 272:23 331:16,22 334:20 335:22 338:7,8 346:17 356:13 364:10 365:15 385:10 389:8 398:6 401:2,2 402:9 407:11,14 412:9,12 417:15 427:11 462:17 465:4,22 publicity 22:12 publicly 48:1 191:19 191:22 241:2 publish 401:21 published 415:14 publishing 400:24 415:17 pudding 388:13 pull 39:6 60:9 147:11 462:20,23 pulled 416:4 pulling 56:13 pulls 416:2 462:20 purchase 142:13,23 150:16 233:4 235:13 236:10 254:4 255:11 280:23 281:12,16 282:4,6 283:5 284:21 286:9 292:16 371:13 382:10 442:21 443:9,16 purchased 442:10 444:18 purchaser 255:1 purchases 149:13 249:8 250:8 purchasing 143:2,4 148:19 149:2 233:4
---	--	---	---

233:6 234:13 236:18 254:15 313:16 325:24 327:20 375:21 purely 28:4 purpose 401:16,22 418:6 purse 217:9 pursuant 3:4 pursue 447:5 pursued 156:6 433:4 purview 453:18 push 41:22 276:13 285:19 355:17 447:5 pushed 283:22 put 24:2 50:15 52:4 64:19 65:9 70:3 76:15,24,24 82:3 83:5,7 84:8,12,21 85:9,20 101:9 143:22 162:18,22 165:2,4 166:5 167:7 176:17 179:9 181:14 208:7,19 209:15 220:6 226:14 229:3,4 235:3 241:18 265:7 267:2 270:7 299:15 308:2,3 326:1,3 349:18 356:19 357:13 362:2 364:20 373:14,17 374:20 395:12 405:18 417:5 419:10 422:13 458:7 puts 62:4 239:9 putting 21:7 24:13 52:20,22 156:22 166:3 207:18 255:6 284:17 290:1,7 349:5 371:12 384:7 407:24 p.m 231:10,10	quality 20:20 25:3 47:3 79:15 101:9 102:4 103:16,21 104:11 106:13 165:7 192:17 203:14 208:9 308:24 quantify 435:12 quarter 156:14 159:10 324:19 340:17 quarterly 34:23 37:12 340:10 342:16 385:3 quarters 255:16 queer 322:5 question 10:6 11:19 19:5 28:6,9 30:16 38:4 40:6 43:18,22 55:1 56:3,15,15 57:3 65:19 71:7,11 77:2 82:24 89:9 90:4,22 91:3 93:4 104:18 108:9 114:9 114:9,20 135:2 136:9 138:11 139:4 149:18 150:6,22 151:18 152:3 153:3 153:6,12,15 154:5 156:11 157:14 158:20,21 159:13 164:18 173:7 176:21 178:18 180:17 181:9,11,24 185:18 194:9 198:9 199:16 202:7,8,23 204:1 211:14 214:13 226:20 232:3 234:20 237:20 249:5 251:5 259:11,12 260:12 261:14,15 262:13 263:10,22 265:19 266:6,14 271:13 274:6 277:5 288:16 303:6,6 304:4,7,11 304:12,17,21 305:1 307:19 316:1,3,18	319:7 324:23 330:15 338:6 339:5 353:8 355:12 356:2 356:24 366:17 367:9 370:6 373:19 373:21 375:9 383:7 387:8 389:24 399:6 406:5 410:19 417:1 429:13 430:12 446:4 452:18 459:5 questioning 153:16 175:17 231:18 301:15 302:12 317:17 348:5,8 questions 10:8 11:9 11:12 28:7 69:4 71:17 76:5 94:16 112:9,16 119:12 120:16 121:4 132:20 137:24 138:21 174:4 175:19 180:9 185:24 190:10 207:10 210:2 216:2 225:14 229:20 231:4 234:4,11 267:23 301:13 303:16 315:6 318:7 334:14 339:16 367:7 370:21 371:14 373:13 378:11 379:18 380:1 382:18 398:3 400:13 405:16 408:19 423:5,7 425:9,16 450:2 463:16 quick 27:17 54:1 85:19 192:3 234:11 301:13 359:21 370:21 380:9 425:16 450:2 quicker 453:3 quickly 146:5 236:7 384:14 397:22 424:13 426:7 453:9 453:13 quip 331:15	quit 380:22 quite 29:7 74:15 79:3 85:24 290:10 401:5 412:14 413:17 quote 225:17 350:23 352:17 371:1 R R 1:12 465:1 raccoon 12:11,20 13:1 15:13,22 16:9 16:14 17:17 raccoons 11:24 12:9 14:3 15:7,9,16 16:22,24 17:14 18:9 race 456:19 racing 211:1 racoons 11:19 12:4 radio 211:2,22 212:6 214:21 rains 196:17 raised 55:2 93:4 308:17 366:16,16 427:20 rake 60:11 rakes 60:5,6 raking 60:12 rallied 76:10 ramp 78:9 ramping 78:1 ran 44:11,11 367:7 randomly 134:20 rang 66:4 range 51:9 355:14 ranges 259:2 rat 428:21 rate 5:23 8:18 38:22 134:4,4 154:17 175:22 184:14 187:17 301:21 303:7 322:8,10,12 324:9 343:16,18 452:9 rated 415:12 rates 333:5 340:5,5 ratio 58:6,13 91:22 rational 66:13 421:2 Rats 13:23 14:1 ratting 271:2
---	---	--	--

reach 110:22 112:4 166:12,19 244:2 342:21 reached 8:17 53:8 73:21 74:6 reaching 42:7 78:23 200:7 reaction 198:1 read 2:4 4:10 62:20 88:11 423:21 424:7 424:12 443:6,7 readers 442:19 443:2 443:4 readiness 186:16 reading 462:24 ready 37:2 53:14 130:8 202:11 371:20 380:4 385:16 408:10 real 24:11 27:17 54:1 73:14 85:19 86:4 97:9 192:3 231:17 263:10 331:10 333:16 334:15 379:7 380:8 389:5 415:22 426:7 446:17 447:8 448:23 realign 106:7 reality 18:2 19:13,18 realize 109:24 129:23 381:22 457:21 realized 234:21 266:8 452:15,16 reallocate 235:19 297:24 298:14 reallocated 298:21 reallocation 236:1 281:4 288:24 289:3 really 8:5 17:18 30:17 36:11 49:10 70:8 71:2 75:10 76:19 77:12,22 79:17 81:20,21 90:9 110:14 117:3 128:21 132:21 142:18 143:22 162:18 166:6	171:21 176:11 177:15,24 178:18 180:5 194:11 195:17 207:10 237:19 249:15 252:4 278:11 306:24 319:8 321:16 345:16 347:8,13 356:5 386:15 396:1,5 401:17 407:24 409:3,5,12 410:7 443:5 446:3 449:8 453:18,24 454:5,11 457:10,21 realm 174:14 realtime 388:21 realy 316:1 real-time 205:12 reapply 218:16 rear 424:1 rearrange 299:10 rearranging 168:22 reason 16:11 21:19 28:2 52:7,13 56:12 59:2 79:14 86:4 136:22 175:24 176:1 211:19 217:20 243:23,24 251:7 308:17 360:18 361:24 368:16 385:4 407:22 440:11,17 440:21 442:12 462:2 reasonable 396:6 reasons 13:20 42:6 Rebecca 147:9 373:6 rebidding 223:10,11 rec 4:24 27:12 64:13 64:14 133:1 216:14 307:2 373:14 recall 350:1 394:17 receive 57:5 80:5 88:21 230:21 236:21,22 268:13 271:12 400:1 409:1 416:3 447:16	received 5:20 15:20 16:3,7 29:1 45:3 48:22 57:13 205:20 270:13 396:8 429:15 receiving 218:9 recessed 463:19 recidivism 187:17 reclassification 224:6 recognition 37:19 recognize 323:24 440:21 recognizes 30:7 39:17 59:21 69:8 87:16 94:13 100:22 100:22 112:11 137:15 160:1 181:16 202:24 210:4 267:17 280:15 300:19 301:6 339:20 347:24 358:4 363:12 423:1 425:11 428:16 432:21 439:3 445:14 449:23 459:1 recognizing 101:22 146:20 recommend 74:12 recommendations 99:1 118:18 189:15 reconfiguring 168:23 170:21 record 23:16 25:19 48:1 49:23 51:2,16 52:14 67:21 74:13 74:14,21 79:21 84:21 85:10 86:19 137:6 140:8 150:1 173:11 180:13 200:22 232:11 234:7 235:3 253:17 255:7 264:14 273:12,14 282:14 305:10 313:1 318:5 348:12 361:3 379:3 412:10 416:20	422:10 429:6 434:5 437:12 447:7 459:7 459:11 461:13 462:12 recorded 434:2,5 438:3 453:5 recording 426:9,11 427:9,21 433:12,13 433:14,19 434:3,3 434:20 435:1 438:5 446:15 450:18 records 25:17 31:1 33:3,15 112:18 288:1 297:19 414:22 423:14 424:9,19 425:3 436:9 442:3 446:10 447:3 450:13 453:15,20,22 454:1 454:3,6,8 455:17,21 456:1 457:11 459:22 460:19,24 461:3 recoup 161:17 recovery 406:11 recreation 28:2 86:12 369:14,16,17 370:2 370:6 recruitment 89:7 Recs 27:19 recurring 221:17 red 24:3 redefining 344:2 redesigned 296:19,21 Redevelopment 26:9 reduce 76:22 143:23 145:4,6 reduced 183:15 290:21 reduces 255:5 reduction 8:9 29:2,4 186:5,10 188:1 281:2 381:22 382:4 382:6 434:15 435:15 reductions 144:8 Reedy 424:11 reentry 127:6,21
---	--	---	--

reestablishing 190:16	148:20,23 149:6,12 151:14,21 152:5 224:5,16 225:3	263:12	277:19 278:1 315:7 315:10,15 358:10 362:1 414:13 415:18 420:6 424:14 437:16 444:15 462:19
refer 28:5 192:16 256:4	reining 96:3	renewals 261:18	requested 187:22 424:24 444:1
reference 16:7 193:4 193:8 216:8 268:20 382:24	reintegration 120:20 122:21,23 123:3	renewed 228:9,16 229:15	requesting 166:4
referenced 23:3	related 32:9 45:12 222:11 437:2 438:20	renewing 263:17 411:14	requests 14:19 148:6 194:1 206:9,17 207:19 208:8 414:13
referrals 205:16	relates 19:9,20 56:3 58:19 68:2,8 398:7	reoccurring 220:5	require 348:15 402:24 403:13,23 404:6 412:19 435:3 436:14 444:2
referred 259:20 373:7	relating 32:5	reocuring 220:7	required 116:15 176:15 286:21 348:17 364:22,23 384:20 397:23 452:23
referring 302:3 407:15	relation 10:1	reorganization 291:9	requirements 397:5 requirement 348:23 385:2 387:2
reflect 50:5 73:17	relationship 310:16 365:24 366:6 436:9 448:15	reorganizing 290:23	requirements 166:22 241:24 242:1 254:4 257:5 276:3,14 299:16 347:4 362:10,11 365:13 388:10
reflected 36:4 227:16	relationships 67:1	repeatedly 385:11	requires 212:5 393:15
reflecting 382:7	relative 18:1 172:17 173:8,20,23 174:5 212:17,19	replace 107:23 222:1 354:3 357:10	requiring 200:3 435:1 455:24
reflects 5:7	relatively 19:7 41:11	replaced 202:1	requisition 243:1 277:21 279:1
reform 176:24 177:12	release 209:9	Replacement 351:1 352:19	rescue 211:3,9 212:2 212:9
refrigerated 313:5	released 128:6	report 5:20 16:8 41:10 116:10 139:18 142:22 156:14 181:14,15 186:24 271:1 340:20 363:6 397:13 399:11 442:7,11 443:7,16 444:18,18	research 80:22 143:16,22 260:18 294:17 299:17
refunds 224:23	relocation 4:18 71:9 74:24	reported 5:16	researchs 268:6
regard 106:4 107:12 131:6	remaining 92:23 227:17	Reporter 465:3,22	reservice 125:19
regarding 2:2 71:7 135:4 186:3 190:10 245:15 314:21	remember 87:1 128:1 171:7 176:23 225:4 263:14 454:23	reporters 414:11	reside 80:7 307:16
regards 83:1 106:14 108:11 160:17	remembrance 87:1 128:1 171:7 176:23 225:4 263:14 454:23	reporting 384:21 397:5	residence 13:3,11
region 146:6 229:10	remote 125:19	reports 15:21 16:7 34:21 62:20 139:18 190:19 194:6 230:19 385:3,7 422:5,13 442:6,20	residential 261:7
regional 143:2	remotes 125:19	represent 45:16 343:9	residents 141:21
register 459:24	removal 4:23 19:17 27:18 28:6 54:6 257:12 263:6,8 359:2,7,9	representative 190:13	
registration 384:21 385:1	removals 86:13	representatives 22:18 182:6	
registrations 385:6	removing 86:15	represented 8:15	
registry 152:11 159:4 261:5,6 265:1 311:23	renegotiate 97:11	representing 442:13 444:8	
regular 16:23 42:3 64:5 121:9 238:10 240:10 372:18 389:7	renegotiating 96:18 99:7,10	reprioritized 296:13	
regulations 144:8,9 306:2	renew 262:7 264:2 265:21 411:10	request 7:3 147:4 209:15 232:24 265:6,9,17 267:1	
REIEB 394:8	renewable 9:4 142:9 142:15,24 256:17		
Reimburse 218:24	renewal 261:22,23		
reimbursed 220:14			
Reinhart 147:9,10,15 147:18,22 148:7,15			

183:23 229:3 350:7 resigned 107:22 resistance 130:23 Resnick 8:2 20:12 121:3,4 122:15,19 122:20 125:6 126:12,21 127:1,7 127:18 129:5 130:6 186:18 187:2,6,12 187:20 188:3 190:4 191:5 210:17 211:16,16 212:14 254:7,22 255:2,9 383:17 384:6,11,17 resolution 1:22 2:17 81:23 166:16 resolutions 2:3,6 resolved 13:7 resource 116:5 resources 12:6 15:5 20:5 22:24 23:10 33:19 51:23 53:6,13 55:3 82:17,17 101:8 104:3 106:5,8 107:1 109:3,8 111:4 114:12,14,15 116:15 117:11,21 117:24 118:7,24 125:5 162:9 163:14 165:10 176:15,17 177:8 212:20 217:23 235:23 247:17 274:15 312:12 388:18 respect 2:23 113:6 114:19 117:8 175:23 294:12 299:1,4 383:10 385:1 397:4 398:4 399:7 respective 190:20 respond 12:13,23 13:4 14:18 15:15 17:17 51:14 55:1 63:1 67:16 86:6,18 95:1 222:22 231:18 234:18 236:6 308:6 320:19	responded 12:15 13:5 209:16 responder 47:11 responding 14:9 60:20,22 289:7 response 22:22 66:9 85:19 137:2 200:14 201:10 211:3 217:19 230:16 231:5 322:21 356:24 378:12 383:23 400:21 423:8 427:11 responses 177:3 355:4 383:23 384:1 responsibilities 138:2 248:9 responsibility 24:8 31:7 139:6 160:19 277:2 317:3 325:11 325:13 446:19 447:10 responsible 136:10 139:21 201:11 240:9 289:6 320:13 322:21 323:3,6,8,9 323:10,11,17 325:7 325:19 326:2,6,16 327:6,17 331:2 341:4,11 357:18 364:19 381:11 400:17 451:14 453:15 rest 207:14 285:8 393:12 411:8 419:20 451:24 restore 312:23 restraint 48:19 49:1 restrict 175:16 result 4:22 13:16 25:23 85:23 103:17 106:19 107:10 115:21 117:7 137:9 266:1,21 267:5 288:13 293:7,17 350:20 resulted 273:17 274:3 281:1 433:7	433:17 resulting 431:3 results 116:16 458:4 retentions 126:15 retore 460:8 retrieve 442:4 return 293:3 returned 434:20 453:6 Returning 256:2 revenue 172:21 223:14 225:2 268:23 269:5 275:17 276:18,19 278:2,20 311:2 387:18 426:10 revenues 51:11 276:6 reverse 233:7 238:4,8 240:3 review 7:21 53:4 232:22 241:9 373:2 373:2,7,9 431:2 reviewed 234:2 revise 387:1 revised 1:23 2:19 revisit 86:8 314:8,12 reward 165:12,14 rework 5:13 REYNOLDS 1:10 re-ask 339:4 RFP 10:14 11:6 65:15 73:17 209:4,9 258:2,4,9,21,22 259:17,20,20 260:8 263:15 299:15 300:3 301:17 303:1 349:3 354:1 357:14 374:11 RFP'd 65:13 RFP's 9:9 rhetoical 90:22 91:2 226:20 Rich 3:24 397:7 richly 90:11 91:1 rid 63:4 ridden 103:20 right 16:19 17:4,24 18:14 19:23 23:7	27:16 29:11 30:6 34:1 35:24 36:8 39:2,3,4 40:19 41:3 44:9,14 47:20 48:5 55:11,16 56:1 58:13 58:14 59:7 64:6,7 65:18 69:4 73:4,6 75:15 84:23 85:4 87:11 88:17 97:13 98:7 102:14 105:13 107:6,10,21 108:3 109:22 110:19 127:18 130:5 131:24 133:10 134:5 140:3 151:21 159:9 161:10 163:8 167:14 170:12 172:11 184:1 185:20 187:24 190:8 199:4,21 202:21 204:4,19 209:17 213:22 224:16 226:23 231:22 232:10 238:1 240:16 247:1 250:19 252:22,23 255:2 258:14 262:18 270:2 272:8 274:10,19 275:8 279:14 280:1 283:10 286:12 293:4,9 294:16 297:15 301:11,11 309:6 322:16 324:21 335:23 339:16 345:21 348:18 357:22 371:18 379:16 387:6 389:1 391:1,5 391:6 393:20 395:9 397:20 405:1,24 406:1 408:14 416:16 419:11 435:7 446:15 447:6 447:7 448:2 450:8 450:12 454:21 458:22 Rise 121:17 122:21
--	--	---	---

123:16,19,23 127:8 129:15 186:3,7,13 186:19 rises 190:24 Rising 6:1 64:10 130:19 risk 84:17 Rizzo 447:23 road 210:23 robberies 217:9 rock 250:15 role 9:17 34:4,8 37:4 216:8 379:13 roles 346:10 roll 74:18 rolled 70:24 71:3 roof 144:19 200:19 253:21 roofing 261:2,10 room 1:6 20:13 73:6 96:8 241:1 291:2 312:5 440:1 462:24 463:3 Roosevelt 61:19 Rosetta 42:4 170:13 roughly 41:17 107:19 113:19,22 114:4 151:23 153:22 161:21 209:15 315:21 round 53:23 108:10 167:18 175:6 395:17 ROY 357:7,13,19 rule 25:22 242:3 rules 349:14,15 run 65:8 83:12 126:1 142:9 155:6 218:20 357:3,8 367:6 rung 94:5 runners 434:10 running 125:22 412:20 runoff 181:7 runs 122:23 385:23 Ruth 121:3	safe 79:13 103:19 165:20 166:8 safety 4:14 7:23 8:6 13:19 17:14,21 47:11 50:17 61:8 70:16 73:13 75:2 79:14 83:10 84:3,11 84:17 86:9 88:22 101:10 104:7 120:17 122:20 166:19 190:15 210:16 211:17 216:9 398:6 sake 230:15 salary 125:7,9 290:3 sale 62:4 446:23 sales 341:22 salt 250:15 sample 134:21 Sanborne 455:1 Sanchez 99:21 Sarah 92:12 sat 340:7,7 satisfaction 5:23 134:4 453:1 satisfied 42:9 251:22 save 60:16 145:6 180:8 251:13 253:5 372:5 391:19 398:13 saved 390:18 saves 291:20 saving 235:16,16 290:3 293:6 296:23 297:22 savings 96:17 111:6 234:21 235:12 281:6 288:12,19 289:20 293:17,18 293:20 350:21 356:21 382:8 434:23 452:17,19 saw 120:3 131:4 207:12 349:7,15 saying 16:2 26:5,24 54:19,23 66:15 91:13 110:18 128:5 152:6 156:23	200:21 224:8 252:3 256:5 271:23 294:8 306:22 309:11 324:5 325:1 347:7 391:24 says 120:18 224:14 265:15 330:2 348:18 scale 146:10 249:10 355:5 373:22 scanned 282:7,20 scanning 455:9 scared 15:18 scenario 17:19 26:18 27:11 184:6 scene 211:1 scenes 96:24 211:23 schedule 191:13 schematic 278:10 school 23:14 25:6,15 123:11 189:8 195:6 216:16 304:18 scope 152:10 155:10 228:11,14 355:5 score 37:11 scoring 293:2 383:8 scourge 50:2 scramble 456:20 scrap 317:17 screen 169:20 sealed 264:4,5 sealing 52:9 searchable 412:11 season 19:23 secession 247:11 second 32:23 53:22 96:6 113:12 133:6 159:10 175:6 211:15 245:1 272:16 290:17 395:17 396:21 427:15 449:7 seconds 46:21 secret 90:12 section 141:24 218:17 225:13 370:23 432:3,4 459:6	sector 146:12 secure 451:3 secured 462:16,22 securing 394:18 security 461:8 462:8 see 9:19 27:9 29:8,8 29:11 37:14 40:7,10 43:19,22 45:1,1 55:12 62:21 63:10 64:22,24 78:7 81:3 81:4,7 84:9,15 85:5 96:16 112:15 131:15,16 132:7 137:16 152:5 156:13 163:8 165:18 169:1,2 175:13 180:14 183:15 185:3 192:10,12,22 194:2 195:13 197:5 204:7 205:5,8 208:7 229:11 239:3 254:13,14 272:16 279:16 327:23 329:3 361:2 371:21 372:14 377:3 378:5 382:14 387:7 390:11 397:8 404:19 405:7 416:3 418:15 421:20 448:9 455:4 seeing 15:16 18:9 28:12 229:21 231:6 355:3 409:19 seek 251:24 seeking 420:15 seen 27:2,3 48:22 69:21 203:11 270:24 391:10 419:2 429:14,17 430:8,9 461:20 sees 18:2 select 134:20 285:12 selected 228:20 selecting 18:20 selection 209:19 self-service 402:23 404:10
---	---	--	--

S

sadness 46:20

sell 60:15 316:16 selling 157:4 164:21 semantics 390:19 415:8 send 161:24 162:4,9 168:14 191:1 237:12 251:15 270:3,5 271:3 281:18 284:1 285:11 287:22 297:8 374:21 senior 246:21,22 402:18 senior-level 10:4 sense 25:21 46:20 66:14 77:22 98:21 137:8 159:18 177:23 218:10 221:13 250:2,3 251:7 252:13 255:13 342:8 402:2 426:13 460:7 sent 99:24 169:4 216:6 217:14 297:11 sentencing 54:4 separate 71:5 91:18 104:24 110:3 145:23 153:20 165:4 186:8 315:24 391:22 393:8 SEPTA 216:22 218:2 September 206:14 series 5:11 serious 142:18 175:4 307:14 310:2 392:23 serve 9:12 75:8 99:13 168:11 424:9 served 229:6 serves 21:21 service 5:19 8:8 35:19 54:2 55:7,8 56:5,9 57:5,11,14 58:7 59:2,10 60:4 76:12,20 153:21 154:16 160:23 168:6,18,20 170:11	170:17 171:1,23 177:1 206:9,16 207:18 208:7 209:3 213:1 214:10,22 215:5 236:8,13 237:1 258:24 273:14,22 293:19 293:23 294:14 298:4 303:20 304:6 315:8,15,20 319:15 319:19 322:6 326:17 327:20 330:3,9 331:2,15,21 332:5 336:4 363:17 368:3,8 403:19 409:7 430:17 433:9 433:24 434:18 454:14 serviced 69:5 services 4:18 6:3 9:3 10:16 28:24 33:22 37:23 45:2 63:19 65:6,7 90:1 103:12 103:14 107:17 120:21 123:3 124:12,13,23 125:2 126:5 128:1 148:2 149:9,21 150:11 151:24 157:5 159:3 195:10,19 225:13 241:17 245:10,12 245:21,24 250:21 256:3,6 257:9 260:4 265:2 317:19 331:14 332:2 334:21 336:1 367:20 373:8 382:1 382:11 399:22 402:18 403:12 405:12 406:23 407:6,8 408:9 409:1 409:21 411:15 417:13 424:12 430:17 433:2 serving 8:14 169:17 294:4 session 34:20 set 8:22 10:10 14:4,8	81:22,24 129:12 132:11 146:11 152:7 154:11,21 183:5 238:16 248:18,19 261:16 263:15 264:20 265:4,5 267:1 301:3 301:17 316:11 318:14 319:10 321:1 323:14 326:13 327:24 329:1,4 331:20 340:13 387:2 403:8 416:14 418:9,16 419:17 sets 327:9 402:1,7 setting 38:8,9 134:12 136:11 142:16 195:14 326:10,16 327:7,17 328:16,19 328:21 329:12 settle 244:9 seven 30:18 31:15 139:5 194:22 219:6 271:5 425:6,17 451:24 severe 212:5 sewer 182:21 197:21 shape 278:18 share 49:17 107:13 131:3 308:17 387:17 389:20 397:24 398:10 421:11 shared 109:7 284:20 295:5,7 392:17 shed 20:8 sheet 440:13 sheets 24:24 shelter 44:11 shelters 223:16 she'll 67:13 shift 48:5 160:4 shirt 169:17 shocked 200:1 shoe 452:15 shootings 118:22 shop 82:1 171:17	shopping 171:17 short 19:7 61:22,22 77:11 78:4,14 80:18 80:21 81:15 82:9 103:21 107:2 128:12 158:22 160:8 203:7 204:14 209:18 389:23 shorten 4:9 shortened 4:10 shortly 11:6 13:7 shout 102:22 137:11 show 152:23 224:13 228:7 310:9 386:17 396:18 431:11 showed 48:19 82:6 224:7 261:11 292:24 shows 142:17 194:13 225:2 277:19 shrubbery 62:16 shudder 380:20 sic 406:13 side 137:13 142:8 155:12,13 156:23 183:13 192:9 197:12 198:15 210:23 215:8,8 279:7 289:24 307:18 361:16 367:22 sidewalks 198:8 sideways 77:5 sign 24:24 50:19 52:5 347:3 416:3 417:7 417:22 signal 50:19 signatures 452:7 signed 95:11 246:10 246:17 439:13 significant 29:18 31:10 45:7,13 52:4 84:11 89:22,23 246:16 385:18 459:24 signs 50:1,10,21,22 50:22 51:19 52:11 52:15,20,22 53:21
--	--	---	---

56:4,13,19,24 59:3 59:13,24 103:23 silly 319:8 silver 42:21 43:7 similar 273:24 390:20 397:4 similarly 18:8 212:3 212:10 220:19 simple 324:23 334:15 383:7 389:23 419:17 simplest 388:23 simplifies 7:15 simply 25:10 51:22 154:5 186:16 263:10,22 315:6 369:23 397:2 421:10 single 22:19 34:20 102:8 113:1 186:3 307:2 344:1 437:24 461:17 singled 217:5 sir 17:6,7 87:8,11 149:23 192:1 222:6 225:21 226:6 234:9 237:6 251:9 264:10 290:19 298:23 299:12 302:3 304:17 313:19 351:10 364:1 366:3 367:14 378:16 382:20 sit 99:22 168:1 169:10,18 280:3 342:17 site 63:21 454:4 462:10 sites 407:21 408:6 410:14 sitting 169:2 situation 43:1 121:8 128:15 132:6 170:22 six 1:17 2:9 52:2 186:2 194:23 209:15 233:22 271:5,6 405:13	size 146:9 184:8 355:5,16 361:15,19 390:10 skills 120:22 123:6 124:7,20 125:15 129:18 slash 54:10 slightly 431:23 slowed 102:16 slower 21:9 slowing 441:2,6 slowly 21:2 102:15 small 41:11,19 177:15 185:24 199:11 249:2 smaller 177:22 183:17 217:8 359:12 360:9,13,20 373:9 smarter 115:9 smoothly 44:24 snack 304:19 snail 284:15 285:24 snapshot 101:23 102:11 snatchings 217:10 snow 257:12 263:5,7 359:2,7,8 social 76:20 society 61:5 84:8 128:19 sodium 250:16 soft 123:6 124:7 129:17 software 68:9 123:14 123:22 250:15 282:24 382:10 386:1,8,10 387:15 396:15 397:3 solar 228:4,21 229:2 229:4,8 sold 163:2 sole 269:2 solid 44:20 solve 51:20 53:5 414:20 415:2 somebody 16:13 26:7 71:16 111:7 156:10	240:16,20 268:5 269:16 270:18 271:2 282:6 349:19 365:1 373:18 378:4 393:22 403:14 somebody's 211:1 someone's 242:21 somewhat 296:21 427:1 soon 253:3 387:15 sooner 314:12 346:4 405:7 sorry 54:21 89:17 113:17 135:14 136:2 138:9 147:15 153:4 157:16 205:2 219:20,20 224:21 239:1,20 257:17 259:3 285:23 286:12 290:15 304:23 317:7,8 333:23 346:6 413:10 435:19 436:4 463:17 sort 22:12,13 23:22 30:19,20 31:5,8,10 35:6 177:10 178:22 235:17 236:12 245:9 281:14,20 311:5 321:13 360:17 362:22 396:6 407:23 409:13 451:15 sorting 310:8 Soska 415:9 Soskia 390:15 sound 235:15 sounds 16:12 98:2 370:3 source 143:10 218:12 219:11,12,17,22 402:10 456:7 sources 124:11 142:16 South 50:4 69:17,19 85:12 86:17 123:16 Southeast 142:10 229:1	Southwest 86:17 space 51:8 Spanish 6:23 SPCA 44:10,17 speak 34:16 47:20 89:15 129:3 148:24 167:18 181:19 193:7 198:7 205:21 228:14 250:1 276:15 387:18 407:1 409:17 speaker 6:23 speaking 15:12 182:2 347:23 355:3 speaks 415:7 special 6:9,10,13 198:4 245:21,24 specialize 451:1 specific 10:22,23 28:7 81:15 103:6,7 103:10 113:24 115:14 141:23 151:18 177:4 243:23 287:5 382:24 394:5 399:22 438:20 442:7 444:15 specifically 17:20 32:14 37:22 54:14 68:14 74:7 78:10 104:19 142:3 149:21 181:4 182:16 184:17 236:13 383:2 460:17 specifications 165:24 166:6 167:8 245:18 specifics 166:13 specifies 192:11 specs 201:7 speculate 374:3 speculation 398:17 speed 50:22 350:24 352:19 353:14 spend 107:1 153:18 277:10 313:21 319:19 335:14 340:11,12,16
--	---	--	---

343:12 345:19,23 347:11,16 371:8 391:8 392:23 393:5 397:15,16 398:16 401:13 spending 72:12 109:3 165:16 227:2 230:22 340:22 341:19,23 391:21 395:7 399:5,10 spends 268:10 spent 114:18 117:7 151:20 154:7,19 201:12 227:17 315:13 317:18 353:5 386:20,22 392:7 spike 104:9 spirit 418:7 spoke 203:5 390:22 spoken 56:8 94:3 sports 213:4 spot 45:21 128:13 spotted 84:10 spread 382:10 spreads 62:3 spring 14:21 142:12 squad 211:9 squads 211:3 square 110:11 Squilla 1:13 137:17 160:1,2 161:4 162:14,24 163:7 164:17 166:23 167:2,5,10,13 203:1 203:2 204:3,18 SS 256:4 321:5,7 334:21 336:1 SSE 154:16 256:7 304:13 326:24 stabilize 19:8 stabilized 394:19 stadiums 126:6 staff 4:4,21 7:7 10:4 36:5 46:18 60:4 89:6,12,24 90:2,11 90:15 99:24 113:15 113:18 114:2 125:7	133:5 200:10 216:6 219:6 235:20 236:14,16 289:1,3 290:20 297:14 303:10 375:23 376:7 398:24 400:20 408:5 409:4 409:4 425:3 427:10 427:18 431:1 433:17 434:16 435:15,16,20 437:14 440:8 449:11,17 452:5,23 461:20 462:20,23 463:2 staffers 132:24 135:7 135:9 191:13 433:8 staffing 92:7 117:3 136:5 stakeing 252:21 stamp 111:15 stand 60:11 171:19 standard 236:23 243:5 264:18 348:24 420:3 421:15 444:22 standards 197:19 268:22 350:9,11 366:23 415:7 461:6 461:7 standing 48:23 132:4 169:1 standpoint 75:13 77:1 83:10 84:4 187:5 215:20 259:1 stands 102:11 stand-alone 57:20 Starbucks 173:16 start 11:13 16:22 26:10 51:15 52:11 69:15 70:15 71:23 82:10 112:24 123:5 238:12,14,18 292:14,16 296:15 306:7 354:21 355:10 390:13 400:21 402:1 411:11 415:5	457:22 started 40:22,23 41:4 101:6 177:14,16 193:20 211:19 252:17 401:12 438:15 446:8 starting 45:20 52:12 99:11 299:14 392:1 392:2 398:9 420:13 441:3 starts 21:3 270:16 stat 187:17 state 12:5 15:9 16:21 67:20 72:5 85:11 140:8 150:1 171:7 232:10 234:13 249:9 250:11,11 251:3 253:24 255:18 264:13 283:11 318:4 321:12 344:11 345:13 362:15 385:21,22,23 397:3 402:15 417:1 435:5 stated 79:20 383:3 statement 176:7 183:20 233:3 404:18 statements 416:19,21 states 101:14 181:15 243:12 419:9 stateside 345:13 stations 214:21 statistical 186:12 statistics 190:21 status 296:4 340:20 386:11 stay 14:24 61:23 70:17 staying 134:13 stays 21:11 341:9 steal 430:8 stemming 389:9 stenographer 402:16 stenographic 465:6 Stenton 66:5 step 27:5 97:3 98:21 269:18 312:1,2	steps 108:18 252:20 287:5 312:2 392:19 Stewart 401:7,9 402:17 stick 79:22,24 sticker 200:1 stimulus 221:20 stipulating 306:21 Stitt 232:19 234:23 235:2,6,6,11 236:5 237:21 238:1 240:4 240:8 244:20,24 246:6,12 247:1,9 248:5 256:18 257:18,23 258:3,10 259:24 260:2,16 261:19 262:15 263:2 269:10 272:13,19,24 273:9 273:13 274:7,8,13 277:17 279:3,8 280:19 281:9,23 282:3,8 288:17,22 289:5,16,21 290:9 291:14 292:2 293:4 293:9,12 294:5,16 294:22 295:1,4,8,12 295:17,20 296:6,20 296:24 297:12,17 297:20 298:1,5,8,11 298:17,22 299:3,12 300:4,7,13 301:22 302:5,17 315:9 317:6,8,14 318:12 319:3,21 320:10,18 320:22 322:9 323:20 324:5,11,18 325:17,20 334:23 335:4 336:8 337:2,7 337:10 338:3 350:12 351:24 352:7 368:4 371:11 371:16,19 372:11 372:24 373:23 374:7,13,17,24 375:4,7,13,16 377:2 377:9,22 378:7,15 Stoffer 222:24
---	--	--	--

223:20 228:13 229:14 stolen 216:21 458:1 462:6 stood 132:2 stop 72:8 84:16 86:2 240:21 385:9 407:15 stopped 290:16 stoppers 386:17 396:19 store 281:19 stored 454:3 463:7 stores 171:7 stories 41:23 stormwater 181:6,21 182:16 183:8,12,16 184:7,10 185:6 196:18 197:18,21 199:15,18,20 200:9 story 40:2,18 130:13 131:3 132:15 STOVER 222:23 strategic 50:15 72:12 73:9 115:9 116:4 222:10 strategies 19:6 strateging 222:10 strategy 7:13 19:13 19:22 26:6 52:3 177:24 395:7 418:5 streamline 172:18 229:5 streamlined 437:9 street 12:10 16:10 17:19 18:3,10 52:10 61:10,11 66:3 67:4 68:15 76:11,19 85:2 123:16 130:1 188:10,24 194:3,6 196:22 197:7,9 198:5,19,20 199:11 203:13 222:12 223:6 238:11 257:9 258:14,20 259:9 267:3 272:9 308:4 streets 14:21 50:23 68:5,7,22 109:15	114:15 117:23 129:4,9 177:7 179:15 196:11 197:15 198:9 201:1 201:2 202:9 203:20 203:24 204:4 205:7 250:16 360:3 strenuous 362:11 Strike 339:4 strong 32:12 76:7 struck 361:4 structured 45:10 struggle 52:17,18 61:12 stub 275:5 study 329:24 330:2 330:20 372:10 studying 96:8 stuff 106:6 113:2 173:19 186:17 203:7 343:13 344:4 392:13 399:16 435:23 stuffing 287:12 291:11 sub 275:2 subcontract 262:18 262:24 263:11 266:4 323:12 367:9 subcontracting 263:20 265:20 266:2,13 368:12 subcontractor 275:21,22 337:15 subcontractors 262:22 274:17 275:18 337:20 subcontracts 350:6 subdivison 431:6 subject 146:2 412:9 submit 194:1,6 377:17 378:3 451:2 submitted 3:1 232:21 377:23 385:7 433:21 438:5 450:20 451:22 subs 274:22,23,24 346:2	subsequent 312:2 subsequently 26:13 85:21 426:10 subside 155:12 subsidies 127:12 substantial 5:16 115:11 171:3 substantially 214:8 223:15 substitution 265:9,17 success 72:14 82:5 353:3 successful 10:23 76:4 76:14 105:16 125:3 178:4 193:12 341:1 successfully 405:21 Sue 44:16 suggest 342:2 463:21 suggested 385:21 397:1 suggesting 173:12 suggestion 59:24 172:13 suggestions 340:1 448:20 sum 359:21 summarize 4:6,9 379:5 summary 108:4 233:12 summer 304:18 305:11,12 306:5 309:2 368:4 summertime 66:22 Sun 64:10 supervise 57:22 supervised 54:8,17 54:23 130:4 188:23 supervising 188:17 supervision 58:1 188:13 supervisor 57:22 58:6,8 245:6 432:6 432:11,12 supervisors 57:17 supervisory 139:22 245:7 425:3 449:16 supevised 54:10	supplement 104:4 106:24 supplied 268:1 supplies 33:22 35:19 37:23 148:2,4 160:24 242:9 256:3 256:6 273:15,22 321:13 322:6 330:3 330:13 331:2,15,21 supply 149:9,21 150:11 151:11,24 153:19,21 154:16 250:21 255:14 258:24 304:6 315:8 315:15,19,20 317:19 319:15,19 326:17 327:20 332:6 363:17 supplying 355:19 support 7:22 24:10 75:20 76:20 82:23 93:23 99:14 142:23 146:13 183:2 393:18 400:23 supported 77:24 353:13 406:13 supporting 225:12 392:10 supportive 78:8 187:5 supports 245:4 supposed 24:21 291:20 334:6 381:21 sure 7:4 12:13 14:12 18:23 36:14 45:10 47:7 63:22,24 68:12 68:21 71:18 73:8 74:15,18 77:7 79:20 84:5,22 85:11 90:3 94:22 98:12 101:21 107:8 119:8 121:2 126:21 127:1,1 128:16 142:7 146:3 149:7 152:6 153:8 166:20 175:2 180:3 180:19 181:23 182:19 187:2,6
---	---	--	--

190:11 192:20 202:11 203:24 209:12 221:22 232:2 244:24 250:6 258:10 260:19 268:6 271:16 272:24 273:13 274:7 276:13 277:17 281:9 303:2 307:15 308:5 310:13 313:22 335:4,13,16 336:24 346:18 353:4 356:12 359:21 364:4 373:23 381:12 384:17 386:2,5 387:22 393:4 395:13 397:12 398:18 403:4 407:9 413:24 415:1,11 420:4 433:10 449:5,16 458:10,17 460:20 surely 380:2 388:12 surplus 246:1 surpression 461:8 surprise 106:2,3 surveilling 62:1 survey 134:22 146:6 survives 414:1 suspect 15:1 sustain 20:22 sustainability 5:5 89:21 91:5,15,17,21 92:7,9 93:5 96:1 108:22 109:14 135:5 138:4 139:9 139:23 140:10,17 140:23 141:3,6,15 144:17 145:15,16 180:18 182:3 196:7 196:9 197:12 198:1 389:8 sustainable 20:15 21:16 25:4 45:11 141:19 144:22 177:21 202:5 225:17	sustinctly 214:13 Swampoodle 131:7 sweep 52:13 203:21 sweeping 52:9 Sweeps 204:5,10 207:6 sweet 45:20 sworn 84:24 swung 45:17 symbol 23:22 sync 392:12 synergy 255:5 system 68:9 81:8 123:10 127:9 196:18,22 205:13 207:15 213:15,18 213:23 226:13 233:5 234:14,14 235:13 241:19 269:12 279:5,22 280:24 281:8,10,13 282:23 283:3,22,23 284:22 288:6 290:4 296:1 298:13 345:22,22,24 346:3 346:15 349:22 352:2 353:16,23 354:7 355:4,15 357:4 371:21 384:22 385:6,12,14 385:16 387:1,18,20 387:20 388:5,20 389:14 391:18 392:15 397:8 416:6 419:20 433:15,17 450:16 452:21,24 systemic 19:19 systems 284:18 353:13 354:3 355:9 357:6,8,8,13 388:8 388:12 390:9,14,21 391:2,9,11,13,24 392:6,24 395:14 404:20 415:4 416:16 417:5,15,20 418:20 420:11 421:11 452:13	T 31:6 465:1,1 table 20:6 23:1 147:1 152:16 168:4 182:9 274:19 352:23 356:19 tackle 51:23 tact 401:20 Tajohn 19:3 take 17:11 52:10,14 60:9,12 65:20 68:6 75:22 76:17 79:21 80:2 84:20 106:21 118:10 136:11 147:13 162:3 164:3 195:6 197:20 200:17 202:16 209:1 216:10,12 217:11 218:3 231:7 237:8 271:3 273:21 307:24 314:3 317:2 320:13 323:16 378:5 381:9 387:24 388:18,20 391:12 401:20 412:24 422:18 429:18 440:18 taken 204:17 231:9 254:17 282:22 283:20 314:3 343:23 447:11 465:6 takes 9:17 83:13 107:13 141:13 414:14 434:5 talented 18:18 talk 11:16,23 24:18 27:23 34:8,13 35:5 35:8 36:2 37:9,10 37:12 41:24 42:3 43:3,6 46:21 58:23 64:4 68:16 120:24 121:9,12 125:1 128:22 158:11 205:23 216:4 240:3 331:12,12 343:24 350:19 356:3,5 362:8,17 387:19,20 388:24 449:6	talked 12:19 19:11 65:22 66:16 77:3 78:14,15 81:12 94:2 177:20 253:18 266:10 330:24 331:8 360:8 373:3 429:6 talking 20:14 22:23 24:22 25:5 28:22 42:17 45:6 46:6 57:20 131:19 170:19 207:21 274:21 313:13 326:22 327:15,16 367:5 392:9 398:20 talks 130:16 294:11 tall 83:6 tangible 24:11 72:15 73:14 tape 24:3 target 134:12,14 182:17 312:17 targeted 81:14 tarmac 257:8,13 263:5 367:23 tarp 62:3 Tasco 1:15 22:1 59:22,23 60:8 63:17 64:6,9,12,18,21 65:10,14,17 67:24 68:23 81:13 163:22 164:2,8,15 172:3 task 7:18 94:19 95:10 99:12 108:11 194:18 342:19 381:9 448:11 458:7 tasks 286:21 293:23 294:1 taste 75:18 tat 413:6 tax 129:11 144:7,7,18 144:19,22 162:13 341:22,22 459:23 taxes 217:15 269:7 276:3 307:17 389:5 389:5 446:17 447:9 448:23 taxpayer 341:19
---	--	---	--

T

344:14	term 19:7,12,22 20:5	18:20 27:16 29:15	423:10 424:2
taxpayers 176:6	21:1 26:6 46:2	30:6 39:14,19 43:13	425:11 428:15,15
255:6	122:3 412:18	46:8,9,13 47:12,14	428:18 429:5
TBD 225:18 371:2	terminals 193:24	48:3 49:11,13 51:18	432:17,17,20,23
Teach 358:6	212:8	54:1 59:20 60:19	436:2 438:24 439:2
team 7:2 9:21 26:2	termination 85:20	68:23 69:2,6,9	439:4 445:13,15,24
44:6 49:5,7 85:14	terms 19:5 22:24	75:19 77:18 85:16	449:9,18,19,20,22
87:24 189:23 190:5	33:21 34:5 35:18	85:18 87:11,13,18	449:24 458:19,20
190:7 233:18 292:9	36:13 38:2,13,21	88:3 94:6,9,14 95:2	458:24 459:2
299:6 379:19	63:8 67:14 80:20	100:15,18,20,24	463:11,12,14,21
tear 59:18 83:4,7	102:2,3 117:20	101:2 112:5,10	thanks 69:13 94:12
tech 401:6,23	118:18 119:1	119:9,19 120:6,8	146:19 159:24
technical 228:23	129:17 135:8 136:5	121:6 130:11	164:16 180:12
245:6 247:5 309:24	140:22 142:2 144:3	132:13 136:24	196:2 347:16
334:7 375:23	148:1,6,18,20 149:9	137:4,18 140:6,11	352:10
389:24	151:18 155:4	145:8 146:15,17,21	theft 463:4
technically 54:9	186:12 208:3 214:9	159:22,22 160:3,5	theirs 453:22
technician 245:5	243:5 264:20	167:14,15,22 175:1	theory 98:2 226:13
technology 33:18	286:20 294:2 304:6	175:15 180:10,16	Theresa 92:14
145:22 174:23	320:2,3 327:18,19	180:22 185:9,11,22	they'd 98:4 373:10
207:11,24 213:15	330:2 332:14	187:24 191:3,16,19	387:15
237:12 292:4,20	340:10 355:23	191:22 195:24	thief 429:7
293:8 356:4 378:21	363:16 364:23	196:5 202:21 203:3	thing 17:11 24:6
379:11 405:19,22	365:6,13,19 407:23	204:19,20 205:4	26:14 47:13 62:19
406:9 407:16,24	414:22 419:6 427:8	209:22,23,24 210:5	64:22 78:19 94:21
408:9 409:10,15,22	427:12 446:20	215:21,22,23 222:6	98:3 109:4 129:23
450:5	449:10 459:18	225:8 229:18,24	183:5 217:23
television 125:23	461:7	230:24 231:8	226:15 254:8 306:4
tell 21:20 47:1 51:16	terribly 382:12	255:22 267:13,14	311:5,14 341:4
67:7,13 85:13	test 396:14 456:14	267:15,19 277:12	342:1 389:12
118:16 140:24	tested 458:13	280:10,16 286:15	390:23 405:7
146:4 147:3 176:22	testified 280:22	295:19 300:11,16	409:19 421:3
201:2,5 202:13	295:23 433:1 436:3	300:21 309:17	431:20 447:6
223:21 251:11	testimony 4:7,8 11:8	314:14,16 322:10	things 12:3 19:9
308:4 317:12,12	11:16,21 12:18	334:8,9,12 337:8	24:11,12 25:2 37:16
330:20,22 358:7	16:12 88:10 94:7	339:17,18,22 348:2	40:16 42:18 46:22
386:23 415:4	101:13 154:2 205:9	357:23 358:1,3	47:24 48:2,6 50:23
444:11	232:12,21 233:15	363:8,10,14 367:3	66:21 70:7 76:23
telling 118:20 344:3	234:3,12 238:9	370:10,11,19 375:5	77:3 78:13,16 81:11
temperature 307:4	242:17 296:17	376:8,10,19 378:6,7	82:15 84:14 88:23
309:1 461:7	318:17 349:24	378:8,13,15,16	96:4 98:15 110:10
temporarily 82:3	352:1 377:24 379:4	379:9 380:8 381:18	111:19 115:7,9,15
ten 45:5 58:8 118:1	381:20 394:23,24	382:21 384:15	117:1 132:11
243:21 292:12	423:11 424:7,18	387:3,4,9 395:18,19	142:20 144:18
293:1 435:18	464:2	395:22 398:2 400:9	145:20,22 170:15
452:23	testing 386:9,9	400:11 402:19	170:18 172:16,19
tend 145:23	456:13	408:19 410:15,17	176:3,14 190:14
ten-year 202:1 405:3	thank 3:11 11:8,11	422:18,21,24 423:3	207:17,20 208:7

210:19 213:1 215:7 217:10 218:17 235:17 236:11 245:8 250:1,8,14 275:15 281:14,20 289:10 313:7 321:13 341:23 345:20 360:14 373:5 380:14 381:4 391:7 399:9 403:7 405:8 409:11 413:20 446:5,12 454:24 455:13 457:18 think 16:10 17:11 24:20 25:20 33:4 36:16,21 39:11,12 40:1,15,17,18 41:20 41:23 42:4,12 44:3 44:16 45:9,17,19,20 46:5 48:15,16,18,20 51:21 52:3 53:4 56:21 57:18 58:2,22 59:13 61:4 64:15 69:3 71:9 76:17 78:12,19 79:9 80:21 81:10 82:15 83:22 86:7,13,16,22 87:5 88:16,20 95:15 97:5 99:5,17 100:7 105:2 108:4 112:14 116:19,20,23 118:5 121:22 123:1 125:12 127:22 128:20 129:1,5 131:5,14 132:10 136:5,6 143:18 144:10 148:23 149:14 163:20 165:1 166:24 168:13 169:7 170:15,23 174:13 174:17 175:23 176:3,5,6 183:20 184:12,22,23 186:6 187:16 194:21,23 202:7,8,10,15 205:5 207:9 208:24 215:7	215:15,19 218:7 222:12 224:8,17 248:3 251:13,23 275:6 278:3 284:10 288:17 290:11 291:12,17 301:6 303:11 317:9 322:14 323:23 324:4 325:1,2,3 331:4 340:23 342:23 343:2,5,11 343:20 345:14 347:8,10,18 349:23 351:7 370:7 372:2 376:2 377:18 379:4 380:20 384:11 386:12 388:20 392:6 396:6,10 398:13,22 399:1 403:5,11,20 405:1,6 407:22,23 409:2,10 418:4,6,15,17 419:8 420:4 421:18 433:16 439:19 440:9,20 447:2 449:13 459:13 thinking 344:8 390:22 457:22 459:13 third 96:14 107:16 134:18 284:1 462:9 third-party 209:3 thirteen 233:19 Thomas 105:22 160:15 Thompson 390:15 415:9 thoroughfare 61:19 thoroughly 49:21 thoroughware 61:18 thought 19:11 20:1 49:2 58:15 113:4 130:14 131:1 138:17 177:23 201:17 218:11 225:5 276:8 305:3 364:15 366:20 397:10	thoughts 448:20 thousand 181:16,19 three 11:15 41:6 48:22 51:3 53:14 97:1 107:24 112:21 125:13 135:20,23 136:2 141:23 175:7 177:6 208:12 227:17 240:17,21 242:14 261:18 270:14 286:5 331:19 332:13 353:11,15 391:12 405:10,12 425:6 427:16 434:14 450:2 three-prong 95:17 three-quarters 161:22 three-year-time 355:6 throw 239:8 396:6 throwing 203:12 204:7,11 324:24 thrown 271:5 303:3 tht 372:7 thumb 242:3 ticket 203:12 204:11 255:8 tie 181:3 time 13:6 20:16 30:3 34:19 41:7 43:1,5 45:8,15 49:17 56:14 60:10,16,19 65:2 70:11 79:24 80:4 83:2,22 84:21 89:21 93:4 101:24 102:8 102:12,15 120:1 129:20 144:24 146:8 164:3 170:12 175:4,18 190:18 196:17 197:6,23 206:6,11 214:21 220:2 230:15 238:13 242:12 244:21 246:3 261:1 268:11 270:5 277:22 289:1,4	296:6 297:7 305:2 311:6,10,11 312:24 318:6 321:11 329:7 344:1 351:23 355:7 358:1 359:19 367:22 372:5 380:6 385:19,20 396:21 398:16 405:21 410:9 414:15 415:21,22 417:18 431:18 434:12,19 439:12,15 453:2 timely 242:20 times 51:4 96:21 192:6 201:24 236:5 244:7 252:10 279:21 387:12 414:3 429:7 tip 456:9 tires 78:5 250:17 345:10 tis 381:2 title 402:16 431:24 432:8,9 434:10 450:23 titles 2:5 today 4:3 21:13,15 53:10,12 55:5 57:12 102:7,11 112:17 113:4 114:22 209:5 230:23 260:20 297:11 337:6 386:4 388:17 389:16 390:4 397:23 400:4 418:14,18 421:18 422:7 423:11 today's 230:12 421:24 told 66:17 113:3 241:14 302:10 350:15 383:4 389:16 396:9 Tom 7:19 28:23 95:14 102:23 104:14 168:3 Tommy 8:11 29:17 81:20,20 82:4 104:17 105:9 160:6
--	---	--	--

tomorrow 110:8 111:18 384:12 463:20,23 tone 132:11 tonight 273:3 tool 119:15 top 33:1,8 34:1 70:17 125:8 151:6 285:5 351:20 362:13 388:15 topic 234:17 topics 233:8 total 50:10 127:4 147:3,7 210:21 228:8 242:6 315:7,9 315:12,14 361:19 361:19 totally 49:24 186:7 303:3 429:9 430:14 touch 112:2 449:5 tough 252:10 toured 313:3 tow 211:1 towers 210:23 211:21 Town 64:23 65:2,4,6 tracability 444:16 445:6 track 35:6 52:24 74:14,21 82:9 206:3 279:6 288:3 346:1 363:24 364:3 405:1 tracked 82:8 tracking 205:15,18 345:23,24 364:11 Tracy 432:5 traffic 50:22 trained 186:15 193:16 206:19 training 49:3 124:6 125:21 129:18 141:18 168:16 193:13 247:15 375:10,15,17,18,21 382:9 408:4,16 447:22 transaction 291:23 402:23 403:13,17 403:23 404:5	417:23 transactions 154:1 155:6 156:15 327:10,24 331:17 transcribe 443:7 transcript 465:5 transfer 86:10 226:16 247:18 248:5,7 transferring 4:23 27:18 transformation 356:6 transition 44:13,24 45:5 393:10 433:14 454:5 transitioned 454:1 transitions 45:7 transparency 241:4 400:24 413:15,16 414:5 transparent 95:21 97:7 98:19 Transportation 222:21 223:1 trap 16:23 trapped 15:11 trapping 16:22 17:17 traps 14:4 trash 203:12 204:8 204:12 treadmills 173:18 treasurer 278:2,21 treasurer's 278:9 treated 7:5 169:15 treatment 156:19 200:2 tree 4:23 27:17 28:6 86:12 trees 86:15 tremendous 294:2 trenches 310:5,7,13 Trevor 249:16,20,20 282:10,17 trick 452:18 tried 359:10,22 trigger 358:20,21 trouble 374:3	trucks 197:15 313:5 359:16 true 176:2,7,8 236:19 316:23 317:9 322:24 371:16 456:14 465:5 truly 231:1 353:3 357:16 Trust 426:12,16 trusted 450:21 try 50:18 58:18 62:17 77:5 82:13 103:14 106:18 110:20 115:13 118:15 129:10,11 143:1 144:14 146:7,13 177:2 203:17 214:17 239:12,19 240:19 253:7,11 262:10 269:22 279:13 280:4 302:20 311:7 313:23 342:19 356:7 359:1,6 374:5 382:10 388:18 397:2 413:19,20 414:12 415:10 417:17 440:17 441:21 456:3 461:23 trying 23:12,20 25:7 58:15 61:13 88:19 106:7 109:4,5 111:3 141:12,22 155:2 160:21 166:1 192:8 211:10 235:21 239:22 247:12 252:21 267:5 277:6 277:8 291:13 334:2 336:23 344:6 390:16 391:19,22 395:11 403:7,12,22 405:18,21 407:15 407:16,22 414:20 415:9 418:15,16 456:20 Tsunami 41:1 Tuesday 1:7 238:13	291:7 384:13 turn 11:12 17:22 28:10 50:19 121:16 129:20 170:8 175:8 175:12 234:17 244:18 249:5 255:20 295:9 376:15 turnaround 434:12 434:18 453:2,13 turned 121:19 299:2 383:10,13,15 386:8 TV's 173:19 twenty 58:8 101:17 twenty-five 391:11 twice 307:3 two 12:3,5 40:20 53:14 66:6 71:17 76:23 78:3 104:22 104:22 128:5 132:23,23 133:5 136:2 145:23 147:24 148:5 175:17,18 177:6 192:19 207:10 209:18 215:7 233:22 242:13,14 270:14 285:1 286:4 296:8,13 301:12 324:14,15,19 332:21 334:17,21 336:2 341:3 353:12 353:18 354:10 355:6 386:7 390:6,6 391:12 396:9,17,18 400:12,13 405:12 425:6 445:3 447:2 448:12 456:8,24 two-week 162:6 tying 79:12 type 24:11 25:2 142:5 145:22 186:11 204:5,8 216:21 236:16 307:20 364:14,19 367:23 403:18 404:12,12 458:4,15 types 110:3 131:14
--	--	--	---

141:21 308:1 451:1 typical 355:15 Typist 245:3	universal 356:17 388:9 403:8 universities 216:23 university 217:1 218:1 unmowed 448:24 unofficial 46:5 unpaid 448:23 unrecognizable 104:23 unsavory 84:14 unusual 75:7 unveiling 70:19 upcoming 111:22 272:10 385:7 424:23 update 100:13 111:17 142:22 174:11 200:17 222:19 updated 388:18 438:16 461:23 updates 384:24 updating 391:24 upgrade 391:22 upgraded 296:10 upgrading 387:13 392:5 upper 233:17 urban 15:17 18:10 64:24 urgency 398:1 urgent 353:6 use 35:18 51:9 57:15 63:20 66:24 110:11 121:17 145:5 147:17 148:10 165:5 166:15 179:4 195:18 196:10 215:3,3 218:12 219:22 226:14 241:8 251:2 274:9 285:5 316:4 340:10 347:10,12 362:19 363:2 372:7 376:5 380:22 388:21 407:19 409:15 user 356:14	uses 112:23 397:4 usually 58:10 244:8,9 337:14 utilities 99:5 222:21 223:2 utility 95:18 97:7,21 97:24 98:4 196:20 197:7 utilize 27:10 55:4,14 122:1,10 123:13 130:20 195:9 208:2 213:21 utilizing 121:17 213:16 U.S 144:5 194:19 219:15,16	340:18 383:5 384:23,24 433:2 446:11 vary 33:24 410:6 Vector 14:1 vehicle 250:17 303:13 311:7 321:22,24 vehicles 82:7 207:12 210:11 211:4 212:2 212:9 vending 62:6 vendor 225:18 243:20,22 262:10 271:1 280:2 283:6 284:13 287:23 296:11 354:9 371:2 374:5 376:24 386:18,24 396:16 396:20 vendors 201:9 209:16 209:18 285:3,5 296:3 297:4 303:4 331:5 335:6 354:14 360:9 Ventures 189:12 Verizon 173:9,21 382:8 Verna 85:2 version 4:10 285:22 versus 40:3 58:6 68:15 115:3 196:11 250:3 396:20 vested 79:6 80:12 vests 55:13 veteran 48:11 Veterans 51:10 vets 268:5 vett 292:6 victim 442:12 444:6 view 348:22 viewed 413:5 violating 183:1 violation 162:1,5 violations 389:5 violence 4:16 8:9 10:11,21 71:20 74:17,22 75:19
U	V		
Uh-huh 433:10 ultimately 19:22 26:11 354:1 417:6 417:21 unable 247:16 unclear 135:15 368:19 undersees 6:17 understand 15:15 47:5,7 79:12 118:5 138:2,7 166:21 184:24 196:23 200:20 202:6,7 204:4 207:15 211:14 234:2 254:2 275:24 277:9 281:22 305:6 309:16 312:6,10 313:12 324:4 325:22 380:23 385:5 386:3 391:16 397:1 411:13 436:21,22 440:10 441:3 448:16 understanding 101:7 176:19 302:9 399:8 Understate 435:5 understood 18:12 29:13 93:18 240:24 undertake 348:9 undertaken 5:11 undertanding 230:9 undertook 6:24 unemployment 343:16,18 unfair 43:21 46:1 unfortunately 29:24 57:6,8 192:7 unimcumbered 410:23 unincumbered 410:20 412:2 unit 245:24 436:19 440:16	vacancies 111:2 244:15,21 245:2 246:3 247:8 vacancy 245:22 377:5 421:22 vacant 7:13 14:10 19:16,20 24:4,12 27:10 28:12,14,23 30:1 52:8 56:17 83:8 84:15 106:10 107:2 108:1 161:19 161:22 162:7,10 230:4,5 389:2 390:23 425:18 Vacate 107:12 vacation 185:7 validate 456:5 validating 456:22 valuable 459:22 460:17 461:13 value 36:7 37:8,10 38:10 90:19 116:5 144:2 196:21 270:20 294:2 400:1 414:6 valueable 459:18 values 37:20 valve 337:6 vantage 407:7 varied 126:8 various 212:23		

76:23 77:1 186:4,9 188:1,19 216:19 violent 73:4 188:20 visibly 156:23 vision 310:2 313:14 416:22 visit 169:4 189:1,1,2 192:6 visited 314:21 visits 189:4 vodka 171:14 voice 45:14 vol 244:6 volume 213:12 285:5 285:6 433:20 440:8 451:11 volumes 426:24 volunteering 25:24 volunteers 59:10 vote 286:1 voter 455:23	54:24 57:11 60:15 60:19 68:11 70:3,13 70:15,16,21,22 71:2 72:8,21 74:12,18 75:21 76:16 78:7 79:20 81:4 85:5 88:7 102:22 119:5 128:16 131:3 161:6 169:6,12 176:12 178:5 179:4 190:24 191:18,21 192:11 192:12 194:3 198:4 201:5 218:5,20 219:21 224:12 253:16 264:8 277:10 279:10 287:22 300:2 301:7 301:8 308:6 312:23 313:9 316:2,4,16 334:23 335:5 336:22 337:23 343:10 360:22 366:11 371:20,21 384:2 393:4 399:6 406:24,24 409:8 415:1 417:9,10 418:9 419:4,5,21 425:15 429:5 wanted 20:16 76:24 81:3 135:2 197:24 203:3,4 216:4,10 217:17 218:8 353:2 365:18,18 444:17 449:7,8 450:5 wanting 172:10 wants 182:8 201:1 279:10 402:1 421:2 422:14 War 460:1,2 warehousing 125:15 warm 313:22 warrants 86:14 wasn't 22:1 26:17 157:14 270:10 311:11 429:1 Watch 64:23 65:3,5,6 water 109:16 142:11 156:18 181:3	182:19,21 183:1,3,7 184:8,16 197:20 200:1,8 229:1 283:12 way 27:9 41:2 45:9 45:18 50:16 51:24 58:4 60:2,22 63:18 72:15 73:14 76:22 102:18 122:11 131:13,15 134:17 139:21 141:13 142:1 157:19 158:3 158:6,16 165:13 168:10 169:6 182:11 199:20 211:5 215:12,19 220:6 237:14,15 248:17,20 253:21 254:14,21 278:18 281:9 307:6 335:17 340:24 341:2 347:20 364:3 365:9 365:23 366:5 396:11 413:6 414:16 417:1 430:4 438:9 447:17 451:3 454:8 455:6 456:1 ways 35:14 90:1 101:24 115:6 143:23 170:10 203:9 211:11 214:14 456:24 WBE 90:14 259:4 260:7 265:15 268:3 335:9 342:4 wearing 131:10 weather 197:8 website 296:10 402:3 weeds 61:7 62:16 week 7:10 45:3,4 146:5 194:24 350:14 356:24 399:1,19 410:8 weekend 190:17 weekends 62:3 weekly 195:4 weeks 53:14 194:22 209:15 386:7 396:9	453:4 week's 382:23 welcome 69:1 94:8 100:17 101:4 140:13 173:5 300:13 375:7 432:18 445:18 welcomed 169:22 welcomeing 409:4 well-let 82:2 well-lit 82:1 went 20:18 41:8,13 171:10,15 208:11 218:18 258:21 259:15,21 261:11 284:24 305:16 314:22 324:17 331:6 353:1 360:6 397:8 455:4,5 weren't 266:8 343:14 West 406:20 we'll 32:17 43:9 46:6 53:5,14,16 57:16 82:2 107:20 124:17 146:5 161:24,24 162:2 172:14,20 174:20,21 180:14 187:11 191:1 201:7 202:10,14 209:19 215:16 229:14 243:19 255:7 270:2 270:5 272:11,14 298:17 314:7,12 317:22 334:1 343:6 372:8 373:6 374:21 378:4,5 411:19 428:12 448:19 449:5 461:13 we're 7:17 15:16 21:12 22:17 24:21 27:18 28:22 31:18 35:7 41:21 42:17 45:6,19,20 53:6,9 54:12 57:8,19,23 58:17 59:14 61:12 65:23 68:20 71:22 72:12 73:8 75:4 89:11 90:5 95:16,20
---	--	--	--

95:22 96:7,15,16,19 96:21 98:9,12,17,18 99:7,8,9,10,14 100:8 102:9 106:7 107:23 108:17 109:10,21 110:10 110:15,17 111:3 115:15 134:11,11 134:15 141:22 142:21 156:7,13,21 156:22,24 157:2,23 158:5,16 159:9 160:21 162:19 166:3 167:6 169:16 170:1,18 173:13 175:6,7 183:21 185:2,3,4,14,16 186:9 191:11 195:4 201:3,4 205:21 206:5 207:20 208:1 209:7,17 213:16 214:14,23 217:22 225:1 227:2 235:16 235:18,21 247:11 247:16 250:19 252:20 254:2 255:15 286:9 292:11,12,18 294:4 297:3 299:14,14 301:2 302:19 310:1 310:1 312:15 316:12 326:22 330:10 331:17 332:19 340:24 344:23 345:20 346:2,15 357:5 364:11,12,16,16 365:5 371:6,23 372:2,3,6 373:1,5 375:16,20 376:4 383:18 384:6 386:12,14 391:5,23 391:24 392:1,5 395:11 396:14 401:13 402:7 403:21,21 409:19 412:14 416:16 417:15 418:4,16	421:16 426:18 440:6,6 441:20 451:9,15 453:11 456:12 462:9 we've 6:3 7:11 8:7 40:18 42:16 45:9,17 51:9 52:18 78:15 81:12 82:7,8 93:20 94:1 96:11 108:3 170:13,23 210:19 213:9,13 215:10 228:23 229:3 244:7 244:11 247:9 250:18 283:12 285:7 286:23 290:23 294:18 299:16 310:20 313:2 323:4 325:5 343:6 344:21 351:22 360:3 367:5 372:15 377:6 383:14 388:7 396:16 403:21 409:5 424:18,20,21 429:6 455:19 whatnot 110:23 whatsoever 305:5 White 379:16 Whitehouse 136:19 wide 106:17 150:20 155:8 193:22 415:10 wider 51:8 wides 197:9 William 1:11 380:19 459:21 willing 100:7 130:8 161:1 243:24 372:2 372:3 398:10 457:4 Wilson 1:11 4:4 31:3 172:11 219:4,12,16 220:4,15 winding 125:12 131:19 windows 257:12 wine 171:14 winter 359:15 wireless 398:7 399:14	399:16 wisely 393:5 wish 312:11 witness 4:17 71:9 74:23 423:7 witnesses 463:16 wokes 396:17 woman's 13:6 women 10:4 93:14 136:2 233:21 260:7 265:1 318:2 337:11 337:12 340:6 346:13,17 women-owned 346:9 won 261:9 wondering 133:1 135:10 225:1 349:1 446:24 wooden 83:6,24 84:1 84:9 85:22 Woodland 70:12 77:15,17 78:6 word 42:14,19 43:11 43:13 347:11 348:4 359:20 362:4 372:10 words 117:17 242:1 330:20 387:17 408:8 450:7 work 9:8 23:21 27:13 29:19,21 53:18 54:5 55:19 62:17 72:7,23 73:2 85:8,15 96:23 110:17 123:8,9 124:8 125:23,24 130:8 141:17 152:10 160:9,18,22 166:1,7,7 167:11 177:15 195:9 196:20 197:7 207:5 220:9,14 228:11 236:2 245:8 258:21 258:23 261:10 263:3 280:8 281:4 291:4 299:5 302:21 309:15 321:16,24 322:2 325:14 330:21 341:13	342:12,22 343:19 348:19 358:17 367:18 373:16 375:22 381:15 401:20 424:21 436:23 447:19 448:5,11,16 451:14 453:12 456:2 457:4 458:9 workable 445:9 worked 8:7 127:24 266:18 312:15 373:3 381:6 456:21 460:4 worker 366:9 workers 55:23 56:11 56:12 188:11,24 344:16 worker's 345:11 workflow 300:1 355:24 372:14 workforce 299:11 309:16 346:23 353:12 working 7:12 14:7 21:22 26:7,8,9 46:23 49:8 53:3 58:17 62:13 69:23 70:11 74:9 85:1 91:14 95:24 96:11 96:24 109:6,10 123:17 138:7 176:12 179:12 182:3 189:16 207:22 232:5 247:10 254:18 266:15,21 290:16 292:3 293:14 294:18 296:15 299:17 311:8 324:6 334:4 343:10,14 351:22 371:6 380:21 381:13 387:1 389:14 396:14 401:14 413:8,12 421:16 453:11 455:15 457:16
--	--	--	---

workout 173:18	105:20 111:11,12	382:5,6 386:13	yup 239:10
works 9:13 146:8	111:21,23 112:1	399:21 401:11	YVRP 188:3,10
195:19 207:16	116:22 118:14	411:18,22,22 412:8	189:9,10
245:21,23 246:5,6	120:5 132:18	424:22,23 426:19	y'all 78:5
272:23 281:8,10	135:12,24 138:23	429:22 435:23	
311:10 323:2	151:4,10 166:11	452:1,10	Z
331:16,22 334:20	167:1,4,9,12 170:7	yearly 1:23 2:20	ZIP 335:14,15 416:5
335:22 338:7,9	174:12,19 178:23	years 1:17 2:9,21	418:2
346:17 416:13	179:10 193:18	23:6,17 40:20 41:7	zoning 166:2
world 144:6,16	199:1,2,11 202:3,15	44:12 45:5,19,24	
214:19 401:19	204:24 205:17	112:22 113:3	\$
420:24	208:23 214:3	125:13 126:14	\$1,456 424:17
worry 67:4	221:22 225:3	137:7 143:21	\$100,000 242:2
worse 34:5 318:8	226:22 240:6	172:16 183:5	\$120 291:22
worst 33:8	273:11 312:22	208:12 217:2 227:5	\$15,00 209:4
worth 197:6 221:24	314:9,10 372:11	230:2 256:21 257:1	\$15,000 375:9
worthwhile 131:1	381:8 389:21 392:4	258:16 259:15	\$179,000 225:16
189:17 218:15	393:12 395:3	261:3,24 271:8	\$18,256 424:17
worthy 420:5 427:17	396:13 408:12	275:5 290:21	\$180,000 225:15
wouldn't 71:14 98:7	414:4 428:2 448:2	293:14 294:19	226:13 227:3
136:10 176:16	454:21 459:12,14	302:2,24 305:18	\$200,000 71:7 74:23
211:21 238:20	year 1:19,21 2:16,24	311:12 323:6	\$30 426:17
299:13,13 339:2	4:12 5:6,10,21 6:24	332:13,22 334:17	\$30,000 374:18
363:21 366:24	7:11 8:19,20,22,24	334:22 336:2 340:2	\$435,000 218:24
367:13 368:24	16:8 37:17 38:20,21	340:9 343:7 357:3	\$500,000 362:5
428:4 440:23	41:12,17,18 42:23	359:11 360:20,21	\$60,520 424:16
wreck 211:22	66:3 81:16 92:20	360:21 374:23	\$65,000 370:22,24
write 354:1	93:8 95:12 105:4	375:3 376:2 390:2,6	371:8,12
writing 118:7 230:16	128:4 134:15	390:7,9 391:11,12	\$8500 235:14 288:23
written 4:7 251:15	144:24 147:5	394:7 427:16	\$960,000 86:10
381:20	154:20 155:16,20	429:12 430:1 433:5	0
wrong 103:2 305:1	156:4 158:12,22	436:3 448:22 450:3	0 222:16,17 224:4,15
Wu 92:12	159:6,11,14 170:13	year's 227:4 266:7	1
Wyoming 61:10	197:23 215:10,13	411:21	1 10:9 245:3
X	215:18 222:13	yesterday 39:24 40:1	1st 7:10 43:21 192:24
x 317:18 362:2	223:10,22,23 224:4	41:24 49:19 165:11	411:11
Y	227:3,5,15 232:7	yield 53:22 300:22	1,083,79 424:15
Yard 143:9	256:8,14 260:12	301:4,9 380:6	1.1 223:7,21 224:23
yards 19:18	263:17,18 272:12	382:19	1.2 4:13 127:10,16
yeah 26:15,22 27:20	288:24 295:22	York 291:21 305:23	129:1
29:5,24 30:4 32:17	296:15,18 304:14	308:20 344:17	1.4 222:13
36:21 37:1 38:23	312:14 314:8,21	347:19	1:20 231:9
40:15 56:7 58:21	324:9,10,12 327:1	young 69:22 76:10	10 6:3 39:9,9 51:10
59:16,17 60:7 64:15	328:3,7,9,12,19,22	80:2 309:3 454:23	118:10,12 156:9
64:20 65:16 74:5	329:1 331:7 332:17	youth 8:9 74:16,22	158:13,14,24 259:2
75:14 78:12 81:10	333:9 340:21 346:4	75:18 76:22 186:4,9	259:4 270:19 272:4
100:4 103:9 104:13	354:19,22 357:3	188:1	322:5,8,13 325:3
	360:23 361:1 371:9	yuo 325:24	

329:1,3 341:8,15 433:17 435:15,18 435:20,20 458:2 463:20 10-year 45:7 10.4 154:17 155:16 10:00 238:13 10:30 1:7 239:24 240:15,17 100 126:3 348:18 424:14 100,000 426:18 1000 193:20 242:10 101 195:7 1099's 274:24 275:19 11 154:20 155:16,20 158:13,23 246:11 246:12 324:10 331:7 11th 123:16 1101 99:8 12 5:10 8:19 224:10 328:12,19,22 331:8 341:8,15 374:6 120 350:17 393:1 394:9,11 395:7 120164 1:17 2:3,7 120165 1:19 2:11 120166 1:20 2:14 120167 1:22 2:4,17 12165 2:3 12166 2:3 126 274:3,3 13 4:12 8:22,24 147:5 156:4 159:7,14 224:3,8 256:8 304:14 328:3,7,9 374:6 375:11 459:10 14th 60:2 15 291:18 341:8 394:2 410:8 15,000 377:1 151 272:20 273:15 1563-A 3:8 16 159:9 324:20 325:4 370:24 394:2 1600's 459:23	17th 76:6,7 192:23 1701 459:21 18 97:9,15 394:17,17 459:7 18-month 97:5 180 227:7 1800s 455:7 19 394:17,19 19107 1:6 192 273:16 1982 248:18 1988 63:3 1992 3:7 1995 69:20 2 2 41:4 107:19 239:9 239:11 324:15,17 324:18 325:1 350:23 352:13,18 430:17 2,845,219 424:15 2.5 107:20 2.6 41:5 2.8 381:22 2/19/12 352:17 2/19/2 351:3 2:15 231:8,10 20 6:6 9:24 23:6 101:15 102:13 142:14 156:21 176:8 258:6 340:2,9 343:7 410:8 20th 439:20,23 200 230:22 410:20 411:3 424:15 200,000 4:17 65:7 2000 206:9,16 2008 228:5 2009 141:5 182:2 2010 384:19 2012 1:7 2:24 6:7 193:15 228:6 383:1 2013 1:19,21 2:9,12 2:16,22 97:17 99:3 2013-2013 1:17 2015 140:19 2017 2:22 2018 2:9	22 260:5 266:9 301:18 2200 41:15,16 229 351:3 23 8:19 156:19 370:23 23,376,000 5:7 24.6 8:17 245 228:7 25 8:22 150:14,18 155:8,17 156:4,6,9 157:1 158:12,15,23 159:16 319:5 322:13,15 329:23 330:4,5 390:9 411:2 26 193:10 26th 192:22 205:11 29 16:8 225:13 303:2 383:1 3 3 1:7 3:7 88:8 148:8 148:16 361:20,21 426:20 431:23 3,614,000 305:13 3-1-1 5:19 30:24 40:2 40:9,13,22 41:9,14 42:1,3,12,20 43:4,6 62:19 63:8 134:2,19 171:4 190:9,10,14 191:24 192:7,10,17 192:19 193:3 194:1 195:18 205:10,12 207:17,23 208:1 212:17 213:11,16 213:20 214:23 30 23:16 143:20 161:21 228:6 30th 411:7 30,000 375:2 300 147:4,7 148:10 148:13 149:5 151:19 424:16 3000 193:16 326,000 5:8 33,000 5:3 34 61:14 123:16 34,000 459:10 365 228:8	37 321:2 387,000 4:19 4 4 5:21 40:23 140:15 213:14 4th 463:20 40 9:23 315:21 326:22 327:4 40,000 161:21 400 1:6 148:8,10,13 148:16 149:5 151:19 424:16 41 225:13 42 154:14 43 153:22 44 246:15 290:22 45 439:17,18 46 246:14 319:21,24 320:1 327:1 49 343:1 5 5 154:18 239:12 259:2,4 260:7 263:8 324:12,18 325:2 5:25 464:2 50 10:3 143:21 151:23 176:9,18 246:14 315:21,21 326:23 327:3,4 399:20 433:22 451:10 50,00 220:21 500 242:9 424:17 51 154:19 52.48 425:1 55 459:6 6 6,000 459:9 60 9:20 151:23 394:3 600 242:10 63 425:16 64 37:14 65 374:23 66 290:22 7
--	--	--	--

70 151:19 176:10
 406:8,16
70s 73:24
700 242:10
71st 78:6
73,000 5:2
75 291:22 452:9
750 113:19,23
750,000 114:1
77 407:13
78 153:18
79 147:13,17,21
 315:19

8

80 151:20
800,000 435:23
85 134:14

9

9 24:2 63:6 239:12
9th 61:10 62:21
 63:12 69:5
9-1-1 40:3 41:8,13
 211:9 382:5 399:9
 399:11
90 5:22
90's 134:10,14
905 239:12
91 134:6,7,9
93 273:17
950 239:19
950,000 239:13
960,000 4:22
975 239:19