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COUNCIL OF THE CITY OF PHILADELPHIA

3

PUBLIC HEARING

4

COMMITTEE ON APPROPRIATIONS

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6

Room 696, City Hall
Philadelphia, Pennsylvania
Wednesday, December 4, 2002
10:25 a.m.

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BILL 020729 - An Ordinance authorizing transfers in
appropriations for Fiscal Year 2002 within the
General Fund...

BILL 02730 - An Ordinance authorizing transfers in
appropriations for Fiscal Year 2002 within the Water
Fund...

BILL 020731 - An Ordinance authorizing transfers in
appropriations for Fiscal Year 2003 from the General
Fund...

BILL 020735 - An Ordinance authorizing transfers in
appropriations for Fiscal Year 2003 within the
General Fund from the Department of Revenue...

BILL 020736 - An Ordinance authorizing transfers in
appropriations for Fiscal Year 2003 with the General
Fund from the Department of Revenue...

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18 PRESENT:

19 COUNCILWOMAN JOAN KRAJEWSKI, Chair

COUNCILMAN ANGEL ORTIZ

COUNCILMAN RICHARD MARIANO

COUNCILMAN DARRELL CLARKE

COUNCILMAN MICHAEL NUTTER

COUNCILWOMAN DONNA REED MILLER

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2 COUNCILWOMAN KRAJEWSKI: Good morning.

3 Thank you very much for waiting. The Committee on
4 Appropriations is now in session.

5 Will the Clerk please read the title of
6 the bills.

7 THE CLERK: Bill No. 020729, an
8 Ordinance authorizing transfers in appropriations
9 for Fiscal Year 2002 within the General Fund from
10 certain or all city offices, departments, boards and
11 commissions to certain or all city offices,
12 departments, boards and commissions.

13 And Bill No. 020730, an Ordinance
14 authorizing transfers in appropriations for Fiscal
15 Year 2002 within the Water Fund from certain or all
16 city offices, departments, boards, and commissions
17 to certain or all city offices, departments, boards
18 and commissions.

19 And Bill No. 020731, an Ordinance
20 authorizing transfers in appropriations for Fiscal
21 Year 2003 from the General Fund certain or all city
22 offices, departments, boards and commissions and
23 from the Grants Revenue Fund, the Director of
24 Finance, provision for other General Fund, certain
25 or all offices, departments, boards and commissions.

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2 And Bill No. 020735, an Ordinance
3 authorizing transfers in appropriations for Fiscal
4 Year 2003 within the General Fund from the
5 Department of Revenue Sinking Fund Commission to the
6 Director of Finance, contribution to the School
7 District.

8 And Bill No. 020736, an Ordinance
9 authorizing transfers in appropriations for Fiscal
10 Year 2003 within the General Fund from the
11 Department of Revenue Sinking Fund Commission to the
12 Director of Finance contribution to the School
13 District.

14 COUNCILWOMAN KRAJEWSKI: Thank you. I
15 believe we'll call upon Rob, Rob Dubow.

16 MR. DUBOW: Good morning, Councilwoman
17 Krajewski. Good morning, Members of the Committee.

18 COUNCILWOMAN KRAJEWSKI: Before we
19 begin, Rob, I'd like to have the testimony on Bill
20 020730, the Water Fund.

21 MR. DUBOW: Okay. Bill 020730 transfers
22 \$7,080 within the Water Fund from the Water
23 Department's Class 100 appropriation to the Water
24 Department's Class 100 appropriation to cover the
25 cost created by lower than anticipated attorney

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2 attrition.

3 COUNCILWOMAN KRAJEWSKI: And that's all

4 that --

5 MR. DUBOW: That's all that's in there,

6 that's right.

7 COUNCILWOMAN KRAJEWSKI: Are there any

8 questions from Members of Committee?

9 (No response.)

10 COUNCILWOMAN KRAJEWSKI: Is the Water

11 Commissioner here?

12 MR. DUBOW: Actually, there's a

13 representative from the Law Department here. The

14 transfers are for the Water Department.

15 I'm also offering testimony on Bill No.

16 020729 and 020731. 020729 makes Fiscal Year 2002

17 budget appropriation transfers between and among

18 classes and departments in the General Fund. And

19 020731 makes 2003 budget appropriation transfers

20 from departments in the General Fund and the Grants

21 Revenue Fund.

22 Bill 020729 is required for the 2002

23 year-end closing financial records of the City. As

24 you know, year-end transfer ordinances are

25 introduced in City Council every year. Once the

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2 Fiscal Year ends, the Accounting Bureau and the
3 Office of Director of Finance closes the books on
4 that year's financial transactions and begins to
5 compile the annual financial report of the City
6 covering that Fiscal Year. And, of course, in
7 preparing the City's financial report, the
8 Accounting Bureau identifies reconciliations which
9 need to take place between the total to be shown in
10 the financial report in appropriations for each
11 department included in the City's adopted budget.
12 Once the annual financial report is completed, it's
13 audited by the City Controller. For the Controller
14 to get a favorable opinion regarding the report,
15 legal appropriations for each department and each
16 fund must be consistent with the annual report.
17 Enactment of the 2002 year-end transfer ordinances
18 will make possible the reconciliation that's
19 required in order to permit the Controller to issue
20 a favorable opinion.

21 In Bill 020729, there are 12 transfers,
22 and I'll summarize the major transfers that are
23 included in the ordinance. Seven transfers involve
24 a change in total appropriations for a particular
25 department or cost center, four of those are

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2 increases and they represent a total net increase of
3 \$37.6 million. The largest increase request is 23.9
4 million for the Police Department, its transfer to
5 Class 100, largely to cover higher than expected
6 overtime costs related to the City's anti-terrorism
7 response after September 11, court appearances, and
8 Operation Safe Streets. The increased cost is
9 offset by small surpluses totaling a little over
10 \$182,000 in Class 200, 300, 400 appropriations
11 Police Department for a net increase of \$23.7
12 million.

13 An increase of \$17.3 million is
14 requested in the First Judicial District Class 800
15 appropriation to make up the deficit created when
16 the First Judicial District overspent a Child
17 Support Grant allocation. The increased cost is
18 partially offset by \$3.9 million surplus in Class
19 100 and Class 200 resulting in a net increase of
20 13.4 million.

21 The Procurement Department requests an
22 increase in appropriation of \$71,170 in Class 100
23 resulting from lower than expected attrition and
24 \$326,135 in Class 200 to cover increased election
25 advertising costs.

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2 Some of the department's costs were
3 offset by a surplus of \$81,112 in Class 300 and 400
4 that was a result of using electronic bids to reduce
5 printing costs.

6 An additional net increase of over
7 115,000 is requested in the City's Commissioner's
8 appropriation to cover the cost compensation of
9 election day workers and of moving voting machines.
10 \$353,195 in Class 200 purchase service increase was
11 offset by a combined 237,753 reduction in classes
12 100, 300, and 400. Those increases are made
13 possible through reductions in three different
14 appropriations. The largest in this ordinance is
15 20.5 million from the Director of Finance Sinking
16 Fund Commission. This reduction is possible because
17 interest rates were at historically low levels. A
18 reduction of 13.9 million is requested from the
19 Director of Finance fringe benefit. That reduction
20 is possible because there were fewer employees than
21 originally anticipated as a result of the hiring
22 freeze enacted November 15, 2001. An additional
23 reduction of 3.2 million appropriation from the
24 Department of Health is requested. Those savings
25 resulted from a lower than anticipated residents

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2 census, but that decrease is completely offset by a
3 reduction in revenue for medical assistance and
4 Medicare subsidies.

5 The other five transfers in this bill
6 are between classes within departments and thus
7 result in no net change in Fiscal Year '02
8 departmental appropriations. The most significant
9 internal transfer is approximately 6.9 million
10 between classes in the Department of Public
11 Property. In the FY '02 mid-year transfer
12 ordinance, 8 million was transferred to the
13 Department of Public Property to cover the cost of
14 making security improvements to City Hall. While
15 some of that money has been spent, most of it will
16 be spent in FY '04, and this transfer to Class 800
17 will allow the City to make those payments in the
18 Capital Fund.

19 I'll move on to the '02 mid-year which
20 is 020731. It includes eight transfers totaling
21 36.5 million between and among the General Fund and
22 the Grants Revenue Fund. The largest request is
23 34.5 million in the Police Department's Class 100
24 personal services appropriation. The funds were
25 needed to cover additional overtime costs from

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2 Operation Safe Streets as well as salary increases
3 directed by the Fiscal Year 2002 arbitration award.

4 We had a mistake in the ordinance. It
5 says the transfer is going to Class 200. It's
6 actually going to Class 100 in Section 2.12, and I
7 have amended versions of the ordinance here.

8 The ordinance also includes 1.5 million
9 in Class 200 purchase service for City Council to
10 cover outside legal counsel costs. These costs are
11 partially offset by a transfer from the Law
12 Department's 200 appropriation of \$500,000.

13 The next largest request is for \$375,000
14 distributed through all classes to fund the Tax
15 Reform Commission, the creation of which was
16 approved by the voters on the November 2002 ballot.
17 The funding would allow the Commission to hire a
18 four-person staff, hire consultants, and purchase
19 materials, supplies, and equipment.

20 The final transfer requested is for
21 \$100,000 in the Department of Human Services Class
22 200 appropriation to the Mayor's Office Class 200
23 appropriation to appropriately fund the contract for
24 communication services that was mistakenly drawn
25 from the fund for Philadelphia. The increases in

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2 appropriations are made possible through reductions
3 in the Sinking Fund Commission's debt service cost
4 in the amount of \$1 million in the Director of
5 Finance provision for other grants in the amount
6 34.9 million.

7 I hope these comments have been helpful.
8 On behalf of the Administration, I respectfully
9 request your favorable consideration of the bills
10 and suspension of the rules to permit consideration
11 of these ordinances on the First Reading Calendar at
12 City Council's next meeting.

13 I'll be happy to answer any questions.
14 There are representatives from the departments
15 covered by this bill who are all happy to answer
16 questions.

17 COUNCILWOMAN KRAJEWSKI: Thank you very
18 much, Rob. I'd like to hear from the Police
19 Commissioner.

20 Good morning, Commissioner.

21 MR. JOHNSON: Good morning. Good
22 morning, Councilwoman Krajewski and Members of the
23 Appropriation Committee. I am Police Commissioner
24 Sylvester Johnson. I'm here this morning to testify
25 regarding the Police Department's request to

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2 increase the Fiscal Year '03 General Fund by
3 \$34,531,000 and to increase the Fiscal Year '02
4 General Fund by \$23,749,637.

5 For Fiscal Year '02, the Police
6 Department is requesting an increase in Class 100 of
7 \$23,931,655. Class 200, 300, and 400 is being
8 decreased by \$182,018 for a total requested increase
9 of \$23,749,637. The Police Department is requesting
10 this additional funding for our 2002 budget due to
11 an increase in the Department's overtime. Since the
12 tragic events of September 11, 2001, the City has
13 incurred a number of unanticipated expenditures
14 resulting from the increased security, including an
15 augmented police presence and extensive patrol and
16 security at public facilities. The increase in
17 overtime resulting from the events of September 11th
18 and the advent of Operation Safe Streets are the two
19 major reasons for this Class 100 increase request
20 for Fiscal Year '02.

21 The decrease in Class 200, 300, and 400
22 of \$182,018 is due to small unexpected amounts
23 remaining in several purchase orders and lower than
24 projected expenditures for materials, supplies, and
25 equipment.

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2 For Fiscal Year '03, the Police
3 Department is requesting an increase in Class 100 of
4 \$25 million for overtime related to Operation Safe
5 Streets. In May 2002, the Police Department
6 implemented Operation Safe Streets. The Safe
7 Streets mission is to improve the quality of life
8 for all Philadelphians by eliminating open-air drug
9 sales in the City. The Police Department is also
10 requesting an additional \$9,531,000 due to the
11 3 percent pay increase for sworn personnel resulting
12 from the Act 111 arbitration award.

13 The request for additional funding for
14 Operation Safe Streets merits particular comment.
15 Since the 1980s, the nation, as well as
16 Philadelphia, has engaged in a well-publicized war
17 on drugs. The fundamental strategy of this war is
18 centered upon law enforcement and incarceration.
19 While the police began aggressive campaigns on the
20 streets, our legislators fought the war by passing
21 new mandatory drug sentencing guidelines.
22 Regrettably, decades have passed, and despite these
23 well-intentioned efforts, the drug problem in this
24 country has continued largely unabated. Cities
25 throughout America, including Philadelphia, have

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2 clearly been losing the war. The unsung casualties
3 have been our communities, our children, and our
4 sense of safety.

5 During the last 10 years in
6 Philadelphia, as in many cities, the drug trade
7 flourished, violence intensified and the number of
8 drug addicts multiplied. Open-air drug markets,
9 once the exception, became the norm in many
10 neighborhoods throughout the City.

11 The most tragic victims of the drug
12 trade have been our children who were unable to play
13 in their neighborhoods and our elderly citizens who
14 were afraid to leave their homes. Businesses, too,
15 were victimized, and many packed up and left
16 communities. Despair set in.

17 Undoubtedly, the time had come for a
18 fresh new approach, one where all the stakeholders
19 are a part of the solution, where hope and optimism
20 have a chance, and one that empowers the residents
21 of Philadelphia to take back their streets and
22 corners. This new approach is called Operation Safe
23 Streets.

24 Safe Streets is a critical component of
25 preserving and rebuilding neighborhoods. Current

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2 residents and businesses will not invest in their
3 communities nor will the City attract new residents
4 or businesses if we do not regain control of our
5 communities from drug dealers. It has always been
6 my contention that we cannot arrest our way out of
7 this drug problem. We need the help of the
8 community and social service agencies. The initial
9 plan of Operation Safe Streets was that the Police
10 Department would go into the neighborhoods and
11 stabilize the area to enable the City's social
12 service agencies and community groups to come in and
13 saturate the neighborhood with assistance and
14 services. The police would provide the necessary
15 safety and security, while other City departments
16 and community organizations could provide drug
17 rehabilitation programs, job training, and education
18 assistance.

19 The mission of Operation Safe Streets is
20 to dramatically improve the quality of life
21 throughout the neighborhoods of Philadelphia by
22 creating a partnership between the Police
23 Department, the communities, faith-based
24 organizations, town-watch and the City's network of
25 social service agencies to eliminate the violence

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2 and tragedies associated with both the open-air drug
3 trade and drug addiction.

4 The formidable goal of the Philadelphia
5 Police Department in Operation Safe Streets is to
6 return control of the streets of Philadelphia to the
7 law-abiding residents of the City by preventing any
8 open-air drug markets from conducting business
9 within the boundaries of Philadelphia. To address
10 this challenge, the Police Department identified
11 approximately 293 locations designated as "A"
12 corners. Police officers were assigned to these
13 drug corners in order to disrupt, dissuade, and
14 deter the drug trade, creating an indefinite and
15 unrelenting presence in those known drug corners
16 would force the open-air drug markets to cease
17 operation. Night and day, police officers patrol
18 these corners, not to arrest, but to prevent drug
19 sales from occurring.

20 This is not in the testimony, but I just
21 want to explain a little more about how we came to
22 the drug corners. What we did is that I had every
23 district captain -- there's 23 police captains --
24 give me a list of all the drug corners that they
25 knew. Then I had all the narcotics give me a list

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2 of all the drug corners that they knew. So I had
3 two lists. In addition to that, I had 911
4 responders contact us on all the drug that was
5 reported in the year 2001 was also reported, so I
6 wind up with 3 lists. In addition to that, I had a
7 map to give me all the gun confiscations for the
8 year 2001. We confiscated over 5,144 guns in the
9 City of Philadelphia. In addition to that, I said
10 give me a list of all aggravated assaults and all
11 the robberies and the homicides in the City of
12 Philadelphia in the year 2001. And then we
13 identified those corners as "A" corners, "B"
14 corners, and "C" corners. "A" being the most
15 problematic corners where actually shootings,
16 murders, or robberies have been taking place; "B"
17 being second; "C" being the third.

18 The saturation of police officers on the
19 streets instantly and effectively ended open-air
20 drug markets in Philadelphia. The combination of
21 the police presence and the resulting elimination of
22 open-air drug trafficking provides the residents of
23 these besieged neighborhoods with the safety and
24 security needed for them to reclaim their streets
25 without fear of violence, retribution, or

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2 intimidation.

3 Operation Safe Streets went into effect
4 citywide on Wednesday, May 1, 2002. On average,
5 there were approximately 300 major open-air drug
6 corners in Philadelphia. To compile the number and
7 location of the most notorious open-air drug markets
8 in the City, the Police Department undertook an
9 in-depth study of the following: Location of
10 homicides, location of aggravated assaults, and
11 robberies with guns, narcotics arrests, 911 calls
12 and ongoing drug investigations. Once this
13 information was gathered, the Police Department's
14 mapping unit charted out areas of the City with the
15 most notorious drug trafficking problem. And what
16 we found was that when we found drug corners, we
17 found guns; and where you found guns, you found the
18 violence.

19 The Police Department then undertook the
20 most aggressive and widespread deployment of
21 officers in recent history to combat the drug
22 problem. Teams of police officers were assigned
23 specific locations to patrol. The policing was not
24 focused on the number of arrests, but on totally
25 disrupting the open-air drug trade. The Police

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2 Department has successfully begun its attack on the
3 open-air drug markets. The impact throughout the
4 City has been dramatic.

5 Unquestionably, Phase I of Operation
6 Safe Streets has been a success. The Police
7 Department has achieved its goal of disrupting the
8 open-air drug trade and continues to maintain our
9 presence in neighborhoods throughout the City. We
10 know, however, that drug trafficking is a very
11 profitable business. Those who benefit will not lie
12 down and give up their corners with ease. We are
13 prepared for the ever-changing drug industry. As
14 the dealers have changed their modus operandi, so
15 has the Police Department. The sellers are now
16 becoming mobile, and with this comes new challenges
17 for the Police Department.

18 The Police Department has strategized
19 and is preparing for Phase II of Operation Safe
20 Streets. This will include the creation of an elite
21 Bike Patrol Unit as part of the Narcotics Strike
22 Force. This unit will be staffed by officers who
23 have shown a strong interest and commitment to the
24 mission of Operation Safe Streets. These officers
25 were required to complete an intense training course

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2 that will include bicycle training and community
3 intervention. This training will allow them to
4 compliment the efforts of the foot patrols and allow
5 the Police Department's frontline crime-fighting
6 efforts to become more mobile.

7 As a result of Operation Safe Streets,
8 and our other very sophisticated police fighting
9 activities, crime is down in every major category,
10 bucking the national trend. On very telling
11 statistics, as of November 30 of this year, there
12 were 22 fewer murders this year than over the same
13 period last year. In fact, Philadelphia's murder
14 count for calendar year 2002 may end up being its
15 lowest in almost 20 years.

16 Further, prior to Operation Safe
17 Streets, a significant number of people arrested for
18 narcotics possession resided outside the City. For
19 example, in East Division, approximately 20 percent
20 of the buyers arrested resided outside Philadelphia.
21 Philadelphia was a virtual drug supermarket. It was
22 reported that the purest heroin in the nation was
23 being sold on our streets. With 85 percent to 90
24 percent purity, Philadelphia was being saturated
25 with heroin buyers. This too is beginning to

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2 change.

3 Operation Safe Streets has allowed the
4 Police Department to address strategically and
5 effectively the challenges as well as successfully
6 chart our successes. We have continued to
7 strategize and redeploy our troops as the need
8 arise. With this infiltration of police officers
9 into the City's most drug-infested neighborhoods,
10 the Police Department has seen a rise in the number
11 of drug confiscations.

12 A study of the period from May 1, 2001
13 to September 5, 2001 compared to the same period in
14 2002, shows that city-wide narcotics confiscations
15 has more than doubled. All drug-related seizures
16 have dramatically increased since May 1, 2002.
17 However, the actual seizure of drugs and vehicles
18 have more than doubled as a direct result of
19 Operation Safe Streets.

20 The success of Operation Safe Streets is
21 unparalleled, however, some have questioned whether
22 this focused assault on drugs has potentially
23 compromised other police services and response to
24 911 calls. It has not. The Police Department has
25 been receptive to the needs of all residents,

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2 including our emergency calls. Operation Safe
3 Streets has not impacted the Department's 911
4 response time nor has it lessened our normal police
5 patrols. The City of Philadelphia is a safer place
6 today than it was prior to May 1, 2002, because of
7 the infiltration of police officers into the most
8 violent and drug-infested neighborhoods in the City.
9 These police officers are in addition to the normal
10 patrol officers who patrol the City and respond to
11 911 calls.

12 Additionally, a concerted effort has
13 been made to reach out to those who may be facing
14 the struggle of drug dependency. The Police
15 Department has publicized a 24-hour drug hot line,
16 686-DRUG. This hotline was established to encourage
17 citizens to provide detailed information to assist
18 law enforcement in the campaign against drugs. The
19 Police Department has received an overwhelming
20 response from the community in providing information
21 and drug locations. Prior to Operation Safe
22 Streets, the hotline received approximately 100
23 calls per month. During the first month of
24 Operation Safe Streets, the hotline received
25 approximately 1,700 calls. To date, well over 4,700

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2 calls have provided detailed information of drug
3 activity and operations to the Tactical Operation
4 Center. Operation Safe Streets has created a true
5 partnership between the Police Department and the
6 community.

7 Over the next five fiscal years, we
8 estimate the Safe Streets Program will cost
9 approximately 100 million; 35 million in Fiscal Year
10 '03; 25 million in Fiscal Year '04; 15 million in
11 Fiscal Year '05; 12.5 million in Fiscal Year '06;
12 and 12.5 in Fiscal Year '07. It is important to put
13 this increased cost in perspective. In the current
14 Five-Year Financial Plan, we expect and anticipate
15 spending approximately 2.16 billion for our Police
16 Department, over 200 million in overtime unrelated
17 to Safe Streets.

18 The Department will generate internal
19 savings of 45 million over the next five years or
20 2 percent of the total Police Department budget in
21 order to support Safe Streets. In addition, we will
22 confiscate aggressively the real and personal
23 property of people selling drugs in our City. This
24 year alone, we have confiscated 4.5 million in cash
25 and 450 automobiles that can be sold to also help

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2 fund Safe Streets. The Department estimates that
3 approximately 5 million will be collected each year
4 throughout the forfeiture of cash and real and
5 personal property.

6 Operation Safe Streets has been a huge
7 success for the citizens of Philadelphia. Mayor
8 Street has given the Police Department all the
9 necessary resources and support to continue the
10 success of Operation Safe Streets. It has
11 positively and significantly affected the quality of
12 life for every Philadelphian. The public's response
13 to police officers is both encouraging and
14 motivating. While the Police Department has
15 increased its contacts with the public, a
16 preliminary finding of the Police Advisory
17 Commission shows that our complaints against police
18 are significantly lower for 2002. The Police
19 Department's approval rate is higher than it has
20 been in years, and the overall morale of the
21 department is at its highest. Operation Safe
22 Streets is creating a better quality of life for the
23 residents of Philadelphia.

24 As the Police Commissioner of
25 Philadelphia, I recognize that I must ensure that

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2 this Police Department does its part in eliminating
3 wasteful spending. I have taken on this
4 responsibility, and I will create a more fiscally
5 responsible Police Department with the support of
6 all of you who have historically supported our
7 efforts.

8 I thank Mayor Street for giving me and
9 the Police Department his support in making
10 Operation Safe Streets a success.

11 I have a power point presentation that,
12 with your permission, we would like to show. If
13 not, I'm prepared to answer any questions you may
14 have.

15 COUNCILWOMAN KRAJEWSKI: Yes, I do
16 understand, Commissioner, that you do. For just one
17 minute, I just want to take time out to thank you
18 for all the help that you have given me and my
19 constituents. You were always there. Every time I
20 call, you're there. You're doing a great job.

21 MR. JOHNSON: Thank you very much.

22 COUNCILWOMAN KRAJEWSKI: But before we
23 start the presentation, I would like to have the
24 department heads have their testimony read into the
25 record and then we can continue on with the slide

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2 show.

3 MR. DUBOW: I'd like to enter the
4 testimony from the other commissioners into the
5 record. You can have a copy of the testimony.

6 COUNCILMAN NUTTER: I think all the
7 committee members have copies of the testimony from
8 all the other commissioners.

9 Are there any questions based on that
10 testimony of any of the other commissioners, with
11 the exception of the Police Department. They have
12 not finished their presentation.

13 COUNCILMAN ORTIZ: We're going to ask
14 those questions after the slide show?

15 COUNCILMAN NUTTER: Yes.

16 Mr. Dubow and Commissioner Johnson, why
17 don't we put on the slide presentation?

18 MR. BLACKBURN: Good morning, ladies and
19 gentlemen. Good morning, members of City Council.
20 My name is William Blackburn. I'm the Chief
21 Inspector of the Narcotics Bureau.

22 Operation Safe Streets was designed to
23 eradicate the blatant street corner operations in
24 the City of Philadelphia. These are the conditions
25 prior to Operation Safe Streets: Round the clock

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2 open-air drug markets operating unabated in
3 residential neighborhoods. Philadelphia earned a
4 national reputation as a market for the highest
5 quality, purest heroin in the nation. Fourth
6 quarter reports in the DEA indicate that the level
7 of heroin, the purity of heroin, depending on the
8 amount of seizure ranges from 72 percent to 90
9 percent in Philadelphia. You'll see later on in the
10 presentation there's a chart that the City of
11 Philadelphia has the third cheapest heroin of all
12 major cities but the purest heroin in the nation.
13 Highest levels of drug-related violence, often
14 innocent victims being caught in the cross fire. We
15 analyzed the homicides, you'll see that a
16 disproportionate amount of homicides, narcotics play
17 some role in the violence in Philadelphia. The
18 quality of life, the inner-city neighborhoods
19 devastated by narcotics trade. Burgeoning levels of
20 addiction and drug overdoses. According to studies
21 from the DAWN studies, Drug Abuse Warning Network,
22 Philadelphia leads the nation in hospital room
23 episodes, for every 573 persons per 100,000. It's a
24 50 percent increase since 1994 and two times the
25 national average. Every category, the City of

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2 Philadelphia leads in, whether it's heroin episodes,
3 marijuana episodes, cocaine, even to the fact where
4 young adults ranging from the age 18 to 24, the City
5 of Philadelphia leads in that. We also lead the
6 nation in overdose, drug deaths due to overdoses.

7 Traditional methods of law enforcement
8 based on arrests and incarceration prove to be
9 costly and ineffective. From 1997 to year 2001, we
10 arrested over 100,000 persons for drug violations in
11 the City of Philadelphia.

12 This will be a short film, 15 seconds,
13 20 seconds. It's a film in the 4000 block of
14 Fairhill Street. This is what we considered when we
15 started classifying corners as "A" corner. It's
16 about five or six deals in a matter of 15 seconds
17 here. This is located in the 25th District, 4000
18 block of Fairhill Street.

19 After this film, there will be a series
20 of still photographs also representing conditions in
21 the 25th District. The first will be A and Somerset
22 -- I'm sorry, this is another video depicting a drug
23 corner, A and Somerset where the drug dealers are
24 being robbed here. You can see him armed with a
25 handgun. As the suspect moves forward, you'll see

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2 another male that's preventing pedestrians from
3 going down the street. And then you'll see in a few
4 seconds both suspects get into a car and flee the
5 area.

6 This series of the next photographs will
7 be 6th and Clearfield, the 25th District. Members
8 of our IDIS squad, our long-term investigations, was
9 doing this surveillance. Everyone of these
10 individuals were arrested. That's Sixth and
11 Clearfield.

12 This is the chart showing our homicides
13 from 1995 to present. You can see last year we had
14 309 homicides. As of this date, I believe there's
15 270 homicides this year so far. We have 39 less
16 homicides compared to last year.

17 This is what I talked to you in
18 beginning of my presentation about the Philadelphia
19 region leading the nation in drug-related
20 emergencies. You see drug-related emergency room
21 visits, Philadelphia's No. 1. Fatalities because of
22 drug overdoses, Philadelphia's No. 2.

23 This is narcotics arrest and buyers,
24 1997 to 2001. Over 100,000 persons were arrested.
25 And you can see the focus. 1997 pre Commissioner

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2 Johnson, pre Commissioner Timoney, the Narcotics
3 Bureau was staffed with about 200 people. Now
4 they're staffed with approximately 600. You can see
5 after 1997 the increases in arrests. You can see
6 that also the chart will reflect that we're
7 focussing on buyers, that there are more buyers
8 being arrested than sellers. And you'll see later
9 on in the presentation, under Commissioner Johnson
10 there's a shift, that there are more sellers being
11 arrested, less buyers, because we're focussing on
12 more drug organizations.

13 The Mayor and the Commissioner recognize
14 that we could not arrest our way out of this
15 problem. It was time for a new approach.

16 I believe that is the 2900 block of
17 Germantown. This is the conditions as they are
18 present day. That photograph was taken about two or
19 three weeks ago. It's the genesis of Operation Safe
20 Streets.

21 Operation Safe Streets is a
22 manifestation of Mayor John Street's vision of
23 improving the quality of life of all the residents
24 of Philadelphia. The Mayor is committed to
25 achieving this goal by eliminating blatant open-air

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2 sales of narcotics on the streets of Philadelphia.

3 The Safe Streets concept began to take
4 form in April of 2002 with a series of meetings
5 between the Mayor, Police Commissioner Johnson,
6 myself, and First Deputy Commissioner Robert
7 Mitchell.

8 This is a location again. These
9 photographs depict the 25th District. This is
10 Germantown and Stella. This was an "A" corner.

11 The primary operative of Operation Safe
12 Streets is the disruption of Philadelphia's open-air
13 drug trade and the dismantling of those criminal
14 organizations that promote it and profit from it.

15 Specific goals: The elimination of all
16 open-air drug markets, a significant reduction in
17 drug-related violence, the reduction of fear of
18 crime and the incidence of crime and substantial
19 increase in the quality of life found in
20 Philadelphia.

21 900 Stella Street in Philadelphia.

22 The predominant strategy was the
23 strategic positioning of police officers to active
24 drug corners in order to prevent the sale or
25 purchase of illegal narcotics, discourage buyers

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2 from returning to corners due to fear of arrest and
3 vehicle confiscation. Mr. Johnson spoke in his
4 presentation that a disproportionate amount of
5 persons arrested in East Division reside outside the
6 City of Philadelphia.

7 Disrupt of flow of narcotics through
8 established channels of distribution. And we wanted
9 to demonstrate a commitment to the community that we
10 care about their citizens, that we care about
11 neighborhoods. We wanted to improve the quality of
12 life in the City of Philadelphia, encourage
13 law-abiding citizens to work with the police in
14 reclaiming their neighborhoods.

15 You'll see in the presentation what we
16 feel are strong indicators of where the increase of
17 hotline complaints where the citizens are calling
18 the Police Department and providing detailed
19 information, where in the past they would give you
20 limited information. They are now leaving their
21 names, where we can call them back. They're
22 providing detailed information that assist the
23 Narcotics Bureau in making arrests. The goal,
24 obviously, is deterrence not arrests.

25 Another corner in the 25th District

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2 which was classified as an "A" corner.

3 What's the planning process? The
4 Commissioner talked about the planning process,
5 identification of active drug corners and how we
6 collected the data. Computer maps were prepared to
7 show the location of the following types of
8 incidents: Narcotic arrests, narcotics complaints,
9 shooting victims, and gun seizures. District
10 captains submitted a list of the active drug corners
11 operating within their commands. The Narcotics
12 Bureau submitted a list based on our intelligence
13 reports and based on our data in Frankford Arsenal.

14 The aggregate data was used to compile a
15 citywide master list of active drug corners. We
16 classified these corners based on the severity or
17 the level of problems in the neighborhoods. We used
18 categories A, B, and C based on this criteria: Drug
19 activity, related violence, the hours of operation,
20 and the effects on the community.

21 The Commissioner indicated in his
22 presentation it resulted in corners designated as A,
23 B and C; obviously, A corners being the most
24 problematic. "A" corner list was comprised. There
25 was approximately 300 drug corners. I looked at our

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2 TOC report yesterday. It was approximately 306
3 corners. It fluctuates between 290 to approximately
4 310 on a daily basis. A decision was made on May
5 1st to occupy every one of those corners. The
6 Commissioner was clear that he didn't want a pilot
7 program, he wanted a strategy that we shut down the
8 entire City at one time.

9 This is the corner as of May 1st,
10 depicting that we have throughout the City --
11 different areas of the City are all being patrolled
12 by uniformed police officers.

13 Just to go back for a moment. When
14 Commissioner put these maps together of shooting
15 victims, of drug seizures, and of violence, the
16 information -- it was unmistakable. You could
17 overlay the maps and it was identical, where there
18 was drugs, where there it was guns; where there was
19 violence, there was homicides.

20 This is the 25th District. These are
21 the "A" corners in the 25th District, the most
22 problematic area. As of this date, we have
23 approximately 100 drug corners being staffed about
24 16 hours a day. Some are fixed posts, some are
25 roving patrol, some are based on Narcotics Bureau

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2 doing surveillances, different types of strategies.

3 But there's approximately 100 corners in the East

4 Division section of the City.

5 This is 900 block of West Somerset

6 Street, the 25th District.

7 It's also important in the beginning

8 stages in our planning sessions that we wanted to

9 make sure that we were not violating individual's

10 Constitutional rights. We wanted to make sure that

11 when we put extra police officers on these corners

12 that the complaints against police didn't rise. I'm

13 happy to report specifically in the Narcotics

14 Bureau, complaints in Narcotics Bureau have gone

15 down 42 percent since Operation Safe Streets.

16 We developed a two-part training phase.

17 The first phase was something that you seen in the

18 beginning of the presentation, what a drug corner is

19 about, what are you looking for. The second part,

20 with the help of Chief Legal Counsel Karen Simmons,

21 we developed scenarios that dealt with temporary

22 detention, probable cause, laws on search and

23 seizure, and racially biased policing. Again, this

24 training, these scenarios that was supplemented with

25 roll call training, they were given a pamphlet, and

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2 it was being reinforced on a daily basis. It was
3 important that we had strong on-scene supervision at
4 each level of this operation.

5 We also decided in our planning stage
6 that we would establish a Tactical Operation Center.
7 A Tactical Operation Center's mission was to act as
8 a central repository for all Operation Safe Streets
9 related data and intelligence. The Tactical
10 Operation Center is located at Second and Chestnut
11 at the HIDTA Center. At the HIDTA Center we have a
12 team of analysts from the federal agencies to assist
13 us. Staffing consists of one police supervisor who
14 coordinates the activities of the HIDTA staff
15 members. Personnel assigned to HIDTA represented a
16 wide range of state and federal agencies, including
17 the National Guard. Their specific responsibility
18 is to collect and analyze and disseminate this
19 information. Also, they're responsible for a daily
20 publication which indicates the list of active drug
21 corners, the activity of the previous day, and any
22 intelligence that can assist the Patrol Bureau or
23 the Narcotics Bureau, and also outlines a narcotics
24 hotline complaint information.

25 This is our department hotline

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2 215-686-DRUG. Before Operation Safe Streets, that
3 was being staffed at the Frankford Arsenal, one
4 person a day work tour duty. At nighttime, if a
5 person wanted to call that hotline, it would be
6 answered by an answering machine. Because of the
7 overwhelming response from the community, it was
8 necessary to shift that responsibility to 911.

9 This is just a graph representing the
10 substantial increase in hotline complaints. What's
11 important to notice here is on the maroon color you
12 can see -- and we kind of predicted that this would
13 happen, that the drugs would move indoors, and the
14 hotline complaints indicate this. Hotline
15 complaints reflecting indoor sales have gone up
16 dramatically.

17 This is some internal reports that are
18 prepared by the Police Department just to kind of
19 keep track of the drug corners. There's a drug
20 corner assignment sheet, drug corner activity
21 reports, status reports, and criminal activity
22 report.

23 This information that we compile on a
24 daily basis is used by the District Commanders.
25 It's presented to them to make strategic moves. If

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2 the drugs are displaced from A and Somerset, they
3 moved around the corner and we had the intelligence,
4 obviously, we want to move the positioning of those
5 officers also.

6 This here is a location in the 25th
7 District where drug sales have moved indoors. I
8 believe it's the 2900 block of Germantown where we
9 arrested a senior citizen who moved their drug
10 operation indoors. It's a Nino's Pizza in the 2900
11 block of Germantown Avenue.

12 It was important to the Police
13 Commissioner, it was important to the Mayor that we
14 got the Fraternal Order of Police on board. We had
15 a series of meetings, the Commissioner and I, First
16 Deputy Commissioner Mitchell, with members of the
17 Fraternal Order of Police to make sure that we
18 didn't violate any contractual issues, that we
19 didn't sacrifice officers' safety, and that overtime
20 compensation was discussed and it would be adequate
21 supervision when these officers are out on the
22 streets. This has proven to be a success.
23 Commissioner Johnson has a very, very good working
24 relationship with the FOP. He meets with them on a
25 daily basis. And as of this date, we have had no

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2 problems.

3 This is the commanding control, this is
4 the structure. You see Commissioner Johnson at the
5 top, First Deputy Commissioner Robert Mitchell,
6 myself on the left, and Keith Sadler, the Chief
7 Inspector of Patrol Bureau.

8 This is just an organizational chart of
9 the Narcotic Bureau. It's divided into Narcotics
10 Field Division headed by Inspector Joe Sullivan who
11 has East Division, North Division and South Division
12 and also citywide vice. Inspector Mark Dorsey heads
13 our Narcotics Intelligence section, our HIDTA
14 Center, and our Narcotics Strike Force. I also have
15 an Integrity Control Officer who reports directly to
16 me. Chief Ray Rooney to the left, he has an
17 education program, the Heads Up Program.

18 Operation Safe Streets meeting. The
19 Mayor holds a weekly meeting every Tuesday with the
20 Police Commissioner and his key staff. These
21 meetings are 6:30, 7:00 in the morning every
22 Tuesday. This is follow-up with the First Deputy
23 Commissioner who holds a weekly meeting on Tuesday
24 to discuss strategies to re-deploy personnel, to
25 discuss any problems concerning violence. This is

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2 done on a weekly basis. In one of these such
3 meetings, myself, First Deputy Commissioner Keith
4 Sadler and the captain from the Strike Force.

5 Command accountability. Operation Safe
6 Streets commanders are responsible for reviewing and
7 analyzing activity and intelligence reports on a
8 daily basis and adjusting the deployment in their
9 personnel. I talked about that. The information is
10 supplied from our Center. Sources of information
11 include the field intelligence reports, Safe Streets
12 activity and arrest reports, narcotics complaint
13 logs, COMSTAT crime maps and reports.

14 Just discussing the importance of strong
15 on-scene supervision, here's another picture at
16 Nino's Pizza in the 2900 block of Germantown Avenue.
17 We arrested a senior citizen. I believe she was
18 selling heroin at that location.

19 Community involvement. Police
20 Commissioner and the Mayor were very strong and
21 wanted to have direct participation and input in the
22 community and indicated it was a critical component
23 of Operation Safe Streets. The commander solicits
24 feedback on the community's perception of the
25 effectiveness of Operation Safe Streets from a wide

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2 variety of sources, including the PDAC groups, the
3 Police District Advisory Councils, town-watch groups
4 and police clergy, neighborhood business and civic
5 association and media. One of the things Police
6 Commissioner Johnson tasked me with when I took over
7 the Narcotics Bureau was to be open with the media,
8 and we've been very successful with the media. We
9 have invited them many, many times on our raids. We
10 discussed -- we've really been open with the media
11 and I believe we've been getting a lot of positive
12 articles in the newspaper.

13 I'm sure all the members of the Council
14 heard about the bike operations. On a weekly basis
15 the Commissioner and the Mayor, key members of my
16 staff ride with the Police Commissioner and ride
17 with the Mayor. In fact, I believe next Thursday
18 we're riding 40 miles. We've schedule a bike ride
19 this weekend, supplementing one on next Thursday,
20 and then the following weekend, so we have a 40-mile
21 bike ride scheduled in the East Police Division.
22 The Mayor wanted to view firsthand the conditions on
23 night hours concerning the drug problems in the East
24 Division.

25 Deployment issues. We discussed the

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2 deployment issues. It's based -- just like a chess
3 game. It's based on the information received. It's
4 based on the displacement. It's based on whatever
5 patterns we develop. Some of the corners are
6 staffed 16 hours a day, some are 8 hours a day,
7 sometimes we come in 5 o'clock in the morning. It
8 all depends on the information that we receive, the
9 intelligence and things of that nature. Hours of
10 deployment vary, historical hours of operation, the
11 type of narcotics sold. Some parts of East
12 Division, drugs, heroin is being sold at 5 o'clock
13 in the morning. We obviously have to position our
14 police officers depending on those needs.

15 Modes of deployment vary. We have
16 uniform fixed posts. We have roving patrols. We
17 have bicycles. We have plain clothes surveillance.
18 Decisions are based regarding the mode of deployment
19 on the level of drug activity, the level of
20 associated violence, or proximity to other drug
21 corners, the MO of the dealers.

22 Again, an "A" corner in the 25th
23 District.

24 The Police Commissioner spoke it was
25 important that once he put this operation into place

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2 he didn't want to have a negative impact on 911. He
3 wanted to make sure that we were able to answer the
4 service calls. When the community called the
5 police, we were concerned that we responded in a
6 quick fashion. To ensure that this does not occur,
7 commanders are strictly forbidden to utilize the
8 officers with 911 responsibilities to fulfill their
9 Operation Safe Streets personnel commitment.
10 Instead, they are directed to assign officers in
11 administrative and tactical posts to Operation Safe
12 Streets corners. Obviously, overtime is part of
13 this operation.

14 Again, this is just showing the amount
15 of calls that we receive into the hotline. You can
16 see the difference between 2001 and 2002.

17 This program evaluator indicators:
18 Availability, purity level, and price.

19 The availability, I believe there are
20 some good things to report about that. We have a
21 domestic monitoring program from the DEA. We send
22 them out on a periodic basis to see how quickly they
23 can purchase drugs. In the past, certain areas of
24 the City, they could make numerous buys, 10, 15
25 minutes. Some areas of the City they can't make

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2 buys. They have to go other areas. This is an
3 independent report, and I can provide that
4 information to members of City Council. I believe
5 we had an impact on the availability of drugs in the
6 City of Philadelphia.

7 Purity levels, I don't think the news is
8 too good with the purity level. We do our own
9 quality testing. I just got a report from DEA, the
10 fourth quarterly trends, it's still the highest
11 purity in the nation. Based on the amount that we
12 seize, it's still well over 70 percent.

13 Drug-related violence, as I indicated,
14 we have approximately 18 less homicides than we had
15 the year before.

16 As to displacement to other
17 jurisdictions, we believe there is displacement, not
18 only to other jurisdictions, but other sections of
19 the City that didn't experience drug activity in the
20 past. I have intelligence reports where it's going
21 to different jurisdictions.

22 This is the report I talked about
23 before. This is a report from DEA. I know it's
24 very difficult to read, but what it says here, of
25 all those top cities, is that Philadelphia has the

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2 purest heroin, 75 percent -- and that's based on
3 small seizures -- but we have the third cheapest
4 heroin in the nation. For example, I believe it's
5 St. Louis, I believe they have the highest price per
6 milligram, but the purity level is than 13 percent.
7 They're paying enormous prices, but they're only
8 getting 13 percent purity in heroin. And the same
9 reflects in cocaine. We have very, very pure heroin
10 in the City of Philadelphia.

11 Here's Narcotics Bureau statistics.
12 This only reflects activity from the Narcotics
13 Bureau. You can see the shift. You look at year
14 2001 versus 2002. The chart on the right-hand side
15 is just Operation Safe Streets. And you can see
16 that we're focussing more on sellers than buyers.

17 This is Narcotics Bureau seizures. It's
18 hard for me to read these numbers. In every
19 category it's up. Gun confiscations are up.
20 Vehicle confiscations are up. We're serving more
21 search and seizure warrants. You look at the chart
22 on the right-hand side, it's even more pronounced
23 when you look at the time during Operation Safe
24 Streets starting 5/1 to 10/31. Again, the search
25 warrants are up. The vehicles are up. The guns are

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2 up.

3 I don't know if I can take credit for
4 the vehicle confiscations. A lot of that has to do
5 with Live Stop. So it may be a number that's a
6 little skewed there because of Live Stop, so it's
7 difficult to take credit for that.

8 Just some pictures I wanted to show you.
9 The amount of effort and ingenuity that the drug
10 dealers get involved in. It's very, very difficult,
11 narcotics enforcement. And the lengths that the
12 drug dealers go, it's unbelievable. Here's a case
13 that I worked with DEA and the federal government.
14 What he's doing here is he's secreting drugs in the
15 rims or the tires of his Explorer truck. We
16 actually had surveillances where those tires were
17 installed in a vehicle, but because of the
18 balancing, he got concerned it wasn't driving
19 properly. He took the tires off and put them in the
20 back of the truck. The seizure here is, I believe,
21 \$800,000 in methamphetamine.

22 Just some figures here with money and
23 drug seizures. It's an unbelievable amount of --
24 especially when you look at drugs. You look at the
25 start of Operation Safe Streets, the bottom

This is a job we worked with the FBI. We had information from a hotel squad we had in Philadelphia that two individuals were staying at a hotel. They were acting suspiciously. We set up a surveillance. And these 50 kilos were secreted in the bed of the truck, in the skins of the truck. Those ropes were to pull out the 50 kilos. We also confiscated \$800,000 or \$900,000 in cash. And this was an operation in Philadelphia. We took the truck down in New Jersey, but the money came out of a house in Philadelphia.

This is a long-term investigation. It's

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2 still an active investigation involving a Colombian
3 organization. We had seized this automobile
4 approximately three or four months ago. We had a
5 dog hit on the vehicle. We had intelligence that
6 there's drugs secreted in this vehicle. We couldn't
7 find them. We got an intelligence report from DEA
8 in New Mexico that the same type of vehicle drugs
9 were being secreted in the roof of an automobile.
10 We had to take that automobile to the dealer. They
11 found special welds in it. We had to peel back the
12 roof. We peeled back the roof, and there were 50
13 kilos of cocaine was found in that vehicle with a
14 street value of over \$5 million in drugs.

15 I talked about this. I'm happy to
16 report the Narcotics Bureau, my complaints against
17 police are down 42 percent.

18 Some statistics the Police Commissioner
19 indicated about the effect of Operation Safe
20 Streets. I believe overall crime is down
21 approximately 11 percent. Homicides are still down.

22 We talked about this. We talked about
23 these in strategy meetings with Commissioner
24 Mitchell and Commissioner Johnson. We were
25 concerned about the displacement of drugs,

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2 displacement to different neighborhoods, to other
3 jurisdictions, and the movement indoors. Obviously,
4 our charts and our graphs and our seizures reflect
5 all that to be true. Drugs have moved indoors. Not
6 only have they moved indoors to residential
7 properties, they have moved indoors to business
8 establishments. And we're making a lot of arrests
9 in bars, in business establishments.

10 There's a case in West Philadelphia. I
11 believe it's on Lancaster Avenue. We knew there was
12 a drug operation in there. We just kept sending our
13 confidential informants and our police officers in
14 there to make buys. We weren't successful. Until
15 we debriefed someone, we learned we had to ask for a
16 pack of candy cigarettes. And inside the candy
17 cigarettes were secreted marijuana sticks and
18 marijuana.

19 Again, this is just indicating -- we
20 feel happy about this. This is something that we
21 feel the community is buying into our program that
22 they're calling the police to provide detailed
23 information. Again, the shift of information that
24 the drugs are moving inside.

25 This is just more reflective of the

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2 increase in cost.

3 Again, we were concerned about the
4 displacement of drugs and the modes of operation.
5 They have changed. And you've seen an article in
6 the Inquirer where they had this caller service or
7 beeper service. They don't position themselves on
8 corners anymore. What they do, they use beepers and
9 cell phones and you call and you order drugs. They
10 deployed scooters and bikes. They have -- as I
11 indicated before, it's a chess game. Every time we
12 make a move, they make a move and we counter it.

13 We're now in Phase II of Operation Safe
14 Streets. Approximately three weeks ago, we
15 purchased a hundred bicycles with forfeiture money.
16 We purchased a hundred uniforms with forfeiture
17 money. And we plan to be operational in two weeks.
18 We plan to put approximately 60 officers on a daily
19 basis in East Division to compensate for that large
20 concentration of drug corners in East Division.

21 That's my presentation. And anyone has
22 any questions for Commissioner Johnson?

23 COUNCILWOMAN KRAJEWSKI: Thank you very
24 much. I appreciate it.

25 Thank you, Commissioner.

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2 Commissioner, I'd like to know what's
3 being done about the corners not in the Safe Streets
4 Program, what Inspector Blackburn called "B" and "C"
5 drug corners.

6 MR. JOHNSON: We're still enforcing
7 that. And what we found was that most of the "A"
8 corners were also around schools. The roving patrol
9 and the responsibility of the district captain is to
10 enforce those corners and are being enforced on a
11 daily basis. We have not eliminated any drug
12 activity or drug enforcement because they're not an
13 "A" corner or not a "B" corner or not a "C" corner.
14 So if it's a problematic corner, regardless of what
15 the level of problems is, it is being enforced
16 basically by district commanders.

17 MR. BLACKBURN: If I may, I can add to
18 that a little bit. The Narcotics Bureau in the last
19 couple of months have trained a hundred district
20 level police officers. I'd also like to add that
21 the Narcotics Bureau stayed intact. We're still
22 providing our same missions and goals. I have
23 approximately 170 Narcotics Strike Force officers
24 that are uniformed officers that still deploy
25 displacement of drug activity. So if the officers

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2 are positioned in "A" corners and drugs have
3 displaced, I have that information and the Narcotics
4 Strike Force is deployed in those other areas.

5 Keep in mind, some of these "B" corners,
6 we added corners and they now have become "A"
7 corners.

8 COUNCILWOMAN KRAJEWSKI: Well, the
9 reason I ask this question, and I'm sure my
10 colleagues would agree with me that we all have
11 street corners in our district where illegal
12 activity occurs. I know Safe Streets addresses the
13 worst corners, but shouldn't we be looking at the
14 problems areas in other police districts?

15 I've noticed your map. There are other
16 areas that weren't highlighted where I know for a
17 fact where we have our problems, as well in other
18 districts.

19 MR. JOHNSON: Well, my belief is that
20 we're attacking all the crime problems here in the
21 City of Philadelphia at one time. With Safe
22 Streets, it's an addition that we're doing. In
23 other words, as long as there is illegal activity
24 and crime, the Department's obligation is to attack
25 that. The district captains come to COMSTAT every

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2 single week. Every 28 days every district captain
3 has to come to our COMSTAT. They're being
4 questioned by our deputy commissioners and myself
5 about what they're doing about crime in their
6 division, not just what's on the "A" corners, not
7 just about drugs. Because what happens is that
8 we're concerned about quality of life issues.
9 That's the difference right now. Whatever is the
10 quality of life issues in these individual districts
11 in the City we're trying to address.

12 COUNCILWOMAN KRAJEWSKI: Excuse me. I'm
13 not talking about quality of life issues. I'm
14 talking about drug corners that I know of in my own
15 area.

16 MR. JOHNSON: We realize that -- at
17 least I realize that in five months, we're not going
18 to change something that took 25 years to get into
19 place. It's almost impossible. Law enforcement
20 will never do it by ourselves. We need the
21 partnerships of everyone. So in addition to putting
22 the police out there, we need the town-watch
23 organization, we need the community groups, we need
24 the politicians, we need everybody there. Are we
25 going to eliminate all the drugs? We're not. It

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2 took us 25, 30 years to get into this condition, and
3 we're not going to get out in six or seven months.
4 But at the same time, we're attacking the violence
5 of it. We're attacking as much problems as we
6 possibly can.

7 What I did last night to prepare for
8 this testimony, I looked at the tapes, the City
9 Council hearing when Commissioner O'Neil was
10 present. And I remember on that tape being asked
11 the question by City Council, "What are you doing
12 about drugs?"

13 And the answer from Commissioner O'Neil
14 was "Everything that we can."

15 And I remember the answer from City
16 Council was, "It's not enough."

17 We're doing even above that at this
18 point. We're going, but we need it and I realize
19 the fact that even after Operation Sunrise that law
20 enforcement by itself and traditional policing is
21 not working. So we have to go into the rehab
22 community.

23 So I want to assure City Council, the
24 fact that there are not police officers on those
25 corners, the district captain and lieutenant's and

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2 the sergeants and police officers are doing
3 everything they can to attack those problems. Every
4 single district has a Narcotics Net Teams whose
5 their responsibility. One of the things that Chief
6 Inspector Blackburn mentioned, that the Narcotic
7 Bureau stayed intact. He still have full units that
8 are out there on every part of the City attacking
9 these problems that are going inside, these problems
10 on the corners. So it's a team effort. We're in
11 contact with DEA, FBI. Everyone is working hand in
12 hand to eliminate the problems that we have here in
13 our City.

14 COUNCILWOMAN KRAJEWSKI: Well, some
15 critics would have you believe that what we're doing
16 is pushing the dealers from one neighborhood to
17 another. What are we doing about that?

18 MR. JOHNSON: Critics say that and I
19 disagree with that.

20 COUNCILWOMAN KRAJEWSKI: In other words,
21 they'll find another way of getting it delivered.

22 MR. JOHNSON: Well, we realize the drug
23 dealers are not just going to turn over. And what
24 we attacked was the open-air drug corners, the ones
25 that sometimes when you go to these corners they

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2 were like car washes, people lined up. Are we going
3 to have people that's going to go out there and set
4 up another corner? Sure, they're going to try to do
5 that. They're going to sell drugs different places.
6 So we're not going to eliminate drugs in seven
7 months. We're going to have people go out there and
8 try to do these things. But in the meantime, the
9 public has been given us a lot of information. Any
10 information that they have give us, we try to react
11 on 24 or 48 hours.

12 As I said, I think we made tremendous
13 strides so far. Again, have we stopped all the
14 drugs? We have not. Have they changed corners?
15 Sure they have. I think with the addition of the
16 bike officers coming out there, it's going to be
17 even more. As they're going mobile, we're becoming
18 mobile. Like Chief Inspector Blackburn mentioned,
19 it's like a checks game. But I think at this point,
20 we're winning that game. At one time before, we
21 were losing. I don't think we're losing anymore.
22 But we have a long way to go. But we need
23 everyone's help.

24 They set up on corners where they know
25 there's least resistance. There's a reason why

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2 people set up on a corner; because they know people
3 in that certain block will not do anything about it.
4 They're not going to fight the other people. Those
5 who sell drugs live in our neighborhoods. Those who
6 buy drugs come from outside the neighborhood. You
7 can't set up a neighborhood that you're not familiar
8 with. They rent these drug corners between \$1,500
9 to \$2,000 a week to rent a drug corner. For every
10 time that kid sells \$130 worth of drugs, he gets
11 \$20. So there's a reason why in certain
12 neighborhoods there is no drug activity because the
13 community will not tolerate, blocks will not
14 tolerate it. But you other blocks that will
15 tolerate it.

16 We pulled away from a corner in North
17 Philadelphia that we had taken over just to see what
18 would happened. The drug dealers came back. The
19 community themselves came and said, "We're not going
20 to tolerate this no more. We're not going to deal
21 with it." And they just moved to another place.

22 It is a battle, but it's a battle that
23 we're committed to do to change the quality of life
24 here in this City.

25 COUNCILWOMAN KRAJEWSKI: When are these

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2 bike patrols coming out, Commissioner?

3 MR. JOHNSON: The only thing we're
4 waiting for right now is uniforms. They've been
5 trained. They had a 40-hour training. We have the
6 bikes. When you ride the bike, you have to have the
7 proper uniform, especially in this type of weather.
8 Those uniforms, from my understanding, should be
9 here within the next two weeks, and they should be
10 hitting the street within two weeks.

11 In addition to give them bike training,
12 we also gave them narcotics training. So they're
13 well trained, they're well prepared, and they're out
14 there.

15 And I think one compliments of the
16 department that I felt good about, when we asked for
17 volunteers, we had over 400 people volunteer to ride
18 this bike to come out there and get involved in the
19 unit. And we had interviews with them. We had
20 criteria for them. And we didn't want officers to
21 say what you want to do, we wanted to know what you
22 have done in the past. Every officer came there had
23 earned their right to be in that unit.

24 COUNCILWOMAN KRAJEWSKI: Thank you,
25 Commissioner.

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2 Well, first of all, I'm not here to
3 criticize you because I think you do a fantastic
4 job. I believe in Safe Streets, and I'm very happy
5 to see it implemented. I think it's long overdue,
6 and I applaud the Police Department, as I usually do
7 because I think they're the best in the country.

8 Well, we'll get off that subject for a
9 moment. In a speech, the Mayor stated that he
10 expected to generate \$45 million in internal savings
11 over the next five years to pay for Safe Streets.
12 Could you tell us where to expect this -- how we're
13 going to save this type of money without affecting
14 services?

15 MR. JOHNSON: There is one other thing
16 that myself and our command staff did last week.
17 Historically, in the Police Department our offices
18 are open from 8:00 to 6:00 p.m., and the reason
19 being -- it's a little comical at this point, but
20 wasn't comical when the Commissioner was there. The
21 Commissioner wanted to stay until 6:00. If he
22 stayed until 6:00, then the deputy stayed until
23 6:00. When the deputy left, then the chief left.
24 When the chief left, then the inspectors left. So
25 consequently all our offices stayed until 6 o'clock

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2 at night, so every person in those offices normally
3 got two hours overtime a day, including my office.
4 I eliminated, starting in my office this week, of
5 five people, they're not allowed to work any more
6 administrative overtime at all. By checking and
7 finding out how many people that we had, we had
8 approximately over a hundred people two hours
9 overtime a day in all of the offices. We eliminated
10 that. Just eliminating that will save us \$2.5
11 million a year.

12 In addition to that, I've assigned three
13 captains, the Deputy Commissioner Nestel, to address
14 the budget problems and the overtime problems in the
15 Detective Bureau, the Patrol Area, and Special
16 Operations. We have to be fiscally responsible for
17 it. At COMSTAT, Deputy Commissioner Nestel asked
18 every captain, "What are you doing about court
19 overtime? What are you doing to eliminate overtime
20 in your particular district, in your divisions?"

21 We need the help of the courts. We have
22 a numerous amount of officers get overnight court
23 notices. Last week we had over 120 in one day that
24 come in at 8 o'clock at night for officers to come
25 to court the very next day. So we're trying to be

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2 fiscal responsible by trying to eliminate as much
3 unnecessary overtime, unnecessary expenditures as we
4 possibly can. But even just this week alone, I
5 think we will save approximately 3 or \$4 million in
6 a year just eliminate the -- it will have no effect
7 on crime at all. The officer out there working and
8 doing their job, that's fine. But at the same time,
9 we will have no more built-in overtime in any office
10 in this City in the Police Department.

11 COUNCILWOMAN KRAJEWSKI: Thank you,
12 Commissioner.

13 Before we begin with other members, I'd
14 like to acknowledge that we have with us Councilman
15 Clarke, Councilwoman Miller, Councilman Nutter,
16 myself, Councilman Ortiz, and Councilman Mariano.

17 Are there any other questions?
18 Councilman Mariano.

19 COUNCILMAN MARIANO: Thank you,
20 Councilwoman.

21 Commissioner, I also would like to thank
22 you for everything you are doing here. And I've
23 gotten to know you pretty good since you've been
24 Commissioner. Your door is always open, and it's a
25 good thing for me as a Councilman because most of

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2 them street corners that Inspector Blackburn had on
3 his presentation -- all of them were on my district.
4 Maybe one in Darrell's, we might share a couple drug
5 areas up there. So the east is pretty much all
6 mine, 24th and 25th. And I gotta tell you -- and I
7 know you know this, but this needs to be said. In
8 the summer, Fourth and Cambria was a different place
9 than it's ever been since I've been a Councilman and
10 before that when I was going down there because my
11 grandmother lived down there. And it has changed
12 and it's really rejuvenized. We're trying to do a
13 lot of different things with the quality of life
14 issue. But that's all a moot point if this didn't
15 happen, Safe Streets. For the first time, many of
16 these little kids -- I had a staffer who left me,
17 Willie Ortiz, he had some grandchildren, and for the
18 first time in their life, they were able to go
19 around in that neighborhood in the summer, in thier
20 life and they're like 7 and 8 years old. Never were
21 able to be out at night. In the summer, that's a
22 part of being a kid in Philadelphia, staying out
23 because you got out later you can stay out until
24 9:00 maybe instead of 7:00 because it gets dark
25 later. First time in their life.

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2 First time in 10, 20 years people go to
3 that corner store, that check cashing place at Third
4 and Cambria. It's because of this program. Because
5 that is the place where you buy good heroin around
6 there.

7 I had personal experiences myself being
8 down ther by myself and realizing, what am I doing
9 here? This isn't the right place for me to be t 2
10 o'clock in the afternoon three years in a City car
11 with a staffer. Really scary. So things have
12 certainly changed there.

13 And also, on the one point the
14 Councilwoman brought up, the rec. center, 2nd
15 District, Inspector Daley is in the back, he was a
16 big help. The new captain was new up there in the
17 spring when you did the "A" corner things. And
18 talking to people -- we had a community meeting.
19 The Commissioner, the inspector, the captain there
20 were all out there within a week. You said, "Let us
21 address this." That became a priority, and that
22 wasn't a "A" corner, but it became a priority where
23 the people up there just love it. We went back a
24 month later, two months later, and they love it.
25 That neighborhood changed so fast and it was around

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2 a rec. center and people were coming from other
3 neighborhoods selling drugs to people playing
4 basketball and we were up there in the summer for
5 different things. It's a totally different place.
6 So just those two little microcosms of universe, the
7 7th district alone -- I could speak on hundreds of
8 them but it's not necessary. It really made a
9 difference. Frankford, same thing where we
10 addressed it. It's important. So I appreciate it
11 and I'd like to thank you, and I'm sure everyone
12 that lived at Fourth and Cambria would like to thank
13 you.

14 MR. JOHNSON: Thank you very much. You
15 know, one of the things I'd like to say,
16 unfortunately, what happened in Washington, D.C. and
17 Maryland where people, because of the snipers,
18 couldn't come out, couldn't let kids come out and
19 play, afraid to go to the stores. We had
20 neighborhoods in the City of Philadelphia, 15, 20
21 years lived like that. Some people take for granted
22 you can sit on your steps. Some people take for
23 granted the kids can come out and play. In certain
24 areas of our City we couldn't take that granted.
25 And I think what Operation Safe Streets has done is

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2 give them an opportunity just to live a decent,
3 normal life.

4 COUNCILWOMAN KRAJEWSKI: Councilman
5 Nutter.

6 MR. JOHNSON: Good morning, Councilman.

7 COUNCILMAN NUTTER: Good morning,
8 Commissioner.

9 Thank you, Madam Chair.

10 Commissioner, thank you for being in
11 today. I want to first commend you and the
12 Inspector for a great presentation.

13 First, I want to ask with regard to what
14 you laid out in terms of the overtime and apparently
15 the dismissal order at the Police Administration
16 Building. I appreciate your creativity in terms of
17 trying to cut back on the overtime. Do the
18 lower-ranking officers still have to wait until
19 their superior officers leave, or are they able to
20 leave now when they want to?

21 MR. JOHNSON: The things that we put in
22 place did not just affect police headquarters. It
23 affects every district and division in this City and
24 every unit in this City where they was built-in
25 overtime. So it should affect approximately a

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2 hundred officers throughout the City.

3 COUNCILMAN NUTTER: Commissioner, you're
4 much too serious. You really do have to lighten up
5 a little bit. It's okay.

6 Tell me this. In terms -- and I
7 understand your philosophy with regard to, as you
8 talk about and the Mayor talks about, trying to
9 arrest your way out of the problem. And I also
10 recognize that you're not necessarily going to get
11 all the results that you want in, I think we're now
12 in the sixth or seventh month of this particular
13 program. Can you give us a little sense of what is
14 the ultimate goal here? And I guess combined with
15 that, how long can you maintain this kind of
16 activity?

17 MR. JOHNSON: Well, our ultimate goal is
18 to change the quality of life in the City. Last
19 year we locked up 37,000 people in the City of
20 Philadelphia just for drug. We confiscated \$40
21 million in cash just in drugs, and almost \$48
22 million in drug confiscation. The amount of arrests
23 that we make is not important if you still can't
24 come out your house and the kids couldn't come out
25 and play, so numbers are not important to me. The

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2 ultimate goal is to change the quality of life.

3 In addition to that, the first phase of
4 Safe Streets was law enforce because we knew that
5 the drug dealers would not just turn over. We have
6 Officer Smith in here today who was a very active
7 officer in the 35th District who went to stop three
8 people in drugs probably three or four months ago,
9 and they wind up shooting him. Luckily and by God's
10 blessings, he's here to sit with us today. We know
11 for a fact that as we took over these corners, and
12 it's like an invasion, that there had to be law
13 enforcement first. We didn't community groups to be
14 involved in it because too dangerous. But as we
15 moved on through this process and as we have taken
16 over the corners, then we wanted to build block
17 captains. The town-watch plays a very important
18 part, community groups, business people, clergy is
19 very important. And if I think if we go just year,
20 year and a half that this money will basically even
21 out. I think the fact that we put 60 bike officers
22 out on the street at one time will eliminate a lot
23 of the overtime. Our overtime during the period of
24 summertime -- because we had additional things, our
25 alert went up, we had vacation periods, we had other

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2 incidents going on, we had the Mardi Gras, we had
3 the Greek Picnic, we had other things like that, so
4 it added on to the overtime. Right now what we're
5 trying to do is strategize how we can reduce
6 overtime. And with Deputy Commissioner Nestel
7 assigned to this, it's not just overtime for Safe
8 Streets, but all overtime in the department, as far
9 as court's concerned, unnecessary overtime. So I
10 think it's just to judge this program in four or
11 five months. But in a year's, we can look at it.
12 There's 30 less people who were shot. When we
13 started Operation Safe Streets May 1st, we were plus
14 seven home sides. Today, from May 1st to the
15 present compared May 1st to the present 2001, we're
16 down 29 homicides. We're down 15,000 less crimes in
17 the City of Philadelphia. So by less amount of
18 people being hurt, less amount of people going to
19 hospitals, less amount of people going to court, if
20 you put all the savings into what's happening
21 because of Operation Safe Streets, I think that this
22 cost will not be as much as it as been in the last
23 four or five months.

24 MR. BLACKBURN: Mr. Nutter, if I could
25 just add. With the deployment of the bike officers

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2 in the 25th, this is just preliminary numbers. I
3 believe we can save about \$400,000 a month just by
4 instituting that program there where officers will
5 not be standing on corners; we will have
6 approximately 30 or 40 bikes per shift operating
7 that area, which would be a tremendous savings to
8 the City.

9 COUNCILMAN NUTTER: I understand. I
10 mean, you'd be surprised, I guess, to some extent,
11 I'm actually not so much raising a cost of
12 operations question at the moment. What I was
13 actually trying to get to is -- I mean, the one
14 thing that I've clearly been able to understand
15 about the program is you are trying to, in a sports
16 analogy, trying to disrupt the lines of
17 communication and the activity between these two
18 sides who really want to connect with each other.
19 You're trying to intercept their operations. My
20 question really was -- I mean, you'll deploy
21 officers. They will, quote/unquote, take over the
22 corners. They will be a presence. Some of these
23 people, they may be slightly crazy, but many of them
24 are not completely stupid. They will be less likely
25 to engage in their activity at least out where the

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2 police are. You had the slide up showing that
3 activities will probably, if not already, go inside.
4 And I have a question about that.

5 The question is, how long can you
6 continue to do that and what else are we trying to
7 accomplish beyond that particular goal? I mean, are
8 we trying to stop people from actually getting
9 involved in the drug trade and drug operation? What
10 other goals are we trying to accomplish in addition
11 to standing out there and making sure that people
12 don't do anything on Corner X?

13 MR. JOHNSON: What we're trying to do,
14 and think we've been doing -- when we started this,
15 we had two numbers. One number was to call up for
16 drug information. The other number was if you're
17 addicted to go get help. And I think what we're
18 trying to do is then send a message that no matter
19 how many drugs that come into the City of
20 Philadelphia, we can educate our people, especially
21 our children not to use it and not to sell it, then
22 we've come a long way.

23 This Heads Up Program, we presented in
24 the last year to over 60,000 people. And we're
25 trying to build a strong partnership between the

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2 community and all people about how we have to have
3 these partnerships to be able to eliminate a lot of
4 the crime and eliminate a lot of the blight in our
5 neighborhoods. No matter how beautiful the
6 neighborhood is, if you still have people selling
7 drugs out there, if you still have people committing
8 crime out there, and people are afraid to come out
9 to those streets, then we really haven't done
10 anything.

11 Maybe I'm not answering your question
12 correctly, but at the same time, my belief is that
13 -- again, I'm using that same word. We're trying
14 change the quality of life and put people and police
15 involved.

16 Community policing is not a program,
17 it's a mindset. It's a mindset from the top down.
18 It's not where we're going through the community and
19 tell the community what we're going to do for them.
20 As I said from the beginning, how can we strategize
21 together to change the quality of life? And I think
22 that's true community policing. That's what we're
23 trying to do.

24 COUNCILMAN NUTTER: Just a couple last
25 questions, Commissioner. Tell me as the activity

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2 moves indoors, and you've already anticipated that,
3 how are we going to deal with that.

4 MR. JOHNSON: In Phase II, we've been
5 working very closely with the US Attorney's Office
6 and with the District Attorney's Forfeiture Unit. I
7 think approximately two weeks ago we forfeited and
8 sealed up three houses up in the Northeast, and they
9 were very beautiful homes. One house, we found over
10 \$400,000 worth of heroin inside the house. So we're
11 sending a message that if you're going to deal drugs
12 indoors, you're taking the possibility of getting
13 your house forfeited and sealed up and we're going
14 to enforce that.

15 As I said, we had a meeting with the
16 District Attorneys last week, District Attorney's
17 Office. There's a Mr. Whitehead over there who is in
18 charge of their narcotics people right now. So
19 we're working very closely with them. We're just
20 not going to take them off the corners and let them
21 move inside. If they move inside, they're going to
22 suffer the consequences of possibly having their
23 homes forfeited.

24 COUNCILMAN NUTTER: This will be my last
25 question. Inspector, one of the slides was this

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2 candy store operation. You mentioned that it was
3 West Philadelphia. You don't have to put the exact
4 location on the record. But we get reports about
5 these kinds of stores, not so much that distribution
6 methods, but there are often a lot complaints about
7 these local neighborhood stores that have, you know,
8 one can of Pledge, one bottle of dishwashing liquid,
9 and 2 boxes of corn flakes on the shelf, much of has
10 dust on it. So I tend to think that they're
11 possibly in some other business. What actually
12 happened to the candy store after you realized that
13 they were actively engaged in marijuana sales?

14 MR. BLACKBURN: Mr. Nutter, every time
15 that we make an arrest inside a private residence or
16 inside a business establishment, the District
17 Attorney's Office, the Forfeiture Unit, is notified.
18 And we request that they start a process where they
19 seize that property. That is an automatic. That is
20 an automatic every time they make an arrest inside
21 that their office is notified. I don't have the
22 exact numbers, but there's different categories
23 where there's like a full and half seal and things
24 of that nature. When you look at the District
25 Attorney's Office numbers, they're pretty

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2 impressive, Mr. Nutter.

3 The indoor sales, we're handling the
4 indoor sales. The Narcotics Strike Force's primary
5 responsibility is street corner enforcement. The
6 NETS Team operation is street corner enforcement.
7 But the Narcotics Field Divisions, they are tasked
8 with indoor sales. And for the most part, they're
9 not involved in street corner activities, Mr.
10 Nutter.

11 COUNCILMAN NUTTER: Commissioner, I look
12 forward to working with you. I'd like to have an
13 opportunity for more in-depth discussion about
14 activities in the 5th, the 19th and the 39th Police
15 Districts as soon as possible.

16 MR. JOHNSON: Yes, I'll be available
17 that you're ready. I'll make myself available.
18 Thank you.

19 COUNCILMAN NUTTER: Thank you, Madam
20 Chair.

21 COUNCILWOMAN KRAJEWSKI: Thank you.
22 Councilman Clarke.

23 COUNCILMAN CLARKE: Thank you. Thank
24 you, Madam Chair.

25 Good morning, gentlemen.

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2 MR. JOHNSON: Good morning, sir.

3 COUNCILMAN CLARKE: I just wanted to ask
4 you a first questions. Earlier in the slide
5 presentation, I think the term was called
6 displacement of jurisdictions, and essentially
7 meaning that, I'm assuming, that the drug activity
8 is moving to not only other municipalities which I
9 understand it is. I hear some people in Camden are
10 a little upset that we're creating an additional
11 burden on their drug-fighting initiatives. And I
12 guess they need to talk to their police commissioner
13 to impose a similar program. But I'm assuming that
14 we're also talking about moving the activity to
15 other neighborhoods and actually other locations
16 within the same neighborhoods. And while I
17 understand that -- and I don't want to ask you the
18 specifics of what we're going to do because I know a
19 lot of that, frankly speaking, is not something you
20 want to talk about in a public way. One of the
21 questions that I continue to get in my council
22 district because, as you know, I have a very diverse
23 district. I represent Center City, Fairmount,
24 Spring Garden, North Philadelphia, east and west of
25 Broad. In some parts of the district, I get voices

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2 of concern about staffing levels in areas that are
3 not A, B, C drug corners, open-air drug market
4 areas. Could you, Commissioner, through the Chair
5 provide myself and the members of this committee
6 with a list of the staffing levels in those areas
7 that are not the primary targets of Safe Streets? I
8 just want to make sure that we're not reducing the
9 staff that ultimately will cause some increases in
10 other types of crimes in those areas.

11 MR. JOHNSON: I will have those
12 delivered to you either late this afternoon or the
13 first thing tomorrow morning.

14 COUNCILMAN CLARKE: And if in fact --
15 and this is an assumption on my behalf. If there
16 are reductions in staffing levels in those other
17 areas, could you provide summary as to what would be
18 done to ensure that if we in fact have to reduce the
19 staff that it will not allow increase in other types
20 of crimes?

21 MR. JOHNSON: Yes, sir, I will.

22 COUNCILMAN CLARKE: One other issue --

23 COUNCILWOMAN KRAJEWSKI: Excuse me one
24 moment, Councilman. Would you give us the
25 information as well?

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2 MR. JOHNSON: Yes, I'll give it to every
3 Councilperson.

4 COUNCILWOMAN KRAJEWSKI: And my
5 district.

6 MR. JOHNSON: Yes, ma'am.

7 COUNCILMAN CLARKE: All of the City.
8 Actually I wanted him to do it for all of the City.
9 I just happened to reference my district because I
10 have this strange district.

11 Commissioner, would you agree that
12 conditions breed crime? When I looked at the
13 mapping area, without knowing the specific
14 locations, when I saw the murders in relationship to
15 the drug activity, it looked like they were possibly
16 in some areas where there were some levels of
17 concern with respect to the conditions in those
18 neighborhoods. Do you find in your policing, in
19 your COMSTAT, that the physical conditions of the
20 neighborhoods sometimes have a direct correlation to
21 the levels of activity, drugs and open-air drugs and
22 other types of drug activity.

23 MR. JOHNSON: I believe that it does.
24 The fact that realistically, is that when in certain
25 years -- and I have to admit, a lot of it is the

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2 Police Department's fault. We let go so long that
3 it's really hard to catch up. Originally, and I
4 said this numerous amount of times. In one area of
5 the City, 75 percent of the drugs coming to the City
6 of Philadelphia was coming to one area, North
7 Philadelphia's East Division. 48 percent of the
8 entire drug arrest for the City of Philadelphia,
9 North Philadelphia East Division. One-third of the
10 entire homicides for the City of Philadelphia, North
11 Philadelphia East Division. In the years that you
12 have a lot of crime and violence then businesses
13 move out, people move out. It has to be a
14 correlation between the condition that people live
15 in and the amount of time the crime that happens in
16 those particular areas. Even though people may be
17 in the Northeast and other areas that live in good
18 houses that don't have that open-air drug sales, but
19 they have drug problems in their homes. It doesn't
20 make any difference whether you come from a \$50,000
21 or a \$100,000 home or a million dollar home. Darryl
22 Strawberry making five and a half million dollars a
23 year, addicted to drugs. Jimmi Hendrix, John
24 Belushi, Richard Pryor, we can name person after
25 person. Drugs has no color, drugs has no economic

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2 stature. Drugs affect all people. It doesn't make
3 any different what race you are. But the fact that
4 we have a kid that growing p in Fifth and Indiana
5 has a better chance of getting involved i drugs than
6 the kid that's growing up at Byberry and Academy.
7 The facts that businesses are moving out, churches
8 have closed their doors, businesses have closed
9 their doors. It breeds a lot of things. That's why
10 I constantly said, law enforcement will not arrest
11 our way out of this problem. So I do believe, with
12 you, I think we're essentially saying the same
13 thing, the condition that a kid lives in sometimes
14 is going make the difference of -- not in all cases,
15 but sometimes going the conditions of what he's
16 going to grow up to be, what he's going to come in
17 contact with.

18 Everybody doesn't want Safe Streets to
19 work. There are streets that we have raided and had
20 eight houses on one block. That was the whole
21 economics in that block was drugs. You have some
22 people who are in rehab don't want it to work
23 because they would lose money. So as long as
24 there's drug activity there, as long as people -- I
25 mean some of these kids are paying their parents

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2 rent. Some of these kids are paying utility bills.

3 They grow up like that. So I agree totally the
4 conditions in certain neighborhoods breed crime.

5 COUNCILMAN CLARKE: I actually asked
6 that question -- as you may know, I live in the
7 Strawberry Mansion community and the probably the
8 most heinous drug corridor in that community is 31st
9 Street which at one point was the strongest
10 commercial corridor in North Philadelphia. We
11 actually had a movie theater and shoe stores and all
12 types of other activity where you virtually never
13 had to go downtown, but things happen. The riots
14 happened, there was looting, burning, vandalism.
15 And that corridor essentially became a corridor that
16 the drug dealers took as their own. And we recently
17 targeted that particular corridor for massive
18 demolition and removal of that debris. And the
19 people in the community were very happy because we
20 removed what was essentially a blighted condition
21 that allowed all of that negative activity to take
22 place.

23 With that, can you talk to me about the
24 Police Department's role in the Neighborhood
25 Transformation Initiative as we continue to target

7 MR. JOHNSON: It does because we would
8 have to. You're not going to have a striving
9 neighborhood if you don't have a safe neighborhood.
10 They can build all the beautiful homes and all the
11 beautiful parks you have. You want to build, but if
12 people can't utilize these places, then you have a
13 problem.

25 I think one of the things that helped us

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2 tremendously was the removing of all abandoned cars.
3 They were stashing drugs in cars. The blight and
4 those things -- and I think once the neighborhood
5 felt as though the police was concerned, the City
6 was concerned, even during Operation Sunrise, they
7 came out and they got concerned.

8 We have officers in the 26th District on
9 a weekly basis go out there and clean the
10 neighborhood. The first two or three weeks they did
11 it by themselves. The third week, the community
12 came out and started doing it. So I think NTI and
13 safety and Safe Streets and all this has to go hand
14 in hand. As they move in one neighborhood, we have
15 to move with them. And we have to build up a strong
16 community group, strong town-watch, strong block
17 captains, because I think for a long period of time
18 the people felt as though, even with Operation Safe
19 Streets, it was a publicity type stunt. The drug
20 dealers we heard on wiretaps, "It ain't gonna to
21 last. We can outlast them." Well they're not going
22 to outlast us and we're going to be there. We're
23 going to be there for as long as it possibly takes
24 and strategize and do everything we can, whether we
25 have the money or we don't have the money -- quite

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2 naturally, we need the money. But we're committed
3 to going out there doing everything we can to change
4 the quality of life. And we will accept any
5 partners that we can. We've now accepted inmates
6 from Graterford Prison. We accept people from
7 rehab. We'll accept everybody to join our
8 partnership. There has to be a holistic type of
9 approach.

10 COUNCILMAN CLARKE: One last question.

11 By the way, that was the original Pat
12 Steaks up at 31st Street. The steaks were much
13 better when they were up in Strawberry Mansion.

14 Commissioner, I want to ask you one last
15 question with respect to the volunteers for the
16 program. Not the Police Department employee
17 volunteers, but the volunteers that we've been
18 asking people in the neighborhoods to participate in
19 the various programs. And I'm not clear as to how
20 that will work. Although I've been promoting it in
21 several community meetings. I know that at one
22 point we were actually talking about individuals
23 being a part of bike patrols.

24 MR. JOHNSON: What would happen is that
25 we want them to join town-watch organizations which

16 When the chief mentioned that we were
17 going to have a bike ride next Thursday for 40
18 miles, I can't keep up with them. I don't even try
19 no more. I just come out there and I ride the best
20 that I can. But I think it's effective the fact
21 that we go through the neighborhoods, that they see
22 the Mayor, they see the police officers on bikes. I
23 think bikes are very effective because they're
24 mobile.

25 One of the other things we did with the

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2 bike patrol, instead of having two officers, we're
3 going to have three with the idea that when they
4 make an arrest, that one officer can go in there and
5 do the paperwork and the other two can stay out
6 there. They can continue to patrol. I want all of
7 us to go into true community policing. I just don't
8 want them to ride by a corner. Go out there and
9 talk to the kids. I don't want them to just ride by
10 a school, talk to the people in the schools, talk to
11 the neighbors. We need their support. And every
12 Philadelphia Police Officer has to live in the City
13 of Philadelphia. We're all Philadelphians. It
14 doesn't make any difference what neighborhood we
15 have, but it affects everyone. So I think right now
16 with the town-watch, with the block captains, with
17 the community groups -- in certain areas we have
18 strong ones; some we weak ones. But I think their
19 responsibility, Anthony Murphy, and the people it
20 has start building a strong community group and
21 strong town-watch organizations that are like our
22 eyes and ears. We don't want them to be vigilantes
23 we just want them to assist and help us.

24 COUNCILMAN CLARKE: Thank you,
25 Commissioner.

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2 COUNCILMAN NUTTER: Councilwoman Miller.

3 COUNCILWOMAN MILLER: Thank you.

4 Good morning, Commissioner.

5 MR. JOHNSON: Good morning.

6 COUNCILWOMAN MILLER: And I'd like to
7 applaud you on behalf of myself and my constituents.

8 MR. JOHNSON: Thank you.

9 COUNCILWOMAN MILLER: And the entire
10 Police Department.

11 I'd like to know -- I want a follow-up
12 to a question that Councilman Clarke asked regarding
13 the bike patrols. Earlier when you stated that you
14 were going to have 60 bike officers, does that mean
15 that that number is for the bike officers in the
16 program you're going to start in a couple weeks?

17 MR. JOHNSON: No. When I say 60, that's
18 60 additional bike officers that will be assigned to
19 the Narcotics Strike Force. Now, the districts will
20 have their bike officers. In addition to that, we
21 already have bike officers that are already in
22 narcotics. We plan on having approximately 100
23 people who are trained in narcotics to ride bikes in
24 addition to the districts. If there's a problem in
25 the Northeast, we're going to put 14, 15 bikes up

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2 there. If there's a problem in the Northwest -- we
3 will pu bicycles where they're needed to go out
4 there and to saturate these areas in regard to the
5 patrols. So overall, I think -- I may be wrong, but
6 Deputy Commissioner Mitchell might be able to inform
7 you. We have approximately 200 trained officers in
8 the City of Philadelphia, a little more than that
9 right now that are trained. These 60 are brand-new
10 officers in an elite unit assigned to the Narcotics
11 Strike Force.

12 COUNCILWOMAN MILLER: In teams of three.

13 MR. JOHNSON: Well, we thought to have
14 teams of three because if you only have the two out
15 there, and I think this something that Chief
16 Blackburn came up with idea. Because if you have
17 two and they make an arrest, then they both go off
18 the street for a period of time. If you have
19 three, then only one will go in there. And they
20 make numerous amounts of arrests. That way you will
21 have constant bike patrol on that eight-hour tour.

22 COUNCILWOMAN MILLER: I think that we
23 need a briefing, Councilmembers need a briefing on
24 the whole issue of the new deployments and all the
25 other stuff more than just today. Because I have a

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2 ton of questions I'm not going to ask this morning.

3 But I do have other questions.

4 Will those bike officers be assigned to
5 the "A" corner neighborhoods? How are you going to
6 do that?

7 MR. JOHNSON: The bike officers will be
8 deployed citywide. They're not just going to be
9 going to certain areas. Again, remember, we have
10 200. We just don't have -- these are just 60
11 additional people.

12 COUNCILWOMAN MILLER: Okay.

13 MR. JOHNSON: And the members of the
14 Department, especially myself and our executive
15 staff, will be glad to come City Council at any time
16 to give you a debriefing or anything that you want
17 and take for as long as it possibly will take or any
18 questions that you may have asked us. We need the
19 support of City Council, and we want City Council to
20 know exactly -- especially because of your
21 constituents -- of what we plan on doing; what we've
22 done, what we're doing, and what we plan on doing.

23 COUNCILWOMAN MILLER: Great. And I also
24 have a question around the Safe Streets officers.
25 Are they Safe Streets only officers.

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2 MR. JOHNSON: No, they're not. And I
3 think there's another misperception. We have six
4 divisions in the City of Philadelphia. We don't
5 take officers from another division to put into a
6 different division. Most of the officers on Safe
7 Streets are really on overtime, but they come from
8 that particular division. They're officers that are
9 normally working overtime. Some are working regular
10 time, but a large amount are working overtime.
11 They're officers who on a daily basis patrol the
12 streets of Philadelphia. That's not just thier
13 responsibility. He could be working Safe Streets
14 today and in a car tomorrow or on a foot beat
15 tomorrow.

16 COUNCILWOMAN MILLER: One of the reasons
17 I asked was because I was wondering if the Safe
18 Streets officer receive some different type of
19 community relations training. Because as you
20 indicated in your testimony that the morale in
21 neighborhoods are up, the morale in the Department
22 is up. I mean, I have actually seen neighbors
23 having a real conversation and dialog with police
24 officers, which has all been very positive. I've
25 seen and heard neighbors and residents offer police

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2 officers chairs, food, water, all kinds of things.
3 I mean, they really are beginning to feel like
4 they're a part of the neighborhood, particularly the
5 same ones who are on corner all the time. People
6 get to know them. They're walking up to them very
7 comfortable. And I think that's just a wonderful
8 way of community policing. And it has, I've seen
9 it. I sat with a Safe Streets officer one day for
10 about an hour, and I was just amazed at how many
11 people actually came up to the car to the officers
12 saying "thank you."

13 MR. JOHNSON: First thing, every City of
14 Philadelphia Police Officer is a Safe Streets
15 officer because he can be assigned on those corners
16 at any time. In addition to that, I think in the
17 Police Department, a lot of the officer felt as
18 though by going to these corners that they would not
19 be welcome. They have been overly welcome. So I
20 think the relationship and the mindset on both sides
21 has completely changed. And I think that's one of
22 the other positive things of Safe Streets. It's
23 that connection there. It makes us reevaluate do we
24 need foot beats. We got away from foot beats now.
25 We may have to look into that and see what whether

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2 we should have officers back there on those foot
3 beats that would come in contact with the community.
4 So it's been a change of the mindsets on both sides.
5 And the police officers are glad to be on those
6 corners and glad to be in those communities because
7 they are being told "thank you" and they're welcome.
8 They feel very good about what's going on.

9 COUNCILWOMAN MILLER: That's right. I
10 was able to go to a store in my area, Chew and
11 Shelton which mostly everybody in the Police
12 Department knows that that's really a pretty bad,
13 pretty rough corner. Ad I went to a store there
14 that I haven't been to in years. And the reason I
15 knew that I could go to the store was because there
16 was a police presence, and it felt good being able
17 to go and not have to go, you know, three or four
18 blocks away out of your way to purchase something
19 that you could just purchase a little bit close.

20 So I again want to salute you and I
21 think it's a good program and I do look forward to
22 whatever briefing we'll have.

23 MR. JOHNSON: Thank you very much.

24 COUNCILWOMAN KRAJEWSKI: Councilman
25 Ortiz.

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2 COUNCILMAN ORTIZ: Good morning,
3 Commissioner.

4 MR. JOHNSON: Good morning.

5 COUNCILMAN ORTIZ: Commissioner, it
6 feels like we've been through this a long, long time
7 over the years. And I agree with you, we are
8 obviously not going to arrest our way out of this
9 problem. And we're not going to be able to achieve
10 what we want in this City unless we deal with the
11 other aspects of -- that create the need for the
12 drug issue, the demand for drugs in the City. But I
13 would like to find out if -- has the amount of drugs
14 -- because we have spoken over the years about the
15 East Division being the warehouse of drugs in the
16 City. And has the amount of drugs coming into the
17 City diminished in any perceptible way?

18 MR. JOHNSON: Realistically, I don't
19 believe so. From our intelligence, drugs are still
20 coming here from New York and other areas. East
21 Division, I don't think is really the stash house.
22 The distribution centers -- a lot of these places,
23 New York and some of them in the Northeast and some
24 of the others areas where they don't sell out of,
25 but they keep the drugs in those particular places.

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2 East still has a big problem because they're so
3 embedded in East for such a long period of time.
4 That's where most people came to buy their drugs, on
5 these corners. That's why we have over a hundred
6 drug corners right there on the same streets that's
7 right there in the East. Because when people came
8 over those bridges and came to the City, they knew
9 exactly where to go: Go to East Division, there's
10 less enforcement there, there's more corners there.
11 Out of 300 corners, if you got over a hundred
12 corners in just one district or one division, then
13 obviously there's a problem. It took us 20, 25
14 years. Ninth and Indiana historically --

15 COUNCILMAN ORTIZ: Eighth and Butler.

16 MR. JOHNSON: Eighth and Butler, right.
17 If you go by those corners right now, you don't see
18 that.

19 COUNCILMAN ORTIZ: Seventh and Pike.

20 MR. JOHNSON: Well, everyone in the
21 police department knows what corner. And not only
22 do we know them, but every buyer knew them. They
23 knew exactly where to go. Again, that's just my
24 opinion. Chief Inspector Blackburn may have a
25 different opinion, but I don't think the amount of

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2 drugs has diminished. It might have intensified.
3 But I'll let him give his opinion about that.

4 MR. BLACKBURN: Mr. Ortiz, I don't
5 believe that the drugs coming into Philadelphia has
6 diminished. But what I do see is, I see some
7 shifts. I see the City of Philadelphia now
8 supplying other areas of the East Coast. We see
9 Philadelphia more in the past maybe as a buyer,
10 classified as a buyer --

11 COUNCILMAN ORTIZ: So we're becoming a
12 retailer, distributor.

13 MR. BLACKBURN: I have a couple of
14 long-term investigations that have shown a large
15 amount of drugs leaving Philadelphia and going to
16 other parts of the East Coast. They're confidential
17 investigations. In fact, one of them concluded last
18 night where we showed a shift in the drugs leaving
19 the City. But I believe it's because we have
20 disrupted and we discouraged people coming in to buy
21 drugs. I believe that's the phenomenon from this.
22 And we can support that with, as the Commissioner
23 said, some of our long-term wiretap investigations
24 where we hear conversations -- where in the past
25 drugs were never fronted. They wouldn't front a

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2 hundred dollars worth of drugs. We're seeing
3 thousands and tens of thousands of dollars worth of
4 drugs being fronted.

5 COUNCILMAN ORTIZ: But we are the --
6 still the amount of drugs has not diminished?

7 MR. BLACKBURN: I don't believe it's
8 diminished.

9 COUNCILMAN ORTIZ: We're still more or
10 less a warehouse of distribution, whether that
11 changes in terms of to whom and where. The drugs
12 still in Philadelphia have not been lowered.

13 Councilman.

14 COUNCILMAN NUTTER: Thank you,
15 Councilman.

16 Inspector, the quick question is, why?
17 I mean, of all of the things for the City to be
18 leading in the nation in, to be honest with you, and
19 the double benefit of lowest price, highest purity,
20 why is this taking place in Philadelphia?

21 MR. BLACKBURN: Mr. Nutter, I've asked
22 this question. Mr. Johnson has asked this question.
23 I've asked DEA. And their explanation is that, in
24 other major cities, for example, New York, they have
25 gangs like the Crips and the Bloods who control a

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2 disproportionate amount of the drug cartels in that
3 particular area. In the City of Philadelphia, we
4 don't have that particular close control by
5 organizations or gangs. We have a lot of
6 independents. So what they do to keep the price
7 down and the quality up, they're going to sell their
8 drugs. It's all stamped with different brand names.
9 The people, the buyers, know where to buy the best
10 drugs. If you're selling at 8th and Butler at 40
11 percent heroin, and a block up the street you're
12 selling at 80 percent heroin, you're not going to
13 get any business. They keep it at a high level.

14 COUNCILMAN NUTTER: I understand the
15 fundamental laws of economics.

16 MR. BLACKBURN: I know.

17 COUNCILMAN NUTTER: I'm trying to
18 understand why is it that Philadelphia -- what is so
19 unique to our City that would cause this kind of
20 phenomenon? That's what I'm trying to understand.

21 MR. JOHNSON: I'll just give you my
22 opinion. Drugs go where there's least enforcement.

23 COUNCILMAN NUTTER: Where there's?

24 MR. JOHNSON: Least enforcement. For a
25 long period of time, the least enforcement for drug

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2 activity was Philadelphia. When we had that Council
3 hearing -- and I think even when I looked on the
4 tape last night, in the entire Narcotics Bureau in
5 1997 we had 200 people assigned to narcotics for the
6 entire City. And at that time, district police
7 officers were not allowed to enforce narcotics laws
8 because of the 39th District scandal. So it just
9 flourished here. And people came here because in
10 New York they had strong activity. In Washington
11 they had strong activity; Baltimore had strong
12 activity. But we had I-95; you've got the seaport;
13 you've got the airport. This was a major
14 distribution where people were coming from all over
15 Philadelphia because we didn't enforce it. We were
16 number driven. Fishnets. It wasn't important then.
17 We weren't asked those same type of questions that
18 we're being asked today. We were asked about our
19 numbers, "How many arrests did you make last year?"
20 We made 50,000 arrests between 1992 and 1998. We
21 didn't change anything. So we had to go into a
22 different area.

23 And it's just my opinion that we didn't
24 deal with the communities the way we're dealing with
25 the communities right now. But the fact is that

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2 drugs and drug dealers go where there's least
3 enforcement. For a long period of time on the East
4 Coast, the least enforcement for drug activity was
5 Philadelphia.

6 COUNCILMAN NUTTER: Thank you,
7 Councilman.

8 COUNCILWOMAN KRAJEWSKI: Excuse me, one
9 moment. I'm sorry, Councilman. I don't believe
10 there were any questions for the Fire Commissioner.
11 I know that you've got a busy, busy day so,
12 therefore, if there are no questions, you're free to
13 leave, Commissioner.

14 Councilman Ortiz.

15 COUNCILMAN ORTIZ: The street corner
16 individual is the most easily replaceable person in
17 the drug trade hierarchy; is that correct?

18 MR. BLACKBURN: Absolutely, sir.

19 COUNCILMAN ORTIZ: And that is the
20 individual that forms that revolving door of arrest,
21 court, and they're usually very young. And since
22 they are the individuals that we are, in Operation
23 Safe Streets, really putting a focus on attacking,
24 what are the alternatives? Are we reaching out to
25 those individuals? Because I think you've got the

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2 right idea in which it's not incarceration that is
3 going to do this. It's going to be something else.
4 But if you're interrupting the process that is the
5 only source of livelihood of those individuals in
6 those neighborhoods at the present time, what are we
7 doing with them? I mean, are we just moving them
8 off the corner, arresting them and then they come
9 out -- as we all know, they will come out
10 immediately. So what is the plan? You move them
11 out. What happens to those kids? I mean -- and I
12 know, Commissioner, your job is one job. I'm just
13 saying whether in the planning this has been looked
14 at, because it is a very young community of folks
15 that we're dealing with when we're dealing with
16 street corner drug dealers and sellers. So I want
17 to know what is it that the Administration, in terms
18 of the projection of Operation Safe Streets, in
19 terms of those young individuals and what it is, if
20 anything, is thought about them?

21 MR. JOHNSON: Well, I think there's a
22 couple things. One is that we're not just targeting
23 street corner drug sales. The Narcotics Bureau's
24 mission is to go after organizations, and I think
25 it's been that way for the last four or five years

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2 that we go after organizations.

3 When you lock up a child one or two
4 times or three times, I don't think the fact that
5 there's nothing else for them to do gives them the
6 reason to sell drugs on those corners. At least
7 that's my belief. If you lock up 10 sellers today,
8 you'll get 10 more tomorrow. We're going after the
9 mid-level person. We're going after the dealers.
10 We're going after the suppliers. And when we go
11 after them, we normally take them federally.

12 We have opened our doors -- because we
13 are not social workers, but we will sit down at the
14 table with social workers. We will sit down at the
15 table with anyone that can help us out to join that
16 partnership.

17 I think once we solve a lot of the
18 problems in our neighborhoods and you have the
19 businesses start coming back into the neighborhoods
20 and we can have the opportunity for these kids to
21 get jobs. We just don't want to bring them from one
22 corner to another corner. We just don't want to
23 lock them up for -- we've got some people we've
24 locked up five or six times even on Operation Safe
25 Streets.

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2 COUNCILMAN ORTIZ: I understand that.

3 But what I'm saying is, are their discussions to
4 evolve a program, a plan, to be able to achieve what
5 you're saying? At the present time, are discussions
6 going on along those lines? Because if you're going
7 to disrupt the commercial aspects of drugs in those
8 neighborhoods, you're going to create another
9 problem because that's the livelihood of most of
10 those kids and probably the families that they come
11 from. So do we have an idea of what we want to do
12 along those lines?

13 MR. JOHNSON: Okay. To be very -- the
14 Police Department doesn't have any idea about giving
15 them jobs or helping them out in any way.

16 COUNCILMAN ORTIZ: I'm not saying you,
17 sir. I'm saying --

18 MR. JOHNSON: Well, I don't know what
19 the City -- we've discussed this with a lot of
20 different people in the City agencies to try to
21 assist them in training. There's other groups
22 that's out there to try to get them into some sort
23 of educational program. But as far as the law
24 enforcement is concerned --

25 COUNCILMAN ORTIZ: I understand about

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2 law enforcement. I see -- Darrell.

3 COUNCILMAN CLARKE: Thank you,
4 Councilman.

5 Councilman, I just wanted to kind of
6 briefly respond to the question that you were asking
7 the Commissioner. And this is obviously not an
8 answer to your question in its entirety, because I
9 don't know the answer. I don't think the
10 Commissioner, not to speak for him, may know the
11 answer in its entirety. But one of the things we
12 did working with some good people both in and out of
13 government, we targeted those particular
14 individuals.

15 We recently had a job fair and we worked
16 with the Philadelphia Work Force Development and Men
17 United for a Better Philadelphia, a number of
18 individuals that work in and out of government. And
19 I think Anthony was involved in that also. And we
20 had a job fair up in a recreation district up in
21 North Philadelphia, and we specifically targeted
22 those individuals in terms of our outreach; where
23 the individuals from the organizations actually went
24 out on street corners and talked to these
25 individuals who were selling a product and tried to

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2 encourage them to participate in this job fair. And
3 interestingly enough, I must say I was somewhat
4 surprised, is that a substantial, I mean
5 substantial, amount of individuals actually showed
6 up to a job fair because their premise was that they
7 understood that this wasn't where they really wanted
8 to be. They wanted an alternative.

9 We targeted the employers and we were
10 very candid with the employers. We actually told
11 them the population that we were attempting to
12 address. And they came to the job fairs
13 understanding that these were, to a large degree,
14 you know, somewhat unemployable individuals. And
15 they actually hired people on the site, giving them
16 an opportunity. And that too, obviously, will only
17 deal with a small amount of individuals, but I think
18 we should duplicate that.

19 Another thing we did -- actually, it was
20 a Bill that was sponsored by Councilman Wilson
21 Goode. We had the hearing on the micro-enterprises.
22 In that public hearing we got a commitment from a
23 number of the individuals to work with coming up
24 with a strategy that would hopefully put these
25 individuals, who are entrepreneurs and probably have

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2 some of the best distribution systems in the world
3 -- only problem is they're selling the wrong product
4 -- to focus on a program where they can actually
5 sell things. We're actually looking at targeting
6 clothing wear. We're going to be working with a
7 couple of guys up in the neighborhood who are
8 actually building some stalls and creating some
9 opportunities for people to sell clothes. So I
10 think it's something like this, you've got to get
11 extremely creative.

12 I just think that every elected official
13 and every appointed official and every citizen
14 probably needs to pitch in and, to some degree, kind
15 of come up with some strategic initiative to get
16 these people focused on other activities.

17 I think, by and large, if you talk to
18 these guys on the street, they're not really happy
19 because most of them are not -- Commissioner, you
20 can, I guess, address this. They don't really make
21 a whole lot of money. I mean, you're out there
22 making \$50, \$100 a day. That is not really a
23 productive life for those individuals. So we can
24 just get creative in bringing up some other
25 alternatives. So I just wanted to kind of throw

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2 that out there, some of the things that we're trying
3 to do.

4 COUNCILMAN ORTIZ: That's what I'm
5 saying. I talked to many of the individuals on the
6 corners. They don't want to be out there.
7 Obviously, if they had something else, they would be
8 doing it. And, Commissioner, I know you don't have
9 the answer. What I'm saying is, and it's just a
10 question, that if you have a program that does
11 something, it's cause and effect. And once you
12 push, there's going to be a result of that. And I
13 think as an Administration -- and I know that
14 Commissioner Martinez is there itching to say
15 something. So, Commissioner Martinez, if you want
16 to say something, please, you can come up.

17 MS. MARTINEZ: I just want to support
18 the Police Commissioner in answering this question
19 in a very brief, kind of sketchy way since the focus
20 is his work.

21 There is a huge effort underway and many
22 things being implemented around linking systems,
23 social services systems, in the City and also
24 targeting resources into the highest risk
25 neighborhoods.

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2 And just a short laundry list of the
3 kinds of things that we are doing. We're doing more
4 assessments in the court system. When kids come
5 into the court system, there's assessments that
6 happen right there in the Youth Study Center.
7 Assessments happen immediately, not only processing
8 kids. And, you know, we're trying to shift the
9 system away from being a holding kind of system and
10 a machine to being a system where much more value is
11 placed on assessment; and doing a good assessment
12 once or twice, not 50 times like we often do because
13 systems don't coordinate.

14 Second of all, it's critical in social
15 work practice to link assessment to action. So
16 we're really designing a system, a social service
17 system, where we don't accept doing an assessment of
18 someone and not offering them something in return to
19 needs that are identified.

20 Next month we're going to open a center
21 called the Achieving Independence Center that
22 targets and serves kids in foster care that are 16
23 to 21 or kids who have exited foster care, 16 to 24.
24 Why is that critical -- oh, and the focus of it is
25 employment and education. It's in partnership with

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2 the Workforce Development Center. Why is that
3 important? Because there's a high correlation
4 between foster care, delinquency, and youth crime.

5 There's also three youth opportunity
6 centers run by the Workforce Development System that
7 we are linking into our social services systems.
8 We've also opened 400 slots of an Intensive
9 Delinquency Prevention Program to try to make sure
10 that kids don't have to become adjudicated in order
11 to get intensive service. We also have 11 beacon
12 schools. And beacon schools are programs that are
13 open until 9, 10, 11 o'clock at night where quality
14 services are offered. The Recreation Department has
15 opened three teen centers.

16 The bottom line is this: The work that
17 he is doing creates additional incentives for kids
18 to accept the services that are offered. Because in
19 the absence of consequence for bad behavior --
20 you've got social services systems offering them
21 good things. They choose not to use the services we
22 offer. There's no consequence. Now, the pressure
23 that the Police Department is putting helps us
24 because the choice looks better. But more
25 importantly, we're also very conscious that we need

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2 to offer quality services to kids or we might as
3 well not offer anything at all.

4 COUNCILMAN ORTIZ: Thank you,
5 Commissioner.

6 Going back to -- and you mentioned it.
7 Since the amount of drugs have not diminished and
8 you said that there's a process of going through
9 those systems that are established -- I remember in
10 the early days the blue tape gang, the yellow tape
11 gang. During the last year, what organizations
12 have we put out of business in the City of
13 Philadelphia? And how many and what's been the
14 total amount of drugs in those organizations and
15 money, if any, confiscated and so on? And what has
16 been the result in terms of incarceration and
17 punishment?

18 MR. JOHNSON: We would like to be able
19 to sit down with you and the other members of City
20 Council in private to discuss all those
21 organizations that we've taken down, because some of
22 them are still flourishing, some of them are
23 cooperating with us. And we would also like to be
24 in private to give you the amount. But just from
25 this year we've confiscated over \$58 million in drug

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2 confiscations, just this year. But I said that we
3 will give you a debriefing on drug --

4 COUNCILMAN ORTIZ: That's been split
5 between City and Federal or State?

6 MR. JOHNSON: Well, what happens is that
7 -- my philosophy, as was Mr. Timoney's philosophy,
8 especially my philosophy, is that we have -- I have
9 20, almost 30 people in DEA. I have people in the
10 FBI. So we work hand in hand. They have the
11 resources. They have the manpower. And one of the
12 other things that's a benefit to that is that when
13 we confiscate money with the federal sector -- they
14 can have 28 agencies. We have one. We get 80
15 percent of that money. So I believe in putting our
16 people, as long as they're working on the side of
17 the City of Philadelphia. But as I said, I will be
18 glad to come to City Council in a confidential
19 meeting and give you an update with names,
20 locations, everything of the drug things that happen
21 here in the City of Philadelphia. But we have taken
22 down numerous amounts of organizations.

23 COUNCILMAN ORTIZ: I have one question
24 for Mr. Dubow.

25 Mr. Dubow. It's related to the police.

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2 I see the two Bills in terms of monies that are
3 from, to. Could you give us a breakdown so we have
4 a better idea of what is the -- how the money is
5 going to be taken from departments? From what
6 department is the money going and being transferred
7 to the Police Department to be able to cover this?
8 And could you give us specifics, how much and what,
9 if any programs have been affected in terms of
10 health, DHS, whatever?

11 MR. DUBOW: Yes. For Fiscal Year '02
12 the money that went -- the from section is from
13 health -- that's for the nursing home. Census was
14 lower than the appropriation allowed for.

15 COUNCILMAN ORTIZ: That money is going
16 to the police request?

17 MR. DUBOW: Well, it's going to the
18 police. There are four items that are getting
19 money in '02, so all the money, all the from, is
20 going to those four items. So part of it goes to
21 police. Part of it goes to the First Judicial
22 District. Part of it goes to procurement and part
23 of it goes to commissioners. It's not one for one.
24 So there's three areas where all the money that
25 goes to those four agencies come from. That has no

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2 impact on service. It's just appropriation power
3 that was put in the Health Department in case the
4 census of the nursing home went up. It didn't go up
5 as much as we anticipated. The second item that we
6 took money from was fringe benefits line.

7 COUNCILMAN ORTIZ: But does -- go ahead.

8 MR. DUBOW: The fringe benefit line was
9 lower than we anticipated because there were fewer
10 employees because of the hiring freeze. And then
11 the rest comes from the debt service line, and so
12 that had no impact on service.

13 In '03, the money is essentially coming
14 from unanticipated grants line in the Finance
15 Department. So it's not coming from any
16 department's budget. So it's not being taken from a
17 department and it doesn't have an impact on service
18 in any other area.

19 COUNCILMAN ORTIZ: And what are those
20 grants?

21 MR. DUBOW: What that line is, it's
22 really to cover if there are unanticipated costs
23 that come up during the year. We move money from
24 that line over to the General Fund.

25 COUNCILMAN ORTIZ: Thank you.

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2 Thank you, Commissioner.

3 COUNCILWOMAN KRAJEWSKI: Thank you.

4 Are there any other questions of the
5 Police Department?

6 Commissioner, thank you very much for
7 coming in.

8 MR. JOHNSON: Thank you.

9 COUNCILWOMAN KRAJEWSKI: And all of you
10 fellows and ladies, too.

11 Mr. Dubow, I have a few other questions
12 for other departments. In the FY '02 testimony, you
13 state that the First Judicial District overspent the
14 child support grant over \$17 million. How is this
15 possible? Who is responsible for the oversight and
16 auditing of these types of grants? Does the City
17 Controller play any role in this when the audits --

18 MR. DUBOW: They get an appropriation
19 every year, just to answer the first part of the
20 question. The appropriation was in anticipation of
21 their getting a certain level of grant funding.
22 They didn't get that level. They spent the entire
23 appropriation and didn't get the entire level of the
24 grant. We in the Finance Department should have
25 done a better job of monitoring that than we did.

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2 So we have to take part of the responsibility for
3 the overspending happening. The Controller has kind
4 of a post expenditure function. They're auditing it
5 at the end of the year.

6 COUNCILWOMAN KRAJEWSKI: Does he audit
7 all of the funds? Someone from the Controller's
8 office was here.

9 MR. DUBOW: Yes, they have -- they were
10 here before. They do do some auditing. Yes, they
11 do.

12 COUNCILWOMAN KRAJEWSKI: What was the
13 original amount of the grant?

14 MR. DUBOW: They get about \$14 million a
15 year in that grant.

16 COUNCILWOMAN KRAJEWSKI: How can we be
17 sure that they haven't overspent on other grants
18 that they have been awarded? Is there anything
19 being done to make sure this error doesn't occur
20 again?

21 MR. DUBOW: Yes. We're doing two things
22 with them now. We are actually holding some of
23 their appropriations in reserve and we won't release
24 those if they go over their budget and --

25 COUNCILWOMAN KRAJEWSKI: Well,

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2 actually, don't they have an annual surplus?

3 MR. DUBOW: They have an annual surplus
4 in the General Fund. This is over in the Grants
5 Fund. And when you combine the two, they actually
6 have not really had a surplus the last couple of
7 years.

8 The other thing that we'll do is if
9 they're running up against their 100 appropriation,
10 we'll stop letting them hire under the grant.

11 COUNCILWOMAN KRAJEWSKI: Well, I don't
12 understand why isn't that money being used to pay
13 back a larger portion of the grant. What is the
14 current surplus?

15 MR. DUBOW: Well, part of what we did
16 this year, they ran -- they reported a five and a
17 half million dollar surplus in '02. In a typical
18 year, that would get transferred over to their Court
19 Improvement Account in the Administrative Office of
20 Pennsylvania Courts. But since they ran the
21 deficit, we did not transfer that over this year.
22 So we're counting that against the deficit that
23 they ran.

24 COUNCILWOMAN KRAJEWSKI: Any other
25 questions?

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2 (No response.)

3 Well, it's Public Property. Is anyone
4 from Public Property here?

5 MR. DUBOW: No. But if the questions
6 are about the security --

7 COUNCILWOMAN KRAJEWSKI: That's my
8 question.

9 MR. DUBOW: Yes. Rick Tustin is here.
10 He'll be able to answer those questions.

11 COUNCILWOMAN KRAJEWSKI: Good
12 afternoon.

13 MR. TUSTIN: Good afternoon,
14 Councilwoman.

15 COUNCILWOMAN KRAJEWSKI: State your
16 name for the record, please.

17 MR. TUSTIN: My name is Rick Tustin
18 and I serve as the Director of the Capital Program
19 Office for the City of Philadelphia.

20 COUNCILWOMAN KRAJEWSKI: What security
21 measures are being implemented so far and who did
22 the work and how much has been spent?

23 MR. TUSTIN: Okay. The original request
24 for City Hall in particular was \$6.5 million.

25 COUNCILWOMAN KRAJEWSKI: Beg your

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2 pardon?

3 MR. TUSTIN: \$6.5 million for additional
4 security for City Hall. That money will be spent on
5 15 projects, individual projects. What we have done
6 so far is we have taken two projects and we've
7 completed them, which is the installation of a steel
8 bollard system that rings the perimeter of City Hall
9 in order to restrict traffic from getting onto the
10 apron. And I know that also requires another level
11 of enforcement as well. Because along with those
12 bollards, there are areas that have been left open
13 for gates that need to be left open for access by
14 sanitation trucks for picking up trash from the
15 building, as well as other areas for access to
16 certain corners of the building.

17 COUNCILMAN NUTTER: Excuse me.

18 MR. TUSTIN: The other thing that's
19 being completed --

20 COUNCILMAN NUTTER: Excuse me, Mr.
21 Tustin. I'm sorry. Excuse me.

22 COUNCILWOMAN KRAJEWSKI: Councilman
23 Nutter.

24 COUNCILMAN NUTTER: Thank you, Madam
25 Chair.

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2 Is that what those bollards are for?

3 MR. TUSTIN: Those bollards are intended
4 to keep traffic, vehicular traffic in particular,
5 off the apron.

6 COUNCILMAN NUTTER: Wow. I didn't
7 realize that. I thought they were primarily
8 decorative. Did you pick the color? And who
9 decided about the yellow chain? Where did that idea
10 come from?

11 MR. TUSTIN: Well, the color was
12 actually approved by the Historic Commission.

13 COUNCILMAN NUTTER: Really? Is there,
14 like, government green or something?

15 MR. TUSTIN: Well, it was a close match
16 to what the existing bollards were on the north side
17 of City Hall. And as we do with any capital
18 project, Public Works project, we need approval from
19 the Historic Commission for anything relating to
20 this building.

21 COUNCILMAN NUTTER: So people actually
22 sat around and thought about this?

23 MR. TUSTIN: Absolutely. As far as the
24 chains go, Councilman, the chains are a temporary
25 way of closing off those areas where we will have

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2 permanent gates in the future, and the Department of
3 Public Property provided those chains. I don't know
4 if that was the only color available at the time.

5 COUNCILMAN NUTTER: No, they painted
6 them.

7 MR. TUSTIN: Oh, did they?

8 COUNCILMAN NUTTER: I saw some guys out
9 there one day, yeah. And there's one on the
10 Market Street side that I found particularly
11 intriguing. That one has -- apparently a part of
12 the feature is a milk crate is apparently part of
13 the security feature designed into the chain. I
14 don't really understand it. You might want to
15 check it out. I'm not really sure.

16 MR. TUSTIN: I'll have to discuss that
17 with the --

18 COUNCILMAN NUTTER: I always thought of
19 milk crates up on poles as a part of a basketball
20 operation.

21 COUNCILMAN MARIANO: Councilman, was the
22 milk crate approved by the Historic Commission?

23 COUNCILMAN NUTTER: Well, I'm not sure,
24 Councilman. I think that's an issue that needs to
25 be raised.

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2 MR. TUSTIN: I actually don't think that
3 was approved since it's a temporary measure and they
4 don't have to approve temporary measures.

5 COUNCILMAN MARIANO: The Councilman and
6 I collect -- between us, we collect wooden milk
7 crates. We're planning to make -- remember the
8 scooters?

9 COUNCILMAN NUTTER: Yes.

10 COUNCILMAN MARIANO: Instead of
11 skateboards, we're going to use the scooters.

12 COUNCILMAN NUTTER: What's that new
13 human thing that you ride around? Way before they
14 came along, you just got a milk crate and a couple
15 wheels and nailed them together.

16 MR. TUSTIN: The predecessor to the
17 skateboard. I think they were --

18 COUNCILMAN MARIANO: It was called a
19 scooter. The bottle caps. Councilman has a bottle
20 cap collection. I have the skates.

21 MR. TUSTIN: When we provide the
22 permanent gates at that location, we'll donate those
23 boxes to your office, if you'd like to hold on to
24 those.

25 COUNCILMAN NUTTER: Did you ever shoot

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2 tops? No, I'm sorry.

3 Thank you, Madam.

4 COUNCILMAN MARIANO: Could I follow-up
5 on the Councilman's question on that line?

6 COUNCILWOMAN KRAJEWSKI: Yes.

7 COUNCILMAN MARIANO: Rick, when they do
8 get to where they're going -- I mean, many times my
9 staff brings someone in, say, a priest or a rabbi or
10 a clergyman, and sometimes they're older, and we
11 like to drive up on the pavement. Now we can't do
12 that. Will there be, like, a gate where maybe we
13 can have a car? Because we're not allowed to park
14 there anymore. The Inquirer made sure of that. So
15 that's fine.

16 MR. TUSTIN: I think the intent is to
17 have controlled access to the apron. The Department
18 of Public Property is a responsible party for
19 monitoring that. And if you have visitors that you
20 need to have come into the building and you need to
21 have access to the apron, I'm sure a phone call to
22 their department, they would be available to open
23 the gate to let people come in to make deliveries
24 and then close it after they leave.

25 COUNCILMAN MARIANO: And, Rick, along

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2 that line, controlled access is great. This isn't
3 a shot at you; please don't take it that way. About
4 two weeks ago someone broke in my office. Will it
5 be as controlled as that? Because anybody walks
6 around in here. If they come in any other door but
7 there, nobody knows about it.

8 MR. TUSTIN: I don't know --

9 COUNCILMAN MARIANO: There's controlled,
10 and there's controlled.

11 MR. TUSTIN: Correct. Part of a long
12 range plan -- or not even a long range plan, but the
13 immediate plan for security for City Hall's part of
14 the \$6.5 million is not just for bollards around the
15 exterior of the building. It's to limit access into
16 the building and control it so that people can come
17 in through only specific points. In addition to
18 that, there will be monitoring devices on each floor
19 in each hallway that will all be tied back to a
20 central control.

21 COUNCILMAN MARIANO: Can I ask this?
22 When this security happens, will there, by any
23 chance, be a program that eliminates anyone from the
24 building, trades getting in here, like a profiler?
25 This guy is with the building trades, he's white,

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2 he's with the building trades, he may not live in
3 Philadelphia. Besides the jackets, will there be
4 anything like that?

5 COUNCILWOMAN KRAJEWSKI: Councilman.

6 COUNCILMAN MARIANO: No, that's serious
7 a question. I need that for the record, because
8 nobody wants a profiler --

9 MR. TUSTIN: There's a serious answer,
10 too. The Department of Public Property is also
11 responsible for people that come into the building
12 to perform construction work or any kind of related
13 work. They should have a list of the individuals
14 and the laborers that are on the job and where they
15 are located in the building. So that kind of
16 information should be available if you need that.

17 COUNCILMAN MARIANO: Thank you.

18 COUNCILWOMAN KRAJEWSKI: That was going
19 to be my question. What future security measures
20 have to be implemented?

21 MR. TUSTIN: There are many more
22 security measures that we anticipate implementing.
23 Right now we have under design enhancements to the
24 elevators within the building. So not only will we
25 be able to improve the service of elevators, but

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2 also provide security as part of that elevator
3 itself. We're looking at --

4 COUNCILWOMAN KRAJEWSKI: If the
5 elevators work, you know, because sometimes you
6 stand there for 10 minutes.

7 COUNCILMAN NUTTER: They're actually
8 going to work; that's the enhancement.

9 MR. TUSTIN: Our hope is that they do
10 work very well. Where is Andy Perez when I need
11 him?

12 COUNCILWOMAN KRAJEWSKI: Are these
13 projects bid out, Rick?

14 MR. TUSTIN: I think I should have
15 stepped out and left Andy in here.

16 COUNCILWOMAN KRAJEWSKI: Are they bid
17 out to the procurement, these projects?

18 MR. TUSTIN: The elevators are in the
19 design process right now. They should be bid out
20 shortly, and so that, hopefully, in the early spring
21 we'll start to see that work being done on the
22 elevators.

23 In addition to that, we have a firm on
24 board now doing design, looking at the entrances
25 into the building, which entrances should have

We're going to restrict access through a card access system and a back-up camera system, all tied back to a central command center that will be manned 24 hours a day, seven days a week. So that not only will they know when you come in that door, but they'll have a video of that as well.

COUNCILWOMAN KRAJEWSKI: When do you think this is going to be on its way and completed? Do you have an idea?

MR. TUSTIN: Well, we have it under

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2 design now. As I said, we have 15 -- we've broken
3 it into 15 small design packages because we'd like
4 to do each one simultaneously so that we can get the
5 work started earlier rather than later. We would
6 expect that you'll start to see some of these
7 improvements in early spring.

8 COUNCILWOMAN KRAJEWSKI: Again, I'll
9 ask the question. Are these projects, are they bid
10 out of the procurement or the Capital Program? What
11 role do you play in this?

12 MR. TUSTIN: Our office is responsible
13 for overseeing the design and putting the packages
14 together. Once the bid packages are together, they
15 go to the Procurement Department, who then is
16 responsible putting them out. They will all be
17 Public Works contracts.

18 COUNCILWOMAN KRAJEWSKI: Thank you,
19 Rick.

20 MR. TUSTIN: You're welcome.

21 COUNCILWOMAN KRAJEWSKI: Are there any
22 other questions? Are there any other questions for
23 any departments from the Members of Committee?

24 COUNCILWOMAN KRAJEWSKI: Councilman
25 Mariano.

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2 COUNCILMAN MARIANO: On 020731, I was
3 wondering if someone from the Council President's
4 Office can come here and answer some questions I may
5 have about the \$1,500,000 for legal work? Can we
6 have someone, maybe the Council President or Charlie
7 McPherson?

8 COUNCILWOMAN KRAJEWSKI: I'm sorry,
9 Councilman. What did you say?

10 COUNCILMAN MARIANO: On Bill No. 020731,
11 I have some rather serious questions about the one
12 --

13 COUNCILWOMAN KRAJEWSKI: And you want
14 to question Mr. McPherson?

15 COUNCILMAN MARIANO: Or the Council
16 President. Whoever is available. Or their
17 designee.

18 MR. DUBOW: Are there going to be any
19 questions for the Health Commissioner or the Human
20 Services Commissioner?

21 COUNCILWOMAN KRAJEWSKI: No. If there
22 are no other questions for any other department,
23 they're free to go. Thank you very much.

24 COUNCILWOMAN KRAJEWSKI: I believe it's
25 just the Law Department. Is someone here from the

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2 Law Department?

3 MR. DUBOW: Yes. Just Budget and Law.

4 COUNCILWOMAN KRAJEWSKI: The Committee

5 on Appropriations will stand in recess until

6 tomorrow morning at 9 a.m. Thank you.

7 (Council adjourned at 1:08 p.m.)

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C E R T I F I C A T I O N

I HEREBY CERTIFY that the foregoing
proceedings of the Council of the City of
Philadelphia of December 4, 2002, were reported
fully and accurately by me, and that this is a
correct transcript of the same.

RE: COMMITTEE ON APPROPRIATIONS

Lisa C. Bradley, RPR
and Notary Public