

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, April 9, 2014
10:30 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN CINDY BASS
COUNCILWOMAN JANNIE BLACKWELL
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN JAMES KENNEY
COUNCILMAN DENNIS O'BRIEN
COUNCILMAN DAVID OH
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA

BILLS 140144, 140145, and 140146
RESOLUTION 140159

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COUNCILMAN JONES: Good morning, everyone. This is a public hearing of the Committee of the Whole regarding Bills No. 140144, 140145, 140146, and Resolution No. 140159.

Ms. Lewis, we'd like you to please read the titles of the bills and resolution.

MS. LEWIS: Bill No. 140144, an ordinance to adopt a Capital Program for the six Fiscal Years 2015 through 2020 inclusive.

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

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

And Resolution No. 140159, providing for the approval by the Council of the City of Philadelphia of a Revised Five Year Financial Plan for the City of Philadelphia covering Fiscal Years 2015 through 2019, and incorporating proposed changes with respect to Fiscal Year 2014,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 which is to be submitted by the Mayor to
3 the Pennsylvania Intergovernmental
4 Cooperation Authority (the "Authority")
5 pursuant to the Intergovernmental
6 Cooperation Agreement, authorized by an
7 Ordinance of this Council approved by the
8 Mayor on January 3rd, 1992 (Bill No.
9 1563-A) by and between the City and the
10 Authority.

11 COUNCILMAN JONES: Thank you
12 very much.

13 Good morning, everyone.

14 COMMISSIONER RAMSEY: Good
15 morning, sir.

16 COUNCILMAN JONES: You can
17 state your name for the record -- I'm
18 sorry. Councilman O'Neill.

19 (Microphone not on.)

20 COUNCILMAN O'NEILL: First, I
21 wanted to make that clear. I don't want
22 you getting nervous in your position
23 there replacing the President.

24 I have a firefighter plaque
25 dedication of two firefighters in my

1 4/9/14 - WHOLE - BILL 140144, etc.

2 district, Firefighter Daniel Sweeney and

3 Lieutenant Robert Neary. The dedication

4 is at their firehouse at Castor and

5 Kensington. I'll be going there.

6 Fortunately, the Commissioner and I had a

7 chance to talk today about some of the

8 questions I would have been discussing

9 and he answered them fully as well as

10 possible, and so I don't even have to

11 leave any questions with you to ask.

12 Okay?

13 COUNCILMAN JONES:

14 Councilman --

15 COUNCILMAN O'NEILL: Thank you.

16 COUNCILMAN JONES: -- you can

17 reach me by text if you need to.

18 COUNCILMAN O'NEILL: Thank you.

19 Thank you, Commissioner.

20 COUNCILMAN JONES: Thank you.

21 Commissioner, please state your

22 name for the record and begin your

23 testimony.

24 COMMISSIONER RAMSEY:

25 Mr. Chairman, good morning to you.

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2 Charles H. Ramsey, Police Commissioner,
3 Philadelphia Police Department. With me
4 to my right is First Deputy Commissioner
5 Richard J. Ross, Jr. and to my left is
6 Deputy Commissioner William Blackburn,
7 who heads our Support Services section.

8 Sir, we have submitted our
9 testimony for the record, and with your
10 permission, I will not read the
11 testimony. I want to save as much time
12 for questions as possible, but I would
13 like to make a brief statement, and that
14 is to thank the men and women of the
15 Philadelphia Police Department at all
16 levels for the outstanding job they did
17 last year and into this year so far in
18 terms of crime fighting. I also want to
19 thank members of the community and clergy
20 and others that have helped and members
21 of the Council, in particular those that
22 have councilmanic districts. I know
23 about the close relationships that you
24 have working with your district captains.
25 I get a lot of feedback on that, and I

1 4/9/14 - WHOLE - BILL 140144, etc.
2 know that you've been very supportive and
3 helpful in our efforts to make the
4 streets of our city as safe as we
5 possibly can.

6 So I just wanted to say that
7 and to thank everyone, because without
8 that support, without that assistance, we
9 would not see the kinds of improvements
10 that we have been able to see here in
11 Philadelphia.

12 COUNCILMAN JONES: Thank you
13 for your comments, Commissioner. Please
14 proceed.

15 COMMISSIONER RAMSEY: With
16 that, I'm willing to take any questions
17 you may have. We're happy with our
18 budget, so we don't have any issues
19 there, so...

20 COUNCILMAN JONES: I think that
21 might be a first in these Chambers
22 where --

23 COMMISSIONER RAMSEY: We'll
24 make it happen, sir.

25 COUNCILMAN JONES: Well, a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 couple of things. And I guess we are
3 honored by the fact that we do have a
4 good working relationship. I talked to
5 other members in this body, and they
6 know, many of them, know their police
7 captains by their first name and
8 definitely know their cell phone numbers
9 and aren't afraid to use it. Me in
10 particular, I have two -- actually, three
11 great captains in the 39th, the 5th, and
12 the 19th. I work most closely with
13 Captain Bologna of the 19th, who has
14 never not returned a call and never --
15 you know, he does say no, but his no's
16 come quicker than even his yes's, and
17 that is comforting in my ability to deal
18 with the many issues that we have.

19 So we appreciate the
20 cooperative relationship, and together, I
21 think we can make a difference.

22 A couple of quick questions.
23 So how are we doing by way of crime
24 stats? We have the written testimony,
25 but could you highlight.

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2 COMMISSIONER RAMSEY: With our
3 crime numbers?

4 COUNCILMAN JONES: Is crime
5 down?

6 COMMISSIONER RAMSEY: Well, so
7 far this year, sir, we're down in every
8 category of crime. We have a slight
9 uptick in homicides. We have a 10
10 percent increase over last year, which is
11 six more murders this year than we had
12 last year. And as you recall, last year
13 was a record year in terms of the number
14 of murders, the lowest number since 1967.
15 We had a very unfortunate set of
16 circumstances to start us off. We had
17 one triple homicide. We had, I believe,
18 four double homicides. But things have
19 slowed down a bit, and we'll continue to
20 push forward.

21 Our shootings are down.
22 Burglary, robbery, every other major
23 category of crime, Part I crime, down I
24 believe 8 percent over this year -- last
25 year rather and shootings down some 12

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2 percent.

3 So we're continuing to make
4 progress. If you compare fiscal year,
5 our numbers are actually down from the
6 fiscal year of last year 10 percent, what
7 it was in FY13. So we're continuing to
8 make progress. We're not satisfied
9 obviously, but we're continuing to push
10 forward.

11 COUNCILMAN JONES: So I'm going
12 to yield to Councilman Greenlee and then
13 come back. I have a series of questions
14 just on the drilling down into the
15 details.

16 Councilman Greenlee.

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

19 Good morning, everyone.

20 (Good morning.)

21 COUNCILMAN GREENLEE:
22 Congratulations on all you've done and
23 continue to do in fighting crime in the
24 City.

25 As far as recruitment of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 officers, have you seen any changes in
3 how you're approaching that or how has
4 that been generally going, particularly,
5 say, reaching outside?

6 COMMISSIONER RAMSEY: We have
7 seen changes, sir, and we've been
8 struggling. I've been in touch with
9 police chiefs across the country and
10 we've had a lot of discussions around
11 recruitment, and everyone seems to be
12 struggling. Baltimore was with us last
13 week for a couple of days visiting our
14 crime briefing and our Realtime Crime
15 Center and the like, and they're having
16 problems as well.

17 We're trying to get to the
18 bottom of what exactly it is that's
19 causing the problem. We changed our
20 standards requiring 60 semester hours.
21 Don't know if that is the reason or not.
22 We have a list that will come from
23 Personnel. We have a large percentage of
24 people, 50 percent, sometimes more, that
25 don't show for the orientation even

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2 though they've been invited. So you
3 can't get into the process if you don't
4 show for the orientation.

5 The state requires that we give
6 the physical up front. I watched the
7 hearing that I believe it was Personnel
8 when you asked the question, Councilman,
9 around that. The state requires that as
10 the beginning. So we have the
11 orientation. We do the physical fitness.
12 Believe it or not, that is not the area
13 where we lose most of the people. We
14 have a reading test we give. Only about
15 3 percent of people fail that. It's at a
16 9th grade level. And, by the way, the
17 state requirement by the end of the year
18 will be that it moved up to the 11th
19 grade in terms of reading comprehension,
20 which I don't know how that's going to
21 play out, but that is a change that will
22 take place. And then they begin to go
23 through the process, including polygraph,
24 background, things of that nature, and we
25 lose people along the way.

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2 So we're looking at every
3 single phase to take a look at it to see
4 where people are being -- where we're
5 losing people and whether or not it's a
6 problem of standards being a little too
7 tight that would then unnecessarily
8 eliminate people.

9 Our goal has to be to get
10 people into the Department, but people of
11 quality into the Department. So it is a
12 balance there, and we're constantly
13 reviewing. For an example, we had raised
14 the age to 21. We lowered it back down
15 to 19. The reason being that many people
16 couldn't wait to get jobs by the time
17 they turned 21. They already had other
18 employment.

19 We recruit very heavily through
20 social media now. We visit -- we changed
21 our strategy in terms of where we go.
22 For an example, for recruiting
23 minorities, we have visited Cheyney State
24 University. We've visited several
25 different locations. I've personally

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2 gone out there, I went to Cheyney and
3 made a presentation. I've been to
4 several different locations trying to get
5 people interested in a career in law
6 enforcement.

7 Where we have found where we
8 are losing -- and it depends. We've done
9 a study, and it's in our executive
10 summary, pre new requirements and post.
11 African American males we had the biggest
12 decline. We went from 16 percent to 9.3,
13 but we had an increase in African
14 American females. We had an increase in
15 Hispanics. So it's kind of -- it's a
16 little uneven, and we've got to really
17 analyze and attack it in a way where we
18 can really make sure that we maintain our
19 diversity.

20 In 2007, just for an example,
21 34 percent of our department was African
22 American. Today it's 33 percent. So we
23 did lose 1 percent. We don't want to
24 backslide in any of these areas. It's
25 important we have a diverse workforce,

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2 but it's also important we have a quality
3 workforce, and recruiting is critically
4 important, and we have a full-time staff
5 devoted to doing nothing other than going
6 out and recruiting. And I have been
7 personally going out with them on
8 numerous occasions, getting people
9 interested in a career in law
10 enforcement.

11 COUNCILMAN GREENLEE: I assume
12 most of the applicants are Philadelphia
13 residents when they apply or not
14 necessarily?

15 COMMISSIONER RAMSEY: Most of
16 them are, but now that we're able to
17 receive applicants from outside of
18 Philadelphia since that rule has been
19 changed, since you don't have to live
20 here a year before applying. And I also
21 noticed during Personnel the conversation
22 was how many people have moved out since
23 the --

24 COUNCILMAN JONES: Four hundred
25 and seventy-nine.

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2 COMMISSIONER RAMSEY: Four
3 hundred and seventy-nine? But I'd also
4 like to mention 317 have moved in, and I
5 think you have to look at both sides of
6 that. So it's a net loss of 162, because
7 we've had people who did not live in
8 Philadelphia who applied that now had to
9 move into Philadelphia. So when we get
10 our numbers based on that, we took a look
11 at both, how many have we lost based on
12 the contract change that was won through
13 arbitration, but also the people we're
14 bringing in to our workforce that are now
15 moving in to become Philadelphia
16 residents.

17 So we're looking at both.
18 We're monitoring it and do all we can to
19 try to not lose folks.

20 COUNCILMAN GREENLEE: Thank
21 you. And just a second question on the
22 physical condition of the districts. I
23 know there's been some improvements to
24 some. How is that going?

25 COMMISSIONER RAMSEY: Well, I

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2 also heard part of that conversation, and
3 we appreciate any help we can get in
4 terms of funding to help improve our
5 facilities. There is money in our
6 budget. We work through Public Property
7 and obviously the procurement process to
8 try to get repairs in many of these
9 facilities, but we do have aging
10 infrastructure that needs to be
11 addressed. Some can be repaired; some
12 perhaps just needs to be replaced. And
13 personally I think that a long-term plan,
14 five, ten-year plan, looking at ways in
15 which we can look at these properties and
16 see which ones we can invest in in terms
17 of just rehabbing because it's worth the
18 investment or flat out replacing and get
19 on a regular cycle where we can start to
20 make improvements. But there have
21 been -- from when I came here in 2008,
22 there has been improvement, but we still
23 have a ways to go.

24 COUNCILMAN GREENLEE: Okay.
25 All right. Thank you. Again, thank you

1 4/9/14 - WHOLE - BILL 140144, etc.
2 for all you do.

3 COUNCILMAN JONES: Very good
4 questions, Councilman.

5 COUNCILMAN GREENLEE: Thank
6 you, Mr. Chairman.

7 COUNCILMAN JONES: On that
8 note, I'd like to follow up. It is
9 encouraging to me that, A, you noticed a
10 drop-off and are addressing it
11 proactively. And that's always a good
12 indication for me as an elected official,
13 that a department head, a commissioner
14 sees a problem before we bring it up and
15 starts to address it in and of their own
16 means.

17 Some of the things that might
18 be helpful for us is, you know, maybe
19 next year -- or we don't have to wait
20 until next year once you gain a mastery
21 of why these numbers have shrunk down.
22 Some things we'd like you to consider.
23 Obviously arbitration that now says that
24 people have -- I don't think this is
25 arbitration. This is actually Human

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2 Resources that says that they don't have
3 to live in the City of Philadelphia a
4 year prior --

5 COMMISSIONER RAMSEY: Right.

6 COUNCILMAN JONES: -- to
7 actually apply. I'd like to see what the
8 net effect of that has been. And, again,
9 I'll raise this again to the Fire
10 Department.

11 Is there somebody whose in a
12 surrounding county or as far away as
13 across the nation that says, Oh, this is
14 an excellent opportunity and I'll try my
15 hand at this, and if I win, if I pass the
16 test, then I'll figure out how I deal
17 with the residency issue within the six
18 months that's required and if that factor
19 is impacting obviously your end product,
20 which is your graduating class.

21 Or also it's my
22 understanding -- and you can correct me
23 if I'm wrong -- that individuals that are
24 from other parts of the Commonwealth that
25 are police officers now are being

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2 scrutinized in a different way, because
3 there's an assumption that they've passed
4 some background issues and they are like
5 almost grandfathered in. I don't know
6 your process, so that's a question, not a
7 statement.

8 COMMISSIONER RAMSEY: Well, as
9 far as the lateral transfers go --

10 COUNCILMAN JONES: Lateral
11 transfers.

12 COMMISSIONER RAMSEY: -- we do
13 extensive backgrounds on them as well.
14 We're fully aware that there's sometimes
15 reasons why people want to leave one
16 agency and go to another. It's not
17 always based on opportunity. It could be
18 because they've had issues at the other
19 location. So we do check that. We check
20 with their Internal Affairs. We give
21 them a background check that's very
22 similar to what we give recruits.

23 COUNCILMAN JONES: So within
24 your process, we're going to want to look
25 at at each juncture what are the factors

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2 net impact of that. And it's probably a
3 difficult thing to track, but we'll be
4 looking to see if you're paying attention
5 to that.

6 COMMISSIONER RAMSEY: Yes, sir.
7 We'll track -- we need to look at the
8 process from start to finish. Now, one
9 area that we need some assistance, and
10 we're working with City Personnel in
11 order to get this information, there is a
12 gap from the number of people who
13 originally apply to the list that we
14 actually receive at one point, and there
15 could be a couple thousand people. Let's
16 say 4,000 people apply. We get a list of
17 1,500. Well, that other group of people,
18 why were they not put on the list. Was
19 it because they didn't meet the academic
20 requirements? Is it because they filled
21 out the application in error?

22 I mean, I don't know the
23 reasons, and because a lot of our
24 information systems are still largely
25 manual, it is not that easy to extract a

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2 lot of the kinds of information, because
3 we need that up front to make sure that
4 we aren't unnecessarily losing people on
5 the front end of the process, because
6 it's always been -- and I've been in
7 policing a long time -- where if 100
8 people apply, usually you get ten out of
9 that hundred. That's always been a very
10 low percentage of people that make it
11 through the entire process. But what I
12 found in the District when our
13 requirements increased to the 60 hours
14 and other types of things, that even
15 though we had fewer people, more people
16 actually went through the process
17 successfully. And I'm not seeing that
18 yet here. So the question is why is
19 that, because you would think that you'd
20 have maybe not as many people in the pool
21 but the pool would be richer, which means
22 that you'd get more people through the
23 entire process, and that's what we have
24 to analyze.

25 COUNCILMAN JONES: Another

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2 question I would have on that is to what
3 degree does the Explorers program play a
4 part in qualifications that might be
5 deemed acceptable by participation in
6 that? And that, for those who don't
7 know, is the high school ride-along and
8 education process with the Explorers.

9 COMMISSIONER RAMSEY: We have
10 an excellent Explorer program. In fact,
11 we do have basic requirements of 60
12 semester hours, but we do have waivers.
13 One is for people who have gone through
14 the Explorer program for a couple of
15 years. That requirement is waived. They
16 have to be 19 years old, but they can
17 then go through the process of becoming a
18 police officer.

19 We put a class in Monday. Two
20 of those people were Explorers. I'd like
21 to see a higher percentage. I ask why we
22 don't have a higher percentage coming on
23 as Explorers, and the reason, which makes
24 sense, is that many of these youngsters
25 when they graduate from high school have

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2 to find jobs, and they're coming out of
3 high school 17, 18 years old. They're
4 not waiting until they're 19. They got
5 to find employment.

6 So I had a conversation with
7 Deputy Mayor Gillison and the Mayor's
8 Chief of Staff and just threw an idea
9 out, which I'm going to put together a
10 short concept paper, about creating a
11 program that would be a gap where
12 Explorers -- and Explorers, as you know,
13 are all Philadelphia residents that are
14 part of the Explorer program. It's a
15 very diverse group of young men and
16 women. Where it would be similar to a
17 program I came through when I was a
18 youngster in Chicago, a cadet program,
19 where we actually were paid pretty much
20 minimum wage or close to it, but one of
21 the advantages was that your tuition
22 reimbursement, you were eligible for
23 that. So going to school, whether it's
24 community college or wherever you want to
25 go, that's where you really have an

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2 advantage. And so you kill two birds
3 with one stone. You get kids that are --
4 you're putting them in school. You're
5 giving them a period of time when they're
6 earning some money, and then they can, of
7 course, come on the job.

8 Now, that hasn't been approved.
9 I actually asked whether or not I could
10 even mention it during this Council
11 hearing, but he's very interested in
12 that, and I'm going to put together a
13 brief concept paper to see whether or not
14 that would be another way we can get our
15 Philly kids directly into the Department.

16 COUNCILMAN JONES: If I may as
17 an add-on to that, one of the issues that
18 when I asked others about the Explorer
19 program is access. If we could
20 regionally deploy that opportunity in
21 West Philadelphia, Germantown, South
22 Philadelphia where young people through a
23 high school, local high school, can
24 access that program, I think you'd have
25 greater participation in that. So, for

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2 example, let's pick one out of the sky,
3 Overbrook High School, which happens to
4 be my alma mater, but if there was a
5 regional West Philadelphia location, a
6 South Philadelphia location and others
7 where they could access that, working
8 with the School District, working with
9 educators in those high schools to create
10 a law enforcement curriculum, I think
11 that that will give us greater yield over
12 the Explorer participation.

13 Let me give you another reason
14 why I think that's important. What is
15 frightening to me is some of the
16 attitudes that I sometimes come across
17 about the view of law enforcement among
18 young people in particular. Now, when I
19 go to the MAC machine, I'm so glad to see
20 a car pull up, you know, and check on me,
21 but as young people, there is an outlaw
22 kind of perspective often that comes, and
23 I think a greater access to the Explorers
24 kind of changes that perspective among
25 their peers, and I think that that's

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2 another benefit of that.

3 So if you could consider that,
4 I think it will go a long way.

5 COMMISSIONER RAMSEY: Yes, sir.
6 We've taken a look at that, and there are
7 a couple of things. One is a staffing
8 issue. I currently have a corporal and
9 two officers assigned, and they have 90
10 Police Explorers right now. To expand it
11 out and have things going on
12 simultaneously, we're going to have to
13 invest more resources in that, which
14 means I have -- you have to take from
15 other places. Possible, but just a
16 consideration.

17 Another aspect of what you were
18 talking about was really not part of the
19 Explorer program, but it reminds me of a
20 program that we had when I was in the
21 District that I didn't start, the School
22 District started. Anacostia High School,
23 which is in a very troubled part, a
24 challenged part of Washington, DC,
25 actually had for seniors something called

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2 the Institute for Law and Justice, and
3 for high school seniors it was for extra
4 credit and so forth. They actually took
5 a lot of criminal justice-related courses
6 right there in high school. And I spoke
7 to those classes quite often, and it was
8 a very, I thought, good program to not
9 only change attitudes but get people at a
10 young age interested in perhaps a future
11 career in the criminal justice field.
12 Not just as a sworn; obviously forensic
13 science and there are a lot of different
14 areas of policing now that some
15 youngsters find very exciting.

16 And so I agree with what you're
17 saying, and I think that working with the
18 School District, perhaps we could come up
19 with something similar to that there.
20 And we'll look at whether or not we can
21 expand the Explorer program in terms of
22 location and to make it a little more
23 convenient, because right now everything
24 is up on State Road at the Academy.

25 COUNCILMAN JONES: One of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the -- and I'll pass on to Councilman
3 Goode, who is next. One of the things
4 that I truly appreciate that the Fire
5 Department does is in Randolph Skill
6 Center on Henry Avenue. They have a full
7 curriculum for young people, and it
8 actually prepares them to take the test.
9 And it just seems to me that whether or
10 not they go into that field of endeavor,
11 whether they go on in the military where
12 there are fire departments within
13 branches of the military is just an
14 exciting opportunity and glimpse into a
15 whole career for them. So the more we
16 can have those outlets, I think -- and I
17 understand that nothing happens without a
18 budgetary impact, but it's the kind of
19 investment that me personally as Chair of
20 Public Safety, I would be willing to try
21 to lobby my colleagues to invest in.

22 With that, the Chair recognizes
23 Councilman Goode.

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

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2 Good morning, Commissioner.

3 COMMISSIONER RAMSEY: Good
4 morning, sir.

5 COUNCILMAN GOODE: Good morning
6 to your deputies and team.

7 I was a few minutes late
8 because we were actually discussing and
9 debating the police recruitment issue in
10 my office, and so I want to dig a little
11 bit deeper. I heard the comment that
12 everyone is having a tough time with
13 recruitment. Are there any distinctions
14 between larger cities, smaller cities,
15 the sizes of forces? And I'm interested
16 in the supply and demand angles of labor
17 in terms of whether there are certain
18 type of people who want to work in large
19 cities and some who don't, whether there
20 are different problems in recruitment in
21 larger cities, whether it depends upon
22 the tour of duty, so to speak, in terms
23 of whether it's rougher to recruit in
24 larger cities, and all of that leading up
25 to two things. One, using a teacher

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2 analogy, there's some people who would
3 prefer to teach in inner cities and some
4 people prefer not. And it's just a
5 simple choice for them in terms of what
6 they want that experience to be like.

7 And so I'm wondering about all
8 of that, leading up to a question. Even
9 though everyone is having a tough time
10 recruiting, who are our competitors and
11 what is our competition based upon?

12 COMMISSIONER RAMSEY: Well,
13 there are a lot of different factors, and
14 I'm President of the Major City Chiefs
15 Association, so I'm in touch with all the
16 major city chiefs around the country.
17 The bigger the City, the bigger the
18 problem, simply because of volume. We're
19 trying to get a class of 100, 150 in. A
20 small suburb may want two people. And so
21 it becomes a problem. The class we put
22 in Monday had 39 in it. The class before
23 that, I believe it was 35 or 38. The
24 class before that that my son is in is
25 like 48, 49. So we've had small classes.

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2 This is a city that needs to be putting
3 in 100 at a crack.

4 So we're not reaching the goals
5 in order to get up to our budgeted
6 strength, and so that's a problem.

7 Some of it is pay in some
8 jurisdictions. In the District, the
9 biggest problem I had was competing with
10 suburbs that paid a little bit more. I
11 know New York has got that problem,
12 because New York's pay is fairly low
13 because of the size of their force. But
14 a lot of the surrounding suburbs, they
15 suck up a lot of their not only recruits
16 but veteran officers that lateral over
17 into other departments.

18 So it's a variety of reasons,
19 but we have to do a better job of
20 marketing and targeting. And that's what
21 we've really been focusing on, because
22 before we've always kind of -- people
23 came to us wanting to become cops. It's
24 not that easy now. So we've got to,
25 through social media, through

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2 advertisement, we've got some work being
3 done for us pro bono from marketing,
4 coming up with the right kind of
5 brochures and how you really advertise
6 and things like that. Denise James and
7 her team has been very, very instrumental
8 in really leveraging social media to get
9 the word out to people.

10 So we've got to be a little
11 more aggressive in targeting the
12 populations that we're looking for,
13 particularly to maintain our diversity.
14 My biggest concern is the diversity more
15 than it is the numbers, because the
16 numbers have forced us to reorganize,
17 regroup, and do some things in that area,
18 re-shifting personnel, redeploying, but
19 it's the diversity part of it that really
20 does concern me to make sure that our
21 force is reflective of the community that
22 we serve. And that's where we're
23 struggling right now, particularly with
24 African American males. We've actually
25 had an increase in the African American

1 4/9/14 - WHOLE - BILL 140144, etc.
2 females. We've had an increase in the
3 Hispanics that have come on, but the
4 African American males, we went from 16
5 percent down to 9.3, and we got to nip
6 that in the bud so that our numbers can
7 remain at an acceptable level.

8 COUNCILMAN GOODE: So it is
9 size and geography and pay.

10 COMMISSIONER RAMSEY: Size,
11 geography, pay. It's all of the above
12 and the fact that a lot of our kids that
13 are graduating have a lot of
14 opportunities for them. A lot of them
15 want to get into the tech field,
16 technology field, and various other
17 things, and it just doesn't seem as
18 attractive as -- everybody wants to do
19 something with a computer or whatever.

20 So we've actually -- I've also
21 been recruiting and pushing forensic
22 sciences, for an example, which is a
23 highly skilled technical field to get
24 people -- and it's still part of our
25 department and very, very useful, but

1 4/9/14 - WHOLE - BILL 140144, etc.
2 it's not just about sworn. It's also
3 about getting quality people in these
4 other areas, biologists, chemists,
5 firearms examiners, things like that,
6 getting these kids early and getting them
7 into the workplace.

8 COUNCILMAN GOODE: Just lastly,
9 you talked about standards and the whole
10 play between lessening and toughening
11 standards and how that affects the
12 ability to recruit. How would you say
13 your standards compare regionally and
14 nationally in terms of how tough they
15 are?

16 COMMISSIONER RAMSEY: I think
17 nationally we're right about where most
18 cities are. New York, for an example,
19 has a 60-hour requirement, Chicago,
20 Washington, DC where I left. Some don't.
21 Some have where they give extra points.
22 LA, for an example, give extra points on
23 an exam for education as opposed to
24 having a flat standard. It kind of
25 varies, but we're pretty much about where

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2 many major cities are in terms of
3 recruiting -- I mean the standards.

4 We had a standard, for an
5 example, unintended consequences, where
6 we said three years of driving
7 experience, which made sense because of
8 the number of wrecks we had. I mean, you
9 give a kid a Crown Vic with lights and
10 sirens and you wonder why you have a lot
11 of accidents. I mean, you know...

12 So we thought that was a good
13 requirement. We backed off it, simply
14 because a lot of these kids know how to
15 drive, but they can't afford the
16 insurance. Their parents can't afford
17 it, so they never get an official license
18 and go through the real process. They
19 know how to drive. So we said you just
20 need to have a valid license at the time
21 you apply.

22 So we want to constantly look
23 at our requirements, the consequences or
24 the impact it has, and if it's something
25 that can't be overcome, I'm willing to

1 4/9/14 - WHOLE - BILL 140144, etc.
2 adjust it.

3 COUNCILMAN GOODE: Thank you,
4 Commissioner.

5 Thank you, Mr. Chairman.

6 COUNCILMAN JONES: Thank you,
7 Councilman.

8 The Chair recognizes Councilman
9 Oh and then Councilwoman Bass.

10 COUNCILMAN OH: Thank you very
11 much, Chairman.

12 Good morning, Commissioner.

13 COMMISSIONER RAMSEY: Good
14 morning.

15 COUNCILMAN OH: And deputy
16 commissioners.

17 (Good morning.)

18 COUNCILMAN OH: First I have to
19 say that the Police Department in
20 Philadelphia has done an outstanding job.
21 It's almost hard to figure out any
22 conversation, because if it isn't great,
23 you're working on it, and everything else
24 is pretty great.

25 COMMISSIONER RAMSEY: Thank

1 4/9/14 - WHOLE - BILL 140144, etc.
2 you.

3 COUNCILMAN OH: So let me just
4 ask a couple of things that I'm not
5 really clear on. I'm gathering that
6 there has been some change in the
7 recruitment standards. I understood it
8 used to be a higher age and two years of
9 college and three years of driving
10 experience. Is it different today?

11 COMMISSIONER RAMSEY: Yes, sir.
12 It's 19 years of age. It's still 60
13 semester hours, and a driver's license,
14 valid driver's license, at the time of
15 hire is what is required now. And
16 obviously now that's not -- that doesn't
17 include being able to pass a background
18 check and that sort of thing. Obviously
19 that's part of the process. But just to
20 be eligible to apply, those are the
21 requirements. Nineteen is what the
22 requirement was before. We just went
23 back to that requirement of 19.

24 COUNCILMAN OH: Is there any
25 consideration for prior military service?

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2 COMMISSIONER RAMSEY: Yes.

3 COUNCILMAN OH: Okay.

4 COMMISSIONER RAMSEY:

5 Active-duty military, the 60 hours is
6 waived. Police Explorers that have been
7 in the Explorer program for two years is
8 waived. So, yes.

9 COUNCILMAN OH: What about the
10 National Guard? And I bring that up
11 because I had a young lady come to me who
12 is at one of our other government
13 entities who has just re-upped in the
14 National Guard, has a lot of experience
15 there, young, healthy, energetic, and she
16 just said, I can't get into the Police
17 Department, which is my goal, because I
18 can't really afford to go to college.
19 I'm working to support myself. And I
20 just wondered about National Guard
21 experience.

22 COMMISSIONER RAMSEY: Right now
23 National Guard is not part of that, but
24 many of our National Guard people have
25 done active duty because they've been

1 4/9/14 - WHOLE - BILL 140144, etc.
2 called up. So they would be eligible.
3 As we start to wind the wars down and
4 they are not deployed or put in an
5 active-duty status, then that's something
6 that certainly I could take a look at,
7 but right now the answer would be no,
8 unless they have been called up. The
9 majority of people in the National Guard
10 have done active-duty time. And we
11 define "active duty" based on the
12 military's definition of active-duty
13 service, which originally we thought was
14 based on years. Now it's how many days
15 you've been actually activated, I guess.
16 You were military, so you would know
17 better than me. But whatever it is the
18 military's definition for active-duty
19 service is what we use.

20 DEPUTY COMMISSIONER BLACKBURN:
21 I believe it's six months active duty or
22 deployed.

23 COUNCILMAN OH: Six months
24 active duty or deployed?

25 DEPUTY COMMISSIONER BLACKBURN:

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2 Right.

3 COUNCILMAN OH: And that would
4 include?

5 DEPUTY COMMISSIONER BLACKBURN:
6 National Guard. You have to be deployed
7 for six months.

8 COURT STENOGRAPHER: I'm sorry.
9 Could you please speak in the microphone.

10 DEPUTY COMMISSIONER BLACKBURN:
11 The answer to the question is if they
12 were deployed for six months, active duty
13 for six months, then that would also be a
14 waiver.

15 COUNCILMAN OH: And so if they
16 were active duty; in other words, they
17 were full-time guard stateside, but they
18 will still be active duty.

19 COMMISSIONER RAMSEY: Yes. If
20 they're considered by the military active
21 duty, then the requirements are waived.

22 COUNCILMAN OH: Okay. All
23 right. Thank you very much.

24 Then just to note that there is
25 a bill that has passed the House that's

1 4/9/14 - WHOLE - BILL 140144, etc.
2 in the Senate which was introduced by
3 State Representative Ryan Mackenzie for
4 Pennsylvania to have a VET, vocational
5 education training system, which would
6 then allow for school districts like
7 Philadelphia to send its students to an
8 employer and, as part of their education,
9 get a certificate in that field and work
10 and get paid there. We simultaneously in
11 City Council passed a resolution for the
12 Education Committee and the Global
13 Opportunities Committee to also look at
14 VET, which is based on a European model,
15 and we are currently doing that. But the
16 Police Department would be eligible to
17 basically draw from the high schools and
18 to actually offer pay, and that would be
19 part of their education towards their
20 degree. And there is currently -- part
21 of that bill would be a \$10 million
22 appropriation for reimbursing employers
23 or school programs, I believe.

24 COMMISSIONER RAMSEY: Good.

25 COUNCILMAN OH: So there's some

1 4/9/14 - WHOLE - BILL 140144, etc.
2 support for what you're trying to do out
3 there.

4 And then finally, in terms of
5 your recruiting efforts, particularly
6 with programs like Soldier for Life and
7 all these other programs that the
8 military is now coming up with in
9 anticipation of all the Armed Forces
10 members that are going to be leaving the
11 military, has there been any opportunity
12 to work with those type of organizations
13 in terms of directing outgoing military
14 towards the Philadelphia Police
15 Department?

16 COMMISSIONER RAMSEY: That
17 specific program by name I'm not familiar
18 with, but I can say that part of our
19 recruiting effort is reaching out to the
20 various military bases and making them
21 aware that we are hiring, advertising in
22 magazines and newspapers read by military
23 people and so forth. That's all part of
24 our recruiting campaign to try to get
25 more service people that would be willing

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2 to come and relocate in Philadelphia into
3 the Department.

4 We have a lot of our officers
5 that are reservists or National Guard,
6 and they have actually served active duty
7 and come back. We had a meeting. I
8 brought together a small group of them to
9 talk specifically about how we can better
10 recruit from the military, because these
11 are people that are in the military, and
12 they gave us a lot of very, very good
13 information, which now we do, of course,
14 take advantage of and advertise and
15 recruit, you know, how do you go about
16 getting that population of people. So we
17 took advantage of the experience of our
18 own people in order to help us better
19 reach out to that population.

20 COUNCILMAN OH: Thank you very
21 much.

22 Finally, for my colleagues I
23 will note that the Police Department is
24 very active in its recruiting and
25 community efforts. Certainly I've seen

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the Commissioner at many locations, and I
3 did see the First Deputy at the Indian
4 American Christmas event up in the Far
5 Northeast, and Deputy Commissioner
6 Blackburn, of course, heads up the Asian
7 American effort, and he is a known figure
8 in Philadelphia's Asian American
9 community. And so thank you very much
10 for reaching out to all the nooks and
11 crannies of our city.

12 Thank you, Chairman.

13 COMMISSIONER RAMSEY: Thank
14 you.

15 COUNCILMAN JONES: Outstanding,
16 Councilman.

17 The Chair recognizes
18 Councilwoman Bass.

19 COUNCILWOMAN BASS: Good
20 morning.

21 COUNCILMAN JONES: Good
22 morning.

23 COUNCILWOMAN BASS: Thank you.

24 Good morning, everyone.

25 (Good morning.)

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2 COUNCILWOMAN BASS: I just had
3 a couple of questions, and I wanted to
4 start by thanking the Police Department
5 for what I believe is a great working
6 relationship that we have. I have three
7 police districts located within the 8th
8 District, the 14th, the 35th, and the
9 39th, and I'm really proud of the
10 relationship that we have, all of whom
11 were newer captains probably last year
12 this time, but we have great working
13 relationships and meet on a regular basis
14 to really get in front of a lot of the
15 issues that we have in our district. So
16 I just wanted to, number one, thank you
17 for the hard work that you do.

18 I've been out with the
19 Commissioner and we've done the
20 ride-along and, you know, seen some stuff
21 up close and personal that as someone not
22 being a law enforcement official, you
23 might not realize some of the things that
24 you see that are going on that are
25 happening, but the Police Department are

1 4/9/14 - WHOLE - BILL 140144, etc.
2 always out and always about. And so I
3 just really want to thank you for that.

4 COMMISSIONER RAMSEY: Thank
5 you.

6 COUNCILWOMAN BASS: And I did
7 want to ask if you could go into a little
8 bit more detail about DVIC. I was just
9 curious about that and exactly what it
10 does, how it's funded, those sorts of
11 things.

12 COMMISSIONER RAMSEY: The DVIC,
13 as we call it, the Delaware Valley
14 Intelligence Center, is what is typically
15 referred to as a Fusion Center. It's
16 funded through the U.S. Department of
17 Homeland Security. We have within the
18 DVIC the Realtime Crime Center, which is
19 part of the Watch Center. The HIDTA, the
20 High Intensity Drug Trafficking Area
21 Watch Center, is co-located there. We
22 have a transportation desk where we have
23 representatives from SEPTA, Amtrak, and
24 our own department that are assigned
25 there on a full-time basis. Our Criminal

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2 Intelligence Unit is over there as well.
3 But as information comes in; for an
4 example, there was a very serious event
5 that took place just outside of
6 Pittsburgh today at a school where there
7 were several --

8 COUNCILWOMAN BASS: Yeah,
9 unfortunately.

10 COMMISSIONER RAMSEY: --
11 students that were stabbed. The first
12 page I got was from the DVIC, because
13 they monitor not only what's going on
14 here, but anything that's going on
15 nationally. The information I got around
16 the Fort Hood shooting, for an example,
17 came through that. So that we're aware.
18 We have situational awareness of what is
19 taking place around the country. And so
20 as information, whether it's intelligence
21 or whatever it may be, comes in, that's
22 where it's dissected. We have a
23 representative from the U.S. Department
24 of Homeland Security that's there
25 constantly. The FBI is involved. Our

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2 own people are involved obviously. So
3 the schools now. We monitor social
4 media, for an example. A lot of the
5 disturbances in schools start on social
6 media. I mean, it's amazing why -- it
7 starts over the weekend, back and forth,
8 back and forth, back and forth. Next
9 thing you know, Monday morning you got a
10 big fight in the cafeteria in the school,
11 and you're wondering what the heck is
12 going on. Well, what happened was all
13 the back and forth.

14 So when you start to see those
15 kinds of things, we're able to be more
16 proactive in terms of trying to get a
17 handle on it before it becomes a larger
18 problem.

19 So the Delaware Valley
20 Intelligence Center, it's a regional
21 operation. It is not just Philadelphia.
22 Southern New Jersey, Delaware, part of
23 Maryland actually all comprise the
24 Delaware Valley Region Fusion Center.

25 COUNCILWOMAN BASS: Okay. And

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2 it sounds like it's a network of the
3 different agencies. So you said SEPTA
4 was involved, the schools, the School
5 Police, Department of Homeland Security,
6 the FBI, which for a while I think that
7 there was some concern or just things
8 that I had heard in terms of the Police
9 Department and the other law enforcement
10 officials not necessarily always
11 connecting, that the Police didn't always
12 talk to SEPTA, didn't always talk to PHA,
13 didn't always talk to the School Police,
14 didn't always talk -- so do you think
15 this is sort of the answer to that or
16 does it have a different mission?

17 COMMISSIONER RAMSEY: It is a
18 big part of that, and I think
19 communication between agencies is
20 actually very good, but being co-located
21 makes it even better. It makes it even
22 stronger. And so we're very pleased with
23 it. It's been open a little more than a
24 year. It's right at 20th and Oregon. If
25 you want to take a tour --

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2 COUNCILWOMAN BASS: Sure.

3 COMMISSIONER RAMSEY: -- please
4 let us know. We'll take you through it.
5 You can kind of see it in operation.

6 COUNCILWOMAN BASS: That would
7 be great.

8 COMMISSIONER RAMSEY: But we're
9 very proud of it actually, and it's
10 really proven to be invaluable in terms
11 of information-sharing. They actually
12 have a product that they will produce
13 around different Homeland Security type
14 issues and so forth that gets out to law
15 enforcement to make us aware of some of
16 the things that may be going on in our
17 region or outside of our region but could
18 impact us at some future point in time.

19 COUNCILWOMAN BASS: Very good.
20 Very good. And the other question I had
21 for you is not -- I know the Police do a
22 lot. You have a lot of different roles.
23 And one of the questions I have is in
24 terms of blight, which, as we know,
25 really does have an effect on the

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2 criminal element and what's happening in
3 the neighborhoods. And so where you see
4 blight and where you see trash or homes
5 that are neglected or abandoned, that's
6 always sort of a draw for people who are
7 up to no good.

8 And so I didn't know if you and
9 the Police Department had any specific
10 role in terms of working on
11 blight-related issues or is that
12 something that you might be open to to
13 work closer with maybe L&I or the Streets
14 Department or whoever might be required
15 to address those kinds of issues?

16 COMMISSIONER RAMSEY: Well,
17 there's two different things that I want
18 to mention. One is, we do have a
19 Neighborhood Services Unit that is able
20 to identify and help correct some of the
21 issues, abandoned cars, things of that
22 nature that are out there, fly dumping,
23 those kinds of situations. And I think
24 all of you have probably taken advantage
25 of contacting Neighborhood Services for

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2 certain things. But it's fundamental to
3 our community policing strategy.

4 You really were 100 percent on
5 target when you said that blight creates
6 an environment where crime can get a
7 foothold, and when you think about it, it
8 just makes sense. I mean, you got
9 abandoned properties, you got abandoned
10 cars, you got a lot of trash, I mean, it
11 gives the appearance that people in the
12 neighborhood don't care. So, one,
13 criminals feel more comfortable coming
14 into that kind of environment. It also
15 gives them an opportunity to conceal some
16 of the stuff they're doing. I mean, the
17 guys selling drugs, you know, they may
18 not have the drugs in their pocket, but
19 it's in the potato chip bag that's
20 sitting over there in the vacant lot or
21 under a rock or whatever it might be.
22 You know, if you want to use dope, if you
23 can break into an abandoned house, you
24 know, that's a good place to do it and
25 not be concealed.

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2 So these are very important
3 things that really I think support
4 criminal activity in many of our
5 neighborhoods, aside from just being
6 unattractive and affecting property
7 values and all the kind of things for the
8 folks that happen to live in that area.
9 So we do, through our community policing,
10 our police service areas, and the plans
11 that the lieutenants have to make out, we
12 really do focus and emphasize crime and
13 disorder type problems. So if you've got
14 an abandoned property, you got a nuisance
15 property, that's the kind of thing you
16 need to focus on, and then you need to
17 leverage L&I, the District Attorney
18 Office, all those different entities that
19 have the authority to go in and correct
20 it. And it has to be coordinated. So we
21 see it. We can provide the documentation
22 that it's in fact a nuisance property,
23 that there's criminal activity taking
24 place. So we're critical and we're key
25 to actually having that shut down at some

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2 point in time, whether it's a blight or
3 even just a nuisance business or a
4 property.

5 So we really do try to focus on
6 that. And if you know about those kinds
7 of things, then if you let us know, we
8 can certainly get the documentation that
9 will be of assistance to L&I, the
10 District Attorney and others.

11 COUNCILWOMAN BASS: Very good.
12 Thank you very much.

13 Thank you, Mr. Chairman.

14 COUNCILMAN JONES: Thank you,
15 Councilwoman.

16 If I may, I want to briefly
17 follow up on one of your questions.

18 If you were giving a grade to
19 electronic surveillance, meaning cameras
20 and its connectivity to the DVIC Center,
21 we had an opportunity to go down to
22 Baltimore. We're going to do a followup,
23 Councilman Greenlee, Councilman Johnson,
24 Councilwoman Bass, myself, and anyone
25 else who wants to go. We're going down

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2 to actually observe the DVIC Center.

3 How would you grade us compared
4 to Baltimore, Chicago, and others on use
5 of this technology?

6 COMMISSIONER RAMSEY: Well, I
7 haven't seen Baltimore, but I visited
8 Atlanta. I've been in their command
9 center. New York, Chicago. And I think
10 we're on fairly even par. We have access
11 to about 1,600-plus cameras right now.
12 We have 218 that are City cameras, but
13 the rest are cameras that either SEPTA,
14 airport, we're working now with Temple,
15 Penn, Drexel so that we can have access
16 to those cameras. Again, the cameras
17 that are in public space. We're not
18 looking at interiors or whatever. If
19 there were an active shooter situation or
20 something, certainly having the ability
21 to be able to connect quickly so we have
22 eyes inside the location, but other than
23 that, we're concerned about public space.

24 But access to 1,600 is
25 significant. Could it grow? Will it

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2 grow? Yeah. But I think the private
3 camera network is the key to having
4 access to be able to -- coupled with the
5 locations that some of which you all have
6 identified, some that we have identified
7 where we have chronic problems and
8 strategically placing cameras in those
9 locations I think give us a strong
10 advantage. Our center has been open a
11 year and a half, and considering how
12 young it is, I think it's come an awful
13 long way. It's been invaluable in terms
14 of solving crime, having a record of
15 what's going on.

16 COUNCILMAN JONES: Could you
17 speak on that particular aspect of it. I
18 guess what we don't see is how effective
19 it may well be in you being able to do
20 your job, also the District Attorney, and
21 whether or not it is a factor in
22 apprehension and conviction. How is it
23 impacting that?

24 COMMISSIONER RAMSEY: It is a
25 factor. We have another program called

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2 SafeCam where we have encouraged private
3 businesses, some of the fast food
4 restaurants and things of that nature.
5 We have 491 cameras, I think, that have
6 signed up for SafeCam. A lot of what we
7 get are videos taken from inside of a
8 store that perhaps it was a robbery or
9 burglary or what-have-you, and we've been
10 able to -- you see it on TV where we put
11 it right out. We put it on our YouTube
12 site, and we've had 120 arrests. We've
13 posted 450 videos, 120 arrests thus far.
14 Some come from our City cameras. If we
15 have a homicide or a shooting, our
16 Realtime Crime Center, right away what
17 they will do is check to see if there are
18 any cameras in that area, notify our
19 detectives. Our detectives will pull
20 that footage to see whether or not we
21 caught the offenders going to the
22 location, leaving from the location,
23 whatever it might be. We don't have a
24 crystal ball, so obviously you don't
25 always have a camera in the spot where it

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2 exactly took place, but it has proven to
3 be very, very useful.

4 COUNCILMAN JONES: I guess what
5 we would love to have you do because it's
6 so new is to start tracking that to see
7 if the percentage of arrests and
8 convictions is impacted by the use of
9 this technology. And so if we're putting
10 up cameras -- and the last stat I think
11 we had, Councilman Greenlee, was 3,000
12 per camera. Is that about right?

13 COMMISSIONER RAMSEY: That
14 sounds about right for total
15 installation. Purchase, installation,
16 everything.

17 COUNCILMAN JONES: Right. So
18 let's say we're doing that. If we're
19 moving the needle in the right direction
20 by utilization of it and it's
21 attributable to an arrest and/or
22 conviction, then that's quantifiable. So
23 please keep us like informed. You had a
24 stat just now about 400 videos and then
25 resulting in 100 arrests or more.

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2 COMMISSIONER RAMSEY: Yeah.

3 Now, those are videos that were posted on
4 our YouTube site or on our website and so
5 forth, and that resulted in 120 and,
6 again, almost 500 SafeCam registrations
7 thus far. And we map those, by the way,
8 in not only our Realtime Crime Center,
9 but on our desktops. You can actually
10 find out exactly where those cameras are
11 located so that if there's a crime scene
12 or whatever, it's easy to go to the map,
13 take a look at where the cameras are.
14 You still have to scan the area to see if
15 you've got a camera nearby that may have
16 captured whatever it is that took place.

17 COUNCILMAN JONES: I realize
18 the difficulty in having live eyes on all
19 cameras, but are we moving toward almost
20 virtual -- so in Baltimore, what we saw
21 was virtual patrols, and we were -- where
22 there might have been a dozen cameras
23 assigned to a retired officer, and they
24 were literally doing a virtual patrol.

25 How close are we to evolving to

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that point?

3 COMMISSIONER RAMSEY: Well,
4 we're actually there. We have about 23
5 officers that are assigned down there,
6 limited-duty officers that aren't able to
7 go out on the street, but they're able to
8 do that. They're down at the Realtime
9 Crime Center, and we do have them -- they
10 will pick areas, especially areas that
11 are hotspots, and pan, tilt, zoom. They
12 can kind of move the camera around, take
13 a look at what's going on, alert the
14 patrol units out there in the field if
15 there's something they need to go by and
16 check out further and so forth.

17 COUNCILMAN JONES: We're real
18 excited about that.

19 COMMISSIONER RAMSEY: Yeah. So
20 that whole concept of both the DVIC,
21 Delaware Valley Intelligence Center, as
22 well as the Realtime Crime Center has
23 really, really paid off.

24 COUNCILMAN JONES: That's what
25 we wanted to hear, that the investment is

1 4/9/14 - WHOLE - BILL 140144, etc.
2 actually paying off.

3 The Chair now recognizes
4 Councilwoman Brown.

5 COUNCILWOMAN BROWN: Thank you,
6 Mr. Chairman. Good morning.

7 Good morning, gentlemen.
8 (Good morning.)

9 COUNCILWOMAN BROWN: Let me
10 first echo --

11 COUNCILMAN JONES:
12 Commissioner, can you pull your mic
13 closer.

14 COUNCILWOMAN BROWN: -- first
15 echo Councilman Oh's remarks and say
16 thank you, because we know you don't get
17 thanked enough for the important work
18 that you do but, more importantly, for
19 being so responsive repeatedly throughout
20 the year, both on the legislative side as
21 well as ideas that percolate where we can
22 call and bounce them off of you.

23 I first want to follow up to
24 Councilman Jones' questions regarding
25 cameras. The question is, are business

1 4/9/14 - WHOLE - BILL 140144, etc.
2 owners and private property owners asked
3 or required to notify you if they have
4 cameras? Is there inventory of cameras
5 around the system? Is it voluntary? And
6 what has been your experience when you're
7 fighting crime, the assist of private
8 citizens that aid you in tracking down
9 the offenders?

10 COMMISSIONER RAMSEY: Well,
11 I'll also let the First Deputy jump in on
12 this one too, but it's voluntary in terms
13 of notifying us if you have a camera, but
14 when we go around now and we look and we
15 scan and we see a camera, if the business
16 is closed, we'll get there in the morning
17 and check with the store owner, and I'm
18 not aware of situations where they have
19 refused to let us look at the footage.

20 Rich.

21 FIRST DEPUTY COMMISSIONER ROSS:
22 First Deputy Ross.

23 In fact, most people are very
24 cooperative and it has yielded
25 significant results for us in cases that

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2 we probably would never solve, to be
3 honest with you. I mean, some of these
4 folks end up smiling for the camera, if
5 you will, so it's a beautiful thing.

6 But our detectives and our
7 officers kind of know. That's one of the
8 first things they look for. In fact,
9 even when we did some things with Broad
10 Street, we did do an inventory to try to
11 glean what was up and down that corridor
12 so that we could make use of it. But
13 it's just helping us significantly. I
14 can't say enough about it.

15 COUNCILWOMAN BROWN: Okay,
16 then. Thank you for that.

17 As an update, I want to hear
18 from you, Commissioner, who your designee
19 will be on the ATMs, because we're not
20 done with that issue. We've moved back
21 to center because we know it has some
22 value to police departments, but we are
23 and expect to craft amendments to that
24 bill, but we want to do that in
25 deliberation with a member of your team,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the ATM phone.

3 COMMISSIONER RAMSEY: Yes,
4 ma'am. I know what you're referring to.
5 We sat down, had a couple conversations
6 with that, and it looks like something
7 that would be my good First Deputy here
8 would be the right person, and he's also
9 in a position not to refuse since he's on
10 camera and on TV and everything else.
11 It's a good time to give him that
12 assignment. But, no. He's the perfect
13 contact, because it affects citywide.

14 COUNCILWOMAN BROWN: Yes.

15 COMMISSIONER RAMSEY: And he
16 has responsibilities citywide. So Deputy
17 Ross.

18 COUNCILWOMAN BROWN: Okay,
19 then. Thank you. So we'll follow up
20 with you on that.

21 FIRST DEPUTY COMMISSIONER ROSS:
22 Absolutely.

23 COUNCILWOMAN BROWN: We're
24 still paying close attention to what
25 Baltimore is doing and how they're

1 4/9/14 - WHOLE - BILL 140144, etc.

2 rolling it out since they're ahead of us
3 on that.

4 I was struck by your remarks
5 and the challenges you're facing around
6 recruitment and ideas for consideration,
7 putting my former college recruitment hat
8 on, where even then the challenge was
9 getting young African American men to
10 come to my alma mater. So Boys Latin
11 School, David Hardy is the leader over
12 there, looks for opportunities like the
13 one you discussed to create where they
14 can work with you to create pipelines for
15 young men who opt not to go to college,
16 but want a promising career. So that's
17 one idea. I would suggest you reach out
18 to David Hardy there at the Boys Latin
19 Charter School.

20 I'm curious to know if there's
21 any working relationship with CCP.

22 COMMISSIONER RAMSEY: Yes.
23 First of all, Lieutenant Deborah Francis,
24 who is in charge of my recruiting and
25 today happens to be her oral boards for

1 4/9/14 - WHOLE - BILL 140144, etc.

2 captain, so that's why she's not here at
3 this point in time, but I will pass that
4 information on around Boys Latin.

5 We have a meeting scheduled
6 soon with the Community Colleges of
7 Philadelphia. I ran into the interim
8 President at an event about two weeks ago
9 and talked to her about sitting down and
10 coming up with a plan or strategy that
11 would also include developing a
12 curriculum to help people get the 60
13 hours that they need. Certainly
14 Community Colleges is far more affordable
15 than some of the other great universities
16 that we have here, but it's equally a
17 quality institution. But getting people
18 involved in that, I found that to be very
19 successful when I was in the District.
20 We had a partner with the University of
21 District of Columbia for something very
22 similar where kids went right out of high
23 school in there, went through that
24 program, and there's no reason why we
25 can't do that working closely with

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2 Community Colleges of Philadelphia. And
3 she's agreed to a meeting, and that
4 should be within the next couple weeks
5 actually.

6 COUNCILWOMAN BROWN: Terrific.
7 Give me some additional
8 information on the Explorers program
9 around the matriculation rate and is that
10 working in a way that was envisioned?

11 COMMISSIONER RAMSEY: Well, the
12 Explorers -- I mean, it's a good program
13 for young men and women. We have 90
14 youngsters. They're all Philadelphia
15 residents, very, very diverse group of
16 youngsters that are part of the Explorer
17 program. There is a waiver for the 60
18 hours for those that have been Explorers
19 for a couple of years. I don't know if
20 you were here or not when Chairman Jones
21 mentioned trying to have it -- locate it
22 in more than one location, which
23 certainly we'll look at, but there's a
24 staffing component to that that I've got
25 to give some consideration to.

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2 COUNCILWOMAN BROWN: Of course.

3 COMMISSIONER RAMSEY: But this
4 last class we put in the Academy Monday,
5 which was 39 new recruits, two of them
6 were Explorers. I would like to see a
7 higher percentage, but, again, I think
8 we've got to work to bridge the gap that
9 young people are having where they come
10 out of high school. Some are 17, 18
11 years old. That year in between, many of
12 them have to find jobs and they can't
13 wait around, and we lose some there.

14 So if we can come up with a way
15 in which we can keep them a little longer
16 and provide some support to them, whether
17 it's pay, whether it's tuition
18 reimbursement if they go to school,
19 whatever it might be, we can keep them
20 and keep them interested and then have a
21 stronger pipeline into the Department.
22 And these are all Philadelphians. These
23 are all Philadelphia kids that are part
24 of this program. But it's a good
25 program, but I think we need to take a

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2 look and see how we can strengthen that
3 pipeline.

4 COUNCILWOMAN BROWN: Close that
5 gap. And so would not the Boy Scouts be
6 a natural pool of prospective young men
7 and women who could be considered for the
8 Police Department if a partnership was in
9 place given the philosophy of Boy Scouts?

10 COMMISSIONER RAMSEY: I don't
11 think we have anything right now. The
12 Explorers used to be part of that. I
13 don't think they are anymore. They're
14 separate and apart. It's a totally
15 separate program, but that's something we
16 can certainly take a look at.

17 COUNCILWOMAN BROWN: Okay.
18 Thank you also to your commitment that is
19 both demonstrated not only in what you
20 say but in what you do around the issue
21 of diversity and the tremendous progress
22 you've made with regards to bilingual
23 officers. I know in her absence,
24 Councilwoman Maria Quinones-Sanchez would
25 be pleased to hear that. So that needs

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2 to be acknowledged as well.

3 Of course, in testimony
4 Councilman Goode and I always pay close
5 attention to what's happening on the
6 MBE/WBE side. And so the Department
7 testified that its participation goal for
8 2014 was only 10 percent. "Only" is
9 subjective. Far below OEO's recommended
10 goal for targeted minority participation
11 in City contracts. And this is on Page 8
12 of your testimony. In Fiscal Year 2013,
13 the Department's targeted goal was to
14 achieve 13 percent, and this goal was
15 reduced to 10 percent participation by
16 the Department. Can you discuss that and
17 just speak to your current strategy for
18 minority participation in departmental
19 contracting opportunities.

20 DEPUTY COMMISSIONER BLACKBURN:
21 Currently our rate -- Deputy Commissioner
22 William Blackburn.

23 Currently our rate is around
24 7.9.

25 COUNCILWOMAN BROWN: 7.9?

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2 DEPUTY COMMISSIONER BLACKBURN:

3 7.9. Our goal was 10 percent. To be
4 realistic, I don't believe we're going to
5 reach that goal during this fiscal year
6 of 10 percent. However, there are
7 several contracts, upcoming contracts, in
8 the third quarter that does have minority
9 and women participation. One of the
10 contracts is -- I have four contracts
11 here that will have some minority
12 participation.

13 COUNCILWOMAN BROWN: Without
14 stating the potential vendors, can you
15 speak to the type of contract just for
16 our own background and understanding.

17 DEPUTY COMMISSIONER BLACKBURN:
18 The four contracts have to deal with some
19 specialized equipment that we have, and
20 it deals with -- one is the gunshot
21 detection system, which will have some
22 minority participation, and others have
23 to do with the forensics lab and their
24 participation too. But I don't believe
25 that we're going to reach that goal of 10

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2 percent at the end of the year.

3 COUNCILWOMAN BROWN: In view of
4 the prospective ones that are in the
5 pipeline?

6 DEPUTY COMMISSIONER BLACKBURN:
7 Even with the prospective ones in the
8 pipeline, I don't believe we're going to
9 reach that goal. The universe of the
10 contracts was in excess of \$5 million.
11 We've taken out over \$4 million because
12 of -- there was no opportunities for
13 minority participation. And out of that,
14 I believe it was around 400-and-some
15 thousand dollars, which only represented
16 46,000 total dollars in minority
17 participation, which was only two
18 specific contracts. Most of that we got
19 from the psychologists. Another one
20 was -- most of the psychologists are
21 female psychologists, and we get a very
22 high participation. I believe it's about
23 50 percent, if not greater.

24 COUNCILWOMAN BROWN: For
25 female?

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2 DEPUTY COMMISSIONER BLACKBURN:

3 Yes, yes.

4 And the other one had to deal
5 with -- I believe it was some type of
6 material supplies, some paper products
7 that we got a small amount for minority
8 participation.

9 COUNCILWOMAN BROWN: Okay. I
10 have a point of information for
11 Councilman Goode.

12 COUNCILMAN JONES: We knew that
13 was coming.

14 The Chair recognizes Councilman
15 Goode.

16 Councilman Johnson, please be
17 patient. You're next.

18 COUNCILMAN GOODE: I'm
19 interested in knowing which contracts
20 were excluded and, more importantly, what
21 the process for exclusion was, whether
22 you recommended it to OEO, whether OEO
23 recommended it to you, whether it's a
24 permanent exclusion, how often you will
25 review that exclusion, those type of

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2 things.

3 DEPUTY COMMISSIONER BLACKBURN:
4 To my knowledge, the four that -- the big
5 ones that were excluded, one was American
6 Eurocopter, which was \$4 million.

7 COUNCILWOMAN BROWN: American
8 what?

9 DEPUTY COMMISSIONER BLACKBURN:
10 Eurocopter. That's for the new purchase
11 of a helicopter, which was through grant
12 money.

13 The second one was a drug scan,
14 which was approximately \$670,000. That's
15 drug scan and Omega Labs. And they were
16 the two big ones, and that left us a
17 balance, when you extracted everything
18 out, it left us a balance of \$642,000.
19 And out of that universe of 642, we only
20 got credit for \$46,000. We submit our
21 recommendations to the Procurement and
22 they set the ranges, sir. We don't
23 particularly -- in some cases, it's the
24 lowest bidder that is selected. So we
25 don't --

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2 COUNCILMAN GOODE: So it's not
3 a permanent exclusion in terms of goods
4 and services you're procuring, but in
5 this annual process of looking at
6 contracts, you excluded those specific
7 contracts.

8 DEPUTY COMMISSIONER BLACKBURN:
9 Yes, sir.

10 COUNCILMAN GOODE: And so it's
11 not -- so next year if you're not
12 procuring another helicopter, those
13 numbers would be different and you might
14 be counting 100 percent of the contracts.

15 DEPUTY COMMISSIONER BLACKBURN:
16 Yes, sir. Yes, sir.

17 COUNCILMAN GOODE: Thank you.

18 COUNCILWOMAN BROWN: Do I still
19 have time?

20 COUNCILMAN JONES: Do you have
21 additional time? Could we --

22 COUNCILWOMAN BROWN: We could
23 do the round-robin. I'm good.

24 COUNCILMAN JONES: We're going
25 to let Councilman Johnson get in a little

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2 bit, and be ready for the second round.

3 COUNCILWOMAN BROWN: Thank you.

4 COUNCILMAN JONES: The Chair
5 recognizes Councilman Johnson.

6 COUNCILMAN JOHNSON: Thank you,
7 Mr. Chairman.

8 Thank you for being here,
9 Commissioner, staff, Mr. Ross, Blackburn,
10 and thank you for your service to the
11 City. I think you're doing an
12 outstanding job with your team.

13 Just a couple questions. In
14 regard to staffing and addressing the
15 issue of overtime, between 2009 and 2013
16 it's estimated that more than 315 million
17 has been distributed for overtime pay.
18 Can you give us an idea of at what level
19 between the rank and file and the
20 supervisory level has that 315 million
21 been distributed to, and then also when
22 you talk about recruitment, how does
23 bringing -- I guess make a long story
24 short, are the workers being overworked
25 and you can split their overtime pay up

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2 by either promoting more people or
3 bringing on more staff to do the level of
4 work that's being done based upon the
5 actual overtime?

6 COMMISSIONER RAMSEY: Well, I'm
7 going to also let Deputy Blackburn get
8 into some of the more detailed aspects of
9 your question as it relates to overtime,
10 but in 2009, 2010, '11 with the
11 recession, one of the impacts that it had
12 on us was not hiring for a period of
13 time, but we still had attrition, so our
14 numbers began to go down a bit. We are
15 today, for an example, 179 sworn under
16 strength.

17 In order for us to maintain our
18 effectiveness out there on the street,
19 we've had to target a lot of different
20 areas using overtime in order to bolster
21 the resources that we could devote to any
22 given area on a sustained basis. The
23 ranks that are most impacted would be
24 officers and detectives. There are some
25 supervisors, of course, that have been

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2 receiving overtime. A couple in
3 particular in recent articles written and
4 so forth have been very high overtime
5 earners, and we're certainly looking into
6 that to make sure that all of that is
7 necessary for them to spend that much
8 time.

9 I do have an Overtime
10 Management Unit that I created a few
11 years ago that audits and monitors
12 overtime throughout the Department on a
13 regular basis, court overtime, the
14 discretionary overtime we use for
15 implementing our crime plan. For an
16 example, in the summertime when we have
17 various festivals and events taking
18 place, rather than pull people from
19 districts and lose that patrol strength,
20 sometimes we will augment with overtime.

21 So we have been under strength
22 now for several years, and we make up
23 that with a lot of targeted overtime.
24 But in return, we do monitor activity.
25 We do monitor what people are actually

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2 doing, because we don't want to just put
3 money out there and not get any return on
4 the investment at all. Some of the
5 overtime is reimbursable, and whereas it
6 counts in our overall total, at the end
7 of the year we do get some of that money
8 back through reimbursable details and
9 things of that nature. If my memory
10 serves me correct, I think like 25
11 million was reimbursed last year. That's
12 just off the top of my head. But all of
13 that figures into overtime.

14 I'll let Deputy Blackburn get
15 into more detail around overtime. He's
16 got the numbers here.

17 DEPUTY COMMISSIONER BLACKBURN:
18 Just to add what Commissioner Ramsey
19 indicated, the abatement process, we
20 average about \$13 or \$14 million in
21 abatements. So looking at projected
22 numbers for Fiscal Year '14, we
23 anticipate spending about \$67 million in
24 overtime, but the net after abatement
25 will be about \$49 million. And we

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2 have -- in terms of collection, we
3 collect about 90 percent of those cases.

4 So overtime is generated with
5 special events. It's generated with
6 court overtime. It's generated with
7 investigative overtime as well as crime
8 plan money. We spend about \$4 or \$5
9 million in crime plan money because, as
10 the Commissioner spoke about, we're about
11 179 officers down from our authorized
12 strength of 6,500, and that's taking into
13 consideration the 39 that we just put in
14 Monday. We're down about 220 as of
15 Monday. So that money is to offset.
16 It's strategically spent. It's based on
17 crime data, based on when the crime is
18 occurring, especially on weekends and
19 things of that nature.

20 COUNCILMAN JOHNSON: All right.

21 COUNCILMAN JONES: Councilman?

22 COUNCILMAN JOHNSON: Sure.

23 COUNCILMAN JONES: We might add
24 to the discussion, there was an FTI
25 report -- they're a consulting group --

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2 last year that looked at their overtime,
3 and one of the things -- and this, I
4 think, might be helpful -- is that when
5 we calculate reimbursable, recapturable
6 costs, when we do things, we do not
7 include, according to them, the cost of
8 benefits and other kinds of fringe
9 benefits. So in our rate, we're charging
10 approximately \$50.45, when our actual
11 recapturable rate, if we did it the other
12 way, would be \$61.89. So is there a
13 reason why we don't charge for that?

14 And, Rebecca, feel free to come
15 up.

16 (Witness approached witness
17 table.)

18 DEPUTY COMMISSIONER BLACKBURN:

19 I think I can answer that. During the
20 last fiscal year, there's been several
21 meetings where we increased that, where
22 it took into consideration the benefits
23 in two separate situations. In fact,
24 it's supposed to generate in excess of a
25 million dollars because of that expense

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2 we took into consideration. That's
3 what --

4 COUNCILMAN JONES: Well, I'm
5 glad you're following the report's
6 suggestions, and that's a good thing.

7 COUNCILMAN JOHNSON: And just
8 one last follow-up question. In terms of
9 operation, can you just give me an update
10 of your partnership with District
11 Attorney's Office, GunStat, our
12 strategies to specifically address the
13 issue of gun violence. You did a great
14 job last year. I know we're starting off
15 the year with a slight uptick. You know
16 it's about to get hot. So just give us
17 an overview.

18 But I had a conversation with
19 Seth Williams when he was in my office
20 about two weeks ago, and I've always had
21 this question. I know we can't pass gun
22 legislation here in the City of
23 Philadelphia. It's a state issue. I'm
24 also a strong advocate that there's no
25 gun factories in Point Breeze or Richard

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2 Allen, so the guns are coming from
3 somewhere.

4 When we find a gun that a
5 person has, like they found the .45 last
6 night in the Chinese store, obviously
7 that young man y'all going to pursue had
8 the gun. When you go back to -- when the
9 gun comes back to the actual Police
10 Department and y'all do the whole CSI,
11 fingerprint, track back the gun and find
12 out who the owner is, what actually
13 happens? That's what I always get stuck
14 at. Like you find out -- because the
15 guns come from somewhere, and I know we
16 can't regulate gun control in the City of
17 Philadelphia, but I want to find out --
18 if I find out that this person claimed
19 they lost a gun, passed off the gun to
20 the young person, when you find their
21 name, do you just say we're going to call
22 you and say somebody killed somebody with
23 your gun and then they say, Well, I lost
24 it, you just let them go? I don't know
25 that process. I've been very confused

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2 about that since I arrived here.

3 FIRST DEPUTY COMMISSIONER ROSS:
4 Right. So, Councilman, I mean, you raise
5 a good question. You actually raised a
6 couple. So starting with the last
7 question about guns. Obviously any time
8 we recover a gun, we do an extensive
9 investigation. We do a check, which we
10 run through the ATF, to determine all the
11 indicators that you were alluding to. We
12 also work very closely with the Attorney
13 General's Gun Violence Task Force, and
14 they are very good at going back and
15 dealing with issues that -- you used to
16 hear about straw purchasing all the time.
17 They do an exceptional job of dealing
18 with those issues in connecting dots.
19 Obviously you know about the gun laws as
20 well as everyone else here in Council and
21 how frustrating they are for us, but we
22 do not just take a gun, realize it's
23 stolen, and just drop the ball right
24 there. We take it as far as we possibly
25 can to connect as many dots as we

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2 possibly can. That's a frustrating issue
3 for us. I mean, the guns in this
4 Commonwealth that we're going to continue
5 to deal with --

6 COUNCILMAN JOHNSON: Just being
7 clear and just from knowing the work that
8 all of you do and knowing y'all on a
9 professional level and just knowing what
10 y'all stand for in terms of doing your
11 job. So I know y'all don't actually drop
12 the ball, but I'm always looking for the
13 clarity, because that's probably like the
14 big question for me.

15 Obviously these guns are coming
16 from somewhere, and it's always that part
17 of trying to cut that pipeline off and
18 applying pressure to where the guns are
19 actually coming from.

20 FIRST DEPUTY COMMISSIONER ROSS:
21 Absolutely. And so that's something that
22 we work very hard to do in each and every
23 gun investigation.

24 You asked another question
25 about our collaboration with the DA's

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2 Office, and we have a great one. I mean,
3 the DA actually did some very good things
4 in terms of establishing his geographic
5 prosecution, which has helped us
6 immensely. He has zone chiefs, which are
7 divisional captains, we work with very
8 closely. And what that helps us do
9 really is to zero in on people who are a
10 problem in a particular neighborhood.
11 And so they recognize the gravity of what
12 certain individuals are doing in the
13 neighborhood. They work very closely
14 with the detectives and the district
15 captains. So if Rich Ross is causing a
16 problem, that zone chief is able to
17 really use their leverage and prosecute
18 these cases to the fullest when they need
19 be.

20 I don't have to tell you about
21 focused deterrence. You know all about
22 that and what they're doing. Pretty much
23 there's not a week that goes by that I'm
24 not on the phone with the First
25 Assistant, Ed McCann, on some issue.

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2 So we work very closely to try
3 to deal with issues, both internal and
4 those that deal with external issues, but
5 very good relationship.

6 COMMISSIONER RAMSEY: And if I
7 could just add something to that as well,
8 Councilman. We use a variety of
9 strategies depending on the issue that
10 we're dealing with. I mean, you
11 mentioned GunStat earlier. We've had
12 some success with that. Focused
13 deterrence in South Philly in that
14 particular area, that is something that
15 we use with some success. Foot beats,
16 where recruits come out, we put them out
17 in foot patrol in a lot of our hot areas,
18 has a huge impact on crime taking place
19 in public space. Directed patrols that
20 we use to put more officers in a
21 particular area, especially when we're
22 trying to avoid retaliation, because we
23 monitor these things very, very
24 carefully. We do an analysis on every
25 shooting, who the victim was, who the

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2 potential shooter was, could there be a
3 gang nexus. If there is, you know
4 there's going to be retaliation. Who
5 within the opposing organization is most
6 likely to retaliate, where are they,
7 where do they hang, get the picture out,
8 make sure we make stops.

9 So we do a whole lot of things,
10 and I think that one of the things we all
11 have to bear in mind -- and it's been our
12 strategy -- is depending on what it is
13 that we're trying to deal with and get a
14 handle on, we have to have a variety of
15 strategies. I know that there are people
16 who think that perhaps focused deterrence
17 is the solution and -- no, no, I know
18 you're not, but it should go everywhere
19 and this, that, and the other. It's not
20 something that works everywhere. That's
21 not a knock on the program. It just --
22 if you go to the doctor with an ingrown
23 toenail, he's not going to give you
24 chemotherapy to solve it. So depending
25 on what ails you and whatever the crime

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2 problem is, we're going to address it
3 with the appropriate strategy.

4 So all these things are
5 important. All of it works. All of it
6 makes a difference. And so that's the
7 approach that we try to take. We have a
8 great relationship with the District
9 Attorney's Office and their people. The
10 First Deputy is on the phone with the
11 First Assistant almost every day around
12 different issues that we have to deal
13 with. So it's a very close working
14 relationship. CJAB has been very
15 effective in bringing together courts,
16 corrections, police, prosecutors,
17 everybody once a month. We're going to
18 have a retreat soon on that. So we've
19 got good working relationships.

20 COUNCILMAN JOHNSON: What's the
21 percentage of officers that you put on on
22 the street on beats?

23 COMMISSIONER RAMSEY: Well, the
24 largest --

25 COUNCILMAN JOHNSON: And I know

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2 you said the new recruits, you get them
3 fresh, you put them out there.

4 COMMISSIONER RAMSEY: All of he
5 recruits go out and they all start on
6 foot patrol. They do anywhere from six
7 months to a year on foot patrol. The
8 bulk of our personnel is in patrol. And
9 we distribute our manpower based on crime
10 analysis, quite frankly. We've got to
11 beef up some areas. The next class
12 coming out, we already know areas of the
13 City where we're going to need to put
14 some additional personnel, because we do
15 an analysis of crime trends and we know
16 that certain areas start to experience
17 problems at different times of the year.

18 COUNCILMAN JOHNSON: Are you
19 allowed to -- well, you're allowed
20 because you're the Commissioner. Do you
21 ever shift officers from areas where,
22 let's say, there's not a whole lot of
23 crime to areas where there are
24 high-impact crime?

25 COMMISSIONER RAMSEY: Yes. We

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2 will utilize Highway Patrols, Strike
3 Force. Neighborhood Services we actually
4 deploy, especially during the summer
5 months, for crime patrol. So, yes, we do
6 make adjustments with our citywide units
7 primarily rather than actually pull
8 personnel from one district, because you
9 need basic staffing too. So we use
10 specialized units primarily for that, but
11 they're mission oriented. We give them a
12 specific grid, every district. Deputy
13 Bethel had a system that started last
14 year where we had every district identify
15 a grid, an area. Didn't have to be
16 violent crime, could be burglary, could
17 be theft from auto, could be anything.
18 And the captain in those respective
19 districts, their task was to win that
20 area and to deal with the crime with the
21 resources that they already have, and if
22 they need additional help, then that's
23 where the specialized units come in to
24 really get in those grids and tap it
25 down.

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2 COUNCILMAN JOHNSON: Okay.

3 Thank you.

4 COUNCILMAN JONES: Thank you,
5 Councilman.

6 The Chair recognizes Councilman
7 Oh.

8 COUNCILMAN OH: Thank you very
9 much, Mr. Chairman.

10 Just one kind of theoretical
11 exploration with you and particularly
12 with your involvement with the National
13 Police Chiefs Association and kind of
14 your national profile.

15 As we are debating the issue in
16 this nation about the DREAM Act and other
17 things for undocumented youth, one of the
18 common things that has been brought up is
19 for undocumented youth who came here as
20 children brought by their parents without
21 immigration documentation, that if they
22 serve in the military -- and it has been
23 in the past -- they could serve in the
24 military to find a pathway to
25 citizenship. There are approximately 1.8

1 4/9/14 - WHOLE - BILL 140144, etc.
2 million undocumented youth. Pennsylvania
3 has about 65,000. The dropout rate is
4 very large. And could you share your
5 thoughts on an idea that in addition to
6 military service, perhaps service in our
7 Police Department or Fire Department or
8 things like that may be a way of
9 providing these young people an
10 opportunity to citizenship for them and
11 their families as well as a reason to
12 stay in school and to serve our public
13 sector.

14 COMMISSIONER RAMSEY: Our
15 current requirement is that a person be a
16 U.S. citizen to apply to become a police
17 officer. So without that, they would not
18 be able to become a member of the
19 Department.

20 COUNCILMAN OH: What would
21 happen under the DREAM Act is that if
22 they were -- and so that may be a
23 different situation, but the theory of it
24 would be that if they were eligible
25 through a program that although they were

1 4/9/14 - WHOLE - BILL 140144, etc.
2 not U.S. citizens, that if they completed
3 a tour of service for whatever period of
4 time successfully, that they would then
5 be eligible for permanent residency or a
6 process of gaining citizenship.

7 Would that, in your opinion
8 wearing that hat on a national policy
9 basis, be something that you think would
10 work in terms of being something good for
11 the City or for the community or is that
12 something that's just too far outside of
13 the kind of recruitment issue?

14 COMMISSIONER RAMSEY: Well, let
15 me just say, I mean, that's a decision
16 that is way above my pay grade and has
17 huge implications in a lot of different
18 areas. Whatever ultimately happens with
19 the DREAM Act and the consequences of
20 that legislation at the state and local
21 level, there are a lot of very
22 serious-minded, thoughtful people that
23 will figure that out and provide us with
24 some direction, and we'll follow that
25 direction. I would imagine that on a

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2 national basis, it will vary across the
3 country in terms of the impact it will
4 have at the local level or state level,
5 but as far as Philadelphia goes, whatever
6 is ultimately decided should legislation
7 like that pass, I would certainly like to
8 contribute to the conversation, but I
9 would not -- whatever is ultimately
10 decided is what we would follow.

11 COUNCILMAN OH: Thank you very
12 much. I'll take you outside your role.

13 COMMISSIONER RAMSEY: That was
14 a pretty good political answer, wasn't
15 it?

16 COUNCILMAN OH: It was very
17 good. Thank you.

18 COUNCILMAN JONES: Not bad at
19 all. Not bad at all.

20 The Chair recognizes
21 Councilwoman Brown and then Councilwoman
22 Bass.

23 COUNCILWOMAN BROWN: Thank you.

24 Moving now to the new world
25 order called technology, how has the

1 4/9/14 - WHOLE - BILL 140144, etc.
2 Police Department utilized technology to
3 achieve greater efficiency and reduce the
4 time patrolling officers spend doing
5 paperwork and administrative work?

6 COMMISSIONER RAMSEY: Well,
7 unfortunately, we still aren't able to
8 electronically complete our case reports
9 in the field. Now, technology has helped
10 us in terms of being able to map crime to
11 be able to analyze crime effectively,
12 keep pace with trends, and make
13 adjustments in deployment, but we still
14 need to have a records management system.
15 We need to have the capability of being
16 able to have reports completed in the
17 field and electronically sent in to a
18 centralized location and so forth.

19 So we're making progress in
20 that area, but we still have a ways to
21 go. Part of it is the technology. Part
22 of it is really understanding whether or
23 not the wireless network could handle the
24 volume of information that would be
25 coming across it. I mean, we get -- last

1 4/9/14 - WHOLE - BILL 140144, etc.
2 year we had 2.8 million calls for
3 service. Now, not every call resulted in
4 a dispatch, not every call resulted in a
5 completion of a report, but it gives you
6 a sense of the volume of information that
7 would have to flow across a network. So
8 it's doable. A lot of departments have
9 that capability. We're moving in that
10 direction, but as far as being able to do
11 that and make it a force multiplier in
12 the sense of being able to save time on
13 the part of the officers and so forth.

14 We've got some of it,
15 electronic tickets now. We use -- I
16 think it was the 7th District was the
17 pilot. And we've got the automated
18 vehicle -- the license plate readers that
19 we use that has been very successful.

20 So we have technology at our
21 disposal, but specifically in terms of
22 report writing and having that kind of
23 wireless network, it's a work in
24 progress.

25 COUNCILWOMAN BROWN: It

1 4/9/14 - WHOLE - BILL 140144, etc.
2 certainly sounds like you're making
3 incremental gains.

4 COMMISSIONER RAMSEY: We are.
5 We are. We're in a much better position
6 than we were before, and hopefully that
7 will continue until we eventually get to
8 a point where we can be literally
9 paperless when it comes to doing that
10 kind of work.

11 The street stops, pedestrian
12 and vehicle stops we call 48-A's, we've
13 been working to try to get that automated
14 so that can be completed electronically,
15 but it still requires an entry at the
16 district level. So, I mean, there's
17 still some issues, because we have old
18 systems, but there is a lot of work being
19 done to improve it.

20 COUNCILWOMAN BROWN: And so
21 with that reality and the anticipation of
22 the new Police Administration Building --
23 has any discussion been given to that
24 during this hearing, Mr. Chairman?

25 COUNCILMAN JONES: No,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 Councilwoman.

3 COUNCILWOMAN BROWN: So as we
4 look to with some excitement towards the
5 new building in whatever year that that
6 happens, if you had to look to the, let's
7 say, the top three next technological
8 advances you want the Department to make
9 in anticipation of that new building,
10 what would they be?

11 COMMISSIONER RAMSEY: Well,
12 first of all, any new facility, whether
13 it's headquarters or district facility or
14 whatever, has to be wired for the 21st
15 century. It has to have the kind of
16 infrastructure that can support not just
17 what we're capable of doing now, but what
18 within the foreseeable future we'd be
19 capable of doing.

20 Having an automated records
21 management system, having the ability to
22 be able to make fingerprint checks out
23 there in the field where if you stop an
24 individual in the field, you could run
25 either a thumb print or index finger

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2 or -- I don't know if we'd be able to do
3 a ten print or not. I doubt it, but just
4 being able to verify an identification,
5 have it wirelessly transferred to our
6 automated fingerprint identification
7 system and have that result sent back to
8 the officers in the field. I mean,
9 there's a variety of things. We need to
10 be able to have video conferencing
11 capability with the courts so that we can
12 have arraignments done right there and
13 bail set and that sort of -- you don't
14 have to be bringing people back and
15 forth.

16 So there are a lot of different
17 capabilities over a secure network that
18 we would be able to do, and I think that
19 we have to think forward when we start
20 investing in our facilities, whether it's
21 4601 or any future police facility, fire
22 facility, whatever, is to make sure that
23 we do it in a way where we take into
24 account the technology that needs to be
25 put in place.

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2 COUNCILWOMAN BROWN: So what's
3 the dream Police Administration Building
4 in other cities that fall like
5 Philadelphia?

6 COMMISSIONER RAMSEY: Well,
7 there are a lot of cities that now
8 have -- I mean, LAPD just opened a very
9 state-of-the-art new headquarters
10 building. I was in Detroit about four
11 months ago maybe --

12 COUNCILMAN JONES: You do
13 realize you're not available for any of
14 those jobs.

15 COMMISSIONER RAMSEY: No. I
16 was in Detroit about four months ago and
17 they opened a brand new headquarters that
18 is really state-of-the-art and so forth.
19 So, you know, there are facilities --
20 Chicago's police headquarters. So there
21 are a lot of facilities that we could
22 probably visit and get some ideas and so
23 forth, but the bottom line is being able
24 to not only put it in place, but be able
25 to build for the future and so forth.

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2 And I'm very optimistic and very pleased
3 that at least we're making some solid
4 steps forward.

5 COUNCILWOMAN BROWN: That's it
6 for me, Mr. Chairman.

7 Thank you.

8 COUNCILMAN JONES: Thank you,
9 Councilwoman.

10 COMMISSIONER RAMSEY: Thank
11 you.

12 COUNCILMAN JONES: We're going
13 to take a shift in direction and I want
14 to preface my remarks with saying that in
15 one of my more challenged schools, we
16 drove down into some of the statistics
17 about who was causing problems within the
18 school, and what we found out, it was
19 only 2 percent of the total population of
20 the school that was actually causing 95
21 percent of the problems within the
22 school, and that was an alarming
23 statistic.

24 Similarly, I would be remiss if
25 I did not bring up Police Advisory

1 4/9/14 - WHOLE - BILL 140144, etc.
2 Council and some of the allegations and
3 concerns and complaints that citizens
4 often get, and I wanted to get an idea
5 where we were.

6 Full disclosure, I do have an
7 interest in that by way of making that
8 Advisory Council at one point not an
9 Executive Order and permanent. And I
10 wanted to get a snapshot, if you would,
11 statistically where we are with that
12 problem and say for the record I think a
13 lot of the times we don't even get a
14 chance to get to an Advisory Council
15 decision because you do take action. So
16 I want that noted for the record, but
17 having said that, statistically where are
18 we?

19 COMMISSIONER RAMSEY: Now,
20 you're not just referring to schools;
21 you're talking about discipline?

22 COUNCILMAN JONES: That was the
23 precursor to say that in any environment,
24 a large number of problems are caused by
25 a small number of people.

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2 COMMISSIONER RAMSEY: Right.

3 COUNCILMAN JONES: That's all.

4 COMMISSIONER RAMSEY: Well, I
5 have Deputy Commissioner Turpin is here,
6 who heads my Office of Professional
7 Responsibility. I do have some
8 statistics in terms of the total number
9 of complaints, members that have been
10 discharged, members that have been
11 returned by arbitration and so forth. I
12 don't know if there's any specific area
13 that you'd like that kind of data.

14 COUNCILMAN JONES: Well, we do
15 have -- I see in the audience the Chair
16 of the Police Advisory Committee. I
17 guess that's the right title. Is he
18 available to come up --

19 COMMISSIONER RAMSEY: Sure.

20 COUNCILMAN JONES: And speak to
21 the issue?

22 (Witness approached witness
23 table.)

24 COUNCILMAN JONES: Good
25 morning.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 MR. ANDERSON: Good morning.

3 COUNCILMAN JONES: Could you
4 state your name for the record.

5 MR. ANDERSON: My name is
6 Kelvyn, K-E-L-V-Y-N. I'm the Executive
7 Director of the Police Advisory
8 Commission.

9 COUNCILMAN JONES: Thank you
10 for agreeing to come up and speak to the
11 issue. I guess my question becomes --
12 and I've had an opportunity to look into
13 it -- where are we by way of -- a couple
14 of years ago there was a hearing in
15 reference to the Police Advisory
16 Commission and some of the challenges
17 that they faced, and I wanted to
18 understand -- and before you even give an
19 answer, we probably don't give you enough
20 resources. You're understaffed. So
21 given that as a fact, where are we with
22 the Advisory Committee?

23 MR. ANDERSON: Well, as you
24 said, I took a look at our budget and I
25 also have for Council the budgets of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 several similar agencies around the
3 country here. For example, our budget
4 this year is just a little bit under
5 \$283,000. We have a staff of five. That
6 actually puts us among the nine agencies
7 I have sketched out for you here, we're
8 the lowest. For example, Washington, DC
9 has a staff of 21, a budget of \$2
10 million. The population of DC is about
11 580,000. They have 3,800 police
12 officers.

13 We're actually about the same
14 in terms of budgeting and staff as
15 Berkeley, California, which only has 200
16 police officers. They spend \$280,000 on
17 their police oversight agency. They have
18 a staff of four, which is roughly
19 equivalent to what we're operating with
20 now.

21 COUNCILMAN JONES: So I go to
22 the question, how many complaints did you
23 receive last year?

24 MR. ANDERSON: The Commission
25 itself received 57 complaints in 2013.

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2 We accepted 25 of those for full
3 investigations. Normally the way it
4 works is, we work side by side with the
5 folks at Internal Affairs to resolve
6 those complaints. Obviously we can make
7 our own decision out of the
8 investigations that take place, but in
9 most instances, what we've figured out
10 from our history is the best thing for us
11 to do is to help Internal Affairs do the
12 job properly, and that's what our peril
13 investigations attempt to do. We have
14 some issues with some of the mechanics of
15 that from time to time, but we work very
16 well with Internal Affairs around that.

17 COUNCILMAN JONES: So an
18 individual comes in and gives you a
19 complaint. What is the average
20 processing time?

21 MR. ANDERSON: Usually our
22 complaints probably take a little more
23 than a year to resolve, but, again,
24 because we're working parallel with
25 Internal Affairs and our overriding

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2 concern is that the person's complaint
3 get dealt with properly and if discipline
4 is appropriate, that that be handed out,
5 we're concerned equally that Internal
6 Affairs' process results in that
7 happening. So that's a parallel concern
8 we have.

9 COUNCILMAN JONES: So you took
10 in 57 complaints?

11 MR. ANDERSON: Yes.

12 COUNCILMAN JONES: Of which 25
13 you deemed had merit. How many of them
14 were resolved?

15 MR. ANDERSON: Well, I should
16 clarify that all of the complaints that
17 we take in go directly to Internal
18 Affairs with the complainant's
19 permission. Again, our process is
20 supposed to be to improve the
21 disciplinary system overall. So we have
22 found in the history of working within
23 the constrictions we have here, that
24 that's the best way to deal with it. We
25 make sure all those cases go to Internal

1 4/9/14 - WHOLE - BILL 140144, etc.
2 Affairs and are dealt with, and we will
3 review those cases as well, even the ones
4 that we don't accept for full
5 investigation.

6 COUNCILMAN JONES: Of the 57
7 complaints, 25 deemed appropriate, how
8 many have been closed?

9 MR. ANDERSON: Well, we have
10 cases open for several years. For
11 example, my investigators have -- my two
12 investigators have 15 and 20 open cases a
13 piece that range from about 2012 to 2014.
14 Last year we closed 15 cases and
15 recommended discipline in three of those
16 15.

17 COUNCILMAN JONES: How many did
18 you receive that year?

19 MR. ANDERSON: I'm sorry?

20 COUNCILMAN JONES: You talked
21 about closing last year. How many
22 complaints did you receive last year?

23 MR. ANDERSON: Fifty-seven.

24 COUNCILMAN JONES: All right.
25 So go back a year before that. How many

1 4/9/14 - WHOLE - BILL 140144, etc.

2 complaints did you receive in 2012?

3 MR. ANDERSON: 2012 I think --

4 I want to say probably about 50

5 complaints in 2012.

6 COUNCILMAN JONES: I need

7 exact. How many complaints did you

8 receive, of which how many did you deem

9 legitimate, and of the legitimate ones,

10 how many were resolved in a disciplinary

11 action?

12 MR. ANDERSON: In just 2012 or

13 just overall?

14 COUNCILMAN JONES: You can go

15 with 2012. Let's go with the last three

16 years.

17 MR. ANDERSON: I'd say on

18 average, out of every ten complaints,

19 probably maybe one of those results in

20 some recommendation for discipline.

21 COUNCILMAN JONES: Okay. I

22 would be concerned about that in the

23 sense that -- so of the dispositions of

24 the other nine, what were they deemed?

25 What happened? So the ones that resulted

1 4/9/14 - WHOLE - BILL 140144, etc.

2 in disciplinary action, what were the
3 outcomes of the other nine?

4 MR. ANDERSON: Of the -- I'm
5 sorry?

6 COUNCILMAN JONES: You said one
7 in ten --

8 MR. ANDERSON: Right.

9 COUNCILMAN JONES: -- actually
10 results in a disciplinary action, right?

11 MR. ANDERSON: Of the cases
12 that come to us. But keep in mind,
13 again, these cases live in Internal
14 Affairs as well. So we're following what
15 happens there.

16 COUNCILMAN JONES: I'll call
17 Internal Affairs up, but I'm asking you
18 from the Police Advisory Committee. What
19 happens to the other nine?

20 MR. ANDERSON: Those cases are
21 still investigated. They come to other
22 types of conclusions as well.

23 COUNCILMAN JONES: So here's
24 what I'm going to need. I'm going to
25 need a report of the last three years

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2 that talks about the gross number of
3 cases that you receive, the ones that are
4 deemed appropriate, and then the
5 disposition of the ones that result in a
6 disciplinary action and then why the
7 other nine or so did not. I mean, I
8 think that's an important statistic,
9 because as we look at whether or not the
10 Executive Order has been successful --
11 and success is quantified in different
12 ways. I view success if you find out
13 that a police officer was falsely accused
14 and that winds up being the case, I find
15 that is a success, because a lot of
16 times -- and I hang out in a couple of
17 barber shops, and it is common knowledge
18 that you bring a charge against an
19 officer in order sometimes to avoid a
20 charge that you have. If we find out
21 that that is a false charge, I think
22 that's deemed appropriate too. But if
23 someone's rights have been violated or
24 they have a legitimate complaints, we
25 want to know about that too.

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2 So I think we need to look at
3 how we report these things and keep
4 accurate statistics on it, because if
5 we're going to move from an Executive
6 Order to an actual department, we need to
7 look at the past practices and successes
8 or lack thereof. And here's why:
9 Because an Executive Order only exists as
10 long as that Mayor deems it appropriate.
11 We don't know who the next Mayor is going
12 to be and --

13 COUNCILMAN JOHNSON: I do.

14 COUNCILMAN JONES: You do? All
15 right.

16 So we don't know if that Mayor
17 will find that agency or Board or
18 Commission appropriate, but what we want
19 to do, I think it's appropriate always to
20 have some, as a citizen, to have some
21 place where you can lodge, register, and
22 have followed up complaints even against
23 some of our finest. All right?

24 MR. ANDERSON: Absolutely.

25 COUNCILMAN JONES: Okay.

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2 The Chair, in his last act,
3 will recognize Councilwoman Bass.

4 COUNCILWOMAN BASS: Thank you.

5 I just have one last question
6 about the DVIC, and I notice that it's
7 mentioned that it just opened in 2013.
8 So do you think that there was any sort
9 of relationship, I'm assuming, between
10 the fact that it opened in 2013 and the
11 fact that the murder rate was so
12 historically low for last year? Is there
13 a relationship there?

14 COMMISSIONER RAMSEY: I would
15 like to think that something like the
16 Realtime Crime Center, the DVIC has an
17 impact on our ability to be effective in
18 fighting crime. I can't draw an exact
19 parallel to any one thing like the DVIC
20 or the Realtime Crime Center. All these
21 things have to function together in a way
22 that provides the information to the
23 people in the field and in our
24 investigative units to make them more
25 effective.

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2 I would think that last year
3 and our success so far this year is due
4 to the strategies that are being used. I
5 think it started when the First Deputy
6 and Deputy Bethel came to see me in
7 January of last year making
8 recommendations around some changes,
9 command changes, which I implemented, and
10 as well as changing our strategy in terms
11 of our crime briefings and the focus that
12 we place on various types of activities
13 taking place, whether it's violent,
14 non-violent, property crime, violent
15 crime, whatever it may be. I think it's
16 just a combination of a lot of factors,
17 but the DVIC and the Realtime Crime
18 Center is a critical tool that we use to
19 be able to get information, to analyze
20 information, and then get that
21 information back out in the field where
22 it's needed.

23 COUNCILWOMAN BASS: Okay. And
24 how long has the Realtime Crime Center
25 been in operation?

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2 COMMISSIONER RAMSEY: We
3 actually started the Realtime Crime
4 Center probably about three years ago.
5 It was located at Police Headquarters.
6 We moved it into the DVIC once that
7 became operational, but that's about
8 three years, maybe four years old that
9 we've had that capability. But once they
10 moved to the DVIC, because that
11 particular facility has better
12 technology, it really has proven to be
13 invaluable to us. We have two vehicles.
14 We call them MIRVs, the mobile
15 investigative response vehicles. They go
16 to all the scenes of all the shootings
17 and homicides, rapes, things like that,
18 and they have a capability of being able
19 to do just about everything you can do at
20 a Realtime Crime Center right there.
21 Detectives can use it right on scene to
22 get information. We have -- we hired
23 analysts. Every district now has an
24 analyst, their own crime analyst, and we
25 have a cadre downtown.

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2 So we constantly review,
3 constantly analyze. And I have to say,
4 the First Deputy's team and all of the
5 others have been relentless in going
6 after crime.

7 COUNCILWOMAN BASS: Very good.
8 Okay. Well, thank you very much.

9 Thank you, Mr. President.

10 COUNCIL PRESIDENT CLARKE:
11 Thank you, Councilwoman.

12 The Chair recognizes Councilman
13 Johnson.

14 COUNCILMAN JOHNSON: Thank you,
15 Council President.

16 Can you also, Commissioner,
17 give us an update on the program that was
18 established that deals with women of
19 domestic violence. I know Deputy
20 Commissioner Fox was formerly heading up
21 that unit. Just give an idea on some of
22 your efforts to work with that particular
23 population, please.

24 COMMISSIONER RAMSEY: Yes, sir.
25 One of the things that is very important

1 4/9/14 - WHOLE - BILL 140144, etc.
2 is that we get a handle on domestic
3 violence issues as early as possible.
4 It's a huge problem, not just in our city
5 but across the country. The quicker we
6 can get services to that family, the
7 quicker we can take action, the better.
8 We have a very close working relationship
9 with the various organizations that deal
10 with issues of domestic violence, Women
11 Against Abuse, organizations like that.
12 And even though Deputy Commissioner Fox
13 is no longer with us, she's retired, we
14 continue that relationship and have
15 continued to make progress. I mean, a
16 number of domestic-related homicides has
17 dropped. I'd have to check to see if the
18 number of domestic-related calls for
19 service have dropped. I don't have that
20 off the top of my head.

21 But we continue to monitor that
22 particular area because, in my opinion,
23 those are the kinds of areas that
24 ultimately lead to either a serious
25 assault, homicide or -- I mean, it just

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2 does not get better on its own, and if we
3 can identify and get the appropriate
4 intervention, the social service agencies
5 or whatever to deal with that particular
6 issue, the faster we can do it, the
7 better off we are. But we've got such a
8 strong relationship with the various
9 organizations. In fact, it was the Women
10 Against Abuse that were instrumental in
11 getting the definition of "rape" changed
12 back in 2012, became effective 2013 for
13 uniform crime-reporting purposes. That
14 all came from an effort on the part of
15 that organization to change that.

16 COUNCILMAN JOHNSON: Okay. And
17 just last, I just want to thank you and
18 commend you also for allowing and -- this
19 evening -- well, one, the partnership
20 that the Philadelphia Police Department
21 has established with various community
22 organizations from a grassroots aspect.
23 This evening we're doing a town hall
24 meeting, "we" meaning State Senator
25 Anthony Hardy Williams, State

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Representative Jordan Harris partnering
3 with 107.9 for Speak Up Philly, a town
4 hall meeting Yesha Hall this evening and,
5 most importantly, an organization called
6 Handbags 4 Peace, because we know y'all
7 have stepped up your efforts to go after
8 those individuals who have been engaging
9 in snatching hand purses from women.

10 So we want to commend you for
11 your efforts and also Inspector Anthony
12 Washington, allowing him to sit on the
13 actual panel to participate, because it
14 sends a strong message. And oftentimes,
15 you know, some people come to me and say,
16 You keep doing these marches and you're
17 doing these rallies. Some people
18 negatively say you're not really having
19 an impact, right? But to me, the same
20 way you talk about early, you have to
21 have a comprehensive approach, and it
22 does send a signal to the wider community
23 that somebody cares when the Philadelphia
24 Police Department engages in partnerships
25 with grassroots community organizations,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 because it also develops their level of
3 trust and relationship building between
4 the two parties. And so I just wanted to
5 thank you for those efforts.

6 COMMISSIONER RAMSEY: Thank
7 you.

8 COUNCIL PRESIDENT CLARKE:
9 Thank you, Councilman.

10 The Chair recognizes Councilman
11 Jones.

12 COUNCILMAN JONES: I've changed
13 seats, but not my direction in
14 questioning. Let me go to a couple of
15 years ago what we found to be true was
16 that there was an issue of firearms being
17 repeat offenders. On Monday they get
18 picked up for having an illegal handgun.
19 On Tuesday we let them out. And I'm
20 paraphrasing. But on Wednesday they get
21 picked up again, and then on Thursday we
22 wonder why they've assaulted a citizen
23 and, in some cases, a police officer.

24 How has that changed? I happen
25 to be on CJAB and know a little bit about

1 4/9/14 - WHOLE - BILL 140144, etc.
2 it, but how has that impacted your
3 department? Is that the higher bond, the
4 higher bail? Is that having a positive
5 impact?

6 FIRST DEPUTY COMMISSIONER ROSS:
7 Yeah. I mean, you're hitting right on
8 it, Councilman. I mean, that's one of
9 the things that as a result of that
10 collaboration with the DA's Office, the
11 higher bail is certainly helping but,
12 more importantly, it's helping us to
13 identify those people that you're
14 alluding to, stand on top of those folks
15 through the myriad of programs that we
16 use and are available to us, whether it
17 be GunStat where we're zeroing on areas
18 and who are the problem areas, whether it
19 be focused deterrence or just our zone
20 areas that we're dealing with in all our
21 districts. I mean, I think just that
22 focus and that attention is helping us
23 immensely.

24 Now, we're not trying to claim
25 a panacea obviously, because we don't

1 4/9/14 - WHOLE - BILL 140144, etc.
2 have that silver bullet, and we still got
3 a lot of room for improvement, but it
4 goes back to the previous question from
5 Councilman Johnson about the
6 collaboration. And I think that, with
7 the recognition and the things that the
8 DA's Office is doing every day is helping
9 us a lot.

10 COUNCILMAN JONES: I actually
11 know from the CJAB -- and thank you,
12 Mr. President, for appointing me to CJAB,
13 but one of the things that we determined
14 was higher bail, longer stays, does it
15 have an impact on murder? No, I don't
16 know that for sure, but it hasn't hurt in
17 the sense of holding people who are prone
18 to use firearms as a tool for committing
19 these crimes and not letting them
20 matriculate back out into the society so
21 easily I think is having a good impact.

22 I want to just say that I
23 appreciate the court's response to that.
24 I appreciate the DA's response to
25 insisting that it's happened, and I can

1 4/9/14 - WHOLE - BILL 140144, etc.
2 just tell you on boots on the ground and
3 out in the community that it is having an
4 impact. People understand if they do
5 something with a gun, you won't go home
6 as easily as you used to, and I think
7 that's a positive thing. In Kenyatta's
8 district, we share that common
9 denominator.

10 COUNCILMAN JOHNSON: Point of
11 information.

12 COUNCIL PRESIDENT CLARKE: The
13 Chair recognizes Councilman Johnson.

14 COUNCILMAN JOHNSON: Thank you,
15 Council President. Welcome back.

16 COUNCIL PRESIDENT CLARKE:
17 Thank you, sir.

18 COUNCILMAN JOHNSON: Just
19 following up with Councilman Curtis
20 Jones' remarks, because we're going to be
21 starting a "Put Them Under the Jail"
22 movement, like really taking a no
23 nonsense approach to individuals who
24 carry guns and raise havoc in our
25 communities. And so I just wanted to

1 4/9/14 - WHOLE - BILL 140144, etc.
2 back up my colleague's statement.

3 COUNCILMAN JONES: I want to
4 take my last question -- and it is my
5 last question, I promise -- to talk about
6 the issue that was brought up by
7 Councilman Johnson on protection against
8 abuse orders and to talk about that
9 from -- we talked about it yesterday from
10 the Sheriff's perspective, because they
11 have to confiscate firearms when there is
12 a situation like that. From your
13 perspective of being a first person to
14 contact for individuals who are often in
15 these kinds of conflicts, how often does
16 firearms play a part in a domestic
17 violence or domestic abuse situation?

18 FIRST DEPUTY COMMISSIONER ROSS:
19 Well, I don't have exact stats on the
20 number, but, I mean, it's more than you
21 want to talk about obviously. But even
22 when firearms aren't a factor, I mean,
23 it's still a very real situation that we
24 have to contend with. I mean, and our
25 officers take that very serious, the

1 4/9/14 - WHOLE - BILL 140144, etc.

2 policy as well as state law. There are
3 certain things that they just have to do,
4 and they understand that and they do it
5 very seriously. But, again, that's one
6 of those campaigns that we can't say
7 enough about our partners. They've done
8 a wonderful job. We just did something
9 where I saw some folks who also did some
10 things with me as well, Councilman
11 Johnson and some other folks in here who
12 did a video on that very thing.

13 So it's something that a lot of
14 people are part of, but it's not just
15 related to gun activity. It's a lot of
16 other issues, and in many instances where
17 there's not even a gun, it's just as
18 volatile.

19 COUNCILMAN JONES: Well, also
20 Councilman Greenlee is very much on top
21 of this issue. We discovered yesterday
22 11,000 issues where orders were imposed.
23 Of that, 3,500 or approximately one-third
24 of them involved a weapon, which is
25 staggering and frightening to me, because

1 4/9/14 - WHOLE - BILL 140144, etc.

2 these aren't crimes often of passion, so
3 it's not your logical, I'm going to rob
4 you or I'm shooting because of this.
5 This is over affairs of emotions and the
6 heart, which are so unpredictable.

7 So we just want to make sure
8 that in the issuance of PFAs, we keep
9 track of that and stay on top of that,
10 because we don't want it to further
11 escalate in someone being assaulted or
12 murdered.

13 FIRST DEPUTY COMMISSIONER ROSS:
14 Yes, sir, and we do.

15 COUNCILMAN JONES: Thank you,
16 Mr. President.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you, Councilman.

19 Gentlemen, we have a clear
20 board. I want to thank you very much for
21 your testimony. I was going to ask a few
22 questions, but I'm sure over the last
23 hour and a half they have already been
24 asked, so I'm not going to be redundant
25 today. But, again, thank you for your

1 4/9/14 - WHOLE - BILL 140144, etc.

2 great service.

3 COMMISSIONER RAMSEY: Thank
4 you, Mr. President.

5 COUNCIL PRESIDENT CLARKE:

6 You're welcome, sir.

7 (Pause.)

8 COUNCIL PRESIDENT CLARKE: Good
9 afternoon. We're going to start now.
10 Thank you. We will now hear testimony
11 from the Free Library of Philadelphia.

12 Good afternoon.

13 MS. REARDON: Good afternoon,
14 Council President Clarke and members of
15 the Council. I'm Siobhan Reardon,
16 President and Director of the Free
17 Library of Philadelphia. Joining me
18 today is Robert Heim, the Chair of the
19 Board of Trustees of the Free Library of
20 Philadelphia and, of course, Deputy Mayor
21 Michael DiBerardinis.

22 Exciting things are happening
23 at the Free Library of Philadelphia, from
24 our flagship facilities at 19th and Vine
25 to our farthest-reaching neighborhood

1 4/9/14 - WHOLE - BILL 140144, etc.
2 libraries. Groundbreaking new
3 initiatives and innovative ways of
4 delivering services are in place or being
5 piloted, which reflect not only the
6 demand for our services, but also better
7 respond to the needs of our communities.
8 In order to continue along this path, the
9 Free Library is requesting \$37.7 million
10 in City funds for Fiscal Year 2015.
11 Thanks to Mayor Nutter's executive
12 budget, our request reflects an increase
13 of \$2 and a half million to bring back
14 six days of service to our 39
15 neighborhood libraries which are
16 currently operating at five days. The
17 request also includes an additional
18 \$200,000 in support of our library
19 materials budget to help meet the demands
20 on our collections with this additional
21 day of service.

22 My comments are essentially an
23 executive summary of the statement you
24 all received earlier. As you can see
25 from our testimony, particularly focusing

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2 on Pages 5 and 6, much is happening. We
3 began the year reworking the talent or
4 organizational structure to better focus
5 on our relationship and responsiveness to
6 our many cultural and geographically
7 diverse communities. To that end, and
8 with the support of our Office of Human
9 Resources, we will soon be staffing our
10 neighborhood libraries and tech labs with
11 digital resource specialists, who are
12 focused on the digital literacy of our
13 customers. These specialists will train
14 individuals on the use of computers and
15 to act as a sort of job coach for those
16 seeking employment.

17 Newer job classifications such
18 as consumer health librarians, early
19 childhood development specialists,
20 cultural navigators, adult literacy
21 specialists, and social workers, along
22 with curators for our many and unique
23 collections, will help hone and define
24 the work of what is the sixth largest
25 library system in the country.

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2 We will, over a period of two
3 years, reorganize our neighborhood
4 libraries into clusters, again, to be far
5 more responsive not only to the community
6 needs but to decentralize
7 decision-making, share our limited
8 resources among the libraries in each of
9 our clusters, and further develop our
10 human talent for more expansive and
11 integrated-oriented project work.

12 The bottom line in this cluster
13 initiative is to ensure that we are open
14 when we say we are open, building issues
15 aside naturally, and to develop our staff
16 to be ready for the next generation of
17 library leadership.

18 Our 21st Century Libraries
19 initiative is the physical manifestation
20 of our internal reorganization.
21 Essentially, unless you change the spaces
22 in which people work, work does not
23 change. If you do not change the space
24 that the public uses from a less rigid,
25 austere, and cluttered locale to a more

1 4/9/14 - WHOLE - BILL 140144, etc.
2 open, barrier-free, and uncluttered
3 community place, the relationship between
4 the community and the library does not
5 change. So our 21st Century Libraries
6 initiative sets out to engage our
7 communities in the process of the
8 physical change to their community
9 resource so that it reflects spaces that
10 the community wants and needs rather than
11 what the library recommends they should
12 want and need.

13 Building our relationship with
14 community includes our relationship with
15 our schools. Last year Dr. Hite, our
16 District Superintendent, asked that the
17 Free Library provide library cards to all
18 school children grades K through 12. I
19 am proud to say that through the efforts
20 of Dr. Joseph McPeak, the Associate
21 Director for the Free Library, and
22 District personnel, 98,000 cards have
23 recently been issued. This effort now
24 provides teachers, school children, and
25 their families with the full range of

1 4/9/14 - WHOLE - BILL 140144, etc.

2 resources that will significantly and
3 better support student achievement.

4 Our work is groundbreaking, our
5 work is strategic in nature, and our work
6 attempts to keep a finger on the pulse of
7 what makes this city work and,
8 unfortunately at times, does not work.

9 From jobseekers to new Americans to the
10 smallest of Philadelphians, we are
11 working to deliver services both inside
12 our library facilities as well as in the
13 community. It is that deep and enhanced
14 engagement with our many communities that
15 is making all the difference.

16 I'm happy to answer any
17 questions.

18 And Bob.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you. Thank you.

21 MR. HEIM: Council President
22 Clarke and members of Council, I am
23 Robert Heim, Chair of the Board of
24 Trustees of the Free Library, and thank
25 you very much for permitting me to make a

1 4/9/14 - WHOLE - BILL 140144, etc.

2 few remarks on behalf of the 22 trustees
3 that serve the library and serve the City
4 and look very carefully at the work that
5 we're doing.

6 First, I want to reiterate and
7 thank the Mayor for proposing a \$2.5
8 million increase in the library. I think
9 as this Council knows and has noted many
10 times, you know, some five years ago, I
11 guess, if we can all go back that far, we
12 were -- we began to lose funding and lost
13 about \$8 million of our funding, which
14 caused severe cutbacks and required us to
15 do such things as close a number of our
16 libraries, many of our libraries, on
17 Saturdays just because we didn't have the
18 staff to support them. But this Council
19 has been terrific in working with us to
20 try to begin to restore some of the cuts.
21 The Mayor has worked with us to begin to
22 restore some of those cuts, and with this
23 latest one, although we're not back to
24 the level where we were in 2008, we will
25 be able to finally do what I think all of

1 4/9/14 - WHOLE - BILL 140144, etc.

2 the trustees and Siobhan and all of the
3 staff have been so much wanting to do for
4 so long, which is to see that every one
5 of our neighborhood libraries is open on
6 Saturday. And when you see the kids come
7 flocking into the libraries that we do
8 have open on Saturday now, you understand
9 how important it is that every
10 neighborhood and every neighborhood
11 library be open on Saturday. So we're
12 just excited about being able to do that.

13 We think we've been pretty
14 strongly on an upward trajectory these
15 last few years. A lot of new
16 initiatives. One of them is the cluster
17 initiative, which I believe Council knows
18 about, where we're grouping libraries
19 that are roughly in the same geographic
20 areas together so that they can exchange
21 ideas, share resources and, more
22 importantly, reach out to the
23 communities. So instead of the
24 old-fashioned waiting for the communities
25 to come to us and tell us what they want,

1 4/9/14 - WHOLE - BILL 140144, etc.

2 we are now reaching out to the
3 communities, to all the various community
4 groups within a particular cluster of
5 four, five or six libraries and having
6 community meetings saying, How can we
7 better serve you, what can we do to help
8 you, and the cluster concept I think will
9 be a terrific improvement in the way we
10 deliver services in the years going
11 forward.

12 Siobhan mentioned the 21st
13 Century Library initiative. As I think,
14 Council President, I know you know well
15 and I think all Council know well, a good
16 number of our libraries, probably half of
17 them, are 100 years ago. So maintaining
18 them -- they're beautiful buildings.
19 They're the Carnegie libraries. They're
20 beautiful buildings, but maintaining
21 them, keeping up the HVAC systems,
22 keeping the windows from leaking, doing
23 all the things that are necessary to keep
24 libraries open is a challenge, and the
25 21st Century Library initiative is

1 4/9/14 - WHOLE - BILL 140144, etc.
2 intended to be a public-private
3 partnership. Council and the Mayor have
4 been good enough to get us started on
5 that with some capital funding, which has
6 been terrific, but we've been reaching
7 out to private funders so that we can
8 begin, as we have now, to update and
9 restore these libraries so that they're
10 capable of dealing with the technological
11 issues that are very much in front of us
12 and which our customers very much want to
13 see us being able to provide.

14 21st Century Library, to have
15 all of our neighborhood libraries really
16 feel like they're now physically in the
17 21st century is a critically important
18 public-private partnership, and we very
19 much appreciate your support in getting
20 us started down that road.

21 I just want to take one minute
22 to mention that our library Associate
23 Director, Joe McPeak, who has been with
24 the library almost 40 years, was recently
25 named a finalist for the Richardson

1 4/9/14 - WHOLE - BILL 140144, etc.
2 Dilworth Award for Distinguished Public
3 Service. This is a tremendous
4 recognition for Joe, and we're very
5 honored ourselves to see that Joe has
6 been named as a finalist. I think Joe is
7 just one example of the many, many
8 dedicated employees of the Free Library.
9 If you get a moment and go around to see
10 them and talk to them, you just say wow.
11 These are incredibly dedicated and
12 wonderful public servants.

13 We deeply appreciate Council's
14 support in the past, and we ask that
15 Council support the budget and amount
16 recommended by the Mayor.

17 Thank you very much.

18 COUNCIL PRESIDENT CLARKE:

19 Thank you so much for your testimony. I
20 particularly like the part when you say
21 that Council has done a great job. We
22 understand the significant need, and we
23 really commend you on the work that
24 you've done over the years and continue
25 to do and look forward to many more years

1 4/9/14 - WHOLE - BILL 140144, etc.

2 of support and working together.

3 I just had a couple of quick
4 questions, and I know this came up
5 sometime ago in my district. In terms of
6 contributions from private-sector
7 sources, I recall there was, I think,
8 maybe down the Rittenhouse Square branch,
9 there was a request to make a
10 contribution to a specific library, and
11 at the time I think the response was it
12 had to go in the General Fund because the
13 funding had to be available for all of
14 the libraries, and I think at the time
15 the concern was that some of the
16 libraries that might be in some of the
17 areas that had a little more
18 opportunities as it relates to people and
19 the ability for people to contribute,
20 that it would have an unevenness in terms
21 of support for libraries. Is that still
22 the process or still the policy?

23 MS. REARDON: So here's how --

24 COUNCIL PRESIDENT CLARKE:

25 Excuse me. I only ask that because I

1 4/9/14 - WHOLE - BILL 140144, etc.
2 actually have a couple people who want to
3 make some contributions.

4 MS. REARDON: That's great.
5 And I think that's fine, because through
6 our Foundation, we established grassroots
7 accounts for each of the neighborhood
8 libraries, and also the Friends of each
9 of these neighborhood libraries as well
10 also generally -- most of them have a
11 bank account. If they don't, the Friends
12 of the Free Library can manage that as
13 well.

14 But I can tell you that to your
15 point of where the Friends groups in the
16 local communities are very successful at
17 raising money, I can tell you there is
18 the conversation among those libraries,
19 those Friends groups, to make a
20 contribution to Friends groups in locales
21 that are far more needy and would never
22 be able to raise the money that they do.
23 So that's already in conversation.

24 COUNCIL PRESIDENT CLARKE:
25 So --

1 4/9/14 - WHOLE - BILL 140144, etc.

2 MS. REARDON: So the answer is,
3 your friends can certainly make a
4 contribution to that local library, and
5 you can either do it through our
6 Foundation where we can put it into the
7 grassroot accounts for that library to
8 use or through the Friends of the Free
9 Library where they will support that
10 local Friends group in order to get that
11 money into the hands of the Friends
12 groups to take care of what's needed in
13 that particular location.

14 But I also want to say and I
15 want to acknowledge both of my Boards.
16 Every single year around the holidays,
17 each of the Board members makes a
18 contribution to their favorite library,
19 and this year practically every single
20 library in strong neighborhoods and in
21 tougher neighborhoods, everybody
22 received -- every single library received
23 a significant contribution from both
24 Boards.

25 COUNCIL PRESIDENT CLARKE:

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Okay. All right. Thank you. I'll
3 follow up. I have a couple of interested
4 parties that want to make some
5 contributions --

6 MS. REARDON: Fantastic.

7 COUNCIL PRESIDENT CLARKE: --
8 to libraries in my district, but I'll
9 follow up. Thank you.

10 The Philadelphia Housing
11 Authority, do you have a relationship
12 with them at all?

13 MS. REARDON: A while back when
14 Carl Greene was there, we were talking
15 about putting particularly -- what we did
16 was, we toured a number of the Housing
17 Authority sites to see what we could do
18 to put in what I'll call a hotspot
19 library, a small library with mostly
20 computers, some small collections into
21 some of the Housing Authority sites. We
22 have established a relationship with the
23 new Director of the Housing Authority to
24 do more work in the Pascallville area.
25 At one point in time, we were very

1 4/9/14 - WHOLE - BILL 140144, etc.

2 focused on the Mantua houses, but it
3 needs a lot of funding to get the place
4 up -- because it was raw space that we
5 would have to develop, and we were
6 working with Carl at the time to sort of
7 figure out how that was going to happen
8 and how the relationship would work.

9 That has not happened, and so we're back
10 into having a smaller hotspot type
11 conversation with the Housing Authority
12 now, but mostly in the Pascallville area.

13 COUNCIL PRESIDENT CLARKE:

14 Because the Housing Authority is new and
15 reborn and getting very aggressive at
16 developing sites.

17 MS. REARDON: Yes. And we're
18 working with Erik Solivan there as well.
19 But also years ago -- and we probably
20 will look to establish this given our
21 commitment to early childhood
22 initiatives -- is that we had a program
23 called Books Aloud at one point in time
24 where our staff would go in and work with
25 mothers and caregivers on how to read and

1 4/9/14 - WHOLE - BILL 140144, etc.
2 how to work with your babies on getting
3 them the -- building language skills for
4 the children. We lost -- the funding
5 dried up and we now need to figure out
6 how it is we want to put that back in
7 place, because it was extraordinary.

8 COUNCIL PRESIDENT CLARKE: I
9 have a member who just happens to be on
10 my staff, a member of the Housing
11 Authority Board. Can I ask him to reach
12 out to you?

13 MS. REARDON: Perfect.

14 COUNCIL PRESIDENT CLARKE:
15 Because as we rebuild some of these
16 locations and they're being very
17 aggressive in not just rebuilding homes
18 but rebuilding lives, and having
19 libraries or library service available to
20 the individuals in those particular areas
21 would be very helpful as we move ahead.

22 On Page 5 of your testimony,
23 you talked about having 35 staff members
24 trained and certified to assist people,
25 the public, in applying for health

1 4/9/14 - WHOLE - BILL 140144, etc.

2 insurance under the Affordable Care Act.

3 MS. REARDON: Yes.

4 COUNCIL PRESIDENT CLARKE: And
5 you talked about the fact that you've
6 been able to help a number of people
7 through that service. Is that 35
8 existing employees --

9 MS. REARDON: Yes.

10 COUNCIL PRESIDENT CLARKE: --
11 that were trained and certified?

12 MS. REARDON: Volunteered their
13 time, took the many, many-hour training,
14 and really amped up services. It was
15 extraordinary. We had it in 12 sites
16 around the City. And so if a customer
17 came in and they were looking for
18 support, we would attempt to help them at
19 the local library, but really directed
20 them to where we had our counselors. And
21 we had them pretty much around the City.
22 But it was hundreds and hundreds of
23 people after a while.

24 COUNCIL PRESIDENT CLARKE:

25 Okay. And were the 35 enough to

1 4/9/14 - WHOLE - BILL 140144, etc.

2 accommodate?

3 MS. SIOBHAN: What do you

4 think?

5 I'm looking at Sara Moran, who

6 ran the project for us.

7 We can always use more. And I

8 do think that we have a number of staff

9 members who would be interested in doing

10 this. As we bring on our digital

11 resource specialists, the group that I

12 mentioned, I think that's got to be a key

13 component, to make sure they're trained

14 on the Affordable Health Care Act and

15 making sure that as they're working with

16 our customers, that they come in and --

17 COUNCIL PRESIDENT CLARKE: I

18 mean, at some point I'm assuming that the

19 Governor will do something. I don't know

20 exactly.

21 MS. REARDON: Well, if you

22 remember, there's still a big process for

23 those who actually started the

24 application process and didn't finish it.

25 So you know they're going to come back

1 4/9/14 - WHOLE - BILL 140144, etc.
2 and look to sit with our counselors,
3 because it did take -- for many people,
4 the literacy issues were not
5 insignificant. And so that was the work
6 of a lot of our counselors, was all that
7 health literacy translation and, of
8 course, some of the --

9 COUNCIL PRESIDENT CLARKE:

10 Well, I mean, you know, whatever he does,
11 I'm assuming -- the question is, we had a
12 couple of forms, and I know a number of
13 the Councilmembers had some forms and a
14 significant number of the people in those
15 locations had to walk away unsuccessful
16 because they were qualified for the
17 expansion of Medicare and we're not in a
18 position to take advantage of that at
19 this point this time. But as I said
20 earlier, the Governor will do something.
21 So I'm hoping that there will be an
22 opportunity for those people. So there
23 will probably be a more significant need,
24 so that's why I was asking about the 35
25 members being adequate staff to

1 4/9/14 - WHOLE - BILL 140144, etc.
2 accommodate that particular program.

3 Okay. That's all I have for
4 you right now, and with that, I will
5 recognize Councilman Jones.

6 COUNCILMAN JONES: Thank you,
7 Mr. President. And if you have any
8 wealthy patrons that want to throw some
9 money out in West Philly, we are more
10 than willing to accommodate you.

11 COUNCIL PRESIDENT CLARKE:
12 Councilman, they specifically said they
13 want it to go to the 5th District.

14 COUNCILMAN JONES: You know, we
15 share a border.

16 COUNCIL PRESIDENT CLARKE:
17 That's true. Actually, one of them is in
18 proximity to your district.

19 COUNCILMAN JONES: There you
20 go. You know, I'll take it any way I can
21 get it.

22 I guess one of the things I
23 need to say -- and I try to be a person
24 of integrity to the degree that if I was
25 wrong about somebody, I say it. I want

1 4/9/14 - WHOLE - BILL 140144, etc.

2 to say thank you for -- you came in and
3 took this job right in the height of
4 library closures, and we went at it and
5 former Councilman Bill Green went at it,
6 and we had to go to court and all of
7 these good things, and you predicted --
8 and I remember in the midst of that,
9 predicting how libraries were going to
10 evolve. And I was like, Poppycock, you
11 don't know what you're talking about,
12 blah, blah, blah. So I want to on the
13 record say that you were right.

14 MS. REARDON: Thank you.

15 COUNCILMAN JONES: And I was
16 never wrong, but you were right. And
17 I'll just say that.

18 MS. REARDON: Well, thank you.

19 COUNCILMAN JONES: And I will
20 also say that to your Friends of groups
21 and to those people who care deeply about
22 the Free Library system in the City of
23 Philadelphia, there are very few advocacy
24 groups that were that effective, to the
25 degree that Mayor Nutter even said that

1 4/9/14 - WHOLE - BILL 140144, etc.
2 one of the things he regretted in his
3 budget statement was ever doing anything
4 that remotely -- and he was doing what he
5 needed to do to try to keep our city
6 afloat, and I understand that, but this
7 was, he admitted later on in retrospect,
8 that this was not one of those things
9 that needed to be balanced, and we in
10 this Council agree with that.

11 So having said that, I'm going
12 to trust you a little more about the
13 vision that you have going forward, and I
14 want to ask a couple of questions. One,
15 one of my constituents Monday, the
16 President of -- the principal of Science
17 Leadership Academy was desperately trying
18 to get more books in his library, and I
19 mentioned to him that a couple of years
20 back -- it might have been even a decade
21 ago -- I saw that you have a book
22 disposal unit where books have outlived
23 their natural life or for one reason or
24 another were being moved out of the
25 system. Is that still true and is there

1 4/9/14 - WHOLE - BILL 140144, etc.

2 a way to connect with schools that are
3 having trouble getting these books?

4 MS. REARDON: Right. Yes.

5 There is a book bank, and Philadelphia
6 Reads probably is the best place you can
7 go, run by Adrienne Jacoby. And she has
8 many, many teachers that go in to the
9 Philadelphia region and there is a city
10 book -- am I saying that correctly?

11 There is. So I would talk to Adrienne
12 Jacoby at Philadelphia Reads and she can
13 help anybody that needs support.

14 COUNCILMAN JONES: It just
15 troubled me to see books being discarded
16 when on the other end of the spectrum our
17 young people don't have enough books to
18 read, to do book reports about. So that
19 connectivity, it probably exists, but,
20 again, we've had a lot of turnover in the
21 schools and it might be worth it to us to
22 put that out there again.

23 MS. REARDON: Sure.

24 COUNCILMAN JONES: And that
25 would be good.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Also, Mayor Nutter's
3 Administration talked about multi-purpose
4 buildings a while ago, and I want to know
5 if these hotspot locations and others are
6 that natural evolution to having a number
7 of reasons to go into a publicly owned
8 building.

9 MS. REARDON: So the hotspots
10 are actually located in community-based
11 organizations. They're not library --
12 they're really quite -- it's where we
13 were invited into the space and it was
14 very much a strategic community
15 partnership. So the community-based
16 organization's job was to make sure that
17 they were bringing people through the
18 door, and our job was to make sure that
19 we were training that constituency on --
20 it was mostly digital literacy skills.

21 COUNCILMAN JONES: So it's more
22 of an outreach?

23 MS. REARDON: Totally. But
24 I'll tell you what, I just want to -- it
25 was one of the things that made us move

1 4/9/14 - WHOLE - BILL 140144, etc.
2 into the cluster, and the 21st Century
3 Libraries initiative was that hotspot
4 initiative where we realized that when
5 you create the location deep into the
6 community, that's when you realize that
7 many people who you meet in those
8 locations would never have crossed the
9 doors of a library because they were
10 concerned about their own literacy
11 skills. So that outreach was probably
12 the most impactful program we've done.

13 COUNCILMAN JONES: Could you
14 provide to the Chair a list by Council
15 district where these locations are?

16 MS. REARDON: Sure.

17 COUNCILMAN JONES: I think it
18 might be helpful for members to put that
19 out there to their constituents in a
20 way -- wow, the clock came back. Okay.

21 So that would be helpful to me
22 and to members.

23 MS. REARDON: Happy to do that.

24 COUNCILMAN JONES: How many
25 visitors are we seeing now at the

1 4/9/14 - WHOLE - BILL 140144, etc.

2 libraries? I know we had some rotating
3 hours.

4 MS. REARDON: So we have two --
5 go ahead.

6 COUNCILMAN JONES: We had
7 rotating hours, and how did that impact
8 visitorship? And now that we're going
9 back to extended hours, have you seen an
10 uptick?

11 MS. REARDON: So the answer is
12 yes. Once we stabilized hours -- and
13 staffing has a whole lot to do with it --
14 we are now -- we've seen an increase in
15 library hours from a year ago up nearly
16 10 percent in opening library hours.

17 There are two types of
18 visitors. There's the physical visitor
19 into our library spaces, and that's just
20 over 6 million visitors a year, and then
21 we have our virtual visitors, and those
22 are people who love to use the website
23 and love to download our books and listen
24 to our podcasts. And those are over 9
25 million visitors. So we say our visitor

1 4/9/14 - WHOLE - BILL 140144, etc.
2 base is somewhere in the range of 15
3 million visitors a year.

4 COUNCILMAN JONES: How does
5 that correspond with the virtual library
6 that you have?

7 MS. REARDON: So our virtual
8 library is our busiest, what we refer to
9 as our busiest branch. We have over 600
10 circulations of our electronic material
11 on an annual basis now.

12 COUNCILMAN JONES: So do you
13 see that expanding?

14 MS. REARDON: So most of the
15 material on our electronic database is a
16 product of our library materials budget,
17 and unless the library materials budget
18 grows substantially, that's going to
19 be -- that will level off. We know that
20 the visitorship will absolutely increase,
21 because what we're going to -- the
22 podcast from our author series is hugely
23 popular. Our databases are hugely
24 popular, particularly with small
25 businesses and entrepreneurs who could

1 4/9/14 - WHOLE - BILL 140144, etc.
2 never afford to have this. But our
3 electronic book, the e-books that we
4 have, that's soaring, but the problem
5 with that is that there are nearly 500
6 holds on popular titles like Donna
7 Tartt's The Goldfinch and -- what's the
8 one -- there was another one that's
9 wildly popular. Gone Girl, there's
10 nearly 500 holds. I mean, 500 holds,
11 they're waiting six months to be able to
12 download that book.

13 COUNCILMAN JONES: Okay. It
14 was interesting to me, we traveled to
15 Harrisburg University, which is very
16 techy, and they told me -- and we walked
17 a part of the tour going through their
18 library, their physical library. And so
19 I said, Well, it's kind of small for a
20 college university.

21 He said, Well, Councilman,
22 quite frankly, the only reason why we
23 have a library is because the law in the
24 Commonwealth says each university must
25 maintain a 10,000 book library. And that

1 4/9/14 - WHOLE - BILL 140144, etc.

2 I think is appropriate and I don't want
3 us to go out of the physical book
4 business. I do not want us to do that.
5 As an old person like myself, I like
6 going through and thumbing through the
7 pages and falling asleep with a good
8 book.

9 MS. REARDON: Me too.

10 COUNCILMAN JONES: Shifting
11 questions, our Carnegie Mellon libraries,
12 how are they holding up?

13 MS. REARDON: They're old,
14 which is why we started the 21st Century
15 Libraries initiative. So a little bit of
16 history. Back in the 1990s, the Board of
17 Trustees and the Foundation put together
18 what was called the Changing Lights
19 Campaign, and that was the first time
20 that the libraries had systemwide -- so
21 that was a systemwide initiative to
22 upgrade the libraries as we introduced
23 technology. So that's now 20 years ago,
24 and many of these -- of the first four
25 libraries that we have in our 21st

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Century Library initiative, three of them
3 are Carnegie libraries, and they are in
4 dire need of infrastructure improvements
5 as well as the clearing out of the spaces
6 to be much more community oriented.

7 COUNCILMAN JONES: So is there
8 a capital preservation for --

9 MS. REARDON: So the Mayor put
10 in -- yes. So the Mayor put in probably
11 two years ago now \$4 and a half million,
12 and that's what kick-started us going
13 down this road. We have a RACP grant
14 application, which we'd love your support
15 for, \$2.4 million to support this
16 initiative. We've received a challenge
17 from one of our most significant donors.
18 It's a \$5 million challenge, and he's put
19 up a million dollars already, and last
20 night we received our second piece. And
21 then, finally, we are going to a number
22 of foundations, significant foundations,
23 for a very larger push to get this going.

24 COUNCILMAN JONES: Thank you,
25 Mr. President.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilman.

4 The Chair recognizes

5 Councilwoman Reynolds Brown.

6 COUNCILWOMAN BROWN: Thank you.

7 Good afternoon.

8 MS. REARDON: Good afternoon.

9 COUNCILWOMAN BROWN: So I've
10 had the good fortune to visit a lot of
11 the spaces there and remain excited about
12 all that's happening over there, both at
13 the main branch and the Wynnefield
14 branch. That should never go
15 unrecognized.

16 One of the challenges you faced
17 when you arrived here in Philadelphia was
18 the fact that the Board was not very
19 diverse, and what I clearly remember in
20 that testimony is that you were very
21 candid and very straightforward about
22 that reality and were committed to doing
23 something better in a city that's
24 majority minority. So update us on where
25 you are with that aspect of your

1 4/9/14 - WHOLE - BILL 140144, etc.
2 management.

3 MS. REARDON: So I want to say
4 nearly 55 percent of our Board of
5 Trustees are people of color and a mix of
6 male and female, as well as the diversity
7 of professions. And I think that's been
8 extraordinarily significant that we have
9 represented on our Trustee Board. It is
10 a -- I think it's probably one of the
11 most representative boards of this city
12 that you'll find, and they're
13 extraordinarily supportive. And it's the
14 diversity of that Board from the
15 professional to the cultural to the
16 spiritual that makes, I think -- and that
17 sort of is what is triggering us to
18 really reflect on the work that we're
19 doing and the responsiveness of our work,
20 and we do appreciate that.

21 COUNCILWOMAN BROWN: Indeed.
22 Indeed.

23 Similarly, I pay close
24 attention to the data around your
25 management, and it says that in the

1 4/9/14 - WHOLE - BILL 140144, etc.

2 executive level of management, the total
3 number is nine, and 11 percent of that is
4 minority. So not being a mathematician,
5 what number of the nine are minority?

6 MS. REARDON: At the moment,
7 one.

8 MR. HEIM: About to be two.

9 MS. REARDON: And it's about to
10 be two.

11 MR. HEIM: Should we introduce?

12 COUNCILWOMAN BROWN: What
13 capacity?

14 MS. REARDON: Chief of Staff
15 and CFO.

16 COUNCILWOMAN BROWN: Okay. All
17 right, then. And that would be an
18 improvement from last year being here;
19 would that not be?

20 MS. REARDON: Part of the
21 process in the reorganization is to
22 really sort of dig into who is in the
23 organization and their potential to grow.
24 So that I do think that one of the big
25 important, as I said, initiatives within

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the cluster is to find homegrown talent
3 so that they can move more quickly
4 through the organization, because the
5 DROP program has been -- while it's
6 wonderful for those that are in DROP, for
7 someone in my position it's been pretty
8 challenging, because readying the
9 organization for this shift, for this
10 structural change and for succession
11 planning --

12 COUNCILWOMAN BROWN: More than
13 a notion, right?

14 MS. REARDON: Yeah. We had to
15 put our nose to the ground and get this
16 going. So that's -- so I'm pretty
17 excited. We sent 75 staff through
18 leadership training with Drexel
19 University, and I think that there's an
20 extraordinarily diverse group of staff,
21 not only from a cultural standpoint, an
22 ethnic standpoint, but also from a
23 professional standpoint, municipal
24 guards, our clerical pool, our
25 librarians. And so I'm pretty excited.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 All of them have a responsibility to find
3 a project that they can sink their teeth
4 into, and all of them are going to be
5 given an opportunity, whether they're on
6 the design team -- and that's the core
7 group of people that meet with me on a
8 monthly basis and hold my feet to the
9 fire around the culture of the
10 organization. So all of those folks are
11 going to have a responsibility to get
12 involved in a project, an initiative in
13 some way, to sort of expose their
14 potential for leadership.

15 COUNCILWOMAN BROWN: Okay.

16 Thank you.

17 Now moving to the interface
18 with the School District of Philadelphia.
19 You mention that there were six schools
20 that you worked with. And when
21 departments come and share with us that
22 they've been able to penetrate the School
23 District in a significant way, I'm always
24 curious to know how that group of schools
25 got lucky to be selected. So what kinds

1 4/9/14 - WHOLE - BILL 140144, etc.

2 of things did you consider wherein these
3 schools here became beneficiaries of the
4 work that you're doing?

5 MS. REARDON: So that was work
6 with -- so I really -- the Mayor actually
7 asked that we work to try and help these
8 schools to get libraries up and running,
9 because, as you know, there are only 15
10 schools in the entire District system
11 that have a library with a librarian, let
12 me just say that. They have libraries,
13 but these are libraries with librarians.

14 So we worked with a number of
15 people from the District. We worked with
16 Lori Shorr and people from her staff, my
17 own staff, as well as my head of
18 Volunteers whose name is Ken Manns, who
19 drove this thing, I have to say, and
20 Drexel University, because they have a
21 library school there. And so it was --
22 and WePAC, which is a small --

23 COUNCILWOMAN BROWN: Very
24 familiar with them.

25 MS. REARDON: -- library-based

1 4/9/14 - WHOLE - BILL 140144, etc.
2 organization in West Philadelphia. I
3 happen to be on their Board. And so the
4 group of us came together to -- so it was
5 a selection process on the part of the
6 District to say these are the ones that
7 we want you to work with first. And so
8 it was these six libraries identified by
9 the school, but also Ken Manns -- as I
10 said, he's the head of our Volunteer
11 Services -- had a relationship with many
12 of these principals already.

13 COUNCILWOMAN BROWN: That
14 matters.

15 MS. REARDON: So we were able
16 to bring in teams of mostly -- it's
17 predominantly volunteer and work-study
18 students to get these libraries up and
19 running.

20 COUNCILWOMAN BROWN: Okay.
21 That matters.

22 I'm going to -- I have plenty
23 more, but --

24 COUNCIL PRESIDENT CLARKE: I'm
25 sorry?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILWOMAN BROWN: I said I
3 have plenty more, but the bell rang, so
4 we'll honor the bell.

5 COUNCIL PRESIDENT CLARKE: We
6 have one more member teed up, so just go
7 ahead, Councilwoman. If you want to
8 conclude if you only have one.

9 COUNCILWOMAN BROWN: Oh,
10 terrific.

11 COUNCIL PRESIDENT CLARKE: At
12 least for now.

13 COUNCILWOMAN BROWN: So we
14 talked about WePAC -- did I misunderstood
15 you, Mr. President?

16 COUNCIL PRESIDENT CLARKE: I'll
17 tell you what, so I won't get myself in
18 trouble, I'm just going to recognize
19 Councilman Johnson right now and then
20 we'll come back. Thank you. Thank you.

21 COUNCILMAN JOHNSON: Colleague
22 Brown, were you wrapping up a statement?

23 COUNCILWOMAN BROWN: I did wrap
24 up, yes.

25 COUNCILMAN JOHNSON: You

1 4/9/14 - WHOLE - BILL 140144, etc.
2 wrapped up?

3 COUNCILWOMAN BROWN: Thank you.

4 COUNCILMAN JOHNSON: Because I
5 would have no problem deferring to you.

6 COUNCILWOMAN BROWN: No. I
7 have another series of questions.

8 COUNCILMAN JOHNSON: In the
9 next round? Okay.

10 Well, first and foremost, I
11 want to thank all of you for your hard
12 work regarding our library system here in
13 the City of Philadelphia. I grew up
14 under the Dewey Decimal System.

15 MS. REARDON: Me too.

16 COUNCILMAN JOHNSON: Spent a
17 whole lot of time in the Queen Memorial
18 Library in South Philadelphia and had a
19 community meeting in the Donatucci
20 Library last night, which we'll be
21 celebrating their 100th anniversary.

22 I do want to acknowledge and
23 thank the Administration via Mayor
24 Michael Nutter for the \$2.5 million
25 increase and pushing to establish our

1 4/9/14 - WHOLE - BILL 140144, etc.
2 libraries to stay open for six days, as
3 well as the members of Council for also
4 being on board in support of the Mayor's
5 proposal, because obviously he can
6 propose it and it's up to members of
7 Council to be on board with him. So I do
8 think both parties equally. But
9 obviously our Mayor put the proposal on
10 the table, so I just wanted to
11 acknowledge his work in paying attention
12 to this very, very critical issue that
13 kind of balances out the lack of support
14 that our schools are receiving. If the
15 schools aren't receiving the type of
16 support they need financially, that
17 back-end balance is when children do
18 leave, they can spend time in their
19 libraries.

20 A couple questions. Can you
21 explain to me what neighborhood clusters
22 are so I can get an idea what
23 neighborhood clusters are, and the
24 six-day library opening initiative, is
25 that across the board with all of your

1 4/9/14 - WHOLE - BILL 140144, etc.
2 libraries or some libraries? I just want
3 to get some clarity on that.

4 MS. REARDON: So let me begin
5 with six days. So thanks to the Council
6 and the Mayor last year, we received an
7 additional million dollars to begin the
8 process of reopening our libraries six
9 days, and so effective February, we now
10 have 14 libraries open six days across
11 the system. So the initiative, 2.3 of
12 the \$2.5 million that we hope you
13 support, the initiative you will support,
14 will reopen all of the remaining 39
15 neighborhood libraries six day. So some
16 of the libraries are closed on Saturday
17 and some of the libraries are closed on
18 Friday. So all libraries will be open
19 Monday through Saturday.

20 And I just want to make sure
21 that everybody knows that it will take us
22 time to hire up the number of personnel
23 that we put into the request. So we're
24 hoping by mid year that we'll be able to
25 start moving in that direction, but we

1 4/9/14 - WHOLE - BILL 140144, etc.
2 don't want to sort of like pick and
3 choose what goes up first, what goes up
4 second. We kind of want to bring up the
5 whole system at the same time and to make
6 sure that there's no issue or concerns.
7 And the key here is to make sure that the
8 staff as they enter the public service
9 work are well trained on our systems and
10 in our policy and practices. It makes a
11 much better transition.

12 So let me define the clusters.
13 The clusters are -- currently we have
14 four very large areas. It's North,
15 South, Northwest, and Northeast -- or
16 West and Northeast. So in managing those
17 libraries, right now libraries are very
18 linear in their -- it's a branch library,
19 it's the staff in the branch library, and
20 they're kind of hanging out there on
21 their own, and the resources that we put
22 there are the resources that we put
23 there.

24 The idea of the cluster is that
25 we combine -- and we have our first

1 4/9/14 - WHOLE - BILL 140144, etc.
2 cluster in North Philadelphia. We
3 combine the resources of those six
4 libraries. There are 48 people in that
5 cluster, and they share resources among
6 those six libraries.

7 So, for instance, in those six
8 libraries, if there is not a children's
9 library in those six libraries, we move
10 the children's librarians around to all
11 of those six libraries so there's an
12 equity in service, both from a collection
13 standpoint as well as programs, so that
14 not one library is in deficit because
15 they didn't have a children's librarian.

16 The cluster leader is the
17 mentor of the program, lots of
18 professional development training going
19 on, lots of group meetings, so that they
20 meet on the first or second Thursday as a
21 team. All 48 members of that cluster
22 have to meet. It's a requirement. And
23 the other goal is that we have to -- we
24 created a Community Council in that
25 cluster so that the relationship of those

1 4/9/14 - WHOLE - BILL 140144, etc.
2 six libraries and the neighborhood
3 library leaders, which used to be called
4 branch librarians, are in the community.
5 So they meet once a quarter, and we bring
6 together all sorts of community partners,
7 with police and fire, community-based
8 organizations, faith-based organizations,
9 whomever wants -- Temple University is a
10 part of all of this now. And it's really
11 to discover how these community
12 organizations can better use the
13 resources of the library and how the
14 library can better support a healthy
15 working, viable community.

16 COUNCILMAN JOHNSON: And just
17 another question. In terms of grants and
18 funding, can you give us an idea of the
19 percentage of funding that's private, and
20 do we go after federal and state grants
21 as well?

22 MS. REARDON: You're talking
23 about the library system as a whole?

24 COUNCILMAN JOHNSON: Yes.

25 MS. REARDON: So approximately

1 4/9/14 - WHOLE - BILL 140144, etc.

2 I'll say -- the Foundation raises about
3 10 percent of our budget, and that is a
4 mixture of private support, individual
5 donors, foundations, corporations, as
6 well as public grants, whether it is from
7 the federal government, usually the
8 Institute of Museum and Library Services
9 or other state agencies as well.

10 COUNCILMAN JOHNSON: And last,
11 has there ever been an approach to maybe
12 establish a partnership with our library
13 system and some of our major institutions
14 of higher learning, Temple, Penn, Drexel,
15 LaSalle, to kind of see how -- when they
16 are major non-profits, so they do raise
17 an eyebrow when people talk about
18 creating a pilot program, payments in
19 lieu of taxes, but, however, part of the
20 giveback may be to kind of help the City
21 out, establishing these type partnerships
22 with our library system as a way to be
23 corporate and socially responsible.

24 MS. REARDON: So I think I
25 would say our best relationship -- we

1 4/9/14 - WHOLE - BILL 140144, etc.
2 have a marvelous relationship with Temple
3 University. Their new Library Director
4 is working with our north area cluster so
5 that we actually can move -- it's
6 interesting how people will not cross --
7 so our north area cluster has two
8 libraries on the west side of Broad
9 Street and the rest are on the east side,
10 and people don't cross Broad Street. So
11 Temple University sits in the middle of
12 all of this, and members of our public
13 who are nearest Temple University will be
14 able to establish a relationship, and
15 that could be -- we could almost think of
16 that almost as a seventh entity as part
17 of our north area cluster. And also
18 Temple University provides us with the
19 largest number of work-study students,
20 and we have -- as a library system, we
21 are the largest -- we are the -- our
22 library has the most number of work-study
23 students of any library in the United
24 States in using them for our programs,
25 and we use those students mostly in our

1 4/9/14 - WHOLE - BILL 140144, etc.

2 LEAP after-school service.

3 COUNCILMAN JOHNSON: Thank you
4 very much.

5 COUNCIL PRESIDENT CLARKE:
6 Thank you, Councilman.

7 The Chair recognizes
8 Councilwoman Blackwell.

9 COUNCILWOMAN BLACKWELL: Thank
10 you, Mr. President.

11 We just wanted to reiterate
12 again about our Georges Library just to
13 keep it like nearly at the front of your
14 brain.

15 MS. REARDON: Councilwoman, I
16 think for all of us, getting George
17 Institute up and running is a high
18 priority for us, and that's why it sits
19 in the top six of our 49 neighborhood
20 libraries, which would be -- this would
21 make it 50 if we get it done. It is --
22 the best thing I think we could ever
23 introduce into West 52nd and Lancaster is
24 a digital learning center. And so what
25 we call the airbrush design is already

1 4/9/14 - WHOLE - BILL 140144, etc.
2 done, and it's about resourcing this
3 initiative. We're very excited, and we
4 think that there are many possibilities
5 of funding for this. And to Councilman
6 Kenyatta Johnson's point, is that we
7 think that there's an opportunity at the
8 federal level to support this initiative.

9 COUNCILWOMAN BLACKWELL: Thank
10 you.

11 MS. REARDON: You're welcome.

12 COUNCILWOMAN BLACKWELL: Thank
13 you.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilwoman.

16 The Chair recognizes
17 Councilwoman Reynolds Brown.

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

20 You've brought so much
21 innovation to the library, and it's
22 exciting for anyone who moves into a new
23 post and you see -- you have a vision for
24 what's possible long term. So
25 congratulations to you on that.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 MS. REARDON: Thank you.

3 COUNCILWOMAN BROWN: So in
4 terms of your vision over the next -- I'm
5 a five-year planner kind of girl -- what
6 is your vision for the next five years?

7 MS. REARDON: So I do want to
8 finish clustering the system, and that's
9 going to take about another year and a
10 half as we move the people through
11 leadership training. There's a lot of
12 professional development work that needs
13 to be done.

14 COUNCILWOMAN BROWN: Was that
15 on what that is and why that's important?

16 MS. REARDON: Yes. And
17 understandably, our staff is nervous.
18 This is big change for them. I've had to
19 reassure them many, many times no one is
20 losing their job, and I think the ability
21 for them to contribute more to the
22 direction of the library I think is now
23 being felt. Because, you know, when
24 you're looking at the work that's being
25 done in the cluster, this is really their

1 4/9/14 - WHOLE - BILL 140144, etc.
2 work and their -- with their designing
3 and dreaming. You really do need to
4 think about -- I'm not an overseer on
5 this at all. I do think you really have
6 to take it down and let the staff
7 experiment and put some wings on them.

8 So that is a key initiative
9 here. Of course, raising the money for
10 the 21st Century Libraries initiative to
11 have more of our libraries be able to be
12 developed in the way that we're thinking,
13 these beautiful open spaces, much more
14 conducive to community alignment and
15 responsiveness. But also, you know, I
16 can't forget the Parkway Central project.
17 We are moving in -- the innovations that
18 we're making there in the next phase of
19 this project is monumental change to
20 what's going to happen in that building
21 and the kind of services we're able to
22 deliver, both to -- whether you're a
23 jobseeker, you're a new American or
24 you're a small business person. But then
25 to create the community spaces known as

1 4/9/14 - WHOLE - BILL 140144, etc.

2 the common space that isn't known for its
3 commonality I think is very important.

4 MR. HEIM: And, Councilwoman, I
5 would just add that we're finding a lot
6 of interesting and I think very
7 productive ways to reach out to our
8 communities, our various communities
9 throughout the City. And Siobhan will
10 probably laugh when she hears me say
11 this, but one of the things that we're
12 about to or relatively soon about to
13 launch is to enable people in our
14 communities and our neighborhoods to be
15 able to go to a neighborhood library and
16 to not only see up on the screen there
17 what the lecture series is happening at
18 Central, all these wonderful authors that
19 we bring into Central and we pack the
20 auditorium in Central, but won't it be
21 terrific when they can go to a
22 neighborhood library or the regional
23 library and not only observe and
24 participate and see that program, but to
25 ask questions just like people in the

1 4/9/14 - WHOLE - BILL 140144, etc.

2 audience? I just think it's a way of
3 bringing us all together as a community
4 of people who want to learn together.

5 COUNCILWOMAN BROWN: Make the
6 world so much smaller.

7 MS. REARDON: If you haven't
8 been to walk between the connector
9 between Concourse D and E at the airport,
10 we have now established a library at the
11 airport. It is a digital library there,
12 but it's very fun to see how busy it is.

13 COUNCILWOMAN BROWN: Wow.

14 Well, we've talked about the
15 School District. I'm also concerned
16 about the childcare centers, and in your
17 testimony, you talk about -- let me just
18 turn to that page. There's work
19 happening with the childcare centers, but
20 there are no specifics in terms of time
21 or strategy on the last page of your
22 testimony. So if you could just
23 elaborate on that. You say you intend to
24 convene leaders and practitioners in the
25 area of early childhood development.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 MS. REARDON: Yes. So this
3 is -- two of our first goals in our --
4 two of our first objectives in the
5 strategic plan is to ensure children
6 start school ready to learn and to create
7 the concept of family literacy. So that
8 it's not just about our relationship with
9 the child, it's about our relationship
10 with the family.

11 So William Penn actually as
12 well as PNC Bank have talked to us about
13 spearheading an initiative where the
14 library takes a leadership role in
15 defining what early childhood services
16 and working with that early childhood
17 constituency to ensure that our goal is
18 met. So we are convening leadership --
19 not only of our staff who happen to be
20 expert in early childhood delivery
21 services, but people like Kathy
22 Hirsh-Pasek, who is the Dean of
23 Psychology and works with early childhood
24 development, particularly speech
25 patterns, at Temple University, Sandra

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Nelson, who has been focused on services
3 to early -- young child, as well as a
4 number of other educators around the
5 system to come together, and we
6 brainstorm just what does that service
7 look like and how does it get developed.

8 But the timing is actually
9 fairly important, because as we develop
10 the 21st Century Libraries initiative, a
11 space would be dedicated more -- totally
12 dedicated to the concepts relative to
13 what it is we're going to learn on what
14 does it take to make sure that a child
15 has good speech patterns, that it's
16 reading at a good level before they start
17 school, and then what are the supports
18 that we have to have in the local library
19 for that school-age children so that it
20 is constantly being reinforced, and we
21 think that's an important part of this.

22 COUNCILWOMAN BROWN:

23 Councilwoman Jannie Blackwell did a
24 hearing maybe a month ago with members,
25 professionals, experts from the childcare

1 4/9/14 - WHOLE - BILL 140144, etc.

2 community, and two of the folks you just
3 mentioned were a part of the testimony.

4 MS. REARDON: Right.

5 COUNCILWOMAN BROWN: And so in
6 your vision of the clusters, will that
7 include connectedness, connecting, making
8 links between childcare centers and those
9 libraries in those areas?

10 MS. REARDON: So that's an
11 imperative. So that creating that
12 connection and whether it's us in their
13 space or them in the library space is,
14 what you want to do is create that
15 pathway so that there are no barriers, or
16 if there are barriers, what's defining
17 those barriers and how do we break down
18 those barriers to make sure that there's
19 a comfort zone, both people coming into
20 the library and us being in their space.

21 COUNCILWOMAN BROWN: Is DVAEYC
22 a part of those discussions?

23 MS. REARDON: They will be,
24 yes.

25 COUNCILWOMAN BROWN: Back to

1 4/9/14 - WHOLE - BILL 140144, etc.

2 the strategy around clusters, so the
3 sequence is what? You started with the
4 first cluster in North Philadelphia?

5 MS. REARDON: Yes.

6 COUNCILWOMAN BROWN: And then
7 lower Northeast and --

8 MS. REARDON: Lower and Upper
9 Northeast, yes.

10 COUNCILWOMAN BROWN: So do you
11 know the sequence beyond that?

12 MS. REARDON: South
13 Philadelphia would be coming up. It's
14 going to come up in another sort of group
15 of two or three. So South Philadelphia
16 would definitely be one of those.

17 COUNCILWOMAN BROWN: So this
18 time next year you'll have an update both
19 on the cluster rollout as well as the
20 early childhood strategy.

21 MS. REARDON: I hope next year
22 this time we have the bulk of our
23 libraries having been clustered at this
24 stage of the game next year.

25 COUNCILWOMAN BROWN: Okay. Let

1 4/9/14 - WHOLE - BILL 140144, etc.
2 me make sure I've gotten to everything
3 here.

4 So last year there was a lot of
5 conversation, debate, concern around
6 ceasing the practice of charging young
7 people fines, and there was the
8 hypothesis that it would have an
9 incredible hurt to your budget. What's
10 the truth? A year later with the benefit
11 of hindsight, what is?

12 MS. REARDON: So fines are
13 down, but I cannot attribute it to the
14 fact that we no longer charge a school
15 child fines, because we didn't actually
16 institute that initiative until November.
17 So fines are down largely because when
18 you think about our circulation and over
19 600,000 items are now circulated
20 electronically, there is a due date to it
21 and the book disappears. That is the
22 largest impact on our fines.

23 COUNCILWOMAN BROWN: Repeat
24 that now.

25 MS. REARDON: So when you

1 4/9/14 - WHOLE - BILL 140144, etc.
2 borrow a book, when you borrow an e-book
3 and it downloads to your tablet, your
4 iPad, whatever, there is a two-week time
5 period which you have to read that book,
6 and after that two-week time period, that
7 book disappears. So there is not an
8 opportunity for us, if you want to call
9 fines an opportunity, there isn't that
10 opportunity for fines to be charged. So
11 that book disappears. So that whole bit
12 has gone away, and that has impacted our
13 fine revenue for some time. But this is
14 not unique to Philadelphia. It is
15 absolutely you're seeing it all across
16 the country.

17 COUNCILWOMAN BROWN: Is that
18 right? Wow.

19 MS. REARDON: But I don't want
20 to diminish the fact that is there a loss
21 of fine because we're no longer charging
22 children? Probably. What that number
23 is, we're going to have to do some
24 research on that, but we didn't even
25 institute it until November, because

1 4/9/14 - WHOLE - BILL 140144, etc.

2 there was a lot of policy and procedures
3 that had to go into place on this.

4 COUNCILWOMAN BROWN: And
5 education, that the young people know
6 that this is the new reality.

7 MS. REARDON: Right.

8 COUNCILWOMAN BROWN: Okay. On
9 Page 3 of your submitted testimony, you
10 list rate of hire as a challenge for the
11 library system. In fact, the new
12 positions making it possible to expand
13 six-day service to 12 libraries have just
14 been filled. So the question becomes,
15 what strategies are you looking to to
16 hire people so that you can adequately
17 staff your 59 branches for six-day
18 service?

19 MS. REARDON: So we are hiring
20 43 new full-time staff. Most of them
21 will be library assistants. That's where
22 the crux of the work needs to occur. It
23 is that circulation, it is that
24 replacement of materials on the shelves,
25 and it is the support around our

1 4/9/14 - WHOLE - BILL 140144, etc.
2 technology. And then the other, our
3 part-time personnel, usually what we call
4 the seasonal help, that has because
5 when -- as you rotate people through the
6 system, we can -- we have found that in
7 the past year, that is the strategy that
8 has helped us keep our libraries open.
9 So we're not closing because of staffing
10 issues anymore. We're closing because
11 there's a building issue. And so that
12 strategy around seasonal help has helped
13 us tremendously in meeting and filling
14 those gaps.

15 COUNCILWOMAN BROWN: And for
16 adults who are interested in the new hire
17 opportunities, they have to go online?

18 MS. REARDON: They have to go
19 online. And, again, this is Civil
20 Service, so they've got to go through
21 that process.

22 COUNCILWOMAN BROWN: Got you.
23 Okay. The interns that you spoke about
24 in your testimony, tell us about them,
25 how you got them, who they are.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 MS. REARDON: So that is --
3 again, I'll go back to Ken Manns, who was
4 our Manager of Volunteer Services, has
5 established an extraordinary relationship
6 with all of the colleges and universities
7 around Philadelphia, and of course, most
8 of them -- what it is is an application
9 process to each of these colleges and
10 universities to have a work experience at
11 the Free Library of Philadelphia. So the
12 predominance of the work is in our
13 after-school program, our LEAP program,
14 but we will actually use them in some of
15 our support offices as well so that they
16 get an office experience, whether it's in
17 our Finance Office or an HR office or
18 actually in Ken's office, in Volunteer
19 Services. It doesn't matter, wherever we
20 can fit the need. But the predominance
21 of those work-study students, those
22 interns, happen to be in our after-school
23 program.

24 COUNCILWOMAN BROWN: And they
25 are compensated by the library or --

1 4/9/14 - WHOLE - BILL 140144, etc.

2 MS. REARDON: They are
3 compensated by the college or university.

4 COUNCILWOMAN BROWN: Oh, by the
5 college or university?

6 MS. REARDON: Yes.

7 COUNCILWOMAN BROWN: That's a
8 great partnership.

9 MS. REARDON: Oh, hey.

10 MR. HEIM: We need more.

11 MS. REARDON: Works for us.

12 COUNCILWOMAN BROWN: Okay. So
13 let me just reread this last question.
14 With the rollout of clusters -- so always
15 when you're attempting to institute a new
16 practice or strategy, you have to bring
17 people along who are used to the old way
18 of doing things, even when it makes sense
19 given the times that we live in, et
20 cetera. So with the cluster rollout, you
21 mention how you met with some challenges.
22 We won't call it difficulty. We'll call
23 it challenges. And so did you arrive to
24 where you need to be with the North
25 Philadelphia cluster, and what lessons

1 4/9/14 - WHOLE - BILL 140144, etc.
2 were takeaways for the rollout in the
3 Northeast?

4 MS. REARDON: So if you're
5 going to ask me, I think it's a total
6 success. It is everything we wanted it
7 to be. So what happened, when we first
8 decided upon what libraries were going to
9 be in that first cluster, we offered the
10 staff, if you don't want to be a part of
11 this, we will transfer you to another
12 library and we will transfer in those
13 people who wish to be a part of this.
14 Not one person in that now new cluster
15 wanted to leave, and to this day, six,
16 seven months later, not one of them has
17 left and don't want to leave.

18 So what you have to do, though,
19 is, you really do have to commit to the
20 fact when you say you're not going to lay
21 anybody off, when you allow for the
22 transparencies for people to transfer in
23 or transfer out, that that happens. And
24 there is -- and even the unions were very
25 much a part of this, and so they

1 4/9/14 - WHOLE - BILL 140144, etc.
2 understood the dimensions of this and
3 they understood the potential of us being
4 far more deeply connected to the
5 community.

6 It is -- I will say you have to
7 have the right cluster leader. You have
8 to have that person that's a mentor. You
9 have to have that person who is a good
10 people person. And so that skill cannot
11 be underestimated, and I think that's why
12 it's so successful.

13 The constant training, that
14 constant reconnection with staff once a
15 month, I will tell you -- her name is
16 Marion Parkinson who is the cluster
17 leader. When she first started out, she
18 had a bull's eye that the staff had to --
19 you know, the outer ring was this is so
20 not going to happen, it's a ridiculous
21 idea, and the middle was we were right on
22 target. So I would say of the 48 staff,
23 35 were on the outer ring saying they
24 were very, very, very skeptical of the
25 success of this. The last month they

1 4/9/14 - WHOLE - BILL 140144, etc.
2 met, it was -- I would say there was 45
3 of the 48 staff members put it in the
4 bull's eye, because there is that
5 opportunity. If you want to work on a
6 program, our municipal guards can deliver
7 the program, our clerical staff can
8 deliver the program, our librarians
9 can -- it's all a very shared experience,
10 and I think that that's what's making the
11 difference. It's everybody is
12 participating, and so that the lines of
13 duties is a bit more blurred because it's
14 everybody's responsibility to make this
15 successful.

16 COUNCILWOMAN BROWN: Folks feel
17 invested.

18 MS. REARDON: They're
19 completely invested.

20 COUNCILWOMAN BROWN: It also
21 says something about leadership. So we
22 thank you for your leadership.

23 MS. REARDON: Thank you.

24 COUNCILWOMAN BROWN: Thank you,
25 Mr. President.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 What did you say, Councilman
3 Jones?

4 COUNCILMAN JONES: The bell was
5 ringing.

6 COUNCILWOMAN BROWN: Oh, okay.

7 COUNCIL PRESIDENT CLARKE:
8 Thank you.

9 I want to thank you so much for
10 your testimony. Continue to do your good
11 work.

12 MS. REARDON: Thank you. Thank
13 you for having us.

14 MR. HEIM: Thank you.

15 COUNCIL PRESIDENT CLARKE: At
16 this time, we will recess until 2:30.

17 (Short recess.)

18 COUNCIL PRESIDENT CLARKE: Good
19 afternoon. We're going to start. Can we
20 have the Department of Prisons.

21 (Witnesses approached witness
22 table.)

23 COUNCIL PRESIDENT CLARKE: Good
24 afternoon, sir.

25 COMMISSIONER GIORLA: Good

1 4/9/14 - WHOLE - BILL 140144, etc.
2 afternoon, President Clarke, members of
3 the Committee of the Whole. I'm
4 Commissioner Lou Giorla and I'm here with
5 several members of the Prison senior
6 staff to testify in support of our Fiscal
7 2015 Operating Budget.

8 The mission of the Prisons is
9 to provide a secure correctional
10 environment that adequately detains
11 persons accused or convicted of illegal
12 acts; to provide programs and services
13 and supervision in a safe, lawful, clean,
14 humane environment; and to prepare
15 incarcerated persons for reentry into
16 society.

17 Through the first half of FY14,
18 our daily inmate population averaged
19 9,028 inmates. We're happy to report
20 that we've seen a significant decline in
21 the average inmate daily population
22 during most of the recent reporting
23 period from January through March 2014,
24 declining slightly below 8,600, and
25 today's total is 8,373. We're hopeful

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that this trend will continue and that
3 our average daily population may dip
4 further to an average of 8,500 for the
5 remaining three months for the fiscal
6 year.

7 The size of the population is
8 largely out of our control and affected
9 by a number of key factors, including the
10 crime rate, the arrest rate, sentencing
11 practices, number of days pretrial
12 inmates are in custody awaiting hearings,
13 bench warrants, and the level of bail
14 that's set.

15 Our proposed budget for FY15,
16 we're requesting \$240,163,028. This
17 represents a \$3.4 million decrease from
18 our current estimated FY14 obligations.
19 The reductions were taken as a result of
20 a projected decline in overtime costs and
21 outside housing contracts. The budget
22 includes new or increased allocations for
23 the following:

24 100 new two-way radio units and
25 peripherals for \$471,000; a scheduled

1 4/9/14 - WHOLE - BILL 140144, etc.
2 increase in the cost of inmate meals
3 provided by Aramark Correctional Services
4 at \$354,000; an increase in the cost of
5 inmate medical services for \$433,000;
6 maintenance of the automated victim
7 notification services provided by the
8 Prisons known as SAVIN for \$98,437.

9 Included in our testimony is a
10 table showing the class breakdown of our
11 FY15 budget, along with our '14
12 obligations.

13 Since Fiscal Year '08, the
14 Department has significantly increased
15 the percentage of inmates, sentenced
16 inmates, provided with the opportunity to
17 participate in vocational training,
18 educational, and treatment programs
19 during confinement. Nonetheless, the
20 PPS -- our rate of inmate involvement has
21 somewhat flattened out in this measure,
22 showing slight declines between FY12 and
23 FY13 and in the first half of FY14. The
24 increase in population has filled bed
25 space normally reserved for general

1 4/9/14 - WHOLE - BILL 140144, etc.
2 population inmates and programming,
3 resulting in a larger population of
4 inmates who do not participate. There
5 are also inmates who are in special
6 management programs - disciplinary,
7 administrative segregation, protective
8 custody or our severely mentally
9 unstable - or are waiting to be placed or
10 transferred to an appropriate facility.

11 In addition, PPS is in the
12 process of reallocating program staff to
13 make additional program slots available.
14 The Department has continued the process
15 100 percent of newly admitted inmates
16 within 24 hours of admission and aims to
17 maintain this performance in FY14 and
18 throughout FY15.

19 Reincarceration rates have
20 improved slightly since 2008. And we're
21 measuring reincarceration rates over a
22 three-year period, those that come in or
23 are brought back into our custody after
24 one year, two years, and three years.
25 The three-year reincarceration rate for

1 4/9/14 - WHOLE - BILL 140144, etc.

2 FY13 reflects -- I'm sorry. I apologize.

3 I lost my place.

4 Program participation is
5 considered an important factor in
6 recidivism reduction. Overall, 75
7 percent of sentenced inmates are enrolled
8 in a vocational program. While that
9 level has plateaued, we're seeking ways
10 to boost it even higher.

11 FY15 tally of pretrial inmates
12 enrolled in programs will begin. For
13 years we've measured sentenced inmates,
14 but now we're going to extend that to
15 pretrial as well.

16 The efficient intake processing
17 is vital to the adjustment of inmates
18 during incarceration. The high
19 percentage of mentally ill -- and I
20 believe our percentage is about 28 and a
21 half percent -- and addicted persons in
22 custody requires immediate attention to
23 medical and behavioral health needs. We
24 have established benchmark limits for
25 four hours for medical screening and 24

1 4/9/14 - WHOLE - BILL 140144, etc.
2 hours for complete intake processing.
3 The 24-hour deadline has been
4 consistently met.

5 As a result of consistent
6 hiring and coupled with gradual
7 population reduction, the use of overtime
8 has declined 10 percent thus far in FY14.

9 Any substantial rise or fall in
10 the Prison's population presents the
11 greatest challenge. Population increases
12 cause increase overtime, medical, food,
13 and supply costs. Since our facilities
14 operate close to or at capacity, a rise
15 causes an additional reliance on contract
16 housing. PPS currently has approximately
17 400 inmates housed in contracted
18 facilities. Population increases also
19 reduce the ability to provide suitable
20 areas for programming to inmates. Over
21 the last five years, the population has
22 gone from nearly 10,000 in Fiscal Year
23 '09 to a subsequent low of 7,500 in FY11
24 and then back to 9,000 this year.

25 As far as our staffing levels,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 as a result of a concerted hiring
3 program, the Prisons has reach its
4 budgeted staffing level for correctional
5 officers and security supervisors during
6 FY14. Over the course of the year so
7 far, 125 employees have been hired for
8 various positions, ranging from stone
9 mason to social services manager. While
10 the need for second language specialists
11 has not presented a problem, the number
12 of Hispanic inmates in custody is now the
13 second largest ethnic group. In FY15, a
14 class of bilingual Hispanic correctional
15 officers will be hired to provide each
16 facility with an increased cadre of
17 bilingual Hispanic staff.

18 Tables showing the race and
19 gender of our FY14 hires and contractor
20 employees are enclosed at the end of this
21 testimony.

22 In the past, our initiatives
23 have included a two-way radio system
24 upgrade in progress for nearly three
25 years. It is now complete. All Prison's

1 4/9/14 - WHOLE - BILL 140144, etc.
2 facilities and mobile units have the
3 interoperability to communicate
4 systemwide, something we haven't been
5 able to accomplish in 30 years. One
6 hundred additional units are being
7 purchased. The additional supply will
8 equip all officer posts and on-duty
9 supervisors.

10 The first milestone of the
11 electronic inmate medical record is
12 complete. This is another project that
13 the Prisons has worked along with the
14 Health Department for several years.
15 Electronic records are now in use for all
16 female inmates, beginning with intake
17 through release. The system will be
18 initiated in the male facilities in May
19 of 2014, and full deployment is
20 anticipated by the end of Calendar 2014.

21 In addition, there are a number
22 of new initiatives we hope to put in
23 place this fiscal year. The expansion of
24 college classes: Philadelphia Community
25 College Reach program, which provides

1 4/9/14 - WHOLE - BILL 140144, etc.
2 credit classes and reentry services to
3 inmates is now in its third year. Until
4 now, the program served only male inmates
5 at the Cambria Community Center. In
6 January, the program was initiated at the
7 Riverside facility to enroll female
8 inmates as well.

9 Our Orchard Project: To expand
10 the Prison's horticulture and City
11 harvest programs, a plot of land on the
12 ground of the Philadelphia Industrial
13 Correctional Center has been set aside to
14 cultivate fruit trees and it will also
15 include, I believe, berry bushes and nut
16 trees as well, nut plants. The orchard
17 will be tended by inmates trained in the
18 horticulture program administered by the
19 Pennsylvania Horticulture Society.

20 Limited Internet access will be
21 provided to inmates seeking community
22 services, employment or educational
23 opportunities through resource centers,
24 computer resource centers that will be
25 located in all six major correctional

1 4/9/14 - WHOLE - BILL 140144, etc.

2 facilities. Those resource centers have
3 been set up and they're up and running.
4 The limited Internet access should be
5 available in about 60 days.

6 Video visitation: A pilot to
7 provide video visitation at the current
8 Fromhold correctional facility will begin
9 this calendar year. While video
10 visitation will not entirely replace
11 in-person visits, it will provide an
12 alternative to reduce waiting time and
13 allow visitors the convenience to visit
14 remotely.

15 Medicaid enrollment is another
16 area. With the implementation of the
17 Affordable Care Act, there are
18 opportunities to maintain -- to re-enroll
19 inmates private release. MA coverage for
20 chronically ill inmates effective at the
21 time of release and afterwards has been
22 shown to reduce recidivism. So the
23 Prisons is going to complete applications
24 for medical assistance as part of the
25 discharge planning for the chronically

1 4/9/14 - WHOLE - BILL 140144, etc.
2 ill. Our partners, the Reintegration
3 Services Office, RISE office, is also
4 going to assist in this effort. The
5 program will begin during the 2014
6 calendar year.

7 Attached to my testimony are
8 tables showing our contract participation
9 for the Fiscal Years '14, '13, and 2012;
10 a chart identifying the demographics by
11 race and gender of our staff; the
12 contract staff demographics of all the
13 contractors that operate in the Prisons;
14 and a chart showing the breakdown of our
15 FY14 hires.

16 At this time, I and my staff
17 will be glad to answer any questions you
18 or the members may have.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you very much, sir.

21 I just have a couple of
22 questions. Page 1 of your testimony you
23 talk about the inmate population, a
24 significant decline during your most
25 recent reporting period, from January to

1 4/9/14 - WHOLE - BILL 140144, etc.
2 March 2014. Specifically, the
3 population's decline from the daily
4 inmate average of 9,028 to 8,600, and you
5 expect the inmate census to continue to
6 decrease to about 8,500 inmates for the
7 remaining three months of the fiscal
8 year. Will we realize a reduction or
9 will we see a reduction or will we see a
10 list of cost savings associated with that
11 for your FY15 budget, '14/'15 budget?

12 COMMISSIONER GIORLA: We
13 believe we may see some additional
14 overtime reduction in '15. As the
15 population declines, what it enables us
16 to do is to back out of non-traditional
17 housing areas that we used in the past to
18 accommodate the rise in population.
19 There are activity areas, day rooms, et
20 cetera, that we converted for housing and
21 additional cell space. As the population
22 declines --

23 COUNCIL PRESIDENT CLARKE: Real
24 quick, non-traditional housing?

25 COMMISSIONER GIORLA:

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Non-traditional housing, not cells.

3 COUNCIL PRESIDENT CLARKE: Can
4 you elaborate, please.

5 COMMISSIONER GIORLA: Well,
6 when our facilities were opened, all of
7 our facilities were opened, they had cell
8 space or designated housing areas for
9 inmates.

10 COUNCIL PRESIDENT CLARKE: Like
11 out in -- when you say "housing," I don't
12 understand. It's on site?

13 COMMISSIONER GIORLA: Oh, yeah.

14 COUNCIL PRESIDENT CLARKE: When
15 you say non-traditional housing --

16 COMMISSIONER GIORLA: No. I'm
17 talking about inside our facilities. I'm
18 sorry. Let me clarify that.

19 COUNCIL PRESIDENT CLARKE:
20 That's very non-traditional if it's
21 outside.

22 COMMISSIONER GIORLA: When our
23 facilities were built, they had cells,
24 dormitories, and other areas that were
25 designed for places for the inmates to

1 4/9/14 - WHOLE - BILL 140144, etc.

2 sleep and to lock them in --

3 COUNCIL PRESIDENT CLARKE: I

4 understand.

5 COMMISSIONER GIORLA: -- when

6 they're not involved in activities. Over

7 the years, we had to convert other areas

8 of the facility to accommodate a rise in

9 population, activity rooms, meeting

10 rooms, offices. We equipped them with

11 bathrooms, et cetera. They're the

12 non-traditional housing areas. As our

13 population declines, we reduce the number

14 of inmates that are assigned to those or

15 we close them entirely. That allows us

16 to redeploy staff who are assigned to

17 those areas. That creates an effect

18 where it reduces overtime, because we

19 don't need the same coverage in the

20 facilities.

21 COUNCIL PRESIDENT CLARKE:

22 Okay. Again, on Page 1 of your

23 testimony, you talked about a scheduled

24 increase in the cost of inmate meals

25 provided by Aramark Correctional

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Services. Can you talk to us about that.

3 COMMISSIONER GIORLA: During
4 this fiscal year, we re-awarded the
5 inmate food services contract. Aramark,
6 who was our previous provider, won the
7 contract. There was a 3 cent per meal
8 increase, and that accounts for that
9 increase.

10 COUNCIL PRESIDENT CLARKE:
11 That's just the normal cost of increase
12 in costs.

13 COMMISSIONER GIORLA:
14 Inflation.

15 COUNCIL PRESIDENT CLARKE: Just
16 like everything else, inflation.

17 One question, over the past few
18 years that I've noticed and even more so
19 now since I've become Council President,
20 you had a program -- and I'm assuming you
21 still have the program -- where the
22 inmates make furniture?

23 COMMISSIONER GIORLA: We have
24 Philacor Correctional Industries. The
25 inmates make a number of products,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 furniture, textiles. There's a furniture
3 refinishing shop, an engraving and
4 printing shop. They manufacture our
5 mattresses for inmates and a number of
6 other small articles.

7 COUNCIL PRESIDENT CLARKE: My
8 conference table was made at one of the
9 facilities. It's actually pretty good.

10 COMMISSIONER GIORLA: If I may
11 say so, they do excellent work.

12 COUNCIL PRESIDENT CLARKE: So
13 my question with respect to that is, what
14 has been the placement rate for those
15 individuals once they've concluded their
16 sentencing and they're back in the worker
17 world? Have we been able to get them
18 placed in that type of activity or is
19 that just something that's not in this
20 particular area? Like a lot of furniture
21 is built down in North Carolina and other
22 places like that.

23 COMMISSIONER GIORLA: We don't
24 capture the placement rate post release.
25 What I can forward to the Chair is their

1 4/9/14 - WHOLE - BILL 140144, etc.
2 reincarceration rate, because what we
3 look at, the number of inmates we train
4 and who participate in programs and how
5 often they come back, because we
6 really -- it's difficult and we really
7 don't have any contact after they leave.
8 So in each program, we look at the
9 reincarceration rate. We compare that to
10 our general reincarceration rate, and we
11 break that down by sentenced individuals.

12 COUNCIL PRESIDENT CLARKE: So
13 is there any department, if not yours,
14 that supports or provides support for
15 those inmates that have actually real
16 skills to be able to get employed at a
17 furniture-making factory or some other
18 light manufacturing because they've
19 exhibited the ability to have a skill set
20 that could probably be very usable?

21 COMMISSIONER GIORLA: Our
22 primary partner in post release placement
23 is the RISE office, and Mr. Hart is here,
24 the Director of RISE.

25 COUNCIL PRESIDENT CLARKE:

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Mr. Hart, you want to -- if you can.

3 COMMISSIONER GIORLA: And while
4 Mr. Hart is coming to the table, I'd just
5 like to say that there are a number of
6 our sentenced programs. All of the
7 programs that we fund now, we ask them to
8 link post release employment as a
9 requirement of the program, our Mural
10 Arts, horticulture, our dog training
11 program and several of the other
12 programs, horticulture. They all --

13 COUNCIL PRESIDENT CLARKE:
14 Before Mr. Hart speaks -- and I cut you
15 off. I don't know if you were going to
16 give me the numbers on recidivism
17 associated with those individuals.

18 COMMISSIONER GIORLA: I could
19 forward that to the Chair. I don't have
20 that with me today. I can tell you
21 overall recidivism for our system or
22 reincarceration is running about between
23 57 and 58 percent. It's been relatively
24 steady overall over the last three or
25 four years. There's been a slight

1 4/9/14 - WHOLE - BILL 140144, etc.

2 downward trend, but it hasn't been
3 substantial.

4 COUNCIL PRESIDENT CLARKE: All
5 right. And I'm only asking about that
6 particular program in particular, because
7 I've seen the work. As I say, I'm
8 currently experiencing taking advantage
9 of that great work that was provided, and
10 I'm wondering in terms of our training
11 programs -- because at the end of the
12 day, we really don't -- while we might --
13 up where you work you might develop some
14 sort of a relationship with the inmates
15 during their tenure, but you really don't
16 want to see them again.

17 COMMISSIONER GIORLA:
18 Absolutely.

19 COUNCIL PRESIDENT CLARKE: I
20 mean, that's the objective. Thank you
21 very much, I don't want to see you back.
22 So if we're focusing the training
23 programs in an appropriate direction to
24 make sure that these people really end up
25 being a productive member of society,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 either in the City of Philadelphia or
3 somewhere else, where their skills may be
4 realized.

5 (Witness approached witness
6 table.)

7 MR. HART: Council President,
8 Bill Hart, the Executive Director of
9 RISE. I have to apologize. Your
10 question again was?

11 COUNCIL PRESIDENT CLARKE: I
12 was asking about a specific category,
13 because we purchased furniture, and I go
14 to my administrative assistant who does
15 that, she pulls out the book, she says,
16 Well, this Councilmember wants this and
17 that. She said, if we get it from the
18 Prisons, it's less expensive.

19 Oh, okay. I'm a fiscal guy,
20 right? And I said, Well, is the quality
21 any less than the quality from one of
22 these other places?

23 She said, No, it's pretty good.

24 So my question is about that,
25 in terms of the placement of those

1 4/9/14 - WHOLE - BILL 140144, etc.
2 individuals. And I understand that
3 that's not necessarily the responsibility
4 of the Prisons Commissioner, but is there
5 a program that allows those people to get
6 placement, and what's been the success
7 rate? And if you have similar training
8 programs, do we provide assistance, is
9 what I'm asking you.

10 MR. HART: Council President, I
11 couldn't address it specifically for the
12 guys that have gone through the Philacor
13 workshop and training, but I'll say
14 generically speaking, employment this
15 year vis-a-vis RISE and our relationship
16 with our partners in public safety,
17 currently 360 of our guys have been
18 placed. Our strategic plan for this year
19 was the number 400, which I think we will
20 exceed.

21 That said, our strategic plan
22 was broken out, I'll say, on several
23 levels. Strategically what we wanted to
24 do was corner the market on industries
25 that typically had high turnover and low

1 4/9/14 - WHOLE - BILL 140144, etc.
2 retention rates, and in my mind, that was
3 probably the course of least resistance
4 to move our guys into employment. We've
5 been extremely successful there. We've
6 been extremely successful working with,
7 let's say, some of our City partners for
8 contract employment; for example, the
9 marathons and races like that.

10 Strategically what we'd like to
11 attempt to do is now that we have a
12 baseline of a talent pool of ex-offenders
13 that we know are working, have managed to
14 have support networks that allow them to
15 come to work on a regular basis, have
16 developed work experience or track
17 record, that we could tier them up into
18 employment categories that will pay more
19 than the actual minimum wage, move them
20 into benefits. So our strategic plan,
21 we're looking to target certain sectors
22 of the markets. Right now manufacturing
23 hasn't hit our list because, in my
24 opinion, in my view, we haven't seen a
25 lot of activity in the manufacturing

1 4/9/14 - WHOLE - BILL 140144, etc.

2 sector here locally, but our strategic
3 plan is looking to match up obviously the
4 skills of our guys with the employment
5 need of employers in Philadelphia.

6 COUNCIL PRESIDENT CLARKE:

7 Okay. Thank you, sir.

8 MR. HART: Thank you, Council
9 President.

10 COUNCIL PRESIDENT CLARKE: Keep
11 up the good work.

12 The Chair recognizes Councilman
13 Jones.

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

16 Mr. RISE -- I mean, Mr. Hart.
17 You might as well be Mr. RISE. But I'd
18 like you to stay, and I'd like to also
19 ask Mr. Resnick to come up and join us at
20 the table, if you would, Mr. President.

21 (Witness approached witness
22 table.)

23 COUNCILMAN JONES: Just very
24 quickly, I wanted to bring your attention
25 to Bill No. 140014, which is an ordinance

1 4/9/14 - WHOLE - BILL 140144, etc.
2 to change the Home Rule Charter to allow
3 for Prisons to be an independent
4 department within the City of
5 Philadelphia. And a lot of people will
6 probably be surprised to find out that
7 under this form that it is not; it
8 actually is a subsidiary of DHS.

9 MR. RESNICK: Yes.

10 COUNCILMAN JONES: You can give
11 the history of that being a
12 quicker-oriented talent that somehow
13 Prisons were designed to be under a
14 philanthropic kind of humanitarian kind
15 of division of government. So why don't
16 we talk about that and what we're trying
17 to do to move it to be an independent
18 department and why.

19 MR. RESNICK: Okay.

20 COUNCILMAN JONES: Say your
21 name for the record, please.

22 MR. RESNICK: Sure. Michael
23 Resnick, Director of Public Safety.

24 I had very eloquent testimony
25 prepared for that issue, Councilman, when

1 4/9/14 - WHOLE - BILL 140144, etc.

2 we have that hearing, but I'll try off
3 the top of my head.

4 What that does is, as you said,
5 originally the Prisons was folded in
6 under DHS. So that's archaic. The
7 Prison System as it exists now today is
8 not as it existed back when the Charter
9 was created. So the Department is --
10 just in terms of the size of staff, the
11 size of the inmates, the size of the
12 facilities, the complexities in running
13 those operations, there is no oversight
14 from Commissioner Ambrose's shop over the
15 Prisons. We have a Commissioner of
16 Prisons and his deputies who run the
17 day-to-day operations. So there's no
18 budgetary crossover. There's no expense
19 to this change. Nothing would change.
20 We wouldn't have to get new signs, new
21 vehicles, new uniforms, anything like
22 that. It would just be a paper change to
23 reflect the reality of what happens in
24 day-to-day life today.

25 COUNCILMAN JONES: And I just

1 4/9/14 - WHOLE - BILL 140144, etc.

2 wanted to get on the record the
3 Commissioner's perspective on this being
4 the person responsible for those duties.

5 COMMISSIONER GIORLA: Yes.

6 Thank you, Councilman. The other aspect
7 of this is that it will allow the
8 Commissioner, either myself or my
9 successors, to appoint exempt deputies.
10 The other public safety of the
11 departments and the other operating
12 departments have that ability. Until
13 now, the Prisons has had to work directly
14 through promotion and seniority to fill
15 those vacancies.

16 The complexity of correctional
17 operations these days sometimes requires
18 some highly trained and educated
19 individuals who may be available inside
20 or outside the Department. It would give
21 the Commissioner the latitude to do
22 either to fill critical positions.

23 COUNCILMAN JONES: Okay. And I
24 wanted to also state that in the copy
25 that I have but in my intent in

1 4/9/14 - WHOLE - BILL 140144, etc.
2 discussing this with the Administration
3 is for reentry to be an official part of
4 that department. It's kind of
5 independent now, but I think,
6 Mr. President, it goes well with that.
7 I've also at your instruction been in
8 touch with the workforce there, the
9 people in the unions, and we are ongoing.
10 And I guess I can say that they're fairly
11 comfortable with this change, and I
12 wanted to let you know that as well.

13 So could you --

14 COMMISSIONER GIORLA: Yeah.
15 I'd like to expand on that. For the last
16 couple of years, the RISE office has
17 operated -- of course, they operate in
18 the public setting, where they will
19 accommodate individuals who have been
20 released from federal, state or local
21 facilities, come in off the street and
22 engage their services, but they've also
23 provided a community and personal
24 responsibility training within our
25 facilities. They've worked with our

1 4/9/14 - WHOLE - BILL 140144, etc.
2 social services staff, our classification
3 staff, and all of our programs. They're
4 operating now for referrals, monitoring,
5 and to encourage returning citizens when
6 they leave to take advantage of
7 everything that's available to them.
8 This way, if we melded our services, so
9 to speak, it would become seamless. We
10 could comingle our personnel. We can
11 comingle our resources and really extend
12 the volume that RISE could serve.

13 MR. RESNICK: That's exactly as
14 the Commissioner said, we want to make
15 this seamless. So if a person is
16 discharged on a Monday from the Prison,
17 Tuesday morning they can come to RISE and
18 pick up exactly where they left off with
19 the exact same programs and the exact
20 same resource material that we have, so
21 there wouldn't be any missed
22 opportunities. And I know that that was
23 the intent of the Administration to put
24 this in the proposed bill. I had a
25 conversation with your staffer. I think

1 4/9/14 - WHOLE - BILL 140144, etc.

2 that's an oversight we can --

3 COUNCILMAN JONES: I believe
4 that. In every discussion we've had,
5 that has been the intent of it.

6 MR. RESNICK: Correct.

7 COUNCILMAN JONES: So when I
8 read over it again -- we actually read
9 the legislations that we are proposing.
10 Therefore, when I saw it out, I wanted to
11 put that on the record.

12 MR. RESNICK: We'll fix it.

13 COUNCILMAN JONES: I appreciate
14 that.

15 By way of reentry, while we are
16 on the topic, let's go with, what were
17 the Prisons designed -- and there are, I
18 think, six still up there, not including
19 the trailers.

20 COMMISSIONER GIORLA: We have
21 six major facilities located in the
22 compound in Northeast Philadelphia. We
23 have four satellites. We have a contract
24 facility at D and Erie. We have a work
25 release facility at 600 University

1 4/9/14 - WHOLE - BILL 140144, etc.
2 Avenue. We have a low custody male
3 facility at 17th and Cambria, and we have
4 a female facility and a weekend
5 commitment facility located on Torresdale
6 Avenue.

7 COUNCILMAN JONES: So they are
8 designed for maximum capacity of what?

9 COMMISSIONER GIORLA: The
10 original design capacity is somewhere of
11 about 6,900. Those additional areas that
12 I referred to earlier, non-traditional
13 housing areas, we've used those to expand
14 the capacity and we've used outside
15 housing where we didn't -- when space was
16 really challenged.

17 COUNCILMAN JONES: So we are
18 constantly bumping up on the threshold of
19 what the system was designed for and,
20 therefore -- I mean, I had an opportunity
21 to be a part of the CJAB discussions, and
22 what is interesting to me and what I
23 commend the Administration for is having
24 a holistic approach, that one entity
25 impacts the other. So when we get tough

1 4/9/14 - WHOLE - BILL 140144, etc.
2 on crime, it impacts your population.
3 When we, for example, Mr. President,
4 insisted that gun bails be higher and
5 that was a handshake kind of relationship
6 with the courts, it impacted their
7 population.

8 So what is your strategy to
9 maintain those levels about releasing
10 more non-violent offenders to make room
11 for more serious offense, if you could
12 articulate that a bit.

13 COMMISSIONER GIORLA: Well, as
14 you know from the CJAB, we have a prison
15 population subcommittee. We meet with
16 representatives of all the same justice
17 partners, the Defender, the DA, Probation
18 and Parole, both courts, Municipal and
19 Common Pleas, and we do that monthly.
20 And what we look at are subsets of the
21 inmate population that either we can more
22 efficiently dispose of their cases if
23 they're taking an inordinate amount of
24 time or subsets of the population that
25 really don't need custody.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 I'll give you a for instance.

3 We have -- what we looked at in response
4 to questions we received from Council in
5 preparation for this budget hearing, we
6 looked at bails, the average length of
7 stay. Those who come in with less than
8 \$5,000 bail and are able to be bailed
9 out, they don't have any detainers or
10 violations, they spend approximately 40
11 days in custody; those with 5,001 to
12 10,000, 52 days in custody. What we
13 would do is ask the courts to examine
14 those cases and we'll pull the individual
15 files and see whether or not the bails --
16 if the bails were set slightly lower, the
17 individuals, the defendants, might be
18 able to make them and not come into
19 custody at all or whether or not those
20 offenses could be -- they could be
21 released on their own recognizance or
22 some other means.

23 So that's not a very large
24 group, but the thing is even though they
25 come in for a short period of time,

1 4/9/14 - WHOLE - BILL 140144, etc.

2 they're very expensive. An admission,
3 one person's admission, costs us in the
4 neighborhood of a thousand dollars.

5 COUNCILMAN JONES: That's just
6 processing, not into a cell.

7 COMMISSIONER GIORLA: First 24
8 hours.

9 So, you know, we look at
10 subsets of the population. Right now
11 we're looking at things like length of
12 stay by legal status category, and there
13 are some, like I said, bails that don't
14 stay very long, but there are others
15 that, particularly for the serious
16 offenses, that stay for a significant
17 period of time. Right now our pretrial
18 length of stay for those -- and most of
19 these are violent offenders, because the
20 non-violent offenders really aren't in
21 our population anymore. But the pretrial
22 length of stay of these offenders is 219
23 days on average.

24 COUNCILMAN JONES: Are you
25 using home monitoring systems to reduce

1 4/9/14 - WHOLE - BILL 140144, etc.

2 that population, and how effective have
3 they been?

4 COMMISSIONER GIORLA: I guess
5 two fiscal years ago, the courts proposed
6 or the courts tried to expand electronic
7 monitoring to relieve the prison
8 population. One of the unfortunate
9 factors we found was that there weren't
10 enough suitable people in our population
11 to really expand that program for the
12 scale that they wanted to. There was a
13 recommendation that we release 800
14 inmates to that program, and there really
15 weren't 800 qualified that could fit. I
16 think we started with approximately 200
17 monitors, 200 monitors in that program.

18 COUNCILMAN JONES: You weren't
19 able to find 200?

20 COMMISSIONER GIORLA: Not a
21 consistent 200 to fill that program.

22 COUNCILMAN JONES: I will ask
23 one other question and then move on. Do
24 we have other people, Mr. President?

25 COUNCIL PRESIDENT CLARKE: Did

1 4/9/14 - WHOLE - BILL 140144, etc.

2 you ask me if the bell rang?

3 COUNCILMAN JONES: I didn't
4 hear it.

5 COUNCIL PRESIDENT CLARKE: The
6 bell rang, yes.

7 COUNCILMAN JONES: I would --
8 are you considering day reporting
9 centers?

10 COMMISSIONER GIORLA: We're
11 examining it again. One of the
12 unfortunate results of our prior forays
13 into that area was we found a similar
14 situation. By the time we applied all
15 the exclusions that the different
16 parties, different criminal justice
17 parties wanted to apply to the cohort, we
18 were left with very few people that would
19 be suitable for day reporting.

20 Now, there are other agencies,
21 both inside and outside the state, that
22 are operating day reporting centers, and
23 we're taking another look.

24 COUNCILMAN JONES:
25 Mr. President, I will yield until the

1 4/9/14 - WHOLE - BILL 140144, etc.

2 next round.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, sir.

5 The Chair recognizes Councilman

6 Oh.

7 COUNCILMAN OH: Thank you,

8 Mr. President.

9 Just a quick housekeeping note
10 first. On Page 6 for M/W/DBE
11 participation for Corizon Health, I think
12 those numbers are incorrect.

13 COMMISSIONER GIORLA: Yes, sir.

14 COUNCILMAN OH: I just wanted
15 to check it out with you. Thirteen
16 percent and 58 percent, a total of 71
17 percent. It seems more like it's 30
18 percent.

19 COMMISSIONER GIORLA: I'll ask
20 my Contracts Unit Manager to come to the
21 table in case we need any further
22 explanation, but the employee salaries
23 are deducted from the contract total. So
24 these are services that the agency uses,
25 and I believe Mr. Donovan can expand on

1 4/9/14 - WHOLE - BILL 140144, etc.

2 that.

3 (Witness approached witness
4 table.)

5 MR. DONOVAN: Good afternoon,
6 Councilman.

7 COUNCILMAN OH: Good afternoon.

8 MR. DONOVAN: Daniel Donovan.
9 I'm the Contract Administrator for the
10 Prisons.

11 COUNCILMAN OH: Thank you.

12 MR. DONOVAN: Those figures are
13 Corizon's contract total minus personnel
14 costs.

15 COUNCILMAN OH: So the number
16 that we're getting in terms of the
17 participation, is that -- why is the
18 percentage -- why is it that the salaries
19 are taken out of that?

20 MR. DONOVAN: Why is it that
21 the salaries are deducted?

22 COUNCILMAN OH: Yes. In other
23 words, I'm looking at a \$42 million
24 contract and I'm looking at, for example,
25 \$2.24 million, but that number is not a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 gross number, the percentage of the
3 contract. That is a portion of the
4 contract minus salaries.

5 COMMISSIONER GIORLA: And --

6 COUNCILMAN OH: I'm looking at
7 in comparison to 42 million.

8 COMMISSIONER GIORLA:
9 Councilman, the formulas and the
10 percentages are determined by the Office
11 of Economic Opportunity. We compute
12 those and submit our figures. They
13 review them. Over the last couple of
14 years, we've been closely monitoring the
15 Corizon Health Services contract and we
16 meet monthly with the Corizon officials
17 and the Office of Economic Opportunity.
18 We use those formulas to compute these.

19 COUNCILMAN OH: It's fine. It
20 means that I don't understand how to read
21 these numbers. I would have assumed that
22 when we're breaking down percentages of a
23 total contract -- so is this Corizon
24 contract, is that a portion of the
25 contract? It's taking out their employee

1 4/9/14 - WHOLE - BILL 140144, etc.
2 salaries as well?

3 COMMISSIONER GIORLA: Yes.
4 It's minus their employee salaries.

5 COUNCILMAN OH: So the contract
6 for Corizon services is \$42 million minus
7 the salary of their employees. So it's
8 actually a higher number?

9 MR. DONOVAN: The official
10 contract amount is \$42 million. That
11 includes their cost of personnel services
12 and all other spending that would be
13 included in the MBE/WBE reporting.

14 COUNCILMAN OH: You may not be
15 in charge of this, so if you're not,
16 that's fine, but I'm trying to understand
17 now how to read this, because it's
18 confusing to me that when you list the
19 contract in total \$42 million, it
20 includes -- not you, but the salaries are
21 included. But when we look at the
22 participation level, somehow the salaries
23 are taken out. But we're getting a
24 percentage of the total contract, but the
25 number is not the total percentage. It's

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the, I don't know, operating cost of the
3 contract. It's just the portion minus
4 salaries of their employees. It seems
5 kind of an inconsistent way to report
6 this. It's confusing to me.

7 So, in other words, basically
8 instead of 5 percent -- in other words,
9 it's not 2.2 million. It's more like \$5
10 million or \$4.4 million. The actual
11 portion of the MBE was \$4 million. The
12 percentage of value would be \$4 million
13 from what you're telling me. Thirteen
14 percent of the contract is not 2.2
15 million.

16 MR. DONOVAN: Okay. That 13
17 percent represents the portion, minority
18 business portion, that is 42 million
19 minus personnel costs. You have a
20 balance of, say, approximately \$12
21 million, for argument's sake, and that
22 2.2 million represents 13 percent of
23 that.

24 COUNCILMAN OH: 2.2
25 represents --

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2 MR. DONOVAN: It's their
3 spending excess of their personnel costs.

4 COUNCILMAN OH: Okay. Well,
5 perhaps --

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

8 I think what you're getting at
9 is or what you're asking -- and I think
10 it's a question for OEO, so we can
11 provide a response to you. But out of
12 the 42 million total contract, there is a
13 personnel portion that was pulled out in
14 order to determine the participation.
15 And you want to understand the reasons
16 for that?

17 COUNCILMAN OH: No. I want to
18 understand why this says 13 percent, but
19 the actual number of 2.2 is 5 percent.

20 MS. RHYNHART: Because that's
21 what they were saying, that out of the
22 \$42 million contract, there was a portion
23 of it -- and I'm not familiar with the
24 specifics, but that was pulled out of
25 that as an -- that there was no

1 4/9/14 - WHOLE - BILL 140144, etc.

2 opportunity. So that would be an Angela
3 Dowd-Burton question that we could
4 definitely get back to you on.

5 COUNCILMAN OH: Okay. Well, I
6 mean, it hasn't been a problem up until
7 today. I can look at every contract and,
8 even on this form, look at the numbers
9 and the portion of the contract is the
10 percentage that's reported, but here the
11 percentage is different from the number
12 reported.

13 MS. RHYNHART: Right. This
14 seems like a specific instance in which
15 more information is necessary to provide
16 to you on this.

17 COUNCILMAN OH: Okay. That's
18 fine. I'll just say that I hope all the
19 numbers are consistent so when we look at
20 them, we know what we're looking at. And
21 if you could just let me know that.

22 Okay. So what I was wondering
23 is that there's a decrease in the budget
24 this year, which is 3.4 million, and that
25 is because there's going to be a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 projected decline in overtime costs as
3 well as outside housing contracts. And
4 kind of going along with what other
5 people were asking, my colleagues, about
6 the use of non-secure facilities, outside
7 contracts, what is the plan or the
8 process for that right now in terms of
9 increase use of housing contracts?

10 COMMISSIONER GIORLA: I'm
11 sorry. Could you clarify that,
12 Councilman?

13 COUNCILMAN OH: Yeah. What
14 portion of the 3.4 million in reduction
15 of costs is outside housing contracts
16 versus decline in overtime costs?

17 I mean, if you know. If you
18 don't know or somebody could --

19 COMMISSIONER GIORLA: Well, our
20 fiscal -- our administrative services
21 officer is here, and there's a breakdown
22 in the class. He'll be able to give you
23 that figure.

24 (Witness approached witness
25 table.)

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2 MR. BUCK: Jerry Buck.

3 COUNCILMAN OH: Good afternoon.

4 Just in general.

5 MR. BUCK: Two million.

6 COUNCILMAN OH: Two million is
7 going to go to outside?

8 MR. BUCK: Right. That's the
9 cut.

10 COUNCILMAN OH: Okay.

11 MR. BUCK: It represents about
12 47 inmates.

13 COUNCILMAN OH: What is causing
14 that? Is that a policy change? Is that
15 a strategy or has something different
16 occurred?

17 COMMISSIONER GIORLA: We've
18 seen a decline in overall admissions.
19 One of the things we follow as part of
20 the CJAB is the decrease in violent
21 crime, and over the past two years, most
22 of the individuals committed to us have
23 high bails, violent offenses, et cetera.
24 That number is down. There was a
25 reduction in, of course, pretrial

1 4/9/14 - WHOLE - BILL 140144, etc.
2 defendants as a result, and the number of
3 probation violators has risen slightly,
4 but not along the same scale. The
5 initiative that the courts had started in
6 April of 2013 to rein in the number of
7 failures to appear by sentencing
8 individuals who did so to contempt, those
9 numbers have fallen off significantly as
10 well. That combination has brought our
11 population down. It continues to
12 decline. There may be an additional
13 factor, the severe winter that we had,
14 but we see that coming down.

15 Now, given the fact that our
16 overall admissions have declined, when we
17 look further out at length of stay, that
18 will reduce the overall population. Like
19 I said, as that comes down, we anticipate
20 our overtime needs, our staffing needs,
21 and all the ancillary costs to decline as
22 well.

23 COUNCILMAN OH: So it's good
24 news, decreased crime, decreased costs.
25 Let me just thank you for your help and

1 4/9/14 - WHOLE - BILL 140144, etc.
2 cooperation with all the different
3 members of Council, myself included, on
4 our visits to the Prison and the great
5 work you're doing.

6 Thank you very much.

7 COMMISSIONER GIORLA: You're
8 welcome, sir.

9 COUNCIL PRESIDENT CLARKE:
10 Thank you, Councilman.

11 The Chair recognizes Councilman
12 Johnson.

13 COUNCILMAN JOHNSON: Thank you,
14 Council President.

15 How you doing, Commissioner?

16 COMMISSIONER GIORLA: Good
17 afternoon, sir.

18 COUNCILMAN JOHNSON: I just
19 wanted to get an overview on how the
20 Department of Correction goes about
21 recruiting your corrections officers in
22 light of the recent story in the Daily
23 News regarding the issue of contraband
24 within the Prison System, the issue of
25 relationships between COs and inmates in

1 4/9/14 - WHOLE - BILL 140144, etc.
2 trying to create an environment where
3 workers can work and separate personal
4 life versus work life. And I had a
5 chance to look at some of your comments
6 that were printed in the news, but really
7 you kind of brought light to a whole
8 different situation for me, and I just
9 wanted to get an idea of what are we
10 doing to be -- what's your plan to
11 address such an issue moving forward?

12 COMMISSIONER GIORLA:
13 Councilman, I assume you're talking about
14 controlling and interdicting contraband.
15 We attempt to do that on several levels.
16 There are physical searches in our
17 facilities both of all the incoming
18 visitors and staff. Those are not strip
19 searches. So in some cases, they don't
20 detect or interdict all the contraband
21 that's being introduced. Each of our
22 facilities' wardens are charged with
23 searching each bed at least once a month.
24 Thousands of searches that are being
25 conducted all day long. We inspect

1 4/9/14 - WHOLE - BILL 140144, etc.
2 packages, vehicles, visitors, everyone
3 coming into our facilities.

4 One of the problems is -- and
5 this can be seen nationwide, because if
6 you follow the media, there have been
7 significant problems in Baltimore, New
8 Orleans, New York with the introduction
9 of contraband. It's a very lucrative
10 enterprise. Cell phones, contraband cell
11 phones, can sell for as much as \$400,
12 cigarettes for \$30 to \$40 a pack.

13 COUNCILMAN JOHNSON: I
14 understand the issue. What are we doing
15 to address it? What are the tactics that
16 are in place for us besides the strip
17 searching? How do we address staff as
18 well as -- I understand the visitor side.

19 COMMISSIONER GIORLA: When
20 staff are recruited, they're told that we
21 expect -- we have a high expectation of
22 moral conduct and a professional distance
23 to be kept between them and the inmates.
24 That is also expressed in their
25 pre-service training.

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2 COUNCILMAN JOHNSON: You do
3 background checks, correct?

4 COMMISSIONER GIORLA: We do
5 criminal background checks. We do
6 employment checks. We --

7 COUNCILMAN JOHNSON: Lie
8 detector tests?

9 COMMISSIONER GIORLA: We no
10 longer conduct polygraph tests. We used
11 to conduct them in the past. We do hair
12 drug testing as well. When the officers
13 are hired, we try to impress upon them
14 that we expect a high level of ethical
15 conduct and professionalism.
16 Unfortunately, the correctional
17 environment is very close contact with
18 individuals who are manipulative, who are
19 predatory, and target staff for
20 corruption. In some cases, they succeed.
21 When that happens, you know,
22 unfortunately we discipline and dismiss
23 the individuals. If we believe that the
24 conduct is criminal, we prosecute.
25 Unlike a lot of -- there are some

1 4/9/14 - WHOLE - BILL 140144, etc.

2 agencies who take the tact that it's so
3 egregious that they publish the names and
4 photos of their staff who are caught
5 trafficking contraband. I don't believe
6 that's an effective measure, because of
7 the approximately 1,800 correctional
8 officers and other 150 security staff we
9 have there, I think the overwhelming
10 majority of them are hard-working,
11 dedicated individuals who are concerned
12 about their safety and concerned about
13 the job they do.

14 As part of my career, I spent
15 ten years both as an investigator and a
16 director of the Internal Affairs
17 Division, and I can tell you this is a
18 problem throughout correctional
19 facilities nationwide.

20 COUNCILMAN JOHNSON: So there's
21 a corrections Internal Affairs Division?

22 COMMISSIONER GIORLA: Yes, sir.

23 COUNCILMAN JOHNSON: With a
24 staff of how many?

25 COMMISSIONER GIORLA:

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Approximately five.

3 COUNCILMAN JOHNSON:

4 Approximately five. All right. I just
5 want to get an overview.

6 Can I also ask for Mr. Bill
7 Hart, Mayor's Office of Reentry, to
8 please approach the witness table.

9 (Witness approached witness
10 table.)

11 COUNCILMAN JOHNSON: Thank you,
12 Commissioner.

13 COMMISSIONER GIORLA: You're
14 welcome.

15 COUNCILMAN JOHNSON: How you
16 doing, Mr. Hart?

17 MR. HART: Blessed, Councilman.
18 How are you?

19 COUNCILMAN JOHNSON: I'm doing
20 pretty good.

21 So I remember when the
22 Administration kicked off the Mayor's
23 Office of Reentry several years ago. It
24 was an office that was opened up in
25 Southwest Philadelphia. It was a very

1 4/9/14 - WHOLE - BILL 140144, etc.
2 enthusiastic kickoff to a program that
3 would really help a lot of people. So I
4 want to get an idea from you where we're
5 at in terms of servicing a population of
6 individuals who are returning home to
7 society, how is it having an impact on
8 our recidivism rate, what are some of the
9 best practices but also, most
10 importantly, where there's a need and us,
11 members of Council, can begin looking at
12 how we can be supportive of this
13 particular population. Because I know
14 when we talk about crime prevention and
15 being proactive, I mean, part of it is
16 making sure that there are resources in
17 place to support those best practices.
18 And I do thank your department, because
19 we have placed several different
20 individuals in nice employment
21 opportunities. Some folks work down at
22 the Convention Center, did a piece of
23 forklift driving out of Coca-Cola through
24 the partnership with your office. And so
25 probably if I had to rate what are some

1 4/9/14 - WHOLE - BILL 140144, etc.
2 of the key issues, one of my top three
3 issues that people come to my office
4 asking for, everyone wants a job, the
5 issue of having a felony and trying to
6 find a job.

7 MR. HART: Employment.

8 COUNCILMAN JOHNSON: And at the
9 end of the day, the employment issue
10 plays a major role in how we address the
11 issue of public safety in the City,
12 because if a person doesn't have an
13 employment, then they make other poor
14 choices. And so I look at your
15 department as the key department in
16 really reducing crime. And so just give
17 us an idea of where you're at.

18 MR. HART: Councilman, how much
19 time do I have?

20 Councilman, as succinctly as
21 possible.

22 COUNCIL PRESIDENT CLARKE: But
23 saved by the bell.

24 MR. HART: Best practices would
25 suggest that reentry begins at the time

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that anyone touches Commissioner Giorla's
3 shop. So our service delivery model is
4 based on that. Our work begins with our
5 guys in detention. Currently we're
6 working in seven of Commissioner's
7 facilities. We have several business
8 lines. Most recently is the Fatherhood
9 Initiative for the non-custodial fathers.
10 Traditionally we're doing the cognitive
11 work through CPR.

12 One of the areas that we'd like
13 to get better at and the Commissioner
14 mentioned in his testimony is now an
15 expansion of medical coverage for our
16 guys in detention that we know that are
17 leaving out that will need a continuum of
18 services. For example, those that are on
19 the mental health roster that we can
20 identify that are in detention that have
21 been sentenced and have a defined date to
22 be released, if in fact we can have them
23 connected to medical services so there's
24 no break in the treatment that they get
25 when they're in detention and they go

1 4/9/14 - WHOLE - BILL 140144, etc.
2 into in-care facilities, it does a number
3 of things for us. Obviously from a
4 public safety perspective, with treatment
5 many of our offenders would not reoffend.
6 Without treatment, we have what I'm
7 calling frequent flyers that continue to
8 recycle back into Commissioner Giorla's
9 shop, that we can address that up front
10 and then had that continuity of care once
11 they're released.

12 But with that said, our service
13 delivery model, again, we begin with guys
14 in detention, and once they're released,
15 clients come to us voluntarily, some are
16 court stipulated. Once you reach my
17 shop, we have a six-week service delivery
18 model. Week one, week two is cognitive
19 where we are trying to get inside their
20 heads. Weeks three, four, and five,
21 pretty intense employment services. Week
22 six is that we have our guys in our tech
23 lab, and by no stretch of any imagination
24 are we trying to get anyone Microsoft
25 Office certified, but to have a skill set

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2 that can search the web, can apply
3 online, because there's a certain savvy
4 to applying online, matching up their
5 skill sets, always being mindful -- when
6 we talk about employment, clearly there's
7 a skill set, but then there's also the
8 collateral consequences of convictions
9 that many of my guys have that preclude
10 them from working in certain industries
11 and doing certain work.

12 So we take them through that.
13 And then the last portion of the work
14 that we do is expungement, because we
15 have attorneys on staff from an
16 employment perspective to remove those
17 arrests that did not lead to convictions
18 as a barrier to employment.

19 Your question about
20 employment -- and, again, I tried to
21 answer it a little earlier when Council
22 President Clarke addressed it -- was that
23 our strategy had been, one, to look at
24 those industries that had the highest
25 turnover, the lowest retention rate,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 which was the course of least resistance,
3 and we've done exceptionally well there.
4 We're going to break our goal of 400
5 placements this year.

6 What we would like to do if
7 there was an ability to tier up and I'd
8 like to say best practices using
9 Philadelphia's Family Court, who have
10 been extremely successful in, one,
11 connecting their guys that owe child
12 support payments to employment, and the
13 model that they use is with an outside
14 vendor, a contractor to move them into
15 employment. Obviously it's a fee paid
16 for placement, a fee paid for retention,
17 but it's minimus in terms of the return
18 back to custodial parent and the
19 children. And, similarly, in an ideal
20 world, we'd like to be able to duplicate
21 that model.

22 So this year our numbers are
23 400. Conceivably, we'd be able to move
24 700, 800 returning citizens into
25 employment, reducing the cost of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 recidivism going back to Commissioner
3 Giorla's shop.

4 COUNCILMAN JOHNSON: And just
5 doing -- and I'm going to wrap up on this
6 one, Council President.

7 In the context of mental
8 health, which you brought to our
9 attention, which is a very significant
10 issue, what's the strategy that deals
11 with those who suffer from drug and
12 alcohol issues, D&A, in the context of
13 mental health on a path of people
14 rehabilitating so they don't recidivate?

15 MR. HART: I'll say organic to
16 the RISE process, we do a pretty thorough
17 assessment. We're using the RST
18 assessment, which is criminal based, but
19 we're looking more at a needs assessment
20 to identify those that have mental,
21 behavioral, drug and alcohol concerns.
22 Once we assess, once they meet my case
23 managers and we get an effective read on
24 what some of the barriers are, it's
25 immediate referral to our partners within

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the managed reintegrated network for drug
3 and alcohol.

4 One of the challenges that we
5 found -- and I'll give a lot of credit to
6 Commissioner Giorla and certainly
7 Director Resnick -- is, now let's look,
8 again, at that mental health population,
9 and if we can connect them immediately to
10 services once they're released, they
11 don't become the frequent flyers. The
12 public becomes a lot safer. I say one of
13 my biggest fears -- and I have no way of
14 measuring it -- is a guy that comes into
15 my shop that is off of his meds and the
16 ability to go from zero to 100 miles an
17 hour in less than ten seconds is one of
18 the things that we'd like to avoid, not
19 only in my shop but for public safety
20 generally for Philadelphia residents.
21 Again, if we can connect our guys with
22 resources immediately upon release -- the
23 recidivism rate I believe is measured
24 over three years, and once you drill down
25 and look at year one, that's that time

1 4/9/14 - WHOLE - BILL 140144, etc.
2 period where most guys recidivate. So,
3 again, best practices would suggest
4 identifying, connecting, assessing, and
5 doing the followup within that one-year
6 period. We can dramatically reduce
7 recidivism for our overall population,
8 and invariably public safety becomes --

9 COUNCILMAN JOHNSON: Do y'all
10 work in partnership with the Department
11 of Health, Donald Schwarz?

12 COMMISSIONER GIORLA:
13 Councilman, if I may, the Forensic
14 Intensive Recovery Program, which --

15 COUNCILMAN JOHNSON: FIR.

16 COMMISSIONER GIORLA: The FIR.
17 Well, for anyone who is uninitiated, FIR
18 works with a number of community
19 providers. A lot of the inmates who have
20 addiction issues that come through our
21 system are court-stipulated into those
22 programs. Our social workers work
23 closely with the placement advocates. As
24 a matter of fact, some years ago we
25 actually offered the program a site up at

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the Prisons where they can co-locate
3 their evaluators. We have a trailer
4 located on our grounds where their
5 evaluators work out of. And as those
6 placements arise, we make sure that
7 they're connected with community
8 treatment. So that's just another
9 avenue.

10 COUNCILMAN JOHNSON: All right.
11 Thank you.

12 MR. HART: Councilman, thank
13 you.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilman.

16 The Chair recognizes
17 Councilwoman Reynolds Brown.

18 COUNCILWOMAN BROWN: Thank you.
19 Good afternoon, gentlemen.

20 COMMISSIONER GIORLA: Good
21 afternoon.

22 COUNCILWOMAN BROWN: I would
23 like the first round of question to focus
24 on the mental illness that sometimes goes
25 detected and oftentimes does not and how

1 4/9/14 - WHOLE - BILL 140144, etc.

2 you screen for men and women who come
3 through the system, because I would
4 imagine, not being the professional that
5 you are, that that may contribute to
6 recidivism; is that fair to say?

7 COMMISSIONER GIORLA:

8 Absolutely, Councilwoman. There's a
9 number of factors, not only their
10 inability to cope upon release, their
11 inability to access resources. That's
12 really what's driving our effort to
13 either enroll them in Medicaid prior to
14 release, because the application won't be
15 effective while in custody, but it's good
16 for 30 days, and we can try and start
17 that coverage as soon as possible. It
18 will continue medication. It will
19 provide access to treatment. And we're
20 not only looking at that for the mentally
21 ill, but all the chronically ill. There
22 are high numbers of chronically ill that
23 come into our custody as well.

24 COUNCILWOMAN BROWN: So how
25 well are you doing in that area?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COMMISSIONER GIORLA: Right now
3 the enrollment hasn't begun.

4 COUNCILWOMAN BROWN: Has not?

5 COMMISSIONER GIORLA: No.
6 We're working with RISE. We're also
7 working on a parallel effort to ask the
8 state not to suspend coverage for those
9 who are admitted to our custody. I think
10 about 6 percent who come through the door
11 have Medicaid coverage but it's dropped
12 as soon as they come into custody.

13 COUNCILWOMAN BROWN: So what's
14 the prognosis for the state's response?

15 COMMISSIONER GIORLA: As yet,
16 we haven't been able to get regulatory
17 permission to do that.

18 COUNCILWOMAN BROWN: And who
19 drives that?

20 COMMISSIONER GIORLA: I can ask
21 our Director of Medical Services to
22 expand on that, Dr. Bruce Herdman.

23 (Witness approached witness
24 table.)

25 DR. HERDMAN: I'm Bruce

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Herdman, Chief Medical Operations for the
3 Prison.

4 COUNCILWOMAN BROWN: Good
5 afternoon.

6 DR. HERDMAN: Your question?
7 I'm sorry.

8 COUNCILWOMAN BROWN: So talk
9 about the impediments you've run into
10 with regards to ensuring that the
11 population has the Medicaid benefits in
12 place prior to release so that they can
13 be in some ways held through the system
14 to try to -- and how that, if handled
15 properly, can reduce or contribute less
16 to the recidivism.

17 DR. HERDMAN: There is evidence
18 that shows that if a person leaves with
19 medical assistance or another insurance
20 coverage, that their recidivism rate is
21 decreased. So we're aiming for
22 continuity of insurance coverage. We've
23 been trying to get the state to suspend
24 rather than terminate for some time. The
25 state has had a number of reasons why

1 4/9/14 - WHOLE - BILL 140144, etc.

2 they can't do that.

3 COUNCILWOMAN BROWN: Such that?

4 Talk into the mic for us, please.

5 DR. HERDMAN: One reason was
6 that their computer system has been
7 changed over 15 years so many times
8 without any documentation of the changes
9 that they're afraid if they make another
10 change, it will disrupt other aspects of
11 their computer system.

12 COUNCILWOMAN BROWN: So
13 technology, that's the excuse there.
14 Okay. And what's some of the other
15 impediments?

16 DR. HERDMAN: I think -- I'm
17 just speculating -- that there's just a
18 general reluctance to increase the
19 enrollment in medical assistance,
20 unfortunately. This has been true under
21 the current administration and the
22 previous administration. But we are
23 working with Secretary Wetzel from the
24 Pennsylvania Department of Correction to
25 see if we can get that resolved.

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2 COUNCILWOMAN BROWN: So
3 "working with," I never know what that
4 means. That's so nebulous. You've
5 submitted it in writing? You've had
6 meetings?

7 DR. HERDMAN: Yes. We've
8 submitted it in writing several times.
9 We've had meetings with various
10 representatives of the Department of
11 Welfare, their Information Technology
12 Department, without success so far. Most
13 recently this last week, yes.

14 COUNCILWOMAN BROWN: So if that
15 gap is not closed, then men and women
16 will continue to leave, have the 30-day
17 gap, not get the mental health attention
18 that they deserve, and the cycle
19 continues again.

20 DR. HERDMAN: Yes, ma'am. I
21 don't think that there are published
22 statistics on how long it takes to
23 reactivate coverage or to initiate
24 coverage, but the conventional wisdom is
25 six to eight weeks. State releases

1 4/9/14 - WHOLE - BILL 140144, etc.
2 people with 30 days' medication. We
3 release people with a minimum of five
4 days of medication. If you have a
5 schizophrenic patient that gets off their
6 medication, starts talking to God on the
7 corner, they come back to PPS, which is
8 the largest psychiatric hospital in the
9 state at the moment, as an example.

10 COUNCILWOMAN BROWN: And what
11 is the role of halfway houses on that
12 issue of connecting the dots with regards
13 to the Medicaid coverage?

14 DR. HERDMAN: I don't know the
15 answer to that, Councilwoman.

16 COMMISSIONER GIORLA: I can
17 answer that somewhat, Councilwoman. We
18 don't have any directly supervised
19 halfway houses here in the City that the
20 Prisons runs, but there are a number --

21 COUNCILWOMAN BROWN: Repeat
22 that again.

23 COMMISSIONER GIORLA: We don't
24 have any halfway houses that the Prisons
25 runs, the Philadelphia Prisons. The

1 4/9/14 - WHOLE - BILL 140144, etc.
2 state has community correction centers.
3 We have a work release center. But any
4 community placement -- most of the
5 community placement programs, either
6 through FIR or through the Department of
7 Behavioral Health, they require coverage
8 for admission. So the coverage has to be
9 either approved or restored at some point
10 in time.

11 COUNCILWOMAN BROWN: Has that
12 always been the case?

13 COMMISSIONER GIORLA: I'm not
14 sure.

15 DR. HERDMAN: I can mention one
16 success that we've had in this arena, if
17 you'd like, and, that is, that we helped
18 to draft legislation called Act 22 in
19 2011 with the Pennsylvania Department of
20 Correction, which allows -- actually, the
21 state requires hospitals to bill medical
22 assistance for inpatient care. We have
23 550 inpatient cases a year, and the
24 federal government pays about 50 percent
25 of the total bill. We end up paying the

1 4/9/14 - WHOLE - BILL 140144, etc.

2 other 50. So we've saved 50 percent of
3 our total hospitalization bill, which is
4 probably close to \$5 million a year, by
5 getting that legislation passed.

6 COUNCILWOMAN BROWN: I see. So
7 then if your system does not
8 supervise/run halfway houses, can you
9 answer the question are all halfway
10 houses created equal? That means that
11 those that exist are actually supervised
12 by the state; is that fair to say?

13 COMMISSIONER GIORLA: Some are
14 state facilities, some are
15 state-contracted facilities, some are
16 private providers.

17 COUNCILWOMAN BROWN: Okay. So
18 then where is the monitoring arm? Where
19 is the arm that checks in to see that
20 certain fundamental standards are in
21 place for these men and women?

22 COMMISSIONER GIORLA: Well, I
23 can only speak for our system, but the
24 state Department of Corrections conducts
25 an annual inspection of our facilities.

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2 It's under the authority of Title 37 of
3 state code. It provides for the minimum
4 standards for operations of county jails.

5 COUNCILWOMAN BROWN: I see.

6 Okay. The bell has rung. I'll come back
7 on the next round. Thank you.

8 COUNCIL PRESIDENT CLARKE:

9 Thank you.

10 The Chair recognizes Councilman
11 Greenlee.

12 COUNCILMAN GREENLEE: Thank
13 you, Mr. President.

14 Real quickly. Commissioner,
15 you mention in your opening about the
16 victim notification program. Could you
17 just briefly kind of describe that?

18 COMMISSIONER GIORLA: The SAVIN
19 program is part of an overall program
20 administered by the Pennsylvania District
21 Attorney's Institute. It's an automated
22 victim notification registry that we
23 maintain where victims can apply online,
24 supply their information, their contact
25 information. Whenever an inmate is

1 4/9/14 - WHOLE - BILL 140144, etc.

2 transferred from facility to facility or
3 released from our facilities, they'll get
4 an automated notification.

5 COUNCILMAN GREENLEE: Does that
6 seem to be pretty well used?

7 COMMISSIONER GIORLA: Yeah, I
8 believe so. I don't have figures on use,
9 but we have a number of people that are
10 signed up for it.

11 COUNCILMAN GREENLEE: Great.
12 Thank you.

13 Thank you, Mr. President.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilman.

16 The Chair recognizes Councilman
17 Squilla.

18 COUNCILMAN SQUILLA: Thank you,
19 Mr. President.

20 Thank you for your testimony.
21 My question is, I know it was the year
22 before last we had talked about the
23 decrease in overtime at the Prisons and
24 why that happened and sort of make it a
25 model for other departments to look at by

1 4/9/14 - WHOLE - BILL 140144, etc.

2 bringing in more employees to decrease
3 the number of overtime hours, and now it
4 seems like we went totally the opposite
5 way. Could you just explain the
6 difference in what happened.

7 COMMISSIONER GIORLA: I'll have
8 to go back historically. In FY09, our
9 population was very high, 9,800. At that
10 time our vacancy rate was 18, 20 percent
11 staff, and it wasn't because of anything
12 conscious that we did. It was because we
13 hadn't kept up with attrition. Two
14 things happened. We started a concerted
15 hiring program, hired over 250 in a year,
16 year and a half. During that time,
17 certain reforms took place in the courts
18 that combined the lower population. So
19 our staffing went up, our population came
20 down. That combination resulted in that
21 significant reduction in overtime.

22 After hitting 7,500 or so in, I
23 believe, mid 2010, the population started
24 going back up. Our hiring program had
25 slowed, so the vacancy rate increased.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 It took us a while to tool up and to meet
3 that demand and to meet our attrition at
4 the same time, so overtime went up. Now
5 we're in the same cycle. We've hired
6 over the last year. We've filled all our
7 correctional security vacancies, and our
8 population started to come down. So
9 we're seeing pay period by pay period at
10 least -- not at least, but on average a
11 10 percent reduction in overtime each
12 two-week period. So you'll see the
13 figures come down. That's why we're
14 asking for less in this budget.

15 COUNCILMAN SQUILLA: Okay. I
16 mean, that makes sense, because it just
17 seemed like understanding that the
18 mentality always at least here was let's
19 not hire new people when you can just pay
20 people overtime because we'll save in
21 benefits and stuff like that, but we see
22 that the cost actually increases with the
23 more overtime and then also the increase
24 in pension payments that's even further
25 in advance.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COMMISSIONER GIORLA: I think
3 one of the things -- and you may be
4 referring to the article that appeared in
5 the newspaper about the pension benefits.
6 I think that's one of the reasons that
7 both this Administration and the Finance
8 Department have sought reforms to the
9 pension system. There had been
10 advantageous rules in the pension system
11 and opportunities for individuals who
12 wanted to work significant numbers of
13 overtime to raise their pensions
14 incrementally. I think the new pension
15 plans have kind of reduced that
16 opportunity, you know. And the other
17 aspect to that is even though for years
18 it was believed that if you didn't -- you
19 used overtime in place of employees, you
20 saved money. I don't know about other
21 departments, but in Prisons, that's not
22 true. There's a fatigue factor. There's
23 a stress factor that raises the level of
24 sick time, the level of absenteeism when
25 you don't fill those vacancies, and

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that's why we've had a concerted effort
3 to do that.

4 COUNCILMAN SQUILLA: I think
5 you see as a model, that's true
6 throughout most of the departments
7 throughout not only the City of
8 Philadelphia but nationwide. I think it
9 was a theory early on that it would
10 definitely save money by just having
11 overtime, and I think now they realize
12 that that's not the case. But, I mean, I
13 remember doing that with you, and I know
14 it's a little tougher for the Prisons
15 because you really don't know what your
16 population is going to be year in and
17 year out.

18 COMMISSIONER GIORLA: We've
19 tried -- over the last couple of years,
20 we've tried to project and look at the
21 trends. Our work with CJAB has helped
22 us. Like I said, there were initiatives,
23 higher bails for weapons offenses,
24 failures to appear, and contempt
25 sentences, that we saw swell our

1 4/9/14 - WHOLE - BILL 140144, etc.
2 population, and we looked at them and we
3 look at them weekly to see where the
4 populations go and we try and adjust
5 accordingly.

6 COUNCILMAN SQUILLA: Did some
7 of the state new legislation or
8 regulations change that? Because I know
9 we had pre-release programs and also I
10 guess programs that would sort of have, I
11 guess, people visiting, sort of
12 outpatient or out-of-prison care before
13 sending them back to prison -- help you
14 be able to understand how the ability to
15 grow or decrease in the future?

16 COMMISSIONER GIORLA:
17 Absolutely. There were a couple of
18 initiatives. First of all, there was
19 legislation in 2008 that did not --
20 removed the authority of judges to place
21 inmates with sentences of up to five
22 years in county prisons. That reduced
23 our population somewhat. There was state
24 intermediate punishment or halfway back
25 programs where the parole violators

1 4/9/14 - WHOLE - BILL 140144, etc.

2 didn't necessarily come back into custody
3 when they violated. There were a number
4 of specialty courts created by the court
5 system. And I don't know. The courts
6 would have to answer whether or not
7 they're at capacity or whether they have
8 plans to expand, but we now have a
9 Veterans Court, we have a Mental Health
10 Court. There's a program called Dawn's
11 Court that deals with prostitution and
12 quality of life. There are a number of
13 these specialty courts have combined to
14 remove some of those low-level and less
15 violent offenders from our population,
16 and I think that's having an effect as
17 well.

18 COUNCILMAN SQUILLA: Okay.

19 Thank you very much.

20 COMMISSIONER GIORLA: You're
21 welcome.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you, Councilman.

24 The Chair recognizes Councilman
25 Jones.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN JONES: Thank you,
3 Mr. President.

4 I'd like to go in a different
5 direction. What is the demographics of
6 the population that you service?

7 COMMISSIONER GIORLA: I hate to
8 read from the book, but I have a table
9 here.

10 COUNCILMAN JONES: That's all
11 right.

12 COMMISSIONER GIORLA: It's
13 primarily -- the age groups are primarily
14 from age 18 to 35. About half of our
15 population is 18 to 35. Among males and
16 females, it's primarily African American.

17 COUNCILMAN JONES: When you say
18 "primarily," give me an exact.

19 COMMISSIONER GIORLA: Probably
20 about 70 percent.

21 COUNCILMAN JONES: Seventy?

22 COMMISSIONER GIORLA: Seventy.
23 Another 13 percent or so Hispanic.

24 COUNCILMAN JONES: What's the
25 percentage of females?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COMMISSIONER GIORLA: I don't
3 have percentages here, but I have
4 numbers, and I can tell you there are, as
5 of last night, there are 5,700 black
6 males and females in our population,
7 1,462 Hispanics, 947 whites, and 132 that
8 identify as other.

9 COUNCILMAN JONES: Now give me
10 the statistics on participation,
11 contracts.

12 COMMISSIONER GIORLA: Contract
13 participation? For?

14 COUNCILMAN JONES: Supplies,
15 services, and equipment.

16 COMMISSIONER GIORLA: Well, the
17 contracts we have are Keefe Commissary
18 Services, Aramark Food Services.

19 COUNCILMAN JONES: What's the
20 participation there?

21 COMMISSIONER GIORLA: The
22 participation for Keefe Commissary
23 Services is 20 percent minority, 10
24 percent WBE, and zero DSBE.

25 COUNCILMAN JONES: So who is

1 4/9/14 - WHOLE - BILL 140144, etc.

2 your MBE partner in the Aramark contract?

3 COMMISSIONER GIORLA: For the
4 subcontractors?

5 COUNCILMAN JONES: Yes.

6 COMMISSIONER GIORLA: I believe
7 one is Millwright Foods. And I'll ask my
8 contract services.

9 COUNCILMAN OH: I'm sorry.
10 Could I make a point of order -- I'm
11 sorry; point of information.

12 On this issue, I did speak with
13 the Budget Director, and I think we
14 agreed that these numbers are not
15 accurate or certainly curious, and she
16 will get the correct numbers.

17 COUNCILMAN JONES: I was
18 getting to curious. It gets curiouiser
19 and curiouiser, as they say.

20 COUNCILMAN OH: They're not
21 accurate, I would say.

22 COUNCILMAN JONES: And I'll
23 stop then. I'll yield on that part, but
24 I will go to my specific issue.

25 Aramark is a large Philadelphia

1 4/9/14 - WHOLE - BILL 140144, etc.
2 company, and, yeah, I appreciate that.
3 If you look at the demographics -- in
4 another life, I was a procurement
5 officer; in fact, the head of minority
6 participation in the City of
7 Philadelphia. So I kind of know this.
8 And there are ways to discriminate that
9 are written into the RFP and the bid, and
10 one of them is a process which I think
11 probably has merit, but it is
12 exclusionary by its impact, and it's
13 called food chill. Are you familiar with
14 that process?

15 COMMISSIONER GIORLA: Cook
16 chill?

17 COUNCILMAN JONES: Cook chill.
18 I'm sorry.

19 COMMISSIONER GIORLA: Yes.

20 COUNCILMAN JONES: Could you
21 explain cook chill?

22 COMMISSIONER GIORLA: Cook
23 chill is the process by which we prepare
24 foods at the facility. The foods are
25 prepared in large quantities, cooked and

1 4/9/14 - WHOLE - BILL 140144, etc.
2 then bagged and not frozen, but nearly
3 frozen. They're stored until they're
4 required as a menu component. They're
5 brought out. The bags are thawed,
6 heated. The food is trayed up. It's
7 sealed in a tray and then distributed
8 throughout our facilities.

9 COUNCILMAN JONES: Quickly, I
10 think the reason that we started that was
11 to be able to control from source to
12 distribution the quality of food-borne
13 illnesses to better control that and to
14 reduce cost.

15 COMMISSIONER GIORLA: I wasn't
16 involved in the initial development, but
17 I believe it was not only a sanitation
18 issue --

19 COUNCILMAN JONES: And money.

20 COMMISSIONER GIORLA: Portion
21 control for savings, yes, sir.

22 COUNCILMAN JONES: Because my
23 bell is going to ring. Therefore, I want
24 to get my points in.

25 So the process is by way of --

1 4/9/14 - WHOLE - BILL 140144, etc.

2 there's only one institution that
3 certifies people in that process of cook
4 chill, and if you then monopolize that
5 ability to provide that service, you
6 exclude a whole range of people who would
7 otherwise be able to participate on that
8 contract. So my point being is that when
9 you do that, you limit competition. You
10 exclude many different vendors, and by
11 virtue of its nature, it's
12 discriminatory.

13 So what I'm saying to you,
14 because my bell rung, is I want to look
15 into that process and I want to make sure
16 that enough individuals are certified
17 within cook chill processes so that it
18 doesn't exclude them from participating
19 in bids now and in the future within that
20 system.

21 And one other note. How much
22 do you spend on food at the Prison
23 annually? Could you say it into the mic,
24 please.

25 MR. BUCK: Jerry Buck,

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Administrative Services Director. 13.7
3 million.

4 COUNCILMAN JONES: 13.7 million
5 out of -- what is your procurement
6 budget? How much do you spend annually
7 totally?

8 MR. BUCK: For Class 200? 108
9 million.

10 COUNCILMAN JONES: No; totally,
11 in all your classes.

12 MR. BUCK: 240 million.

13 COUNCILMAN JONES: 240 million.
14 So it represents a sizable portion.

15 Other than like personnel, it represents
16 a sizable portion of your total budget.

17 COMMISSIONER GIORLA: About 50
18 percent of our budget is contracted
19 services.

20 COUNCILMAN JONES: But food
21 represents how much of contracted
22 services?

23 MR. BUCK: Five percent.

24 COUNCILMAN JONES: So in light
25 of the demographics that you service, in

1 4/9/14 - WHOLE - BILL 140144, etc.

2 light of that, I want, as my colleague
3 always says, for your participation to
4 look like Philadelphia and look like
5 particularly your population, because but
6 for a job, but for that kind of
7 inclusion, you wind up with people on the
8 other end of that being in your custody.
9 So I'd like you to take a look at that
10 and report back to the Chair on whether
11 or not that in fact -- and as my
12 colleague Councilman Oh said, we'd want
13 accurate numbers.

14 COMMISSIONER GIORLA: Yes, sir.

15 COUNCILMAN JONES: All right.

16 Thank you, Mr. President.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you.

19 MR. BUCK: Excuse me. Jerry
20 Buck, Administrative Services Director.

21 We will revise this chart to
22 make sure it's correct.

23 COUNCILMAN JONES: You got to
24 speak into the mic.

25 MR. BUCK: I'm sorry. We will

1 4/9/14 - WHOLE - BILL 140144, etc.
2 revise this chart and make sure it is
3 correct. The Keefe contract is a zero
4 contract, make about 22 percent off that
5 contract.

6 COUNCILMAN JONES: See,
7 Councilman Goode is not here, but my
8 colleague Councilwoman Reynolds Brown is
9 here, and they're the champions of
10 participation, but not today. Today it's
11 me, and I'm asking you for accurate
12 numbers and I'm insisting upon that.
13 Okay?

14 MR. BUCK: You will get them.

15 COUNCILMAN JONES: Thank you,
16 Mr. Chairman.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you, Councilman.

19 The Chair recognizes Councilman
20 Oh.

21 COUNCILMAN OH: The matter was
22 addressed, but I just put on the record
23 that we are going to get numbers.
24 Perhaps they're written in a way we can't
25 understand, but I'd just like it in a way

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that has been consistent with what's been
3 given to us in the past. So the Budget
4 Director will get us the numbers and they
5 will be given to Council President and
6 distributed to the rest of
7 Councilmembers.

8 Thank you very much.

9 COUNCIL PRESIDENT CLARKE: I'm
10 sorry.

11 COUNCILMAN OH: I'm done.

12 COUNCIL PRESIDENT CLARKE:
13 Okay. Thank you, Councilman.

14 The Chair recognizes Councilman
15 Johnson.

16 COUNCILMAN JOHNSON: Thank you,
17 Council President.

18 Commissioner, the program at
19 PICC that deals with juveniles, what's
20 the number of juveniles on State Road?
21 It's a good program, have a partnership
22 with Mothers in Charge. So I've been in
23 there to speak to the young people
24 before. I think it's sometimes
25 overlooked that there is a population of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 juveniles sitting on State Road. And so
3 I do commend your efforts for partnering
4 with Mothers in Charge to bring a level
5 of support for these juveniles who are in
6 an adult environment, but if you can give
7 me the number of young people who are
8 sitting on State Road who will be tried
9 as adults and then just give me, for the
10 general public, a brief overview of the
11 type of programming that goes into
12 addressing this specific population of
13 young people.

14 I spoke at one of the
15 graduations and really had a chance to
16 see up close and personal really the
17 juvenile mind state of some of these
18 young people, their childish-like
19 behavior, some of them not really
20 recognizing that you probably will be
21 doing 20 to 30 years after you go
22 upstate. But it's something that's very
23 dear to me. Again, I commend you on your
24 efforts for letting outside organizations
25 come in and work with these group of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 young people.

3 Just give us an overview of
4 that particular population of young
5 people and your actual approach in terms
6 of your treatment for them.

7 COMMISSIONER GIORLA:
8 Councilman, in order -- juveniles
9 adjudicated as adults is a special subset
10 of our population. They're housed
11 separate from adults in one of our
12 facilities. It's on State Road. The
13 Philadelphia Industrial Correctional
14 Center houses the adult -- I'm sorry; the
15 juvenile males. Riverside Correctional
16 Facility is a female facility. It houses
17 the juvenile females. As of yesterday,
18 we had 47 males and four females in
19 custody.

20 The program is a combination of
21 provided services, City-provided
22 services, but the healthcare; for
23 instance, because of their nutritional
24 needs, they get an additional snack in
25 the evening as opposed to the adult

1 4/9/14 - WHOLE - BILL 140144, etc.
2 population. They are compelled to attend
3 school. We have the Pennypack House
4 School, which is an arm of the
5 Philadelphia School District, that
6 conducts classes, high school-level
7 classes. We have a number of juveniles
8 who succeed in obtaining their diplomas
9 while in custody.

10 We don't house any sentenced
11 juveniles. Once they're sentenced or
12 they reach majority, turn 18, they either
13 move into the adult population or they go
14 to a state facility.

15 In addition to the educational,
16 we have a number of faith-based,
17 chaplaincy, the ministers to the juvenile
18 population. The Mothers in Charge
19 organization does two things. They
20 originally started as somewhat of a
21 counseling and an anger management
22 program. They've adopted a curriculum --
23 and they offer this in a number of our
24 facilities now, not just the juvenile
25 facility -- called Thinking for a Change,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 which was developed and sanctioned by the
3 National Institute of Corrections. It's
4 a cognitive behavioral model that's
5 delivered in a series of lessons over
6 maybe a 10- to 12-week period. It tries
7 to change the decision-making, and that's
8 so much more critical in that juvenile
9 mind, like you stated. A lot of them are
10 unaware not only of the consequences of
11 their crime, what it may have caused, the
12 impact on their own families, the impact
13 on the victims, and the prospect of being
14 incarcerated for long periods of time.
15 It's extremely difficult. We try and
16 select a more mature and able staff to
17 assign to those areas, because when you
18 have to look in the eyes of a juvenile
19 that you know will probably be in jail
20 for the rest of their life, that takes a
21 difficult -- a more seasoned approach
22 from our staff.

23 The housing area where they're
24 confined is, for our standards, spacious.
25 We only occupy about half of the housing

1 4/9/14 - WHOLE - BILL 140144, etc.
2 areas -- half the housing area, but
3 they're still confined in cells just like
4 other inmates. So it's by no means a
5 comfortable place. We try and encourage
6 all the pro social behaviors, whether
7 it's respect for others, respect for the
8 staff, contact with the community and
9 their families, as we can, and we try and
10 fill their time with as much programming
11 as possible. If we can replicate what we
12 believe are normal respectable behaviors,
13 even though they'll be in custody for
14 some period of time, we hope that that
15 will influence them upon release.

16 COUNCILMAN JOHNSON: Thank you
17 very much.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you.

20 The Chair recognizes
21 Councilwoman Reynolds Brown.

22 COUNCILWOMAN BROWN: Thank you.
23 Commissioner, I would like to
24 continue with Councilman Curtis Jones'
25 line of questioning and get additional

1 4/9/14 - WHOLE - BILL 140144, etc.
2 details with regards to Aramark. What's
3 the process for Aramark to renew its
4 contract? What happens?

5 COMMISSIONER GIORLA: I'm
6 sorry. I don't --

7 COUNCILWOMAN BROWN: What is
8 the process for Aramark to renew its
9 contract? Is it a three-year contract,
10 five-year contract?

11 COMMISSIONER GIORLA: It's a
12 one-year contract with four optional
13 renewals at the City's -- I'm sorry;
14 three renewals at the City's option.

15 COUNCILWOMAN BROWN: Restate
16 that for me.

17 COMMISSIONER GIORLA: It's a
18 one-year contract and the City has the
19 option to renew for three additional
20 years, for a total term of four years.

21 COUNCILWOMAN BROWN: Okay.
22 What's the -- so you answered the length
23 question. What's the size of the
24 contract?

25 COMMISSIONER GIORLA: Thirteen

1 4/9/14 - WHOLE - BILL 140144, etc.
2 million dollars.

3 COUNCILWOMAN BROWN: So it's
4 \$13 million for one year?

5 COMMISSIONER GIORLA: Yes,
6 Councilwoman.

7 COUNCILWOMAN BROWN: And so
8 given that and as a followup to
9 Councilman Jones' questioning, state
10 again who the MBE or WBEs are with
11 Aramark.

12 MR. BUCK: Excuse me. I want
13 to make a correction on that contract.
14 It's actually for Fiscal '15, it's 14.2
15 million.

16 COUNCILWOMAN BROWN: It's 14
17 million for one year?

18 MR. BUCK: Yes.

19 COMMISSIONER GIORLA: The MBE
20 participation is 18 percent. The WBE is
21 7 percent.

22 COUNCILWOMAN BROWN: And help
23 me understand -- well, why is it that
24 number? Because if you can't find
25 anything else in the City of

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Philadelphia, you can find hundreds of
3 persons who make their living by being
4 caterers. I know that there are certain
5 guidelines, stipulations that one must
6 comply with in order to be considered to
7 be an MBE/WBE. And I do also remember
8 asking at the very beginning of budget
9 hearings that for contracts over
10 \$250,000, that I would not get only that
11 year, but I would get the last three
12 years so that I can see what the trends
13 are.

14 COMMISSIONER GIORLA:

15 Councilwoman, attached to the
16 testimony --

17 COUNCILWOMAN BROWN: Is that in
18 the testimony?

19 COMMISSIONER GIORLA: Attached
20 to this testimony are the FY13 and FY12
21 contracts as well.

22 COUNCILWOMAN BROWN: Okay. So
23 have the MBE/WBE numbers gone up or down
24 over the last three years?

25 COMMISSIONER GIORLA: For

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Aramark, they were --

3 MR. DONOVAN: Councilwoman,
4 they've been -- for Fiscal '09, it was 29
5 percent. For Fiscal '10, it was 30
6 percent. Fiscal '11, it was 27 percent.
7 Fiscal '12, it was 23 percent. Excuse
8 me. I'm sorry. I apologize. They're
9 our overall ranges. I apologize.

10 COUNCILWOMAN BROWN: No
11 problem.

12 MR. DONOVAN: In Fiscal '13 --
13 in Fiscal '12, Aramark was 30 percent.
14 In Fiscal '13, they were 25 percent. In
15 Fiscal '14, we're projecting again 25
16 percent.

17 COUNCILWOMAN BROWN: So is
18 there an explanation for the decrease in
19 the amount of MBE/WBE participation?
20 Maybe there's some unknown factors not
21 evident in the testimony.

22 COMMISSIONER GIORLA: Yes,
23 Councilwoman. It's not quoted in the
24 testimony, but what we found was that
25 Aramark's billing practices in regard to

1 4/9/14 - WHOLE - BILL 140144, etc.
2 their subcontractors did not fulfill the
3 obligations of the MBE and the WBE
4 obligations, so we demanded that they
5 change them and that they give us more
6 accurate figures, and then we reset
7 the -- working with the Office of OEO, we
8 reset the participation rates and we
9 monitored them more closely.

10 COUNCILWOMAN BROWN: So should
11 they be entitled again to another
12 one-year contract with X number of years
13 options when they're not meeting one of
14 the very fundamental recurring themes,
15 topics, net kind of expectations of
16 members of Council in a city that is
17 majority minority when they're serving
18 young people and men and women who are
19 majority minority?

20 COMMISSIONER GIORLA: When we
21 look at contract awards and contract
22 renewals, the overall ability of other
23 agencies to supply -- for instance, we
24 renewed this contract last year, renewed
25 it for a one-year with three-year

1 4/9/14 - WHOLE - BILL 140144, etc.
2 options.

3 COUNCILWOMAN BROWN: Yes.

4 COMMISSIONER GIORLA: When we
5 put the RFP out for bid, we received two
6 competitive bids. The other organization
7 did not have the same level of minority
8 participation. They were not from
9 Philadelphia. Aramark is a locally
10 based --

11 COUNCILWOMAN BROWN: That would
12 matter to us.

13 COMMISSIONER GIORLA: And they
14 were not able to -- we didn't feel they
15 were able to meet the scope. We produce
16 27,000 meals a day. We didn't feel that
17 they were able to scale up given the size
18 of their business, their cash reserves.
19 There were other aspects that we felt
20 that they couldn't meet the demands. We
21 produce 27,000 meals a day.

22 At this scale, it's a limited
23 market. It's a limited market. We do
24 our best to hold the providers to our own
25 standards, and in business, you know,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 particularly large businesses, sometimes,
3 you know -- that's why we have a
4 contracts unit. That's why we work
5 closely with OEO, because we know they
6 may not either be able to or willing
7 to --

8 COUNCILWOMAN BROWN: Who is
9 "they"?

10 COMMISSIONER GIORLA: -- meet
11 the standards.

12 Some big businesses that engage
13 in business with the City or with
14 government entities.

15 COUNCILWOMAN BROWN: Okay.
16 Well, I would have to study this more.
17 There's something wrong with this picture
18 on the surface, and it's disturbing,
19 quite frankly, to see this amount of
20 dollars that the City is spending. So
21 let's talk about the workforce of Aramark
22 and the Board of Aramark. Does anyone
23 know the composition of their Board?

24 COMMISSIONER GIORLA: Well, as
25 far as the staffing demographics of

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2 Aramark --

3 COUNCILWOMAN BROWN: Do they
4 reflect Philadelphia, in your estimation?

5 COMMISSIONER GIORLA: African
6 American is 80.9 percent. White is 6.11
7 percent.

8 COUNCILWOMAN BROWN: Do we ask
9 residency? We do not.

10 COMMISSIONER GIORLA: We do not
11 ask residency of the contractors. We
12 don't have a residency requirement. We
13 know that a large proportion of the
14 workers, both in food service or medical
15 and mental health, are City residents.

16 COUNCILWOMAN BROWN: That
17 matters.

18 COMMISSIONER GIORLA: And we
19 don't -- but we know a large number of
20 them are. I don't have that material
21 here, but I could secure it.

22 COUNCILWOMAN BROWN: You should
23 know for the record in a follow-up
24 conversation with Angela Dowd-Burton, the
25 Administration has not yet executed the

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2 implementation aspects of the Women on
3 Boards Bill, but as departments come
4 before us next year, that will be
5 required in the testimony. We need to
6 know what their Board looks like.
7 Because they don't deserve to do business
8 with the City if they don't have a Board
9 that looks like Philly. And they're a
10 national entity, so maybe there has to be
11 some relax in the requirements.

12 But, for example, Urban
13 Outfitters has an all-male Board.
14 Fortunately they don't do any business
15 with the City of Philadelphia. That
16 issue becomes highlighted when you look
17 at the millions of dollars that they are
18 being given and what appears to be on its
19 surface a response that doesn't speak
20 well to making sure that MBEs and WBEs
21 are in the mix. Twenty-five percent is
22 troubling.

23 The bell rung. I'll seize the
24 moment.

25 So know that that's an issue

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2 that's not going to go away.

3 Let's talk about Corizon Health
4 Services' contractual increase. What was
5 the purpose for the increase?

6 COMMISSIONER GIORLA: There was
7 a new contract. It was primarily labor
8 costs. It was a new contract with LPNs,
9 nurses, and nurse practitioners.

10 COUNCILWOMAN BROWN: That makes
11 sense. There's also a contract for MHM
12 Correctional Services to provide
13 psychiatric services for the population.
14 Anything additional -- what services do
15 they provide or are they in and of the
16 same? What's the difference?

17 COMMISSIONER GIORLA: No.
18 Corizon provides physical health
19 services.

20 COUNCILWOMAN BROWN: Okay.

21 COMMISSIONER GIORLA: Including
22 intake screening, prescription, and acute
23 care, and they operate our infirmary on
24 State Road. MHM and the initials --
25 there are no meaning to the initials.

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2 It's just MHM Behavioral Health Services.
3 They provide diagnostic, therapeutic,
4 prescription, and inpatient mental
5 healthcare at our inpatient unit on State
6 Road.

7 COUNCILWOMAN BROWN: Are these
8 non-profit outfits?

9 COMMISSIONER GIORLA: No.
10 They're for-profit corporations.

11 COUNCILWOMAN BROWN: Are they
12 really? Not knowing, do they have
13 Boards?

14 COMMISSIONER GIORLA: Yes, I
15 believe so.

16 COUNCILWOMAN BROWN: And so the
17 same question would be asked, what do
18 their Boards look like. Are they local?

19 COMMISSIONER GIORLA: I don't
20 have that information with me, but we had
21 submitted it, and I'll send it to the
22 Chair --

23 COUNCILWOMAN BROWN: Please.

24 COMMISSIONER GIORLA: --
25 tomorrow.

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2 COUNCILWOMAN BROWN: Please.

3 Those become the repetitive ask of
4 members of Council. If you're getting
5 this type of money on the backs of people
6 who live in this town, then you got to
7 bring something else to the table than
8 the service that you provide.

9 On Page 9 in your budget list
10 of positions, there's an open position
11 for social work supervisor. Talk a
12 little bit about the recruitment
13 activities, recruitment processes for
14 your department.

15 COMMISSIONER GIORLA: I'm
16 sorry, Councilwoman, but on Page 9, this
17 represents the racial and gender
18 breakdown of those we've hired by
19 position.

20 COUNCILWOMAN BROWN: Got you.

21 COMMISSIONER GIORLA: These
22 aren't the vacancies. In order to
23 address those vacancies, what we've done
24 a couple of years ago, we developed what
25 we call a matrix, a post matrix for

1 4/9/14 - WHOLE - BILL 140144, etc.
2 social work and treatment staff like we
3 have for correctional officers. Each
4 assignment in the correctional facility
5 requires a certain level of staffing, the
6 number of full-time employees that would
7 be required to fill that position. We
8 monitor those vacancies just like we do
9 correctional officers. We have a
10 continuous hiring program. We hire at
11 social services -- social work services
12 manager position, which is entry level.
13 We hire social worker 1 and social worker
14 2. We also -- well, we don't recruit or
15 steal, but we take transfers from the
16 Department of Human Services. And as
17 those vacancies occur, we make every
18 effort to fill them.

19 COUNCILWOMAN BROWN: Are you
20 understaffed at this juncture?

21 COMMISSIONER GIORLA: We have
22 vacancies. We have retirements, people
23 out on extended medical leaves. If we're
24 ever at a hundred percent in any
25 position, there's a time that we have

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2 that and then a vacancy occurs. We can't
3 fill the vacancy at a hundred percent. I
4 mean, we can't overstaff, so we have to
5 wait until the vacancy occurs.

6 COUNCILWOMAN BROWN: Of course.

7 I don't want to be repetitive.

8 Did we give discussion to Top of the
9 Clock for reentry services? Has there
10 been discussion with that already?

11 COMMISSIONER GIORLA: No, there
12 hasn't been during this.

13 COUNCILWOMAN BROWN: So then
14 what is the progress to date on the Top
15 of the Clock contract?

16 COMMISSIONER GIORLA: The Top
17 of the Clock contract has been forwarded.
18 I believe I forwarded --

19 MR. DONOVAN: Yes.
20 Councilwoman, I believe we're waiting for
21 financial approval. It should be in
22 process.

23 COUNCILWOMAN BROWN: Okay.

24 COMMISSIONER GIORLA: We've
25 processed it and forwarded it.

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2 COUNCILWOMAN BROWN: So you're
3 in the pause mode waiting for others to
4 decide.

5 COMMISSIONER GIORLA: Yes.

6 COUNCILWOMAN BROWN: Okay.

7 COMMISSIONER GIORLA: I have
8 the employee figures on Corizon.

9 COUNCILWOMAN BROWN: Please.

10 COMMISSIONER GIORLA:
11 Sixty-eight percent of Corizon's
12 employees are minorities. Forty-nine
13 percent of MHM's employees are
14 minorities. Sixty-five percent of
15 Corizon's employees live in the City of
16 Philadelphia, and 55 percent of MHM
17 employees live in the City of
18 Philadelphia.

19 COUNCILWOMAN BROWN: Very
20 helpful. Thank you. Thank you for that.
21 Thank you, Mr. President.

22 COUNCIL PRESIDENT CLARKE:
23 Thank you, Councilwoman.

24 Councilman Jones, you had a
25 statement?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN JONES: Yeah. What
3 I'd like to do is, I have a whole series
4 of questions that based on time and we
5 have the Fire Department next, I'd like
6 to submit it in writing. If you can
7 answer them, it won't require a callback.
8 If not, you know how much you like
9 spending time with us.

10 COMMISSIONER GIORLA: It's
11 always a pleasure, Councilman.

12 COUNCILMAN JONES: We'll just
13 bring you back. But we'll submit them in
14 writing.

15 COMMISSIONER GIORLA: Thank
16 you. We'll be glad to respond.

17 COUNCILMAN JONES: Thank you so
18 much, Mr. President.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you, Councilman.

21 Thank you very much for your
22 testimony today.

23 COMMISSIONER GIORLA: You're
24 welcome, sir. Thank you.

25 COUNCIL PRESIDENT CLARKE: Next

1 4/9/14 - WHOLE - BILL 140144, etc.

2 up we'll have the Fire Department.

3 (Witnesses approached witness
4 table.)

5 COUNCILMAN JONES: Good
6 afternoon, Commissioner. How are you?

7 COMMISSIONER AYERS: Doing
8 fine, sir. Good to see you, Councilman.

9 COUNCILMAN JONES: Always a
10 pleasure. We're sorry for the delay, but
11 as you can see, we had a lot of questions
12 to ask, but I yielded just so that you
13 could get up and be able to testify, sir.

14 COMMISSIONER AYERS: Well, we
15 really appreciate it.

16 COUNCILMAN JONES: Before you
17 get started with your official testimony,
18 I'd like to say that it's my
19 understanding that this is your last time
20 before Council because you have decided
21 to move on and enjoy the fourth quarter
22 of your life in retirement, and I wanted
23 to put on the official record that it has
24 been an honor for me to work with you as
25 Commissioner of this department. Men who

1 4/9/14 - WHOLE - BILL 140144, etc.
2 wear your uniform are cut from a
3 different cloth, and I know that you
4 would run in any one of our members'
5 homes to save our life, and that is not a
6 natural instinct.

7 It's my understanding that you
8 became Commissioner in 2004 of the fifth
9 largest department in the nation and that
10 you have served under every title of
11 every rank within the Department. Is
12 that true, sir?

13 COMMISSIONER AYERS: That is
14 true, sir.

15 COUNCILMAN JONES: And I wanted
16 to say to you that I as a member and as
17 Majority Leader and as Chair of Public
18 Safety do appreciate your service to this
19 city. And I just wanted to say that on
20 the record before you even start your
21 testimony, sir.

22 COMMISSIONER AYERS: Well,
23 thank you very much, Councilman, and it
24 has absolutely been my pleasure to serve
25 the citizens and to serve this Council.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN JONES: Thank you.

3 Begin your testimony.

4 COMMISSIONER AYERS: I would
5 like to say good afternoon to Council
6 President Clarke, to all of the members
7 of City Council. For the record, I am
8 Fire Commissioner Lloyd Ayers, and with
9 me is Deputy Fire Commissioner for
10 Administrative Services David Beatrice,
11 and other members of my executive team
12 and staff. It is our pleasure to testify
13 before this committee.

14 For Fiscal Year 2015, the
15 Department is requesting a total
16 operating budget of \$228,909,967. The
17 budget break downs as follows:
18 \$206,719,308, or 90 percent, from the
19 General Fund; \$15,464,293, or 7 percent,
20 from the Grants Fund; and \$6,726,366, or
21 3 percent, from the Aviation Fund. This
22 proposed budget remains the current -- at
23 the current service levels and includes
24 \$4 million to complete Phase 2 of the
25 purchase of new state-of-the-art

1 4/9/14 - WHOLE - BILL 140144, etc.
2 self-contained breathing apparatus, or
3 SCBA. That brings the City's total
4 investment in purchasing this safety
5 equipment to \$8 million.

6 For another year, the number of
7 fire fatalities has been at or near
8 record lows. Fiscal Year '13 ended with
9 25 fire fatalities as compared to 24 fire
10 fatalities in Fiscal Year '12, which had
11 set a new low record. Through March
12 23rd, there have been 19 fire fatalities
13 compared to 17 for the same timeframe in
14 Fiscal Year '13. Regretfully, last year
15 the Department lost one of its best when
16 Captain Michael Goodwin lost his life
17 battling a fire on April the 6th.
18 Captain Goodwin had 29 years of service
19 with the Fire Department, and he will be
20 missed every day by his family and his
21 friends.

22 In 2013, the Fire Department
23 accomplished the following: The Fire
24 Department continued to implement its
25 Community Risk Reduction program under

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the Freedom from Fire theme. The theme
3 made its debut in 2008 and remains one of
4 the most effective tools for
5 disseminating fire safety information.
6 It gives the Department a means to
7 identify residents who are in the need of
8 smoke alarms, but lack the resources to
9 purchase one.

10 As a result, the Freedom from
11 Fire program -- as a result of the
12 Freedom from Fire program, the
13 Philadelphia Fire Department installed
14 7,317 ten-year lithium battery-powered
15 smoke alarms into 4,628 residences.
16 During the smoke alarm installations, the
17 Fire Department members also performed
18 free fire safety home inspections using
19 the Home Fire Safety Checklist.

20 The Department responded to
21 232,481 calls for emergency services.
22 That is for emergency medical services,
23 with 75 percent of those calls leading to
24 a transport to a hospital. As
25 Philadelphia continues to see an

1 4/9/14 - WHOLE - BILL 140144, etc.
2 increasing need for the service in this
3 area, the Department will continue to
4 work with the challenges to providing
5 medical services to the citizens and
6 visitors of the City of Philadelphia.

7 To increase oversight and
8 provide additional direct support, the
9 Department has hired its first Deputy
10 Commissioner for Emergency Medical
11 Services and has also established the new
12 position of Fire Deputy Chief. This is
13 Fire Paramedic Deputy Chief.

14 The Fire Department applied for
15 and was awarded a 16 million grant from
16 FEMA, or the Federal Emergency Management
17 Administration. The Staffing for
18 Adequate Fire and Emergency Response, or
19 SAFER grant, is funding the employment of
20 128 of our new firefighters. The
21 Department was also awarded a \$2.5
22 million Assistance to Firefighter Grant,
23 or AFG grant. That grant will enable us
24 to provide an advanced level of training,
25 development, and fire service

1 4/9/14 - WHOLE - BILL 140144, etc.
2 certifications to our officers. A Deputy
3 Commissioner for Homeland Security
4 position was established and filled.
5 This position will direct the Department
6 in meeting national Homeland Security
7 preparedness goals that will help to
8 prevent and/or minimize the effects of an
9 attack, quicker mitigation, and recovery
10 and better inform our emergency personnel
11 of the trends in terrorism.

12 Thanks to the apparatus leasing
13 program of the Office of Fleet
14 Management, the Department took delivery
15 of two new ladder trucks and is awaiting
16 delivery of 15 new medic units and five
17 new command vehicles. Under the
18 direction of Public Property, a new
19 apparatus floor was installed at Engine
20 51 and a new apparatus floor is currently
21 being installed at Engine 62.

22 Needed repairs to Engine 66 and
23 Ladder 2 are underway, and we anticipate
24 having the two stations reopened in the
25 coming months.

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2 I would like to take this
3 opportunity to thank Council not only for
4 its continued support, but for all of the
5 support it has given the Fire Department
6 in the past. Speaking on behalf of all
7 of the members, I would like to say that
8 your support is much appreciated. And
9 speaking for myself personally, it has
10 been my honor and privilege to have
11 worked so closely with this Council for
12 so many years. I am going to miss all of
13 you, and I want to say God bless you all
14 and thank you.

15 This concludes my testimony,
16 and I will be happy to answer any
17 questions and meet with the
18 Councilpersons further if they need any
19 other clarifications.

20 COUNCILMAN JONES: So as Chair,
21 what I'm going to do is preempt this by
22 asking Resnick to come up to the table
23 now. I just know before we get started
24 that -- and I'll tell you why I say that.
25 Because often, too often, questions are

1 4/9/14 - WHOLE - BILL 140144, etc.
2 directed at a Commissioner when the
3 policies often are above his pay grade.
4 So what we're going to do is direct
5 questions to where they can get answers
6 from too.

7 So with that, I'm not going to
8 say anything else. I'm going to start
9 with Councilman Oh.

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

12 And thank you very much,
13 Commissioner, and wish you the best in
14 your future endeavors in the second half
15 of your life, not the fourth quarter.

16 But I have some questions.
17 There are directed to you or to whomever
18 can answer them, but actually they're
19 following the line of questioning that I
20 started with the HR department and may
21 finish with the Law Department, but in
22 the meantime, I'm going to ask you the
23 questions. If you cannot answer them,
24 that's perfectly fine. They may not be
25 in your realm of knowledge, but please

1 4/9/14 - WHOLE - BILL 140144, etc.
2 just say that you're unable to answer
3 them.

4 So the questions had to do with
5 the demotions of the firefighters who
6 were promoted pursuant to a court order.
7 And after they were promoted, there was
8 then a demotion based on the reversal.
9 There was an appeal and a reversal. And
10 my question to HR was on what legal basis
11 were you able to demote the promoted
12 firefighters under the Civil Service
13 regulations.

14 And so what was kind of
15 explained to me was that there was a list
16 of officers to be promoted. There was a
17 court order. In accordance with the
18 court order, there were promotions, but
19 the promotions were not done on a
20 temporary basis. Once the appeal was
21 made and the court reversed the lower
22 court, then the HR department kind of
23 looked at the situation, had three
24 options, and went with the third option
25 that was they reclassified them, kind of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 back-doored it in as temporary promotions
3 and then demoted them under the theory
4 that they were in a probationary period
5 and that during that six months
6 probationary period, anyone could be
7 demoted, and that's what was stated on
8 the record.

9 Now, I'm not an expert in this
10 type of law. I know it can be very
11 complicated, but I thought it was very
12 helpful that I was directed to the City
13 of Philadelphia Office of Human Resources
14 14.01, Appointment from Eligible Lists,
15 and it states, All persons appointed from
16 open, competitive promotional or
17 preferred eligible lists shall be subject
18 to a probationary period of six months,
19 except as may be otherwise provided in
20 the regulations. And so that is what I
21 think was being referred, six months
22 probationary period.

23 But then when I look at Section
24 14.04, Rejection of Employee During
25 Probationary Period, it does not state

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that you can just demote a promoted
3 employee for any reason. It has to be
4 actually for a specific reason. At any
5 time during the probationary period, the
6 appointing authority -- I'm going to skip
7 some parts so it doesn't sound too
8 legalese -- with the approval of the
9 Director may discharge or demote a
10 probationary employee if it is determined
11 that such employee is, number one, unable
12 or, number two, unwilling to perform
13 his/her duties satisfactorily or, three,
14 his/her habits and dependability do not
15 merit his or her continuance in City
16 service or, four, that information
17 revealed during the pre-employment
18 background investigation requires
19 removing the employee from the position.

20 There's no other mention of any
21 other basis for demoting someone who has
22 been promoted during a Civil Service
23 process. And so my question to really
24 the Administration at this point in time,
25 as I feel it is my obligation as an

1 4/9/14 - WHOLE - BILL 140144, etc.
2 elected official to provide oversight,
3 is, what is the legal basis to demote
4 promoted persons within the legality of
5 the Civil Service system? And if you
6 know, you can let me know, and if you
7 don't, that's fine. I'll move on to the
8 next witness on some other occasion.

9 MR. RESNICK: Michael Resnick,
10 Direct of Public Safety.

11 Councilman, I don't want to
12 speak for the Law Department or for HR,
13 but I think that the -- you have to go
14 back a little bit, and the problem
15 arises, I believe, from the fact that
16 those individuals were not promoted
17 according to the standard Civil Service
18 process. They were promoted by a court
19 order. And I don't think our regulations
20 have provision for what happens when
21 you're promoted pursuant to a court order
22 and then how to reverse that action of
23 the court.

24 So I would imagine we could get
25 an opinion by the Law Department or

1 4/9/14 - WHOLE - BILL 140144, etc.
2 someone from HR to explain that further,
3 but I believe -- that's my understanding
4 from when we were having these
5 conversations, that this was not a
6 promotion according to the regulation
7 that you initially read. It was a
8 promotion pursuant to a court order. So
9 we essentially followed a court order.
10 We didn't follow the Civil Service
11 process. So in order to undo that, there
12 was no Civil Service regulation to undo
13 the promotion from the court order.

14 So the Court of Common Pleas in
15 Philadelphia -- that decision was
16 reversed by the Commonwealth Court, I
17 believe. There was a further action. I
18 think it was either this week or last
19 week, but a precept to settle,
20 discontinue, and end that action by the
21 Local 22 was filed. So as far as I know,
22 that litigation is over. But to further
23 address the specifics of your question, I
24 think we would need someone from the Law
25 Department or HR to address it. But my

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2 understanding is, it was done outside the
3 regulations, so there's no regulation
4 that accounts for how to undo that.

5 COUNCILMAN OH: Okay. I know
6 the bell has rung, but I'd like to make
7 this statement for clarity's sake since
8 we're on the discussion.

9 Regardless of the lawsuit and
10 what happened to that, my concern as a
11 legislator is we have a Civil Service
12 system and that it should be abided by by
13 the government and includes a check and
14 balance of the City Council. Although
15 the promotion was court ordered and that
16 is unusual, but things happen when the
17 courts order us to do things and then we
18 do them, and if there's a reversal, if it
19 was a promotion under the Civil Service
20 system, just because the court reversed
21 the lower court, the promotions were
22 already made within the context of the
23 Civil Service system. That means the
24 list was moved forward. The officers
25 were then selected. They were promoted.

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2 They were elevated. And there's nothing
3 in these rules that I can find that will
4 allow for the demotion.

5 And so I will be happy to talk
6 with the Law Department to see where in
7 these rules they're allowed to demote
8 them. It sounds like they're saying
9 because they didn't want to promote them
10 and they were ordered to promote them,
11 that it is somehow outside of the Civil
12 Service system, and I don't see that that
13 is true. But like I said, I'm not an
14 expert. I'm willing to listen, but I do
15 think it is our duty to ensure that the
16 Civil Service process is complied with.

17 So thank you very much.

18 COUNCILMAN JONES: Thank you,
19 Councilman.

20 The Chair now recognizes
21 Councilman O'Neill.

22 COUNCILMAN O'NEILL: Thank you,
23 Mr. Chair.

24 Commissioner, I also wish you
25 well. We'll miss you around here. And

1 4/9/14 - WHOLE - BILL 140144, etc.

2 I'm sorry to have to have the hearing on
3 such a sad anniversary today. I saw you
4 earlier in the day at the commemoration
5 ceremony, and I appreciate your words at
6 that ceremony as always, very heartfelt.

7 I have a question and it's not
8 about the budget per se and it's not
9 necessarily directed just to you. It's
10 sort of to the team, and that is
11 appropriate that Mr. Resnick be here and
12 maybe on a callback even the Deputy
13 Mayor. It's this: We didn't always have
14 a Director of Public Safety, a Deputy
15 Mayor of Public Safety. We had a
16 Managing Director over ten departments,
17 but pretty much we always got the
18 impression that it was Police, Police
19 Commissioner, Fire, Fire Commissioner.
20 It is a fairly new concept for us with
21 the Nutter Administration the last six
22 years or so with the public safety
23 umbrella over it. And I'm not
24 questioning better, worse or anything
25 like that. I think there are positives

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2 certainly that can be pointed out.

3 But I do think that we can also
4 look back on days when the Police
5 Department, police officers, the rank and
6 file and the Fire rank and file were
7 never quite happy with things, but morale
8 was decent at worst and better than that
9 often. There is such a distinct
10 difference right now. Police morale is
11 real high. This is separate and apart
12 from just arbitration issues, because the
13 Fire Department continues in this way,
14 the Fire rank and file, since the
15 arbitration issues have largely been over
16 that were around for several years. So
17 I'm discounting that part of it, because
18 it continues. I thought it might change.
19 I thought it might change when the
20 battalion chief -- first time my time
21 here, a ranking officer became head of
22 the union at a critical point in time.
23 It doesn't seem to have changed any of
24 this. And yet both departments being
25 under the same public safety umbrella, I

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2 would think in matters that have nothing
3 to do with fighting fires or chasing down
4 criminals, there is -- there should be --
5 I hope there has been -- this is really
6 where I'm getting at -- a discussion
7 within the public safety umbrella as to
8 what practices the Police Department
9 has -- what best practices they have
10 employed that could be borrowed in the
11 Fire Department. And I don't know if
12 those discussions occur. I would hope
13 that if they haven't, that you would
14 recommend on your exiting, because I'm
15 sure you'll be doing kind of a long
16 debriefing for your successor, that that
17 start. And this could be reversed in two
18 years or four years, because one
19 department can always be happier than the
20 other. But I don't see any improvement
21 in the bottom, can't-get-any-lower morale
22 in the Fire Department. And the Police,
23 while they're not giddy or anything,
24 they're pretty happy with things, and
25 that hasn't always been the case, but

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2 it's certainly been the case for a while
3 now.

4 Has there been any sharing of
5 this best practice concept dealing with
6 specifically management and labor, not
7 necessarily on the arbitration awards or
8 anything, but the day to day? That's it.
9 And that goes to the team, not to
10 Commissioner.

11 COUNCILMAN JONES: Understood,
12 Councilman.

13 COMMISSIONER AYERS: I
14 appreciate your question, and I would say
15 that not all of the firefighters and
16 paramedics are unhappy. There are some
17 things that came forward as we moved
18 forward in time, like the contract and
19 other things, and you would expect that.
20 But also you have to expect that you're
21 going to have some people as we go
22 through change have issues, and sometimes
23 you'll see some behaviors that will be
24 not what you would think as far as
25 morale-wise where they should be. But I

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2 submit to you that we have been going
3 through a lot of change in the Fire
4 Department, and much of what you see is a
5 change for the better.

6 Right now the morale among the
7 officers -- and we have them up at the
8 fire school and watching them train and
9 everything -- it's at a high level, and
10 they're coming back to their units more
11 motivated, because they're getting some
12 of the training that was missing and some
13 of the training that they need. And
14 we're also preparing to go through a
15 strategic plan and process where we will
16 stop and review what we've done over
17 these past years and then set it up for
18 the next Administration so that they can
19 move and do even better things.

20 But I submit to you that the
21 numbers that we see; in fact, how we
22 service the public, is important, not
23 just -- the employees are very important,
24 because they deliver those services.
25 Right now I've been a little nervous

1 4/9/14 - WHOLE - BILL 140144, etc.

2 because another firefighter has been
3 injured on the fire ground and I'm
4 getting ready to leave from here and go
5 and stand by their side with their
6 family, just like this morning, the same
7 thing, like we do.

8 So we hear a lot of outcries
9 and a lot of outbursts, but we just need
10 to get through our process and we'll be
11 fine in just a little bit as far as the
12 fire service. The numbers that count,
13 you can constantly see the fires going
14 down, and that's because they've been out
15 there doing the work. We have new
16 Community Risk Reduction-trained
17 firefighters that are out there. They're
18 new. They're happy. You need to talk to
19 all 300-and-some of them. They are very
20 happy. There's another group that we
21 find that are a little disgruntled with
22 some of the changes, but it's only --
23 it's not bad people. It's just people
24 going through a change, and they'll be
25 fine. And you stop, you look at the

1 4/9/14 - WHOLE - BILL 140144, etc.
2 numbers, we've done well.

3 COUNCILMAN O'NEILL: I
4 appreciate your positive comments.
5 Believe me, anything positive is well
6 received here in terms of the Fire
7 Department, but I didn't get an answer to
8 my question.

9 I'll ask Mr. Resnick, is there
10 any sharing of best practices when it
11 comes to things that result in good
12 morale, good communication, people
13 feeling they're part of something? And I
14 may only -- I rarely talk to a
15 firefighter who doesn't give me almost
16 the exact same story about things have
17 never been worse in terms of morale. I
18 have a ton of them in my district. Last
19 year I went door to door in a whole new
20 area and I spent six months on the ground
21 in the afternoons and early evenings
22 talking to a lot of people. A lot of
23 them are firefighters, and in their own
24 home where you're relaxed and you're
25 talking.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Is there any sharing going on,
3 anticipated, taking advantage of the
4 public safety umbrella as opposed to the
5 separate and apart?

6 MR. RESNICK: I appreciate the
7 observation, Councilman, and I think
8 you're correct when you say that I think
9 a lot of the issues may have originated
10 in the arbitration, the contract process,
11 and you would think that once that was
12 resolved, those matters would have gotten
13 better. But as the Commissioner stated,
14 there were a lot of new initiatives that
15 came down recently, and as you know,
16 change is difficult and people don't want
17 to accept change. We were challenged on
18 a lot of those matters. We've ultimately
19 prevailed on those matters. So I think
20 it's just a matter of getting used to the
21 new initiatives that are being
22 implemented, but your specific question
23 in terms of sharing best practice, I
24 don't know if this is going to get Joe
25 Schulle in trouble, but he and I have a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 very good working relationship. Two
3 weeks ago he and I went to lunch
4 together. We talk regularly. We're
5 e-mailing constantly. We meet in my
6 office. We meet with the Commissioner.
7 We go over grievances. We're actually
8 meeting now. We've had a series of long
9 meetings to discuss a new disciplinary
10 code and policy for the Department. So
11 the union, Joe, and some other delegates
12 are very, very active in that work.

13 So I think, as you said, it's
14 just -- it's communication and realizing
15 I think that some validity to the
16 observation you made. When he was
17 elected, when Joe was elected, we reached
18 out. We had a series of meetings,
19 myself, Chief of Staff Gillison, to open
20 up that dialogue, to keep dialogue open,
21 to have open communication. And as I
22 said, I mean, on a regular basis we talk.
23 He has access to me. If I have a
24 question or issues, I can contact him.
25 And hopefully slowly with the opening of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that dialogue and addressing the issues
3 that are important to him and his members
4 and sort of seeing that we're receptive
5 to their problems and trying to solve
6 them for them, that the morale will get
7 better.

8 COUNCILMAN O'NEILL: Thank you.

9 COUNCILMAN JONES: Thank you.

10 COUNCILMAN O'NEILL: As the
11 Chair of the Committee, if you ever want
12 to delve deeper into this outside of the
13 budget, because it's beyond just the
14 budget question, you might want to do it
15 behind closed doors as well as in public.
16 Some of it is kind of sensitive.

17 COUNCILMAN JONES: Understood.

18 The Chair now recognizes
19 Councilman Kenney.

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

22 We've had literally hours and
23 hours and hours of testimony in this
24 Chamber, the Labor and Civil Service
25 Committee, about a myriad of issues that

1 4/9/14 - WHOLE - BILL 140144, etc.
2 have been, in light of what Councilman
3 O'Neill's line of questioning and
4 Councilman Oh's questioning, have been an
5 issue of morale and discipline and forced
6 transfers and demotions that maybe were
7 able to be made, but didn't have to be
8 made, 230 paramedics in the Department,
9 100 or so have been disciplined in a
10 short period of time. We could go on --
11 I mean, I'm not going to go on and on.
12 We've done this over and over and over
13 again, and I think we're beyond any
14 capacity to get any rational discussion
15 or rational cooperation. I still think
16 the genesis of this entire issue lays
17 with the Mayor. On two separate
18 occasions, he's told two separate people
19 who I trust immanently, both of them,
20 that the reason why the Fire Department
21 is being treated the way they're being
22 treated is because he can treat them the
23 way they're being treated, and I think
24 that's really what it comes down to.

25 So I have two areas of question

1 4/9/14 - WHOLE - BILL 140144, etc.
2 that I want to get into just for the
3 record. I'm not expecting -- I don't
4 want to rehash the hours and hours of
5 testimony and back and forth between the
6 Commissioner and Mr. Resnick and myself
7 and other members of Council relative to
8 those issues, because I think we're so
9 far down the road now that by the time we
10 resolve any of them, they'll be a new
11 Mayor and a new Fire Commissioner.

12 What I need to know for the
13 record is, how does the Fire Department
14 prioritize need of repairs at firehouses
15 and other facilities, and does the
16 Department have a comprehensive plan for
17 these needed repairs? And as anybody who
18 has been in a firehouse, they call it a
19 house for a reason, because people live
20 there, as opposed to a police station
21 where people come to work, come and go.
22 Firefighters live at a house, and the
23 houses are in disrepair. So I'm
24 wondering how the Department prioritizes
25 its needs and do they have a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 comprehensive master plan for
3 rehabilitation and/or replacement.

4 COMMISSIONER AYERS: We work
5 closely with Capital, and it's
6 prioritized based on the budgets that's
7 allowed and also the life safety issues
8 within the firehouse.

9 COUNCILMAN KENNEY: When you
10 say "the budget that's allowed," allowed
11 by whom?

12 COMMISSIONER AYERS: The
13 Capital Program's.

14 COUNCILMAN KENNEY: So the
15 Mayor's suggested budget allocations for
16 Capital is what we're basing the
17 prioritized needs for the repairs on?
18 Put it this way: Is there a Capital
19 number that the Administration insists
20 upon not spending over and are there
21 prioritized needs that may in fact exceed
22 the Capital Budget allocation or
23 recommended allocation?

24 (Witness approached witness
25 table.)

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN KENNEY:

3 Ms. Rhynhart.

4 MS. RHYNHART: Good afternoon,

5 Councilman. I don't remember if I've

6 introduced myself yet this afternoon.

7 Rebecca Rhynhart, Budget Director.

8 The capital money is set aside,

9 is budgeted each year for fire stations.

10 COUNCILMAN KENNEY: Based on

11 what?

12 MS. RHYNHART: It is budgeted

13 each year based on our capacity for the

14 total Capital Budget as well as the

15 requests from the Department for funding.

16 I would say, though, that Public

17 Property -- and I had just met with them

18 this morning on this, and I think we're

19 actually meeting tomorrow on police and

20 fire stations.

21 COUNCILMAN KENNEY: Yeah.

22 MS. RHYNHART: So we'll

23 continue that discussion then.

24 COUNCILMAN KENNEY: I'm just

25 trying to figure out how we get to the

1 4/9/14 - WHOLE - BILL 140144, etc.
2 number and how we get to the prioritized
3 list and how does that interact.

4 MS. RHYNHART: Okay. So the
5 number is based on what the Department
6 requested.

7 COUNCILMAN KENNEY: And did the
8 Department request that based on what
9 analysis? Is there an analysis of the
10 need? Do they go out and look at the
11 station houses and say the cabinets are
12 falling off the wall or there's mold in
13 the bathroom or there's -- I mean, how do
14 they determine the need?

15 MS. RHYNHART: The Department
16 works with -- each department works with
17 Public Property.

18 COUNCILMAN KENNEY: Public
19 Property is a great department. I trust
20 them to look at things and say they
21 should be fixed or not. So do they send
22 a list of prioritized needs to the
23 Capital Budget Office and that's how the
24 budget develops?

25 MS. RHYNHART: We get a list,

1 4/9/14 - WHOLE - BILL 140144, etc.

2 yes.

3 COUNCILMAN KENNEY: And is the
4 list monetized or at least is there an
5 idea as to what the issues would cost?

6 MS. RHYNHART: Yes, and that's
7 the number we put into the budget.

8 COUNCILMAN KENNEY: So the
9 number that comes from Public Property
10 and the Fire Department to the Capital
11 Budget Office is the number that you guys
12 request every year?

13 MS. RHYNHART: Yeah. We put in
14 what was requested for Fire. With that
15 said, though -- and I do want to continue
16 this line -- that currently Public
17 Property through the preventative
18 maintenance group is going to every
19 police and fire station and will be
20 completed in three months to document the
21 needs of those stations.

22 COUNCILMAN KENNEY: When did
23 that process start?

24 MS. RHYNHART: A few months
25 ago.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN KENNEY: So it's
3 relatively recent?

4 MS. RHYNHART: It's relatively
5 recent. It's with the new preventative
6 maintenance team, and they are going
7 around to document all of the stations,
8 and then there is --

9 COUNCILMAN KENNEY: But these
10 issues have been -- I'm sorry. I know I
11 interrupt, and I apologize.

12 MS. RHYNHART: No. I
13 understand.

14 COUNCILMAN KENNEY: But this is
15 not a six-month-old issue. This is
16 probably a ten-year-old issue.

17 MS. RHYNHART: Right, and I'm
18 trying to explain what we're doing,
19 though. I understand that the issue has
20 been here a long time. We also -- there
21 is funding also that from prior years
22 that is available for repairs on police
23 and fire stations.

24 COUNCILMAN KENNEY: Why would
25 we have money left over from prior years

1 4/9/14 - WHOLE - BILL 140144, etc.

2 if we had the priorities and needs in
3 that particular year? Why would we have
4 any money left over?

5 MS. RHYNHART: This gets into
6 the issues around the speed and our
7 processes that you have raised and that
8 we have publicly agreed that there are
9 issues that need to be worked through,
10 and that's one of the reasons we're
11 meeting tomorrow and we continue to
12 discuss this.

13 COUNCILMAN KENNEY: Is there --
14 and I will end at this and then I'll come
15 back.

16 Is there ever an issue where an
17 issue is an emergency need --

18 MS. RHYNHART: Yes.

19 COUNCILMAN KENNEY: -- where I
20 don't have to find the 137 steps in seven
21 year to replace a toilet? I mean, is
22 there something that --

23 MS. RHYNHART: Yeah, there is
24 an emergency process.

25 COUNCILMAN KENNEY: Why

1 4/9/14 - WHOLE - BILL 140144, etc.

2 couldn't most of that, with the money in
3 the pipeline from prior years, have been
4 programmed into an emergency response to
5 spend the money as opposed to sitting on
6 it and watching firehouses fall further
7 apart?

8 MS. RHYNHART: I'm not sure of
9 the exact requirements of an emergency
10 order, but I think that's worth --

11 COUNCILMAN KENNEY: Emergency
12 order is what the gentleman sitting next
13 to you or one of his deputies could make
14 a determination that the emergency
15 exists, and I would believe them based on
16 their qualifications.

17 MS. RHYNHART: I think
18 that's -- look, I think that you're
19 raising issues that are good ones and we
20 need to address it, and I think what you
21 just raised about qualifying as emergency
22 to skip some of the steps of the
23 procurement process is worthy to look at.
24 So point well taken.

25 COUNCILMAN KENNEY: Thank you,

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Mr. Chairman. I'll be back. I just have
3 one more issue after this one. I'll be
4 back. Thank you.

5 COUNCILMAN JONES: Thank you,
6 Councilman.

7 The Chair now recognizes
8 Councilman Johnson.

9 COUNCILMAN JOHNSON: I just
10 wanted to just commend Commissioner Ayers
11 for your service. Thank you very much.
12 May God bless you as you retire. Thank
13 you.

14 COMMISSIONER AYERS: Thank you,
15 Councilman.

16 COUNCIL PRESIDENT CLARKE:
17 Councilman, are you still --

18 COUNCILMAN JOHNSON: I'm done.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you, Councilman.

21 The Chair recognizes
22 Councilwoman Blackwell.

23 COUNCILWOMAN BLACKWELL: Thank
24 you, Mr. President.

25 I only wanted to take a moment

1 4/9/14 - WHOLE - BILL 140144, etc.

2 to thank our Commissioner, to wish him

3 well. We've had many issues over the

4 years with the Administration, like

5 brownouts and now we're trying to deal

6 with these stations, but through it all,

7 as we told the Commissioner earlier, he

8 is someone who we toured houses with.

9 We've accompanied him as they put in

10 smoke detectors in homes for seniors, you

11 and your team. We've watched you on TV

12 when houses were on fire, all in gear,

13 and you've just been excellent,

14 Commissioner. We want to thank you for a

15 lifetime of service and thank your team.

16 COMMISSIONER AYERS: Thank you,

17 Councilwoman.

18 COUNCILWOMAN BLACKWELL: Thank

19 you.

20 Mr. President, I'm finished.

21 Thank you.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you, Councilwoman.

24 The Chair recognizes

25 Councilwoman Reynolds Brown.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILWOMAN BROWN: Yes.

3 Thank you, Mr. President.

4 Not having spoken with
5 Councilman Kenney about this at all, I
6 was truly curious about the exact same
7 concerns that were triggered in another
8 hearing we were in with regards to a
9 strategic plan about how we outfit the
10 Fire Department, period, and the
11 coordination with Fire and District
12 Councilpersons, the coordination with
13 Fire and Planning. So if we could ask
14 the Administration to please come back to
15 the table, please.

16 (Witness approached witness
17 table.)

18 COUNCILWOMAN BROWN: And so to
19 reflect and to repeat what I believe I
20 heard you say to Councilman Kenney, so X
21 number of months ago, various departments
22 got together, and that committee is
23 called what again?

24 MS. RHYNHART: What I had said
25 was that Public Property -- there was a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 preventative maintenance team. We added
3 positions over the last two years into
4 Public Property to ramp up the
5 maintenance of police and fire stations
6 as well as City Hall and one or two other
7 City buildings, and as part of that
8 process, that team, led by Joe Pallantino
9 in Property, is going around and
10 documenting the condition of each station
11 and what improvements are needed at each
12 one.

13 COUNCILWOMAN BROWN: And the
14 projected timeline for completion of that
15 process is when?

16 MS. RHYNHART: Three months
17 from now.

18 COUNCILWOMAN BROWN: Okay. And
19 so that puts us at June, probably
20 September when you factor in all the life
21 that gets in the way. And so what will
22 happen after that?

23 MS. RHYNHART: After that, then
24 I would think that we would look at what
25 the need is and prioritize that need and

1 4/9/14 - WHOLE - BILL 140144, etc.
2 develop -- I would think we would want to
3 develop a comprehensive plan for
4 addressing it. These are my thoughts at
5 this point, because I just met with them
6 this morning on this topic.

7 COUNCILWOMAN BROWN: And so you
8 would have to tell me -- should Planning
9 have a role? Should District
10 Councilpeople have a role? Should
11 District Councilpeople have a say?
12 Because when I think through how they
13 have a lot of say when it comes to rec
14 centers and what's happening in rec
15 centers and the like.

16 MS. RHYNHART: I would think
17 that, yes, we would definitely want
18 Councilmembers to be involved. One,
19 because you know your districts. So you
20 could also look at what the report
21 findings are and say, Hey, all of these
22 look right, but this one -- maybe there's
23 something that we missed and that you
24 could add. And if there's any desire to
25 contribute Council money, that could also

1 4/9/14 - WHOLE - BILL 140144, etc.

2 be welcomed.

3 COUNCILWOMAN BROWN: So given
4 the age of these buildings, is there some
5 place in the record that would tell us
6 the last time this type of comprehensive
7 strategic overall look-see has happened?

8 MS. RHYNHART: You know, there
9 had been a few other reports done. PICA
10 did a report many years back. I know the
11 Controller did a report in 2010 on
12 findings, and one of the items that came
13 out of my meeting with Property this
14 morning is that over 95 percent of those
15 negative findings in the Controller's
16 Office report have been remedied at this
17 point over the last year. So there is
18 some progress being made, but we have a
19 ways to go.

20 COUNCILWOMAN BROWN: Sure.
21 Councilman Kenney, who lives and breathes
22 this issue, along with O'Neill, are more
23 intimately connected to it, but just from
24 a planning standpoint as a city, I'm
25 surprised that we're not farther along

1 4/9/14 - WHOLE - BILL 140144, etc.
2 than we are. The good news is that you
3 started the process. So we'll look to
4 hear next year how far along you are and
5 what tangible improvements are being made
6 to those centers that are in most dire
7 need.

8 For example, I know in
9 Department of Parks and Rec, they
10 actually grade the centers based on X
11 number of criteria. So I would be
12 curious too to know on a board with all
13 the firehouses how you grade them, and it
14 gives us a sense as members of this body
15 those that are ready for the future and
16 those that really need more immediate
17 attention. So the ask would be that the
18 findings be shared with Council so that
19 we could have a better look-see too as to
20 what the big picture looks like.

21 MS. RHYNHART: Definitely. And
22 I would also add to that that we have
23 regular meetings with the Councilmembers
24 that have districts in terms of where
25 their Parks and Rec projects are. I

1 4/9/14 - WHOLE - BILL 140144, etc.
2 would say we shouldn't wait until next
3 year to have this conversation, and if we
4 did a quarterly update, then that might
5 also better the communication link.

6 COUNCILWOMAN BROWN: Sure. And
7 it's helpful for those who have to live
8 in those buildings to know that there is
9 brighter days ahead for whatever that
10 looks like.

11 MS. RHYNHART: Right. I agree.

12 COUNCILWOMAN BROWN: Thank you.

13 To the Commissioner, I want to
14 echo the sentiments of a number of
15 members of this body for the work that
16 you've done, for the, I would say,
17 sometimes thankless and unforgiving
18 challenges you face with dignity and
19 grace, and good luck to you in the next
20 chapter of your life.

21 COMMISSIONER AYERS: Thank you,
22 Councilwoman.

23 COUNCILWOMAN BROWN: You're
24 welcome.

25 Thank you, Mr. President.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilwoman.

4 The Chair recognizes Councilman
5 Kenney.

6 COUNCILMAN KENNEY: Thank you,
7 Mr. Chairman.

8 I'd like to move for a
9 moment -- or Mr. President. I'd like to
10 move for a moment to emergency medical
11 services.

12 COUNCIL PRESIDENT CLARKE: Hold
13 on, sir.

14 COUNCILMAN KENNEY: Am I out of
15 line?

16 COUNCIL PRESIDENT CLARKE: I
17 missed the chart.

18 COUNCILMAN KENNEY: I'll get
19 back out.

20 COUNCIL PRESIDENT CLARKE: I
21 missed the chart here. It was Councilman
22 Jones was next.

23 COUNCILMAN JONES: That's all
24 right. I yield to Councilman Kenney, and
25 then if I could come back.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN KENNEY: Thank you,
3 sir. I appreciate it.

4 What's the level of training
5 associated with the newly proposed
6 iteration of the position of EMT within
7 the Fire Department?

8 COMMISSIONER AYERS: The level
9 of training? Those members, those
10 candidates will come in as emergency
11 medical technicians. They'll receive
12 Fire Department training for
13 approximately five to six weeks.

14 COUNCILMAN KENNEY: For EMT
15 training.

16 COMMISSIONER AYERS: Yes, for
17 EMTs. You're talking about the new class
18 of employee?

19 COUNCILMAN KENNEY: The newly
20 proposed class that the Department is
21 trying to get a test together for as
22 quickly as possible.

23 Will EMTs be cross-trained as
24 firefighters?

25 COMMISSIONER AYERS: No.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN KENNEY: Is there a
3 reason why?

4 COMMISSIONER AYERS: Because
5 they'll be EMTs.

6 COUNCILMAN KENNEY: Would it
7 not make sense to have, since they're at
8 the Fire Academy anyway --

9 COMMISSIONER AYERS: I beg your
10 pardon?

11 COUNCILMAN KENNEY: Since
12 they're at the fire training facility
13 anyway, while they're on site would it
14 not be propitious to train them as
15 firefighters cross-trained so that
16 they're capable in two areas of fire
17 service?

18 COMMISSIONER AYERS: Well, that
19 would take another 15 or so weeks, and
20 while they are on site, they'll graduate
21 from there and they'll go straight to the
22 EMT positions. We won't spend the money
23 to train them as firefighters.

24 COUNCILMAN KENNEY: But you see
25 no benefit in training or cross-training

1 4/9/14 - WHOLE - BILL 140144, etc.

2 them?

3 COMMISSIONER AYERS: I beg your
4 pardon?

5 COUNCILMAN KENNEY: You see no
6 benefit in cross-training them as
7 firefighters and EMTs?

8 COMMISSIONER AYERS: No. We
9 need EMTs, not firefighters.

10 COUNCILMAN KENNEY: Would it
11 not be better to cross-train existing
12 personnel or hire additional firefighters
13 to do both jobs as opposed to create this
14 new category of EMT, which seems to be
15 somewhat EMT or firefighter lite,
16 L-I-T-E? Would it not be better to take
17 some of our existing personnel and
18 cross-train them as EMTs since they're
19 firefighter trained to be begin with?

20 COMMISSIONER AYERS: The
21 majority of our personnel are EMTs.

22 COUNCILMAN KENNEY: With the
23 new proposed EMS guidelines of one EMT
24 plus one firefighter paramedic, has there
25 been discussions to follow what most

1 4/9/14 - WHOLE - BILL 140144, etc.
2 other departments do in the creation of a
3 paramedic engine company, including a
4 cross-trained paramedic, an engine unit
5 so they can assist on advanced life
6 support calls when two paramedics are
7 required?

8 COMMISSIONER AYERS: We'll be
9 piloting a program similar to that.

10 COUNCILMAN KENNEY: Do we have
11 a new Deputy Commissioner for Emergency
12 Services?

13 COMMISSIONER AYERS: Yes. You
14 would like to speak with him?

15 COUNCILMAN KENNEY: I'd like to
16 see what he has to say.

17 COMMISSIONER AYERS: That's
18 fine.

19 DEPUTY COMMISSIONER GALLAGHER:
20 Hi, everybody. For the record, I'm David
21 Gallagher.

22 COUNCILMAN KENNEY: Could you
23 just do us a favor and kind of introduce
24 yourself as to where you're from and what
25 you've done in the fire service of the

1 4/9/14 - WHOLE - BILL 140144, etc.

2 past and where you've served and those
3 kind of things, so we have an idea.

4 DEPUTY COMMISSIONER GALLAGHER:
5 Absolutely. My name is David Gallagher.
6 I served in EMS and fire for the past 29
7 years, served as a municipal fire chief
8 in Allegheny County, served as an EMS
9 chief.

10 COUNCILMAN KENNEY: What town
11 or city?

12 DEPUTY COMMISSIONER GALLAGHER:
13 Township. And worked as an EMS rescue
14 chief for the past 13 years prior to
15 coming here.

16 COUNCILMAN KENNEY: Okay. I
17 don't know if you heard my line of
18 questioning relative to cross-training of
19 personnel, EMTs, firefighter training,
20 EMT training, and the question that I had
21 relative to the one EMT and one
22 firefighter paramedic creating kind of a
23 paramedic engine company with everyone on
24 the apparatus cross-trained. Is there
25 any benefit to that or is there --

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2 DEPUTY COMMISSIONER GALLAGHER:

3 There is a benefit, and we're looking at
4 a feasibility study to utilize some of
5 the paramedics that have crossed over to
6 see if there's a geographical benefit to
7 reduce our advanced life support response
8 times.

9 COUNCILMAN KENNEY: In the
10 departments you've served in in the past,
11 did you consider paramedics as also
12 firefighters or was that a separate and
13 distinct distinction?

14 DEPUTY COMMISSIONER GALLAGHER:
15 Separate. They're separate and distinct.
16 In Allegheny County, it's a mix. It's
17 not to the degree of which there's the
18 certainty of this large of an
19 organizational structure, because it's a
20 lot different of a government format.

21 COUNCILMAN KENNEY: Did
22 paramedics, in your past experience on
23 the fire ground, perform similar type
24 issues as firefighters, like dragging
25 hose or assisting with --

1 4/9/14 - WHOLE - BILL 140144, etc.

2 DEPUTY COMMISSIONER GALLAGHER:

3 No. I mean, everybody on a fire ground
4 typically will assist in some capacity,
5 but not in an official job
6 classification, no.

7 COUNCILMAN KENNEY: I'm not
8 talking about job classification per
9 Civil Service. I'm talking about the
10 practical nature of what you're doing on
11 the fire ground.

12 DEPUTY COMMISSIONER GALLAGHER:
13 Our goal for our EMS has always been to
14 separate them out so that they don't get
15 involved with that type of task, so that
16 they can maintain their readiness for the
17 firefighters primarily if there's no
18 victims of the fire.

19 COUNCILMAN KENNEY: And I don't
20 know -- I assume you've been involved in
21 this process, but the PFT has proposed
22 roving paramedic supervisor units in SUVs
23 in different sections in City. With over
24 150 ALS calls, advanced life support,
25 calls a day, can four units really be

1 4/9/14 - WHOLE - BILL 140144, etc.

2 effective in reaching all these calls?

3 DEPUTY COMMISSIONER GALLAGHER:

4 It can be effective because with us

5 advancing the number of paramedic

6 ambulances, there does not need or

7 necessitate two paramedics on every call,

8 sir.

9 COUNCILMAN KENNEY: What is the

10 level of safety that's lost if we have

11 one paramedic and one EMT in a medic unit

12 who responds to an advanced life saving

13 medical call? So the paramedic unit

14 rolls up. There's an EMT and a paramedic

15 and I need an ALS. What is lost?

16 Anything? As far as I'm having a heart

17 attack and I'm going to die. Should I be

18 concerned that I don't have two

19 paramedics as opposed to a paramedic and

20 an EMT?

21 DEPUTY COMMISSIONER GALLAGHER:

22 I don't believe so. I believe that on

23 some critical calls, two paramedics can

24 be beneficial.

25 COUNCILMAN KENNEY: Two

1 4/9/14 - WHOLE - BILL 140144, etc.
2 paramedics.

3 DEPUTY COMMISSIONER GALLAGHER:

4 Two paramedics. I believe that a
5 qualified paramedic with a qualified EMT
6 should be able to deliver extremely
7 comparable care and I believe it's based
8 on the level of the clinician, being the
9 paramedic, to deliver it.

10 COUNCILMAN KENNEY: Do you know
11 where else in the country they do that?

12 DEPUTY COMMISSIONER GALLAGHER:

13 The majority of this state and we do a
14 fair amount of it here in Philadelphia.

15 COUNCILMAN KENNEY: Cities of
16 this size around the country.

17 DEPUTY COMMISSIONER GALLAGHER:
18 Phoenix does it, Memphis.

19 COUNCILMAN KENNEY: But the
20 comparable cities like New York, Chicago,
21 Boston do not, if you know?

22 DEPUTY COMMISSIONER GALLAGHER:
23 I can't answer that portion of it.

24 COUNCILMAN KENNEY: But you
25 know Memphis and Phoenix do do it?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 DEPUTY COMMISSIONER GALLAGHER:

3 Yes.

4 COUNCILMAN KENNEY: But Memphis
5 has the paramedics on the engine
6 companies.

7 DEPUTY COMMISSIONER GALLAGHER:
8 That's correct, sir.

9 COUNCILMAN KENNEY: And that's
10 the potential model we're looking at.

11 DEPUTY COMMISSIONER GALLAGHER:
12 That's the correct model, yes.

13 COUNCILMAN KENNEY: And when do
14 you think that that due diligence would
15 be completed to determine whether that's
16 feasible?

17 DEPUTY COMMISSIONER GALLAGHER:
18 Right now the first outline for the
19 feasibility study is going to be
20 presented to the Commissioner in a
21 relative short period of time. We're
22 studying the amount of available fire
23 service paramedics on the suppression
24 side. We have to look at the length of
25 time that they've not served as a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 paramedic and ensure that their clinical
3 skills are brought back up to speed. We
4 have to look at the impact of the
5 locations. We have to look at the impact
6 that it has on the fire suppression
7 response. There's very -- there's a list
8 of pros and cons. One of the things in a
9 fire-based EMS when you talk about
10 paramedic engine companies, you have to
11 consider that when that paramedic engine
12 company responds on that medical run,
13 they may not be available for suppression
14 efforts in their first area.

15 COUNCILMAN KENNEY: But we've
16 had that situation for a while now with
17 the first responder being an engine
18 company, correct?

19 DEPUTY COMMISSIONER GALLAGHER:
20 Correct, sir.

21 COUNCILMAN KENNEY: But the
22 fact that they're on the street, they're
23 not necessarily that far away. Unless
24 for various reasons of inability to deal
25 with the need, they may be further away

1 4/9/14 - WHOLE - BILL 140144, etc.

2 than necessary. I mean, we had a
3 situation just the other day where the
4 police officer was, I think, waiting 18
5 minutes for a medic unit.

6 DEPUTY COMMISSIONER GALLAGHER:
7 I saw that case, sir.

8 COUNCILMAN KENNEY: And I
9 understand that those things happen from
10 time to time, but 18 minutes seems to be
11 a bit of a stretch for either a regular
12 citizen or one of our first responders
13 who happened to be laying in the street
14 for 18 minutes.

15 I would wonder if either the
16 Commissioner or the Deputy Commissioner
17 or the Deputy Mayor could commit to
18 sharing that report with the Chairman of
19 the Public Safety Committee as soon as
20 possible, as soon as it has been reviewed
21 by the Commissioner, that it be shared
22 with at least the Chairman of that
23 committee so that he can advise the
24 Council as to his views or what has been
25 reported as a result of that

1 4/9/14 - WHOLE - BILL 140144, etc.
2 investigation. Is anybody there able
3 to --

4 MR. RESNICK: That will be
5 done.

6 COUNCILMAN KENNEY: Thank you.

7 Thank you, Mr. President.

8 Mr. President, I think Councilman Jones
9 ceded his time. Thank you. I appreciate
10 it.

11 COUNCIL PRESIDENT CLARKE:

12 Thank you, Councilman.

13 The Chair recognizes Councilman
14 Jones.

15 COUNCILMAN JONES: Thank you,
16 Mr. President.

17 Real quickly, rapid fire, if
18 you would. Can you give me the status of
19 Engine 66, when we can expect it to come
20 back online.

21 COMMISSIONER AYERS: Yes.

22 Engine 66, we're in the process of
23 several pieces of mitigation that we'll
24 be implementing, and I do have my Deputy
25 Commissioner here, Deputy Commissioner

1 4/9/14 - WHOLE - BILL 140144, etc.
2 Costo, Technical Services, and he can
3 fully explain it.

4 (Witness approached witness
5 table.)

6 DEPUTY COMMISSIONER COSTO:
7 Good afternoon. Deputy Commissioner
8 Henry Costo, Technical Services.

9 Councilman, this is probably in
10 some respects a repeat of the information
11 that I provided at the Capital Budget
12 hearing.

13 The issue with Engine 66 is, we
14 continue to monitor and to ensure and do
15 sampling within the station. We are in
16 the process working with Public Property
17 to have some mitigation put in, despite
18 the fact that repeated testing indicates
19 that the levels of chemicals that we've
20 identified are well below any threshold
21 levels that would be a threat to our
22 members.

23 Having said that, we're still
24 concerned that we haven't identified what
25 that source is. We are in the process of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 removing a tank that was not being used
3 that is at the rear of the station, even
4 though we are virtually entirely sure
5 that it is not the issue or the cause,
6 but it serves no purpose. We're removing
7 it anyway.

8 Once the mitigation is put into
9 place -- and that's part of the process
10 working with Capital, getting out -- and
11 your procurement background has made you
12 familiar with this. When mitigation is
13 in place, we will then test the efficacy
14 of those efforts and then make the
15 determination as to when to put the
16 members back into that station, and that
17 should be -- our timeline, projected
18 timeline, is by the end of May that we
19 would be in a position to do that. That
20 is the projected timeline, provided we
21 don't find something unforeseen in our
22 continued sampling.

23 COUNCILMAN JONES: You said it
24 in a long round-about way, but I'm happy
25 with the answer, which is end of May.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 DEPUTY COMMISSIONER COSTO: I
3 apologize for the long round-about way,
4 but that's my way of trying to give
5 you --

6 COUNCILMAN JONES: I was going
7 to stay with you until you got to the
8 answer part. I appreciate that. Thank
9 you for the update.

10 DEPUTY COMMISSIONER COSTO: All
11 right, Councilman.

12 COUNCILMAN JONES: Can you
13 explain to me what the personal escape
14 plan is? Is that directed at households?

15 COMMISSIONER AYERS: Yeah,
16 personal escape system. The Technical
17 Services Deputy can explain that as well.
18 It's for the safety of our firefighters.

19 COUNCILMAN JONES: I would like
20 to know about that. And you want to use
21 the training at -- I think it was the
22 report suggested that we do those kinds
23 of training in firehouses as well as at
24 the Academy.

25 COMMISSIONER AYERS: Well, we

1 4/9/14 - WHOLE - BILL 140144, etc.
2 have a new vehicle, and he can explain
3 the Academy.

4 DEPUTY COMMISSIONER COSTO:
5 Councilman, I'll explain at length as
6 briefly as I can, but to give you a
7 comprehensive answer.

8 COUNCILMAN JONES: No. You can
9 take your time on this one.

10 DEPUTY COMMISSIONER COSTO: The
11 personal escape system is a Class 2
12 harness system that will allow a
13 firefighter who finds himself in an
14 emergency set of circumstances trapped
15 above a fire to extricate themselves and
16 descend from above to below the fire in a
17 safe manner. The system is somewhat
18 complicated, and in order for our members
19 to feel comfortable using it, it's
20 necessary to have continuous training.
21 Given the other pressures that we have on
22 our training, whether it be EMS, HAZMAT,
23 special ops and all of the other issues
24 related to training, we felt that it
25 would be incumbent upon us to provide a

1 4/9/14 - WHOLE - BILL 140144, etc.
2 mobile delivery of that training. So we
3 worked with the Fire Academy, and we're
4 actually very proud of this vehicle.
5 It's a mobile delivery platform where we
6 will be able to conduct training and
7 perform actual descents from the roof of
8 this vehicle to the ground level. It
9 sets up with what mimics windows, and
10 we're actually able to do descent, and
11 then deliver that training out in the
12 field.

13 It won't be at each individual
14 firehouse because not every firehouse can
15 accommodate for parking and those types
16 of logistical considerations. So it will
17 be -- we're in the process of devising
18 the implementation plan. It will be
19 somewhat regional rather than each
20 individual firehouse, and we anticipate
21 that we should be able to do about one --
22 our target is to do two types of training
23 each year with each firefighter, but it
24 looks like it may be, to be realistic,
25 that may be overly ambitious, twice every

1 4/9/14 - WHOLE - BILL 140144, etc.
2 14 months that a firefighter will
3 actually be able to do a series of
4 descents and become more familiar with
5 the system and, therefore, more
6 comfortable in deploying that if they
7 find themselves in that set of
8 circumstances.

9 COUNCILMAN JONES: There's real
10 quick two Councilman Kenyatta Johnson
11 issues. One is the train wreck. We had
12 another train incident today, and I was
13 very concerned. In the photo in the
14 paper it said chemical.

15 COUNCILMAN JOHNSON: Acetone.

16 COUNCILMAN JONES: Acetone.
17 And one of the things in Councilman
18 Johnson's hearing we discovered, that the
19 CSX was very braggadocios about how they
20 train us, and then when we drilled down
21 into the issue, what we realized was that
22 they only train us on how to open their
23 cars.

24 What can we do when these
25 trains are going through our inner city

1 4/9/14 - WHOLE - BILL 140144, etc.

2 in our neighborhoods, what can we do to
3 better prepare our firefighters, first
4 responders on this?

5 COMMISSIONER AYERS: Well, one
6 of the things that we do now is, we
7 practice, we train, we keep our HAZMAT
8 Task Force and our HAZMAT Unit aware of
9 everything that could possibly come
10 through. We train at least once a year
11 making sure that we can cap devices, we
12 can fight fires related to different
13 chemical spills, and also the training
14 and education that we give our members,
15 all of our members, about how to use all
16 of the materials available to them so
17 that they can keep the citizens safe and
18 keep themselves safe as well. So that's
19 one of the things.

20 The other thing is to continue
21 the dialogue and the interaction with CSX
22 and making sure that we hold them to the
23 codes and everything that they have to be
24 held to. When we stop and we look at the
25 different things, a derailment in a

1 4/9/14 - WHOLE - BILL 140144, etc.

2 public street, things like that, what's
3 being done to keep up the infrastructure,
4 all of the things that was talked about,
5 we have to make sure that those things
6 are done, make sure the dollars and
7 resources are given so that we can make
8 all of the corridors safe, because we
9 know what Philadelphia and the northeast
10 corridor is as related to that. We have
11 communities that would and could be
12 affected by anything that would be unsafe
13 or that will cause that type of an
14 incident. We only have to look a little
15 to our south and see the kind of
16 accidents, injuries to firefighters that
17 responded that happened when that bridge
18 collapsed and we had that major chemical
19 spill.

20 So we're aware of it. Anything
21 that we need as far as resources, our
22 HAZMAT Administration Unit is going to
23 continue to keep us informed and support
24 everything that Council is doing here to
25 make sure that CSX remains responsible.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN JONES: So I know
3 that Councilman Johnson recessed to the
4 call of the Chair. I think I hear the
5 Chair calling about reconvening that,
6 because, once again, within six months
7 after you raised this red flag, here we
8 go again and we've had two. So I think
9 there needs to be greater coordination
10 between the train company and our Fire
11 Department to prepare for this.

12 It was startling to think that
13 we don't know exactly what goes through
14 our city at any given point in time, and
15 we wanted to be made aware in some type
16 of electronic communications about what's
17 going through our railways. So I want to
18 kind of ask the Councilman to follow up
19 on that, if he would.

20 The final question I have is
21 about fire escapes. What role does the
22 Fire Department play in inspecting
23 multi-unit in particular buildings that
24 have fire escapes and to what degree do
25 you cooperate with L&I?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COMMISSIONER AYERS: Well, one
3 of the things that's happening now,
4 especially with fire escapes and the
5 event that happened where we saw the loss
6 of a life, L&I, we'll coordinate with
7 them to make sure that we, during our
8 normal block checks, upgrade what our
9 looks are, because right now our
10 authority is to take a look. If we see a
11 fire escape that looks like it's
12 dangerous, we'll turn that over to L&I.

13 So all of the things that L&I
14 are doing now to better their process,
15 we're going to be supportive of them, and
16 we are in talks with them about all of
17 those issues.

18 COUNCILMAN JONES: Because one
19 of the things that you mentioned in prior
20 testimony was that because of the
21 reduction in fires, you're now doing
22 outreach in the community to look for
23 prevention and prevention against
24 catastrophe, and I think as we approach
25 the fire escape hearings, that we might

1 4/9/14 - WHOLE - BILL 140144, etc.
2 want to take a look at how fire personnel
3 can be useful in not only that, but also
4 building inspections and things like that
5 that are related, because at the end of
6 the day, when something happens, it is
7 your members that wind up being the first
8 responders. So prevention -- an ounce of
9 prevention is worth a pound of cure.

10 COMMISSIONER AYERS:

11 Absolutely. And we have history with our
12 firefighters that support what you just
13 said.

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

16 COUNCIL PRESIDENT CLARKE:

17 Thank you, sir.

18 COUNCILMAN JONES: Again, thank
19 you for your service to our city.

20 COMMISSIONER AYERS: Thank you,
21 Councilman.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you, Leader.

24 The Chair recognizes Councilman
25 Johnson.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILMAN JOHNSON: Thank you,
3 Council President.

4 COUNCIL PRESIDENT CLARKE: No.
5 I'm sorry. I got a new guy up here. Got
6 to get in sync with him.

7 Recognizes Councilman O'Brien.
8 I'm sorry.

9 COUNCILMAN O'BRIEN: Thank you,
10 Mr. President.

11 Commissioner, how are you?
12 I'll just follow up on some questions
13 that Councilman Kenney was asking.

14 How many applicants are
15 currently on the paramedic hiring list?

16 COMMISSIONER AYERS: Say again,
17 please.

18 COUNCILMAN O'BRIEN: How many
19 paramedics -- how many applicants are
20 currently on the paramedic hiring list?

21 COMMISSIONER AYERS: How many
22 who?

23 COUNCILMAN O'BRIEN: How many
24 applicants.

25 COMMISSIONER AYERS: Okay.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Thank you. I didn't hear you clearly.

3 Right now I believe we have
4 approximately a little less than 70.

5 COUNCILMAN O'BRIEN: And how
6 many applicants are currently on the
7 firefighter hiring list?

8 COMMISSIONER AYERS: On the
9 firefighter hiring list? That's a fresh
10 list, so it's -- I couldn't tell you how
11 many. Quite a few.

12 COUNCILMAN O'BRIEN: Thousands?

13 COMMISSIONER AYERS: Yeah, it's
14 thousands at least.

15 COUNCILMAN O'BRIEN: So my
16 question is, why create a new position if
17 you have applicants for paramedics and
18 firefighters?

19 COMMISSIONER AYERS: We created
20 the new position because it's required to
21 run into our Philadelphia community to
22 give the highest and best service.

23 COUNCILMAN O'BRIEN: All right.
24 Is the Department allocating funds for
25 hands-on firefighting training?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COMMISSIONER AYERS: For
3 hands-on firefighter training? Yes.

4 COUNCILMAN O'BRIEN: Do you
5 know what that number is in the budget
6 request?

7 COMMISSIONER AYERS: I'd have
8 to look at that to see how many classes
9 it was.

10 COUNCILMAN O'BRIEN: And how
11 much money is the Fire Department asking
12 to replace apparatus?

13 COMMISSIONER AYERS: I'm not
14 certain what's in that budget, but I know
15 their budget has been increased by
16 Finance, and hopefully we're going to
17 have a larger amount to purchase
18 apparatus in this fiscal year.

19 COUNCILMAN O'BRIEN:
20 Commissioner, can you tell me how many
21 employees your department suspended last
22 year?

23 COMMISSIONER AYERS: I don't
24 have that, but I can supply that to you.

25 COUNCILMAN O'BRIEN: So I guess

1 4/9/14 - WHOLE - BILL 140144, etc.

2 if I asked the next question what the
3 total number of hours of suspension time
4 was, you couldn't give me that either?

5 COMMISSIONER AYERS: No. I can
6 supply you with that if that's what you
7 need.

8 COUNCILMAN O'BRIEN: Does 2,000
9 sound correct?

10 COMMISSIONER AYERS: I can
11 supply you with the exact number.

12 COUNCILMAN O'BRIEN: Do you
13 know what the estimated overtime for
14 replacing those members was?

15 COMMISSIONER AYERS: I can
16 supply you with that as well.

17 COUNCILMAN O'BRIEN: Can you
18 tell me why Lieutenant Bapps (ph) was
19 assigned to the Fire Academy for over ten
20 months without any responsibilities?

21 COMMISSIONER AYERS: Why
22 Lieutenant Bapps was assigned to the Fire
23 Academy without any responsibilities?

24 COUNCILMAN O'BRIEN: For ten
25 months.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COMMISSIONER AYERS: I think he
3 had some responsibilities up there. He
4 didn't go up there and sit down, I'm
5 sure.

6 COUNCILMAN O'BRIEN: Are you
7 sure?

8 COMMISSIONER AYERS: I'm pretty
9 sure.

10 COUNCILMAN O'BRIEN: Pretty
11 sure?

12 COMMISSIONER AYERS: Yes, sir.

13 COUNCILMAN O'BRIEN: Okay. Do
14 you know how much it cost the City in
15 overtime to replace Lieutenant Bapps?

16 COMMISSIONER AYERS: Well, I
17 can get that calculation for you as well.

18 COUNCILMAN O'BRIEN: Was it
19 about 75,000, do you think?

20 COMMISSIONER AYERS: I will get
21 you the calculation, sir.

22 COUNCILMAN O'BRIEN: I'm not in
23 the habit of answering my own questions,
24 but I reflect back to a letter on August
25 8th where I asked three pages of

1 4/9/14 - WHOLE - BILL 140144, etc.

2 questions and you said you would get back
3 to me and then you said you'd get back to
4 me on this letter, and I still haven't
5 gotten any response.

6 Has the brownout resulted in
7 increased response times?

8 COMMISSIONER AYERS: Please
9 repeat your question.

10 COUNCILMAN O'BRIEN: Has the
11 brownout resulted in increased response
12 times?

13 COMMISSIONER AYERS: I'm not
14 sure if there is a large increase in
15 response time, but we'd have to calculate
16 that.

17 COUNCILMAN O'BRIEN: Do you
18 think the brownouts --

19 COMMISSIONER AYERS: The areas
20 where we have brownouts, we have looked
21 at those times and they've been within
22 national standard.

23 COUNCILMAN O'BRIEN: Do you
24 think the brownout of Engine 57
25 contributed to the fire death at 5723

1 4/9/14 - WHOLE - BILL 140144, etc.

2 Poplar Street?

3 COMMISSIONER AYERS: I'd have
4 to look at that, but I do believe we did
5 look at that, and I don't believe that
6 57's brownout was responsible for the
7 fire death.

8 COUNCILMAN O'BRIEN: The fire
9 at 3rd and Market today, it's my
10 understanding that the closest firehouse
11 has been closed for the last six months
12 because of a brownout. Is it the
13 intention of the Fire Department to open
14 that firehouse again or is it the
15 intention of the Fire Department to sell
16 that property?

17 COMMISSIONER AYERS: Well,
18 first, that property, as you may very
19 well remember, we had an unfortunate fire
20 in that location. That location has now
21 been looked at for renovation. We have
22 had engineers in there. We're in the
23 process of putting funds together so that
24 we can reopen the firehouse, and it is --
25 it's not a brownout firehouse. It has

1 4/9/14 - WHOLE - BILL 140144, etc.

2 never been.

3 COUNCILMAN O'BRIEN: Thank you,
4 Commissioner.

5 COUNCIL PRESIDENT CLARKE:

6 Thank you, Councilman.

7 The Chair recognizes
8 Councilwoman Reynolds Brown.

9 COUNCILWOMAN BROWN: Thank you.

10 I'd like to move to the
11 technology side of the equation, and the
12 question is, how has the Fire Department
13 utilized technology to achieve greater
14 efficiencies, Part A, and Part B would
15 be, in your dream scenario -- and all
16 department heads have one -- what three
17 technological implementations would you
18 like to have to help your department
19 operate more efficiently?

20 COMMISSIONER AYERS: The
21 technology that we have used recently is
22 one that we have analyzed, our CAD
23 system. We look at the calls and we
24 pretty much find out as to whether or not
25 people are getting out the doors on time,

1 4/9/14 - WHOLE - BILL 140144, etc.
2 all those types of things. So we analyze
3 it.

4 COUNCILWOMAN BROWN: When you
5 say "people," you mean your staffers,
6 your firemen?

7 COMMISSIONER AYERS: Fire
8 Communications Center.

9 COUNCILWOMAN BROWN: All right,
10 then.

11 COMMISSIONER AYERS: And they
12 give me information on response times,
13 things like that. And also when we have
14 to, say -- like Engine 62 now, we're
15 putting a new apparatus floor in.
16 They'll use the technology to find out
17 what the closest companies are, where we
18 should relocate companies, things like
19 that, and we'll use that data to make the
20 proper relocations.

21 My dream scenario would be to
22 have our deckhand software in, our new
23 CAD software in --

24 COUNCILWOMAN BROWN:
25 Commissioner, you're talking technology

1 4/9/14 - WHOLE - BILL 140144, etc.

2 and acronyms that -- I'm a layperson.

3 COMMISSIONER AYERS: Well, we
4 have a software --

5 COUNCILWOMAN BROWN: CAD means
6 what?

7 COMMISSIONER AYERS:
8 Computer-aided dispatch. And we have a
9 software that will come in, take that
10 information, and give us information as
11 to what the geographic footprint should
12 be in Philadelphia for fire stations, for
13 medic units and those types of things,
14 and it will give us the best array so
15 that we'll know how to run more
16 effectively and efficiently.

17 The other software is the full
18 implementation of our priority dispatch
19 software, which we are putting in
20 currently, and hopefully within the next
21 couple of months, maybe before I leave,
22 we'll have it operational, and it's going
23 to better direct our emergency medical
24 services. So all of that build-out that
25 we're doing now, the new hires, all of

1 4/9/14 - WHOLE - BILL 140144, etc.
2 those things come together to give a
3 better, more efficient and effective
4 service to all of our citizens.

5 COUNCILWOMAN BROWN: How long
6 have you been with the Department,
7 Commissioner?

8 COMMISSIONER AYERS: Well, it
9 will be 40 years in June, June 3rd.

10 COUNCILWOMAN BROWN: And in
11 that time, do you recall a moment in time
12 when the Administration during any of
13 those 40 years made a decision to do a
14 strategic look-see at the firehouses,
15 structures, if you will?

16 COMMISSIONER AYERS: Yes, many
17 times through many Administrations. The
18 technology was not so much the same as it
19 is today. And also they took looks and
20 firehouses were closed because they were
21 not needed, and in some instances,
22 there's not funding to, say, relocate or
23 rebuild a firehouse. But we have rebuilt
24 firehouses. When we stop and think about
25 23rd Street in South Philadelphia next

1 4/9/14 - WHOLE - BILL 140144, etc.

2 to -- there was a police station and a
3 new firehouse built there. That's where
4 our HAZMAT is at, Engine 60, Ladder 19.

5 So we have done those types of
6 things. Engine 38, a new firehouse that
7 this Administration put up. That was a
8 relocation of a firehouse into a needed
9 location. So several things kind of like
10 supported that. Like we had to close one
11 firehouse because of 95 being expanded,
12 but it gave us the opportunity to find
13 another location for that firehouse,
14 which is now open. So we're going to be
15 doing those things, and the future is
16 going to be great.

17 COUNCILWOMAN BROWN: Okay.

18 COMMISSIONER AYERS: It's a
19 good vision for the future.

20 COUNCILWOMAN BROWN: With
21 respect to the improper use of 9-1-1
22 emergency systems, give us an example of
23 what an improper use could or would be.

24 COMMISSIONER AYERS: Of the
25 9-1-1 emergency?

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COUNCILWOMAN BROWN: Yes.

3 COMMISSIONER AYERS: A good use
4 and proper use would be auntie or uncle
5 is on the floor in the kitchen, a phone
6 call, they're unconscious, and we're
7 going to send someone to assist that
8 person right away. A bad use would be, I
9 need my medication and I don't have
10 anyone to get it for me, I need to call
11 9-1-1 so I can get my meds, because to me
12 it's important that I have my medicine.
13 So it's not really an emergency, but it's
14 absolutely urgent that the person get
15 their medication. So that person would
16 do better using a relative, a neighbor or
17 having some system that was set in up in
18 the community so that they could get
19 their medication properly, not by 9-1-1.

20 COUNCILWOMAN BROWN: So is it
21 fair to say that many of those type of
22 calls might be seniors?

23 COMMISSIONER AYERS: There are
24 a lot of calls that are seniors. There
25 are a lot of calls where we have folks

1 4/9/14 - WHOLE - BILL 140144, etc.
2 with chronic diseases that need
3 attention. One of the things that our
4 new Deputy Commissioner is absolutely
5 taking a look at is how we can supply new
6 services to all of those citizens so that
7 they can be served and to build out a
8 system where we can get the right
9 resource to the right person.

10 COUNCILWOMAN BROWN: That would
11 be my follow-up question or
12 recommendation, what then becomes the
13 link to either the Mayor's Office of
14 Aging or the Philadelphia Corporation of
15 Aging. And so some trigger or queue, if
16 you will, needs to be in place for that
17 to happen so that we still serve them,
18 but we serve them in a way that doesn't
19 tax the Fire Department.

20 COMMISSIONER AYERS:
21 Absolutely. We've been on the fire side,
22 we've been working with the Department of
23 Aging. We've been working with all of
24 those great folks to get smoke alarms in
25 the homes of seniors. And I've looked at

1 4/9/14 - WHOLE - BILL 140144, etc.

2 the list of our Deputy, and he's got all
3 of those people on his list to sit down,
4 have conversations with them, and find
5 out how we can better cooperate to get
6 those services to our seniors.

7 COUNCILWOMAN BROWN: So that's
8 working?

9 COMMISSIONER AYERS:
10 Absolutely. It's in process now.

11 COUNCILWOMAN BROWN: The bell
12 has rung, so I need to honor it, and I
13 got a couple more questions to finish up.

14 COUNCILMAN JONES: Do you have
15 more questions, Councilwoman?

16 COUNCILWOMAN BROWN: Just a
17 couple more.

18 We've talked about the repair
19 issue I think ad nauseam. Okay.

20 It's always useful as a manager
21 or a leader of a department to know where
22 we stand nationally with other
23 municipalities on a particular issue. So
24 with regards to response time, in FY13
25 our response time was within 9 minutes 66

1 4/9/14 - WHOLE - BILL 140144, etc.
2 percent of the time, and as of the second
3 quarter of FY14, we're within 9 minutes
4 65 percent of the time. Now, that's only
5 1 percent, but if you follow the trends,
6 you want to make sure they're going the
7 right way.

8 COMMISSIONER AYERS:
9 Absolutely.

10 COUNCILWOMAN BROWN: So what
11 would you attribute that to?

12 COMMISSIONER AYERS: Well, I
13 would attribute it to an increase in
14 calls, and right now we're in the process
15 of remedying that. The plans that we
16 have now through the diligence and the
17 hard work of our new Deputy Commissioner,
18 I believe that we're going to see those
19 times turn around. So we've looked at
20 some other cities in this country, looked
21 at some of the solutions that they've
22 had, and we're also looking at
23 Philadelphia proper. And I believe that
24 we'll have an opportunity not just to
25 look at other cities and benchmark

1 4/9/14 - WHOLE - BILL 140144, etc.

2 ourselves against them, but we challenged
3 ourselves to benchmark ourselves against
4 ourselves and to be the best service.

5 COUNCILWOMAN BROWN: Other
6 cities, for example?

7 COMMISSIONER AYERS: Memphis,
8 Houston. Especially Memphis is
9 surprisingly close to how we look and
10 we're running our resources.

11 COUNCILWOMAN BROWN: Okay. So
12 in closing, what word of caution, what
13 recommendation, what rays of hope would
14 you leave with us as we look to next year
15 when your successor is sitting at that
16 table?

17 COMMISSIONER AYERS: I would
18 say that we've had an opportunity to look
19 at the resources that we have, look at
20 the strategic elements that we've
21 developed over the years, and that we
22 should trust the process so that we can
23 go forward, to trust the process that's
24 being laid out currently by this Fire
25 Administration and our future leaders in

1 4/9/14 - WHOLE - BILL 140144, etc.
2 the Fire Administration. And it takes
3 faith. It takes believing, vision,
4 communication, all of those things. And
5 I will say to Council, it's a good thing,
6 you should trust the process.

7 Absolutely. Scare tactics, not
8 to be afraid. There's a boogiemán around
9 every corner now, you know, and it's just
10 not so. We've proved it over and over
11 again, and let's do our citizens a good
12 thing and work for them. We need to work
13 for our citizens.

14 COUNCILWOMAN BROWN: Well, to
15 you and all the members of the Fire
16 Department as first responders, the work
17 that you do is priceless. It really is.

18 COMMISSIONER AYERS: Well, I'll
19 tell you, every man and woman on a fire
20 truck or medic unit or in service down at
21 FAB, whether they're sitting there
22 calculating pay or whatever, they do a
23 good job.

24 COUNCILWOMAN BROWN: Thank you.

25 COMMISSIONER AYERS: They work

1 4/9/14 - WHOLE - BILL 140144, etc.

2 for us.

3 COUNCILWOMAN BROWN: Thank you,
4 Mr. Chairman.

5 COUNCILMAN JONES: Thank you,
6 Councilwoman, for that commentary.

7 And I will say as Chair of
8 Public Safety, I had the honor of sitting
9 at your last graduating class's
10 ceremonies and, you know, I looked out
11 with a sense of pride as to what the
12 product that you continue to produce, and
13 I think they could go toe-to-toe with any
14 firefighting force in the world. So
15 thank you for that contribution.

16 Are there any other questions
17 for this witness?

18 (No response.)

19 COUNCILMAN JONES: Seeing none,
20 I want to thank you for your testimony.

21 There being none, the Committee
22 will stand at recess until Tuesday, April
23 15th, 10:00 a.m., at which time we will
24 reconvene in Room 400, City Hall.

25 Thank you.

1 4/9/14 - WHOLE - BILL 140144, etc.

2 COMMISSIONER AYERS: Thank you,
3 Councilman.

4 (Committee of the Whole
5 recessed at 5:55 p.m.)

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CERTIFICATE

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

MICHELE L. MURPHY
RPR-Notary Public

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