COUNCIL OF THE CITY OF PHILADELPHIA

COMMITTEE ON APPROPRIATIONS

Room 400, City Hall
Philadelphia, Pennsylvania
Thursday, May 26, 2016
1:40 p.m.

PRESENT:
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ, CHAIR
COUNCILWOMAN JANNIE L. BLACKWELL
COUNCILMAN ALLAN DOMB
COUNCILMAN DAVID OH
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN CHERELLE L. PARKER

BILL 160332 - An ordinance authorizing transfers in appropriations for Fiscal Year 2016 from the Grants Revenue Fund, the Director of Finance - Provision for Other Grants to the General Fund...

- - -

COUNCILWOMAN SANCHEZ: Good afternoon. The Committee on Appropriations will now be called to order, having established a quorum. To my right, Councilman Allan Domb. To my left, Councilwoman Cherelle Parker, and to my farther left, Councilman Brian O'Neill.

Will the Clerk read the title of Bill No. 160332.

THE CLERK: Bill No. 160332, an ordinance authorizing transfers in appropriations for Fiscal Year 2016 from the Grants Revenue Fund, the Director of Finance - Provision for Other Grants to the General Fund, the Department of Streets, the Fire Department, the Department of Public Property, the Director of Finance, the Procurement Department, the Law Department, and the District Attorney.

COUNCILWOMAN SANCHEZ: Thank you.

Would our Budget Director want

5/26/16 - APPROPRIATIONS - BILL 160332

to come forward.

(Witness approached witness table.)

COUNCILWOMAN SANCHEZ: So just for the Council Committee, I want to let folks know that there are individual testimonies by department. I'm going to let our Budget Director, she has a summation on it, a summary of the request, and then we'll open it up to questions. Thank you.

MS. ADAMS: Thank you. Good afternoon, Chairwoman Quinones-Sanchez and members of the Appropriations Committee. My name is Anna Adams and I serve as Budget Director for the City of Philadelphia. I appear before you today to offer testimony on Bill No. 160332.

Bill No. 160332 provides for a transfer from the Grants Revenue Fund to the General Fund in the amount of $18,016,379. This ordinance will provide transfer appropriations to expenditure classes where shortages have occurred

5/26/16 - APPROPRIATIONS - BILL 160332

and/or additional resources have been deemed necessary as follows:

5.7 million to the Department of Streets to fund overtime and contractor costs accrued during the last season's snow-fighting effort;

$6 million to the Fire Department to fund $5 million of overtime costs and just over $1 million of Class 200, which will pay for tuition reimbursements and contracted revenue collection for provided emergency medical services;

$1 million to the Department of Public Property to allow for additional preventative maintenance of buildings;

$3.2 million to the Director of Finance for payment of a software license settlement with Microsoft;

$1 million to the Procurement Department for advertising costs, of which 681,000 is to resolve a structural shortfall within this class and $319,000 required as a result of the general

5/26/16 - APPROPRIATIONS - BILL 160332

election and upcoming presidential primary;

$1 million to the Law Department for various contractual obligations; and

$38,000 to the District Attorney to allow for reimbursement for personal vehicle mileage, which is an unbudgeted component of the latest FOP arbitration award.

I respectfully request that you report this bill out of Committee with a favorable recommendation, and I further request that the rules of Council be suspended so as to permit first reading at the next session of Council.

I appreciate the opportunity to testify before this Committee today and would be happy to answer any questions you may have. Additionally, representatives from departments involved with the transfers are available as well.

As the Councilwoman said, we have enclosed the testimony from the

5/26/16 - APPROPRIATIONS - BILL 160332

departments, and I can answer them and/or we can bring them up to help answer those questions.

COUNCILWOMAN SANCHEZ: Thank you.

Can you explain the source of the Grants Revenue 18 million?

MS. ADAMS: So this is just coming from -- the way that it works is this would basically come from our fund balance. This is showing that we have -- so as the year goes on, we have -- we update our fund balance every quarter. We issue our Quarterly City Manager's Report, and this is showing within our fund balance this is where the funds are coming from.

COUNCILWOMAN SANCHEZ: So how does this impact the projected fund balance that was expected at the end of June 30th?

MS. ADAMS: So updated fund balance, we have just over $70 million we're projecting, including these

5/26/16 - APPROPRIATIONS - BILL 160332

changes. That's our latest Quarterly City Manager's Report, but we included these costs within that projection of fund balance.

COUNCILWOMAN SANCHEZ: So what is your adjusted projected fund balance?

MS. ADAMS: From the last quarter? So I think it's down by about $6 million.

COUNCILWOMAN SANCHEZ: About $6 million? That's as of April 10th, 2016?

MS. ADAMS: So as of May 16th, which is when we put our latest quarterly reports out, and that's compared to the amount -- when we presented the budget on March the 3rd, we had an estimated fund balance, I think, about 76 million at that point, and it's down to about 70 million.

I will say it changes pretty regularly as we get revenues coming in. One of our biggest challenges on our revenue forecasting is with our business taxes, which come in middle of April.

5/26/16 - APPROPRIATIONS - BILL 160332
One of the biggest issues we have with that is that you look at our year-to-date numbers and they could be doing really well, but there's often credits that are due that we don't see until July and August.

Last year, that actually happened. We had -- we were forecasting that we were going to come in way over our budget, and then in July and August, we realized there was a $30 million credit against those business tax revenues. Year to date we've been monitoring them really closely, because we've been really conscious of what's been happening with the business tax, and we're meeting regularly with the Revenue Department. We're doing well year to date, but we are in conversations with the Revenue Department to understand how large those credits are, so just in case we have as big a problem kind of at the end of the year. And we sort of don't know unfortunately right now how that

5/26/16 - APPROPRIATIONS - BILL 160332

will be, so we haven't updated our business tax projections in our fund balance projections, but we're keeping a close eye on them. I don't envision there will be less than this. I'm hoping there will be more.

COUNCILWOMAN SANCHEZ: That's why we need to reform the way we apply tax credits. It would allow for better forecasting.

MS. ADAMS: Yeah. It's really hard for us, honestly. I think some of that is that you pay in advance, and it does cause us challenges. From the Budget Office perspective, it does cause us challenges just to be able to forecast out.

COUNCILWOMAN SANCHEZ: We've been talking for years about that first year -- pay your first year and the projected future year. We need to create the political will to do that. That's a bad business practice.

MS. ADAMS: From the Budget

5/26/16 - APPROPRIATIONS - BILL 160332

Director's point of view, it does make it hard to forecast, definitely.

COUNCILWOMAN SANCHEZ: How does this fund balance compare to Fiscal Year '14 and '15? And then I'll pass it on. I know Councilman Domb --

MS. ADAMS: I don't know that off the top of my head.

COUNCILWOMAN SANCHEZ: I want to acknowledge Councilwoman Blackwell has joined us.

MS. ADAMS: So I haven't got '14 with me. I apologize. The FY15 fund balance was about $61 million.

Sorry. I'm mistaken. I used the wrong number. $151 million in FY15 is where we ended up. And I haven't got '14 in front of me. I apologize.

COUNCILWOMAN SANCHEZ: Sorry. Excuse me. What was that number again?

MS. ADAMS: I apologize. I don't have FY14 in front of me. I have our FY15 actual fund balance, and that was $151 million.

5/26/16 - APPROPRIATIONS - BILL 160332

COUNCILWOMAN SANCHEZ: Okay. FY14 was $202 million, for the record.

One of the discussions we always have is what is an appropriate fund balance to have. So what would our number be if we were following best practices?

MS. ADAMS: So actually we just had a rating agency meeting this morning with Moody's and they talked about one of the -- they see that our two biggest issues are our pension costs and the challenge related to our pension and our low fund balances. And the recommendation would be -- I mean, other cities manage to get up to like 15 percent of fund balance. We are so -- I mean, 10 percent would be 400 million. So kind of ideally we would be $400, $500 million in a fund balance.

COUNCILWOMAN SANCHEZ: Thank you.

I'm going to recognize Councilman Domb.

5/26/16 - APPROPRIATIONS - BILL 160332

COUNCILMAN DOMB: Thank you, Madam Chair.

COUNCILWOMAN SANCHEZ: Excuse me. Councilwoman Cherelle Parker.

COUNCILWOMAN PARKER: Thank you, Madam Chair.

Madam Chair, what would be the procedural motion needed for us to go into our meeting and for me to make the request to be recorded as voting aye on any activity that the Committee will --

COUNCILWOMAN SANCHEZ: I can do that now at your request.

COUNCILWOMAN PARKER: Thank you. Thank you, Madam Chair.

COUNCILWOMAN SANCHEZ: So I am going to go temporarily into the public meeting for the purposes of allowing Councilwoman Cherelle Parker to record her vote.

COUNCILWOMAN PARKER: Thank you, Madam Chair. Due to a land use meeting of extreme importance to the 9th district, I ask to be recorded as voting

5/26/16 - APPROPRIATIONS - BILL 160332

aye on all activity that the Committee will proceed to.

COUNCILWOMAN SANCHEZ: Thank you.

COUNCILWOMAN PARKER: Thank you.

COUNCILWOMAN SANCHEZ: I will go back into the Appropriations hearing, and Councilman Domb.

COUNCILMAN DOMB: Thank you, Madam Chairwoman.

And good afternoon.

MS. ADAMS: Good afternoon.

COUNCILMAN DOMB: So I just want to ask you a few questions quick. You can give me brief answers is great.

When you say department -- so basically this is an $18 million spreading over different departments?

MS. ADAMS: Yes. That's right.

COUNCILMAN DOMB: When you say the Department of Streets, "personal services," what would that be?

MS. ADAMS: That personal

5/26/16 - APPROPRIATIONS - BILL 160332

services is our Class 100 line, which means it's personnel costs. And so this would be, because most of this is snow related, it's overtime related to that snow removal events. So that could be not only just the snow removal, but kind of the subsequent planning, movement of other sanitation activities during that week for the delays due to the snow.

COUNCILMAN DOMB: So we saw last week I think the amount of overtime going in in the City in different departments. Would most of the personal service transfers be from the overtime?

MS. ADAMS: Not necessarily, but in this instance, yes. So I think we have snow, and the Fire Department it's overtime, but there is -- and then let me see -- and then the only other one, which I think is a Class 100 cost in there, so I think it's -- we have snow. We have overtime in the Fire Department. And then in the District Attorney, and that was related to an FOP arbitration award.

5/26/16 - APPROPRIATIONS - BILL 160332

So that one is not an overtime issue.

COUNCILMAN DOMB: One other question. You mentioned the Microsoft settlement. What was that about?

MS. ADAMS: Forgive me. I'm actually going to have to just -- because this is a legal settlement, I have to make sure my language is correct on this. So we have included some language in the packet which relates to it, but it's under the Finance Director's testimony. But it was related to an audit of our software license agreements, and this was a settlement due to the fact, I think, we -- they found that some of our licenses weren't sufficient. And so this was a settlement that we had with Microsoft.

COUNCILMAN DOMB: So let me just summarize what I think it is. We were using the software without paying for it?

COUNCILWOMAN SANCHEZ: Too many licenses.

5/26/16 - APPROPRIATIONS - BILL 160332

MS. ADAMS: Something along those lines, yes.

COUNCILMAN DOMB: But it was $3 million worth?

MS. ADAMS: Yeah. And I think that was just the settlement. But I don't think legally I'm allowed to talk too much more about it, but my understanding, that was a settlement.

COUNCILMAN DOMB: How could I find out offline more about that?

MS. ADAMS: I can check.

COUNCILWOMAN SANCHEZ: The Law Department.

COUNCILMAN DOMB: Thank you very much. Thank you.

COUNCILWOMAN SANCHEZ: The Chair recognizes Councilman O'Neill.

COUNCILMAN O'NEILL: One question is easily answered on the Microsoft, and I think these questions are going to be just as easy. But we had one major blizzard this year. It appears -- and my question is -- but I'm

5/26/16 - APPROPRIATIONS - BILL 160332

going to guess the answer. This is kind of like a game show.

MS. ADAMS: Hopefully I'll win lots of prizes.

COUNCILMAN O'NEILL: The outgoing Administration budgeted very little or nothing for snow removal. That's not the first time that it would have happened. It's not just snow removal that kind of gets left out. There's always some other things. Sometimes it's just dues for a membership organization or something like that. But what was our 2016 budgeted amount that we exceeded by 5 million 7 hundred-and-some thousand?

MS. ADAMS: I can get back to you. I'll tell you about our methodology of how we project the snow, but I don't have the exact figure in front of me. I apologize.

COUNCILMAN O'NEILL: You can ball park it.

MS. ADAMS: But the way -- we

5/26/16 - APPROPRIATIONS - BILL 160332

actually look at a five-year average of snow removal costs, because that way -- because there are some years which obviously go really high and then some years that go low, and we try and have some basis to be able to kind of give an approximate amount. So we use a five-year average, and some years we do really well and we don't need that and actually end up using -- sometimes it ends up being used within the Streets Department, for example, when we don't have enough sanitation vehicles and they end up using that amount that's appropriated.

COUNCILMAN O'NEILL: So it's another form of smoothing.

MS. ADAMS: I mean, in some ways. I think for a lot of this, it's very difficult to forecast, and so that's why we -- we have to have some basis to be able to go with it. Unfortunately because we have such limited room, we can't -- it would be great to be able to

5/26/16 - APPROPRIATIONS - BILL 160332

budget more for this, but we just have such limited room, so we try and use the five-year average to hopefully get kind of a sense of what this will be. And I can get back to you the exact amounts.

COUNCILMAN O'NEILL: It's not bad being unable to forecast, because the weather people can't forecast either the day before. So it's not a --

MS. ADAMS: Exactly. And so that's how we use it. And we talk to PICA too, which is our -- just to make sure all of our expenses are reasonable, and I think our five-year average is the best that we can come up with.

COUNCILMAN O'NEILL: And could you also give me, because I don't have it off the top of my head, what's in the Streets Department budget for '17?

MS. ADAMS: Okay. So I will get back to you with what we budgeted in '16 and what we'll budget in '17 for snow removal events. I can do that.

COUNCILMAN O'NEILL: And I'm

5/26/16 - APPROPRIATIONS - BILL 160332

told that while we had this enormous number for private contracting and much smaller number for, relatively speaking, for our City forces out of our operating budget, that we still haven't gone very much further than we were this year in terms of trying to make a positive adjustment to get more in-house capacity, a lot of it being equipment and a lot of it being personnel borrowed or contracted for by other departments or agencies, and if you could put something in writing on that. If it's just kind of going to be in '17 what it was in '16, that's fine. Whatever the answer is is the answer. But I think we learn that our employees, given the right equipment, can do a tremendous job on snow removal. Our contractors, we got way too many of them, way too many for us to keep track of, and we're spending an enormous amount of money. We used to have a few very large contractors that were extremely professional, operating engineers. They

5/26/16 - APPROPRIATIONS - BILL 160332

kind of -- this was their art form doing this. I noticed this year and I've noticed it in other years that we keep control of our own stuff going on a lot better than we control the outside, and the outside has gotten a lot more numerous. So to the extent that there can be a real effort to either have the personnel set up coming in from other departments to aid us or getting more equipment that we know we could utilize, because we're just blowing it out the window on a one-time basis with the contractors. If you give me a little on that, I'd appreciate it, through the Chair.

MS. ADAMS: Absolutely. And actually one of the things that we put into this capital budget this year was a much more significant investment in vehicles in the Streets Department. Partly not only because of snow removal, but in general we had a shortage of sanitation vehicles broadly, which

5/26/16 - APPROPRIATIONS - BILL 160332

affected overtime, affected operations, it affected our ability to pick up trash on time. So we're hoping to -- we've been working with the Office of Fleet Management to make sure we kind of get on a better cycle of replacement of vehicles. So within the capital budget, there are additional investment in Streets vehicles. I think we can still do more, but...

COUNCILMAN O'NEILL: I'll just throw this small one in. We fine people if they don't shovel their sidewalk. I have some properties in my district where there's a school and a playground and a library. The playground never gets plowed until everything is ice, because the recreation people are out on the street helping with removal. However, the school has someone in a Bobcat going right down the sidewalk. The Bobcat is about the right width. And the library will do the same thing. So there's a very long sidewalk and the only place you

5/26/16 - APPROPRIATIONS - BILL 160332

have to fall on ice is on the Department of Recreation. They have a very good excuse, except that there is no excuse when you have another related agency next door doing the job right and having the equipment that they store right on site and everything. If somebody could look into that. It's like us being smart instead of being stupid, but also being fair to the citizens that we're fining, because we don't fine ourselves.

That's all.

COUNCILWOMAN SANCHEZ: I agree with you. It looks like we can't coordinate ourselves and leverage the resources we have.

Along those lines, can you articulate for me the overtime strategy to keep the numbers down? It appears that if all of these numbers are right -- and I'll get specifically to the departments -- we are not just over budget but really, really over budget, and then our Fiscal '17 numbers are very

5/26/16 - APPROPRIATIONS - BILL 160332

ambitious about how we're going to control overtime. So what is --

MS. ADAMS: And there's actually a few factors to go on. Unfortunately, it's not -- so one of the issues is obviously we had additional costs related to the Papal visit that affected overtime. So some of the FY16 numbers are inflated simply because of the Papal visit.

COUNCILWOMAN SANCHEZ: Which, again, we projected incorrectly.

MS. ADAMS: I think the expectation was that all of those costs -- so this is only on the expenditure side. You don't see the revenue offset of these. And so the expenditure side is always going to be higher even though there was a revenue offset within the departmental budgets.

COUNCILWOMAN SANCHEZ: But it was 16.7 million, as we talked earlier --

MS. ADAMS: Yes.

COUNCILWOMAN SANCHEZ: -- of

5/26/16 - APPROPRIATIONS - BILL 160332

which we only recovered 8.

MS. ADAMS: That's exactly right.

COUNCILWOMAN SANCHEZ: So let's go --

MS. ADAMS: And then the other thing with particularly on the Fire Department, I think -- and I wasn't here --

COUNCILWOMAN SANCHEZ: Let's talk specifically about the Fire Department.

MS. ADAMS: I think it's probably easiest to. So the Fire Department has -- because of an additional investment in personnel in the Fire Department, I think the expectation was, therefore, overtime would be brought down. And so, therefore, there wouldn't be this situation. Unfortunately, the timing of when those firefighters get on board, they don't actually start until June 29th, which means that all of this training is happening with these

5/26/16 - APPROPRIATIONS - BILL 160332

personnel. So not only does that take away -- so these firefighters are not able to go out and fight fires and do all the work that we need them to be doing. And so there's still a backlog that needs to be filled with overtime, because these positions aren't filled. But also the inspectors -- the other firefighters are having -- the offices are actually being used to train these firefighters, and so their positions are being backfilled with overtime too. So it's a compounding impact that we strongly believe that we will not have this problem in FY17.

COUNCILWOMAN SANCHEZ: So let me ask you about that, because I think it's important. You have a very ambitious goal of 179 new hires.

MS. ADAMS: Which will start on June 29th.

COUNCILWOMAN SANCHEZ: The ones that start at June 29th.

MS. ADAMS: They will start on June 29th, yes.

5/26/16 - APPROPRIATIONS - BILL 160332

COUNCILWOMAN SANCHEZ: All of the 179?

MS. ADAMS: That's right.

COUNCILWOMAN SANCHEZ: Because they're in training.

MS. ADAMS: Yes. And they will on June 29th, which then means that we will not need -- we will not need to backfill those people with overtime. They will be able to be on the streets and help fight fires, as well as the other people needed to train them that will have to be backfilled will not happen in '16.

COUNCILWOMAN SANCHEZ: So what is your expected total overtime? In Fiscal Year '16, your overtime budget is 25 million. You're already at 31 million, right, for Fire? What is your total now? What is it you're expected at the end of the year? Because this is not the last transfer in this line item.

MS. ADAMS: It's not. So our overtime projection now, as of our last

5/26/16 - APPROPRIATIONS - BILL 160332

quarterly report for the Fire Department, is $32.5 million.

COUNCILWOMAN SANCHEZ: For Quarter 3. So --

MS. ADAMS: That's a year-end projection for overtime now.

COUNCILWOMAN SANCHEZ: So with this transfer, what's the number?

MS. ADAMS: That makes it the $32.5 million.

COUNCILWOMAN SANCHEZ: I know. So this is not the last transfer you're going to ask for this year, because we always do end of the year --

MS. ADAMS: A year-end transfer.

COUNCILWOMAN SANCHEZ: In September. So based on this --

MS. ADAMS: I mean, this is based on our projection. It could go worse. I mean, there is -- it could go worse than this. We're not -- this is based on our latest projection of what will happen in the Fire Department.

5/26/16 - APPROPRIATIONS - BILL 160332

COUNCILWOMAN SANCHEZ: I know, but if we know we're at already 32.5 --

MS. ADAMS: That's our projection for the end of the year.

COUNCILWOMAN SANCHEZ: But if we're already at 31 million with this transfer, what does this -- this transfer --

MS. ADAMS: This transfer means that by the end of the year, we would project that we would be at 32.5 million, including this transfer.

COUNCILWOMAN SANCHEZ: Including this transfer.

MS. ADAMS: Including this transfer. This is built into our projections.

COUNCILWOMAN SANCHEZ: So let's run those figures with the Police Department.

MS. ADAMS: The Police Department -- and I also just want to clarify. I mean, I'm sure you're all aware. I just want to -- the way that we

5/26/16 - APPROPRIATIONS - BILL 160332

budget is that we look at total Class 100, and overtime is a component of Class 100, and within that, even though we have a set budget for overtime, there is some flexibility between how a manager deals with their total Class 100. So if there was a shortage of positions, it's likely that overtime goes up. And so actually with seeing -- so we may see some swings in the amount of overtime being used for a department, but it doesn't mean that total Class 100 would necessarily be a problem.

In the Fire Department, we sort of see it as both. The overtime is driving up their Class 100, which is why we would need a transfer.

So in the Police Department, we are -- our projection is actually that they will end the year at $63.7 million in overtime, but we don't envision that causing a problem for their total Class 100. That total Class 100, we believe, will be within this projections.

5/26/16 - APPROPRIATIONS - BILL 160332

COUNCILWOMAN SANCHEZ: So what did we budget for overtime for the Police?

MS. ADAMS: 49.2 million.

COUNCILWOMAN SANCHEZ: So the difference is what?

MS. ADAMS: 14.6 million from the adopted budget. Some of that again is related to the Papal visit, but some of that is also related -- I think Commissioner Ross talked about the shortage of positions within the Police Department. And so because of shortage of officers, that overtime cost necessarily goes up, but, again, I don't -- we do not envision there will be a shortage of Class 100 total in the Police Department. So we do not envision a year-end transfer for them.

COUNCILWOMAN SANCHEZ: So was the Police Department similar to the Fire? Are they ready to staff up? Because we do have 200-and-something vacancies.

5/26/16 - APPROPRIATIONS - BILL 160332

MS. ADAMS: And I think Commissioner Ross talked a little bit about it during his budget testimony. They are struggling to hire officers, and I think some of the work that he's trying to do about changing the requirements needed he believes will help on the recruitment of officers. I know that's been a real struggle for the Police Department for the last year or so, and I think it's a problem nationwide, but it's something that he's really strongly trying to address and he's doing what he can.

COUNCILWOMAN SANCHEZ: So how many classes do you realistically think, hires, we'll have for the Police Department?

MS. ADAMS: I will get back to you. I don't have that off the top of my head. I apologize.

COUNCILWOMAN SANCHEZ: Councilman Domb.

COUNCILMAN DOMB: Thank you.

5/26/16 - APPROPRIATIONS - BILL 160332

This is just a question on the, I guess, Bill No. 160332, which has to do with one of my two favorite subjects, I think, OPA. And it seems that we're funding $1 million to meet Fiscal Year '16 obligations, of which 750 is for legal counsel, which is great, and 250 is for appraisal services.

MS. ADAMS: Sorry. In the Law Department. I'm just trying to check where you were looking. Yes.

COUNCILMAN DOMB: So my concern is that may not be enough.

MS. ADAMS: This is just for FY16. So this is just for this current year. It's not necessarily reflecting what they will spend --

COUNCILWOMAN SANCHEZ: This is an over-expenditure.

MS. ADAMS: This is an over-expenditure within this current FY16.

COUNCILMAN DOMB: So all I want to bring to light -- and you know this --

5/26/16 - APPROPRIATIONS - BILL 160332

is that we need to invest more money in that area to make sure we accurately collect these monies that we're owed.

MS. ADAMS: We agree.

COUNCILMAN DOMB: Okay. Thanks.

COUNCILWOMAN SANCHEZ: So what is the appropriation for this year?

MS. ADAMS: For the tax assessment appeals? I will get back to you on that. Within the Law Department. I don't know if someone from the Law Department is here. No, they're not. But I will get back to you. They're Class 200. There's a whole list of different types of contracts, and so I don't have it added up in front of me.

COUNCILWOMAN SANCHEZ: Okay. So let's talk a little bit about Public Property. I know our Commissioner is back there. She can come forward.

There's a million dollars in preventive maintenance on certain buildings. So I'd like to get an update

5/26/16 - APPROPRIATIONS - BILL 160332

about our staffing levels and our preventive maintenance teams. Some of us fought very hard to fill that out.

(Witness approached witness table.)

COMMISSIONER COLLINS-GREENWALD: Good afternoon, Councilwoman Sanchez and members of the Appropriation Committee. I am Bridget Collins-Greenwald, the Commissioner of Public Property.

So I'll give you an update on your question and then I can get into the details on this.

So our preventive maintenance program is fully staffed now. So as you stated, you guys fought really hard for us to get that, and we are quite appreciative. So we have a team on second shift, we have a team on third shift, and we have a team on first shift, our regular shift, that goes out at regular intervals and does things like -- and takes care of the air conditioners before the summer season, takes care of

5/26/16 - APPROPRIATIONS - BILL 160332

the heaters before the winter season. That's our main focus, but all along the year, once a month we're going into each station, each police district and we're doing all routine maintenance, in the hopes that we can defer -- we're trying to keep everything together.

So it's been very successful. We used to have -- I don't know the exact number, but we are down to a one percent reactive rate right now, and I know it was much higher when I came. I don't have exact numbers, because you might recall, we also didn't have a system where we were tracking things. But now that we have this system, so one percent of reactive maintenance, meaning where -- it seems like anecdotally when I first got here, we would get calls all the time. I would get calls in the middle of the night, this fire station is flooded, this fire station the sewage is backed up. And we all know these stories. We've had these horrible stories. So we

5/26/16 - APPROPRIATIONS - BILL 160332

went out and did a complete preventive maintenance program on the laterals, so we don't have that issue anymore. So things like that have cut down and given us the ability to actually go out and proactively maintain things instead of always chasing our tail. So it's been very successful, and I do appreciate that, getting that appropriation a few years ago.

COUNCILWOMAN SANCHEZ: This million dollars was for an emergency soil pipe replacement. That's why it's out of whack.

COMMISSIONER COLLINS-GREENWALD: So here's what happened with that: So we had a couple emergencies last year. So it wasn't on a preventive maintenance thing. Actually, it was to a point and that's how we discovered it.

So Engine 9, while doing this lateral check, we found out there was a broken soil pipe, which we found a few of them in doing this preventive maintenance

5/26/16 - APPROPRIATIONS - BILL 160332

program. Most of them did not add up to the cost of Engine 9, which I believe was $130,000, just an additional cost. Most of them were costing a few thousand dollars to actually dig it up and fix.

We also had -- we were doing maintenance in the Municipal Services Building and we noticed something was going on, and here we had a cracked sanitary line there. That was an additional $250,000. So in addition to our core budget, which we get by with about 37 million to maintain all the buildings that we do, these were additional costs that just happened -- I hope last year was just a fluke year and all these things happened to happen all at one time, but that's where these costs came in. So we had a few incidents just like that, and that added up.

COUNCILWOMAN SANCHEZ: Okay. Thank you. So when you say fully staffed, how many exactly are we talking about?

5/26/16 - APPROPRIATIONS - BILL 160332

COMMISSIONER COLLINS-GREENWALD: Our preventive maintenance program has 29 employees in it, and they're various titles.

COUNCILWOMAN SANCHEZ: Okay. I know you had some challenges around recruitment and diversity. How did you make out when you finally got up to your staffing numbers?

COMMISSIONER COLLINS-GREENWALD: So we're actually in the process right now of recruiting for a Deputy Commissioner of Facilities Management, a Deputy Commissioner of Capital Programs, and a Deputy Commissioner of Real Estate. So I've been working with the new Office of Talent and HR, the group that Jackie Linton heads, and she's been -- we've been putting our -- so we've been putting the job announcements not only on phila.gov but they're going out to the Black Society of Engineers. They're going out to different -- they're going out to IFMA.

5/26/16 - APPROPRIATIONS - BILL 160332

COUNCILWOMAN SANCHEZ: You hear that, Councilman Domb? We need a DC of Capital and a DC of Real Estate.

COMMISSIONER COLLINS-GREENWALD: And the DC of Real Estate, we're working on the spec right now, because we want to kind of change that a little bit. So, yeah, if anybody knows anybody, let me know.

COUNCILWOMAN SANCHEZ: Thank you. Thanks. That will be all. Thank you so much. And, again, I know you're updating the whole maintenance listing as we talked about, our public facilities piece. One of the things as we've had the discussion with the Department of Rec is, that's a place that we need to staff up more, because it is long term saving us money. That's a conversation we want to continue to have.

COMMISSIONER COLLINS-GREENWALD: Sure. Absolutely. Thank you.

COUNCILWOMAN SANCHEZ: We talked about the Procurement, the

5/26/16 - APPROPRIATIONS - BILL 160332

litigation. The Procurement election advertising costs, the $1 million.

MS. ADAMS: Yes.

COUNCILWOMAN SANCHEZ: So we've been talking about updating our legal notice requirements. I'm going to ask you what I always ask the City Commissioners. Why are we putting Spanish language ads in the Inquirer?

MS. ADAMS: Yeah. And actually we've had conversations about -- there's a lot of conversations that have been happening internally or a few conversations that have been happening internally about advertising in general. If we're trying to reach certain populations, advertising in certain newspapers may not get there. Some of this, I think there are some legal issues that we have to work through and there are some just general practice issues that we need to work through, both on the Commissioners side and in Procurement, but we started those conversations. And

5/26/16 - APPROPRIATIONS - BILL 160332

I agree with you, there are better and probably cheaper things to do that we could actually reach.

COUNCILWOMAN SANCHEZ: The world has changed. Technology has changed.

MS. ADAMS: Yes. I agree.

COUNCILWOMAN SANCHEZ: I'm going to keep asking that every time we go over budget.

MS. ADAMS: And I agree. And this is not just a challenge of different languages. One of the things that we also found -- and this is not just in Procurement, but we need to start getting on a better cyclical cycle of understanding advertising. And there was no different -- no change in the budget in FY16 and FY17, which doesn't make sense considering this is the presidential primary and presidential election this year. So we want to start getting on more of a four-year cycle where we understand the types of

5/26/16 - APPROPRIATIONS - BILL 160332

elections and that we budget appropriately both in the Commissioners Office as well as --

COUNCILWOMAN SANCHEZ: Somebody didn't know it was a presidential election?

MS. ADAMS: We did not change the budget, which doesn't make any sense, that we should have. We should be more thoughtful about how we plan for this. There are different types of elections that affect our budget differently, and so we should plan for that. And so we want to be doing a better job with that and kind of managing it and understand that the mayoral election is different from other types of elections too and we need to plan for that differently.

COUNCILWOMAN SANCHEZ: Okay. Then I had a question around this arbitration for -- the FOP arbitration from the DA's Office, the $38,000. I understand this is a legal situation also. Are we opening up a floodgate?

5/26/16 - APPROPRIATIONS - BILL 160332

Are we going to get sued?

MS. ADAMS: My understanding, this is related to one individual who was able -- and actually people from the District Attorney's Office should handle this more than I can. I was going to answer it, but I realized that they could probably speak to this better than I can.

(Witness approached witness table.)

MS. ROONEY: Good afternoon, Councilwoman Sanchez, other Councilmembers. This is --

COUNCILWOMAN SANCHEZ: Your name for the record.

MS. ROONEY: My name is Dorean Rooney and I am the Chief Financial Officer of the District Attorney's Office.

This arbitration ward, this one in particular was for just one individual, who was a captain in our office. The FOP arbitration award was granted to all captain -- individuals

5/26/16 - APPROPRIATIONS - BILL 160332

ranking captain and above in the Police Department as well as in our office that had take-home privileges. When the City allowed FOP members to live outside of the City limits, the individuals were instructed that they were not permitted to take home the City vehicles to their residences outside of the City. The arbitration said -- they came to an agreement that we had to reimburse, us as well as the Police Department, had to reimburse the officers that had take-home privileges because the union was allowing them to live out of the City and they should still continue to have those take-home privileges. So this amount is to reimburse for the mileage during the time period where this individual was not permitted to take home his vehicle.

MS. ADAMS: I believe it goes back three years.

COUNCILWOMAN SANCHEZ: So my question is, moving forward, what is going to be the practice and the

5/26/16 - APPROPRIATIONS - BILL 160332

protocol?

MS. ROONEY: My understanding is anyone of that rank of captain and above who is allowed to have take-home privileges, if they live outside of the City, they are permitted to take their vehicle home to their residence.

COUNCILWOMAN SANCHEZ: So that was the resolution, we're going to let them take their cars to Bucks County or whatever as opposed to --

MS. ROONEY: Yes.

MS. ADAMS: That was under the arbitration award.

COUNCILWOMAN SANCHEZ: Okay.

Those are my questions. Any other questions from the Committee?

(No response.)

COUNCILWOMAN SANCHEZ: Seeing none, the Appropriations Committee will go into its stated meeting.

I am going to ask my colleague Councilwoman Blackwell for a motion on Bill 160332.

5/26/16 - APPROPRIATIONS - BILL 160332

COUNCILWOMAN BLACKWELL: Thank you, Madam Chair. I move that Bill No. 160332 be reported out of Committee with a favorable recommendation and also a recommendation that the rules be suspended so as to permit first reading at our next session of Council.

(Duly seconded.)

COUNCILWOMAN SANCHEZ: All those in favor?

(Aye.)

COUNCILWOMAN SANCHEZ: Any opposition?

(No response.)

COUNCILWOMAN SANCHEZ: Seeing none, Bill No. 160332 will be moved out of this Committee with a favorable recommendation and further moved that the rules of Council be suspended to permit first reading at our next Council session.

Thank you very much.

(Committee on Appropriations concluded at 2:20 p.m.)

CERTIFICATE

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

MICHELE L. MURPHY
RPR-Notary Public

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

A

ability 22:3 37:6
able 9:17 18:7,23,25 26:4 27:11 44:5
Absolutely 21:18 40:23
accrued 4:6
accurately 34:3 48:5
acknowledge 10:11
activities 14:9
activity 12:12 13:2
actual 10:24
Adams 3:13 3:16 6:9,23 7:8,13 9:12 9:25 10:8 10:13,22 11:9 13:14 13:21,25 14:16 15:6 16:2,6,13 17:4,18,25 18:19 19:11 19:21 21:18 24:4,14,24 25:3,7,14 26:20,24 27:4,7,24 28:6,10,16 28:20 29:4 29:10,16,22 31:5,8 32:2 32:20 33:10 33:15,21 34:5,10 41:4,11 42:8,12 43:8 44:3 45:21 46:14
add 38:2
added 34:18 38:21
addition 38:12
additional 4:2,16 22:9 24:7 25:17 38:4,12,16
Additionally 5:21
address 32:14
adjusted 7:7
adjustment 20:9
Administra... 17:7
adopted 31:9
ads 41:10
advance 9:14
advertising 4:22 41:3 41:16,18 42:18
affect 43:13
afternoon 2:3 3:14 13:13 13:14 35:8 44:12
agencies 20:12
agency 11:10 23:5
ago 37:11
agree 23:14 34:5 42:2,8 42:12
agreement 45:11
agreements 15:14
aid 21:11
air 35:24
Allan 1:11 2:6
allow 4:16 5:8 9:10
allowed 16:8 45:5 46:5
allowing 12:19 45:14
ambitious 24:2 26:19
amount 3:22 7:16 14:12 17:15 18:8 18:15 20:22 30:11 45:17
amounts 19:6
and/or 4:2 6:2 48:23
anecdotally 36:19
Anna 3:16
announcem... 39:21
answer 5:20 6:2,3 17:2 20:16,16 44:8
answered 16:21
answers 13:17
anybody 40:9 40:9
anymore 37:4
apologize 10:14,19,22 17:22 32:22
appeals 34:11
appear 3:18
appears 16:25 23:20
apply 9:9 48:21
appraisal 33:9
appreciate 5:18 21:16 37:9
appreciative 35:19
approached 3:3 35:5 44:10
appropriate 11:5
appropriated 18:16
appropriat... 43:3
appropriati... 34:9 35:9 37:10
appropriati... 1:3,15 2:4 2:14 3:1,15 3:24 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1,9 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 46:21 47:1 47:24
approximate 18:8
April 7:12,25
arbitration 5:11 14:25 43:22,22 44:21,24 45:10 46:15
area 34:3
art 21:2
articulate 23:19
asking 42:10
assessment 34:11
Attorney 2:22 5:8 14:24
Attorney's 44:6,19
audit 15:13
August 8:7 8:11
authorizing 1:14 2:13
available 5:23
average 18:2 18:9 19:4 19:15
award 5:11 14:25 44:24 46:15
aware 29:25
aye 12:11 13:2 47:12

B

back 13:9 17:18 19:6 19:22 32:20 34:11,15,22 45:22
backed 36:23
backfill 27:10
backfilled 26:12 27:14
backlog 26:6
bad 9:24 19:8
balance 6:12 6:14,17,21 6:24 7:5,7 7:18 9:4 10:5,15,24 11:6,18,21
balances 11:15
ball 17:24
based 28:19 28:21,24
basically 6:11 13:19
basis 18:7,22 21:14
believe 26:14 30:24 38:3 45:21
believes 32:8
best 11:7 19:16
better 9:10 21:6 22:7 42:2,17 43:15 44:9
big 8:23
biggest 7:23 8:2 11:12
bill 1:14 2:11 2:12 3:1,19 3:20 4:1 5:1 5:13 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1,3 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 46:25 47:1 47:3,17
bit 32:3 34:20 40:8
Black 39:23
Blackwell 1:10 10:11 46:24 47:2
blizzard 16:24
blowing 21:13
board 25:23
Bobcat 22:21 22:22
borrowed 20:11
Brian 1:12 2:8
Bridget 35:10
brief 13:17
bring 6:3 33:25
broadly 21:25
broken 37:24
brought 25:19
Bucks 46:11
budget 2:25 3:9,17 7:16 8:11 9:16 9:25 19:2 19:20,23 20:6 21:20 22:8 23:24 23:24 27:18 30:2,5 31:3 31:9 32:4 38:13 42:11 42:19 43:2 43:9,13
budgeted 17:7,15 19:22
budgets 24:21
Building 38:9
buildings 4:17 34:25 38:15
built 29:17
business 7:24 8:13,17 9:3 9:24

C

called 2:4
calls 36:20,21
capacity 20:9
capital 21:20 22:8 39:15 40:4
captain 44:23 44:25 45:2 46:4
care 35:24,25
cars 46:11
case 8:22
cause 9:15,16
causing 30:23
certain 34:24 41:17,18
CERTIFIC... 48:2
certification 48:20
CERTIFY 48:3
certifying 48:24
Chair 1:10 12:3,7,8,16 12:23 16:19 21:17 47:3
Chairwoman 3:14 13:12
challenge 11:14 42:13
challenges 7:23 9:15 9:17 39:7
change 40:8 42:19 43:8
changed 42:6 42:7
changes 7:2 7:21
changing 32:7
chasing 37:8
cheaper 42:3
check 16:13 33:11 37:23
Cherelle 1:12 2:7 12:5,20
Chief 44:18
cities 11:17
citizens 23:11
City 1:2,6 3:17 6:15 7:3 14:13 20:5 41:8 45:4,6,8,9 45:15 46:7
clarify 29:24
class 4:10,24 14:2,21 30:2,3,7,13 30:17,23,24 31:18 34:16
classes 3:25 32:17
Clerk 2:10,12
close 9:5
closely 8:15
colleague 46:23
collect 34:4
collection 4:13
Collins-Gre... 35:7,10 37:16 39:2 39:11 40:5 40:22
come 3:2 6:11 7:25 8:10 19:16 34:22
coming 6:10 6:18 7:22 21:10
Commissio... 31:12 32:3 34:21 35:7 35:11 37:16 39:2,11,14 39:15,16 40:5,22
Commissio...

41:9,24 43:3
Committee 1:3 2:3 3:6 3:16 5:13 5:19 12:12 13:2 35:9 46:18,21 47:4,18,24
compare 10:5
compared 7:15
complete 37:2
component 5:10 30:3
compounding 26:13
concern 33:13
concluded 47:25
conditioners 35:24
conscious 8:16
considering 42:21
contained 48:5
continue 40:21 45:16
contracted 4:12 20:11
contracting 20:3
contractor 4:6
contractors 20:20,24 21:15
contracts 34:17
contractual 5:5
control 21:5,6 24:3 48:23
conversation 40:20
conversations 8:20 41:12 41:13,15,25
coordinate 23:16
core 38:13
correct 15:9 48:8
cost 14:21 31:15 38:3 38:4
costing 38:5
costs 4:6,10 4:22 7:4 11:13 14:3 18:3 24:8 24:16 38:16 38:19 41:3
Council 1:2 3:6 5:15,17 47:8,20,21
Councilman 1:11,11,12 2:6,8 10:7 11:25 12:2 13:10,11,15 13:22 14:11 15:3,20 16:4,11,16 16:19,20 17:6,23 18:17 19:7 19:17,25 22:12 32:24 32:25 33:13 33:24 34:6 40:3
Councilme... 44:14
Councilwo... 1:10,10,12 2:2,7,23 3:5 5:24 6:5,19 7:6,11 9:8 9:19 10:4 10:10,11,20 11:2,22 12:4,5,6,13 12:15,17,20 12:22 13:4 13:6,8 15:24 16:14 16:18 23:14 24:12,22,25 25:5,11 26:16,22 27:2,5,16 28:4,8,12 28:18 29:2 29:6,14,19 31:2,6,21 32:16,23 33:19 34:8 34:19 35:8 37:12 38:22 39:6 40:2 40:11,24 41:5 42:5,9 43:5,20 44:13,15 45:23 46:9 46:16,20,24 47:2,10,13 47:16
counsel 33:8
County 46:11
couple 37:18
cracked 38:10
create 9:22
credit 8:13
credits 8:5,22 9:10
current 33:16 33:22
cut 37:5
cycle 22:7 42:17,24
cyclical 42:17

D

D 1:10
DA's 43:23
date 8:14,20
DAVID 1:11
day 19:10
DC 40:3,4,6
deals 30:6
deemed 4:3
defer 36:7
definitely 10:3
delays 14:10
department 2:17,18,19 2:21,21 3:8 4:4,9,15,22 5:5 8:19,21 13:18,23 14:18,23 16:15 18:13 19:20 21:22 23:2 25:9 25:13,16,18 28:2,25 29:21,23 30:12,15,19 31:14,19,22 32:11,19 33:11 34:12 34:14 40:17 45:3,12
departmental 24:21
departments 5:22 6:2 13:20 14:14 20:12 21:11 23:23
Deputy 39:13 39:15,16
details 35:14
difference 31:7
different 13:20 14:13 34:17 39:24 42:13,19 43:12,17
differently 43:13,19
difficult 18:21
dig 38:6
direct 48:23
Director 1:16 2:15,20,25 3:9,17 4:18
Director's 10:2 15:12
discovered 37:21
discussion 40:17
discussions 11:4
district 2:22 5:7 12:25 14:24 22:15 36:5 44:6 44:19
diversity 39:8
doing 8:4,19 21:2 23:6 26:5 32:14 36:6 37:22 37:25 38:7 43:15
dollars 34:23 37:13 38:6
Domb 1:11 2:6 10:7 11:25 12:2 13:10,11,15 13:22 14:11 15:3,20 16:4,11,16 32:24,25 33:13,24 34:6 40:3
door 23:6
Dorean 44:17
driving 30:17
due 8:6 12:23 14:10 15:15
dues 17:13
Duly 47:9

E

earlier 24:23
easiest 25:15
easily 16:21
easy 16:23
effort 4:7 21:9
either 19:9 21:9
election 5:2 41:2 42:23 43:7,17
elections 43:2 43:12,18
emergencies 37:18
emergency 4:13 37:13
employees 20:17 39:4
enclosed 5:25
ended 10:18
ends 18:12
Engine 37:22 38:3
engineers 20:25 39:23
enormous 20:2,22
envision 9:5 30:22 31:17 31:19
equipment 20:10,18 21:12 23:7
established 2:5
Estate 39:16 40:4,6
estimated 7:17
events 14:6 19:24
evidence 48:4
exact 17:21 19:6 36:10 36:14
exactly 19:11 25:3 38:24
example 18:13
exceeded 17:16
excuse 10:21 12:4 23:4,4
expectation 24:15 25:18
expected 6:21 27:17,21
expenditure 3:24 24:17 24:19
expenses 19:14
explain 6:7
extent 21:8
extreme 12:24
extremely 20:24
eye 9:5

F

facilities 39:14 40:15
fact 15:15
factors 24:5
fair 23:11
fall 23:2
farther 2:8
favor 47:11
favorable 5:14 47:5 47:18
favorite 33:4
fight 26:4 27:12
figure 17:21
figures 29:20
fill 35:4
filled 26:7,8
finally 39:9
Finance 1:16 2:16,20 4:19 15:12
Financial 44:18
find 16:12
fine 20:15 22:13 23:12
fining 23:11
fire 2:18 4:8 14:18,23 25:8,12,15 25:18 27:20 28:2,25 30:15 31:23 36:22,23
firefighters 25:22 26:3 26:9,11
fires 26:4 27:12
first 5:16 9:20 9:21 17:9 35:21 36:19 47:7,21
Fiscal 1:15 2:14 10:5 23:25 27:18 33:6
five-year 18:2 18:9 19:4 19:15
fix 38:6
Fleet 22:5
flexibility 30:6
flooded 36:22
floodgate 43:25
fluke 38:17
focus 36:3
folks 3:7
following 11:7
follows 4:3
FOP 5:10
14:25 43:22 44:24 45:5
forces 20:5
forecast 9:17 10:3 18:21 19:8,9
forecasting 7:24 8:9 9:11
foregoing 48:7,20
Forgive 15:6
form 18:18 21:2
forward 3:2 34:22 45:24
fought 35:4 35:17
found 15:16 37:23,24 42:15
four-year 42:24
front 10:19 10:23 17:21 34:18
fully 35:16 38:23 48:5
fund 1:15,16 2:15,17 3:21,22 4:5 4:9 6:11,14 6:17,20,23 7:5,7,17 9:3 10:5,14,24 11:6,15,18 11:21
funding 33:6
funds 6:17
further 5:14 20:7 47:19
future 9:22
FY14 10:23 11:3
FY15 10:14 10:17,24
FY16 24:9 33:16,23 42:20
FY17 26:15 42:20

G

game 17:3

2:17 3:22 4:25 21:24 41:16,22
getting 21:11 37:10 42:16 42:24
give 13:17 18:7 19:18 21:15 35:12
given 20:18 37:5
go 12:9,18 13:9 18:5,6 18:23 24:5 25:6 26:4 28:21,22 37:6 42:11 46:22
goal 26:19
goes 6:13 30:9 31:16 35:22 45:21
going 3:8 8:10 11:24 12:18 14:13 15:7 16:23 17:2 20:14 21:5 22:21 24:2,19 28:14 36:4 38:10 39:22 39:24,24 41:7 42:10 44:2,7 45:25 46:10 46:23
good 2:2 3:13 13:13,14 23:3 35:8 44:12
gotten 21:7
granted 44:25
Grants 1:15 1:16 2:15 2:16 3:21 6:8
great 13:17 18:25 33:8
group 39:18
guess 17:2 33:3
guys 35:17

H

Hall 1:6
handle 44:6
happen 27:15 28:25 38:18
happened 8:9 17:10 37:17 38:16,18
happening 8:17 25:25 41:14,15
happy 5:20
hard 9:13 10:3 35:4 35:17
head 10:9 19:19 32:22
heads 39:19
hear 40:2
hearing 13:9
heaters 36:2
help 6:3 27:12 32:8
helping 22:20
high 18:5
higher 24:20 36:13
hire 32:5
hires 26:19 32:18
home 45:8,20 46:8
honestly 9:13
hope 38:17
hopefully 17:4 19:4
hopes 36:7
hoping 9:6 22:4
horrible 36:25
HR 39:18
hundred-an... 17:16

I

ice 22:18 23:2
ideally 11:20
IFMA 39:25
impact 6:20 26:14
importance 12:24
important 26:18
in-house 20:9
incidents 38:20
included 7:3 15:10
including 6:25 29:13 29:15,16
incorrectly 24:13
individual 3:7 44:4,23 45:19
individuals 44:25 45:6
inflated 24:10
Inquirer 41:10
inspectors 26:9
instance 14:17
instructed 45:7
internally 41:14,16
intervals 35:23
invest 34:2
investment 21:21 22:9 25:17
involved 5:22
issue 6:15 15:2 37:4
issues 8:2 11:13 24:7 41:20,22
item 27:23

J

J 1:12
Jackie 39:18
JANNIE 1:10
job 20:19 23:6 39:21 43:15
joined 10:12
July 8:6,11
June 6:22 25:24 26:21 26:23,25 27:8

K

keep 20:21 21:4 23:20 36:8 42:10
keeping 9:4
kind 8:23 11:20 14:7 17:2,11 18:7 19:4 20:14 21:2 22:6 40:8 43:16
know 3:7 8:25 10:7,8 21:12 28:12 29:2,3 32:9 33:25 34:13 34:21 36:10 36:12,24 39:7 40:10 40:13 43:6
knows 40:9

L

L 1:10,12 48:14
land 12:23
language 15:9,10 41:10
languages 42:14
large 8:22 20:23
lateral 37:23
laterals 37:3
latest 5:10 7:2,14 28:24
Law 2:21 5:4 16:14 33:10 34:12,13
learn 20:17
left 2:7,8 17:11
legal 15:8 33:8 41:6 41:20 43:24
legally 16:8
let's 25:5,11 29:19 34:20
levels 35:2
leverage 23:16
library 22:17 22:23
license 4:19 15:14
licenses 15:17 15:25
light 33:25
limited 18:24 19:3
limits 45:6
line 14:2 27:23 38:11
lines 16:3 23:18
Linton 39:19
list 34:16
listing 40:14
litigation 41:2
little 17:8 21:15 32:3 34:20 40:8
live 45:5,15 46:6
long 22:25 40:19
look 8:3 18:2 23:8 30:2
looking 33:12
looks 23:15
lot 18:20 20:10,10 21:5,7 41:13
lots 17:5
low 11:15 18:6

M

Madam 12:3 12:7,8,16 12:23 13:12 47:3
main 36:3
maintain 37:7 38:14
maintenance 4:17 34:24 35:3,15 36:6,18 37:3,19,25 38:8 39:3 40:14
major 16:24
manage 11:17
Management 22:6 39:14
manager 30:6
Manager's 6:15 7:3
managing 43:16
March 7:17
MARIA 1:10
matter 48:7
mayoral 43:17
mean 11:16 11:19 18:19 28:20,22 29:24 30:12
meaning 36:18
means 14:3 25:24 27:8 29:10 48:22
medical 4:13
meet 33:6
meeting 8:18 11:10 12:10 12:19,24 46:22
members 3:15 35:9 45:5
membership 17:13
mentioned 15:4
methodology 17:19
MICHELE 48:14
Microsoft 4:20 15:4 15:19 16:22
middle 7:25 36:21
mileage 5:9 45:18
million 4:4,8 4:9,10,15 4:18,21 5:4 6:8,24 7:10 7:12,18,20 8:12 10:15 10:17,25 11:3,19,21 13:19 16:5 17:16 24:23 27:19,20 28:3,11 29:7,12 30:21 31:5 31:8 33:6 34:23 37:13 38:14 41:3
mistaken 10:16
money 20:23 34:2 40:20
monies 34:4
monitoring 8:15
month 36:4
Moody's 11:11
morning 11:10
motion 12:9 46:24
move 47:3
moved 47:17 47:19
movement 14:8
moving 45:24
Municipal 38:8
MURPHY 48:14

N

name 3:16 44:16,17
nationwide 32:12
necessarily 14:16 30:13 31:16 33:17
necessary 4:3
need 9:9,22 18:10 26:5 27:9,9 30:18 34:2 40:3,18 41:23 42:16 43:19
needed 12:9 27:13 32:8
needs 26:6
never 22:17
new 26:19 39:17
newspapers 41:19
night 36:22
notes 48:6
notice 41:7
noticed 21:3 21:4 38:9
number 10:17,21 11:7 20:3,4 28:9 36:11
numbers 8:4 23:20,21,25 24:10 36:14 39:10
numerous 21:8

O

O'Neill 1:12 2:9 16:19 16:20 17:6 17:23 18:17 19:7,17,25 22:12
objections 48:4
obligations 5:6 33:7
obviously 18:5 24:7
occurred 3:25
offer 3:19
office 9:16 22:5 39:17 43:4,23 44:6,20,24 45:3
Officer 44:19
officers 31:15 32:5,9 45:13
offices 26:10
offline 16:12
offset 24:18 24:21
OH 1:11
Okay 11:2

19:21 34:6 34:19 38:22 39:6 43:20 46:16
once 36:4
one-time 21:14
ones 26:22
OPA 33:5
open 3:11
opening 43:25
operating 20:5,25
operations 22:2
opportunity 5:18
opposed 46:12
opposition 47:14
order 2:5
ordinance 1:14 2:13 3:23
organization 17:14
outgoing 17:7
outside 21:6,7 45:5,9 46:6
over-expen... 33:20,22
overtime 4:5 4:9 14:5,12 14:15,19,23 15:2 22:2 23:19 24:3 24:9 25:19 26:7,13 27:10,17,18 27:25 28:7 30:3,5,9,11 30:16,22 31:3,15
owed 34:4

P

p.m 1:7 47:25
packet 15:11
Papal 24:8,11 31:10
park 17:24
Parker 1:12 2:7 12:5,6 12:15,20,22 13:6
particular 44:22
particularly 25:8
Partly 21:23
pass 10:6
pay 4:11 9:14 9:21
paying 15:22
payment 4:19
Pennsylvania 1:6
pension 11:13 11:14
people 19:9 22:13,19 27:10,13 44:5
percent 11:18 11:19 36:11 36:17
period 45:19
permit 5:16 47:7,20
permitted 45:7,20 46:7
personal 5:9 13:23,25 14:14
personnel 14:3 20:11 21:10 25:17 26:2
perspective 9:16
phila.gov 39:22
Philadelphia 1:2,6 3:18
PICA 19:13
pick 22:3
piece 40:16
pipe 37:14,24
place 22:25 40:18
plan 43:11,14 43:19
planning 14:8
playground 22:16,17
plowed 22:18
point 7:19 10:2 37:20
police 29:20 29:22 30:19 31:4,13,19 31:22 32:10 32:18 36:5 45:2,12
political 9:23
populations 41:18
positions 26:8 26:12 30:8 31:13
positive 20:8
practice 9:24 41:22 45:25
practices 11:8
PRESENT 1:9
presented 7:16
presidential 5:2 42:22 42:22 43:6
pretty 7:21
preventative 4:17
preventive 34:24 35:3 35:15 37:2 37:19,25 39:3
primary 5:3 42:22
private 20:3
privileges 45:4,14,17 46:6
prizes 17:5
proactively 37:7
probably 25:15 42:3 44:9
problem 8:23 26:15 30:14 30:23 32:12
procedural 12:9
proceed 13:3
proceedings 48:4
process 39:12
Procurement 2:20 4:21 40:25 41:2 41:24 42:16
professional 20:25
program 35:16 37:3 38:2 39:3
Programs 39:15
project 17:20 29:12
projected 6:20 7:7 9:22 24:13
projecting 6:25
projection 7:4 27:25 28:7,21,24 29:5 30:20
projections 9:3,4 29:18 30:25
properties 22:15
Property 2:19 4:16 34:21 35:11
protocol 46:2
provide 3:23
provided 4:13
provides 3:20
Provision 1:16 2:16
public 2:19 4:16 12:18 34:20 35:11 40:15 48:15
purposes 12:19
put 7:14 20:13 21:19
putting 39:20 39:20 41:9

Q

quarter 6:14 7:9 28:5
quarterly 6:15 7:2,14 28:2
question 15:4 16:21,25 33:2 35:13 43:21 45:24
questions 3:12 5:20 6:4 13:16 16:22 46:17 46:18
quick 13:16
Quinones-S... 1:10 3:14
quite 35:18
quorum 2:5

R

rank 46:4
ranking 45:2
rate 36:12
rating 11:10
reach 41:17 42:4
reactive 36:12,18
read 2:10
reading 5:16 47:7,21
ready 31:23
real 21:9 32:10 39:16 40:4,6
realistically 32:17
realized 8:12 44:8
really 8:4,15 8:16 9:12 18:5,10 23:24,24 32:13 35:17
reasonable 19:14
Rec 40:17
recall 36:15
recognize 11:24
recognizes 16:19
recommend... 5:14 11:16 47:5,6,19
record 11:3 12:20 44:16
recorded 12:11,25
recovered 25:2
recreation 22:19 23:3
recruiting 39:13
recruitment 32:9 39:8
reflecting 33:17
reform 9:9
regular 35:22 35:23
regularly 7:22 8:18
reimburse 45:11,13,18
reimburse... 5:8
reimburse... 4:12
related 11:14 14:5,5,25 15:13 23:5 24:8 31:10 31:11 44:4
relates 15:11
relatively 20:4
removal 14:6 14:7 17:8 17:11 18:3 19:24 20:19 21:23 22:20
replacement 22:7 37:14
report 5:13 6:16 7:3 28:2
reported 47:4
reporter 48:24
reports 7:15
representat... 5:22
reproduction 48:21
request 3:11 5:12,15 12:11,14
required 4:25
requirements 32:7 41:7
residence 46:8
residences 45:9
resolution 46:10
resolve 4:23
resources 4:2 23:17
respectfully 5:12
response 46:19 47:15
result 4:25
revenue 1:15 2:15 3:21 4:12 6:8 7:24 8:18 8:21 24:18 24:20
revenues 7:22 8:14
right 2:6 8:25 13:21 20:18 22:22,23 23:6,7,21 25:4 27:4 27:20 36:12 39:12 40:7
room 1:6 18:24 19:3
Rooney 44:12 44:17,18 46:3,13
Ross 31:12 32:3
routine 36:6
RPR-Notary 48:15
rules 5:15 47:6,20
run 29:20

S

Sanchez 2:2 2:23 3:5 6:5 6:19 7:6,11 9:8,19 10:4 10:10,20 11:2,22 12:4,13,17 13:4,8 15:24 16:14 16:18 23:14 24:12,22,25 25:5,11 26:16,22 27:2,5,16 28:4,8,12 28:18 29:2 29:6,14,19 31:2,6,21 32:16,23 33:19 34:8 34:19 35:8 37:12 38:22 39:6 40:2 40:11,24 41:5 42:5,9 43:5,20 44:13,15 45:23 46:9 46:16,20 47:10,13,16
sanitary 38:11
sanitation 14:9 18:14 21:25
saving 40:19
saw 14:11
school 22:16 22:21
season 35:25 36:2
season's 4:7
second 35:20
seconded 47:9
see 8:6 11:12 14:20 24:17 30:10,16
seeing 30:10 46:20 47:16
sense 19:5 42:21 43:9
September 28:19
serve 3:17
service 14:15
services 4:14 13:24 14:2

33:9 38:8
session 5:17 47:8,22
set 21:10 30:5
settlement 4:20 15:5,8 15:15,18 16:7,10
sewage 36:23
shift 35:20,21 35:21,22
shortage 21:24 30:8 31:13,14,18
shortages 3:25
shortfall 4:24
shovel 22:14
show 17:3
showing 6:12 6:16
side 24:17,19 41:24
sidewalk 22:14,22,25
significant 21:21
similar 31:22
simply 24:10
site 23:7
situation 25:21 43:24
small 22:13
smaller 20:4
smart 23:9
smoothing 18:18
snow 14:4,6,7 14:10,18,22 17:8,10,20 18:3 19:23 20:19 21:23
snow-fighting 4:7
Society 39:23
software 4:19 15:14,22
soil 37:13,24
somebody 23:8 43:5
Sorry 10:16 10:20 33:10
sort 8:24
30:15
source 6:7
Spanish 41:10
speak 44:9
speaking 20:4
spec 40:7
specifically 23:22 25:12
spend 33:18
spending 20:22
spreading 13:20
staff 31:23 40:18
staffed 35:16 38:24
staffing 35:2 39:10
start 25:23 26:20,23,24 42:16,23
started 41:25
stated 35:17 46:22
station 36:5 36:22,23
stenographic 48:6
store 23:7
stories 36:24 36:25
strategy 23:19
street 22:20
streets 2:18 4:5 13:23 18:12 19:20 21:22 22:10 27:11
strongly 26:14 32:13
structural 4:23
struggle 32:10
struggling 32:5
stuff 21:5
stupid 23:10
subjects 33:4
subsequent
14:8
successful 36:9 37:9
sued 44:2
sufficient 15:17
summarize 15:21
summary 3:10
summation 3:10
summer 35:25
supervision 48:23
sure 15:9 19:14 22:6 29:24 34:3 40:23
suspended 5:16 47:7 47:20
swings 30:10
system 36:15 36:17

T

table 3:4 35:6 44:11
tail 37:8
take 26:2 45:8,20 46:7,11
take-home 45:4,13,17 46:5
taken 48:6
takes 35:24 35:25
Talent 39:18
talk 16:8 19:12 25:12 34:20
talked 11:11 24:23 31:12 32:3 40:15 40:25
talking 9:20 38:24 41:6
tax 8:13,17 9:3,10 34:10
taxes 7:25
team 35:19 35:20,21
teams 35:3
Technology 42:6
tell 17:19
temporarily 12:18
term 40:19
terms 20:8
testify 5:19
testimonies 3:8
testimony 3:19 5:25 15:12 32:4
Thank 2:23 3:12,13 6:5 11:22 12:2 12:6,15,16 12:22 13:4 13:6,11 16:16,17 32:25 38:23 40:11,12,23 47:2,23
Thanks 34:7 40:12
thing 22:24 25:8 37:20
things 17:12 21:19 35:23 36:16 37:5 37:7 38:18 40:16 42:3 42:14
think 7:9,18 9:13 14:12 14:17,21,22 15:15,21 16:6,8,22 18:20 19:15 20:17 22:10 24:14 25:9 25:14,18 26:17 31:11 32:2,6,12 32:17 33:5 41:20
third 35:20
thoughtful 43:11
thousand
17:17 38:5
three 45:22
throw 22:13
Thursday 1:7
time 17:9 22:4 36:21 38:19 42:10 45:19
timing 25:22
title 2:10
titles 39:5
today 3:18 5:19
told 20:2
top 10:9 19:19 32:21
total 27:17,21 30:2,7,13 30:23,24 31:18
track 20:21
tracking 36:16
train 26:11 27:13
training 25:25 27:6
transcript 48:8,21
transfer 3:21 3:24 27:23 28:9,13,17 29:8,9,10 29:13,15,17 30:18 31:20
transfers 1:15 2:13 5:23 14:15
trash 22:3
tremendous 20:19
true 48:7
try 18:6 19:3
trying 20:8 32:6,14 33:11 36:7 41:17
tuition 4:11
two 11:12 33:4
types 34:17 42:25 43:12 43:18

U

unable 19:8
unbudgeted 5:10
understand 8:21 42:25 43:16,24
understand... 16:10 42:18 44:3 46:3
unfortunat... 8:25 18:23 24:6 25:21
union 45:14
upcoming 5:2
update 6:14 34:25 35:12
updated 6:23 9:2
updating 40:14 41:6
use 12:23 18:8 19:3 19:12
utilize 21:12

V

vacancies 31:25
various 5:5 39:4
vehicle 5:9 45:20 46:8
vehicles 18:14 21:22 21:25 22:8 22:10 45:8
view 10:2
visit 24:8,11 31:10
vote 12:21
voting 12:11 12:25

W

want 2:25 3:6 10:10 13:16 29:23,25 33:24 40:7 40:20 42:23 43:15
ward 44:21
wasn't 25:9
37:19
way 6:10 8:10 9:9 17:25 18:3 20:20 20:21 29:25
ways 18:20
we'll 3:11 19:23 32:18
we're 6:25 8:18,19 9:4 20:22 21:13 22:4 23:11 24:2 28:23 29:3,7 33:5 34:4 36:4,5 36:7 39:12 40:6 41:17 46:10
we've 8:14,16 9:19 22:4 36:25 39:19 39:20 40:16 41:5,12
weather 19:9
week 14:10 14:12
went 37:2
weren't 15:17
whack 37:15
width 22:23
win 17:4
window 21:14
winter 36:2
witness 3:3,3 35:5,5 44:10,10
work 26:5 32:6 41:21 41:23
working 22:5 39:17 40:6
works 6:10
world 42:6
worse 28:22 28:23
worth 16:5
wouldn't 25:20
writing 20:13
wrong 10:17

X

Y

yeah 9:12 16:6 40:9 41:11
year 1:15 2:14 6:13 8:8,14,19 8:24 9:21 9:21,22 10:5 16:24 20:7 21:3 21:20 27:18 27:22 28:14 28:15 29:5 29:11 30:21 32:11 33:6 33:17 34:9 36:4 37:18 38:17,17 42:23
year-end 28:6 28:16 31:20
year-to-date 8:3
years 9:20 18:4,6,9 21:4 37:11 45:22

Z

0

1

1 4:10,15,21 5:4 33:6 41:3
1:40 1:7
10 11:19
100 14:2,21 30:3,4,7,13 30:17,24,24 31:18
10th 7:12
130,000 38:4
14 10:6,14,19
14.6 31:8
15 10:6 11:17
151 10:17,25
16 19:23 20:15 27:15 27:18 33:7
16.7 24:23
160332 1:14 2:11,12 3:1

3:19,20 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1,3 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 46:25 47:1 47:4,17
16th 7:13
17 19:20,23 20:15 23:25
179 26:19 27:3
18 6:8 13:19
18,016,379 3:23

2

2:20 47:25
200 4:11 34:16
200-and-so... 31:24
2016 1:7,15 2:14 7:12 17:15
202 11:3
25 27:19
250 33:8
250,000 38:12
26 1:7
29 39:3
29th 25:24 26:21,23,25 27:8

3

3 16:4 28:5
3.2 4:18
30 8:12
30th 6:22
31 27:19 29:7
319,000 4:24
32.5 28:3,11 29:3,12
37 38:14
38,000 5:7 43:23
3rd 7:17

4

400 1:6 11:19 11:20
49.2 31:5

5

5 4:9 17:16
5.7 4:4
5/26/16 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1
500 11:20

6

6 4:8 7:10,11
61 10:15
63.7 30:21
681,000 4:23

7

7 17:16
70 6:24 7:19
750 33:7
76 7:18

8

8 25:2

9

9 37:22 38:3
9th 12:24