COUNCIL OF THE CITY OF PHILADELPHIA

COMMITTEE OF THE WHOLE

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

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

BILLS 140144, 140145, and 140146
RESOLUTION 140159

- - -

1

2   COUNCILMAN JONES: Good

3   morning, everyone. This is a public

4   hearing of the Committee of the Whole

5   regarding Bills No. 140144, 140145,

6   140146, and Resolution No. 140159.

7   Ms. Lewis, we'd like you to

8   please read the titles of the bills and

9   resolution.

10   MS. LEWIS: Bill No. 140144, an

11   ordinance to adopt a Capital Program for

12   the six Fiscal Years 2015 through 2020

13   inclusive.

14   Bill No. 140145, an ordinance

15   to adopt a Fiscal 2015 Capital Budget.

16   Bill No. 140146, an ordinance

17   adopting the Operating Budget for Fiscal

18   Year 2015.

19   And Resolution No. 140159,

20   providing for the approval by the Council

21   of the City of Philadelphia of a Revised

22   Five Year Financial Plan for the City of

23   Philadelphia covering Fiscal Years 2015

24   through 2019, and incorporating proposed

25   changes with respect to Fiscal Year 2014,

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

 2    which is to be submitted by the Mayor to

 3    the Pennsylvania Intergovernmental

 4    Cooperation Authority (the "Authority")

 5    pursuant to the Intergovernmental

 6    Cooperation Agreement, authorized by an

 7    Ordinance of this Council approved by the

 8    Mayor on January 3rd, 1992 (Bill No.

 9    1563-A) by and between the City and the

10    Authority.

11              COUNCILMAN JONES:  Thank you

12    very much.

13              Good morning, everyone.

14              COMMISSIONER RAMSEY:  Good

15    morning, sir.

16              COUNCILMAN JONES:  You can

17    state your name for the record -- I'm

18    sorry.  Councilman O'Neill.

19              (Microphone not on.)

20              COUNCILMAN O'NEILL:  First, I

21    wanted to make that clear.  I don't want

22    you getting nervous in your position

23    there replacing the President.

24              I have a firefighter plaque

25    dedication of two firefighters in my
```

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

 2      district, Firefighter Daniel Sweeney and

 3      Lieutenant Robert Neary.  The dedication

 4      is at their firehouse at Castor and

 5      Kensington.  I'll be going there.

 6      Fortunately, the Commissioner and I had a

 7      chance to talk today about some of the

 8      questions I would have been discussing

 9      and he answered them fully as well as

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

11      leave any questions with you to ask.

12      Okay?

13                COUNCILMAN JONES:

14      Councilman --

15                COUNCILMAN O'NEILL:  Thank you.

16                COUNCILMAN JONES:  -- you can

17      reach me by text if you need to.

18                COUNCILMAN O'NEILL:  Thank you.

19                Thank you, Commissioner.

20                COUNCILMAN JONES:  Thank you.

21                Commissioner, please state your

22      name for the record and begin your

23      testimony.

24                COMMISSIONER RAMSEY:

25      Mr. Chairman, good morning to you.
```

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

 2   Charles H. Ramsey, Police Commissioner,

 3   Philadelphia Police Department. With me

 4   to my right is First Deputy Commissioner

 5   Richard J. Ross, Jr. and to my left is

 6   Deputy Commissioner William Blackburn,

 7   who heads our Support Services section.

 8   Sir, we have submitted our

 9   testimony for the record, and with your

10   permission, I will not read the

11   testimony. I want to save as much time

12   for questions as possible, but I would

13   like to make a brief statement, and that

14   is to thank the men and women of the

15   Philadelphia Police Department at all

16   levels for the outstanding job they did

17   last year and into this year so far in

18   terms of crime fighting. I also want to

19   thank members of the community and clergy

20   and others that have helped and members

21   of the Council, in particular those that

22   have councilmanic districts. I know

23   about the close relationships that you

24   have working with your district captains.

25   I get a lot of feedback on that, and I

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2     know that you've been very supportive and
 3     helpful in our efforts to make the
 4     streets of our city as safe as we
 5     possibly can.
 6               So I just wanted to say that
 7     and to thank everyone, because without
 8     that support, without that assistance, we
 9     would not see the kinds of improvements
10     that we have been able to see here in
11     Philadelphia.
12               COUNCILMAN JONES:  Thank you
13     for your comments, Commissioner.  Please
14     proceed.
15               COMMISSIONER RAMSEY:  With
16     that, I'm willing to take any questions
17     you may have.  We're happy with our
18     budget, so we don't have any issues
19     there, so...
20               COUNCILMAN JONES:  I think that
21     might be a first in these Chambers
22     where --
23               COMMISSIONER RAMSEY:  We'll
24     make it happen, sir.
25               COUNCILMAN JONES:  Well, a
```

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

 2   couple of things. And I guess we are

 3   honored by the fact that we do have a

 4   good working relationship. I talked to

 5   other members in this body, and they

 6   know, many of them, know their police

 7   captains by their first name and

 8   definitely know their cell phone numbers

 9   and aren't afraid to use it. Me in

10   particular, I have two -- actually, three

11   great captains in the 39th, the 5th, and

12   the 19th. I work most closely with

13   Captain Bologna of the 19th, who has

14   never not returned a call and never --

15   you know, he does say no, but his no's

16   come quicker than even his yes's, and

17   that is comforting in my ability to deal

18   with the many issues that we have.

19   So we appreciate the

20   cooperative relationship, and together, I

21   think we can make a difference.

22   A couple of quick questions.

23   So how are we doing by way of crime

24   stats? We have the written testimony,

25   but could you highlight.

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

 2   COMMISSIONER RAMSEY: With our

 3   crime numbers?

 4   COUNCILMAN JONES: Is crime

 5   down?

 6   COMMISSIONER RAMSEY: Well, so

 7   far this year, sir, we're down in every

 8   category of crime. We have a slight

 9   uptick in homicides. We have a 10

10   percent increase over last year, which is

11   six more murders this year than we had

12   last year. And as you recall, last year

13   was a record year in terms of the number

14   of murders, the lowest number since 1967.

15   We had a very unfortunate set of

16   circumstances to start us off. We had

17   one triple homicide. We had, I believe,

18   four double homicides. But things have

19   slowed down a bit, and we'll continue to

20   push forward.

21   Our shootings are down.

22   Burglary, robbery, every other major

23   category of crime, Part I crime, down I

24   believe 8 percent over this year -- last

25   year rather and shootings down some 12

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

2   percent.

3   So we're continuing to make

4   progress. If you compare fiscal year,

5   our numbers are actually down from the

6   fiscal year of last year 10 percent, what

7   it was in FY13. So we're continuing to

8   make progress. We're not satisfied

9   obviously, but we're continuing to push

10   forward.

11   COUNCILMAN JONES: So I'm going

12   to yield to Councilman Greenlee and then

13   come back. I have a series of questions

14   just on the drilling down into the

15   details.

16   Councilman Greenlee.

17   COUNCILMAN GREENLEE: Thank

18   you, Mr. Chairman.

19   Good morning, everyone.

20   (Good morning.)

21   COUNCILMAN GREENLEE:

22   Congratulations on all you've done and

23   continue to do in fighting crime in the

24   City.

25   As far as recruitment of

2   officers, have you seen any changes in

3   how you're approaching that or how has

4   that been generally going, particularly,

5   say, reaching outside?

6   COMMISSIONER RAMSEY: We have

7   seen changes, sir, and we've been

8   struggling. I've been in touch with

9   police chiefs across the country and

10   we've had a lot of discussions around

11   recruitment, and everyone seems to be

12   struggling. Baltimore was with us last

13   week for a couple of days visiting our

14   crime briefing and our Realtime Crime

15   Center and the like, and they're having

16   problems as well.

17   We're trying to get to the

18   bottom of what exactly it is that's

19   causing the problem. We changed our

20   standards requiring 60 semester hours.

21   Don't know if that is the reason or not.

22   We have a list that will come from

23   Personnel. We have a large percentage of

24   people, 50 percent, sometimes more, that

25   don't show for the orientation even

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

2   though they've been invited. So you

3   can't get into the process if you don't

4   show for the orientation.

5   The state requires that we give

6   the physical up front. I watched the

7   hearing that I believe it was Personnel

8   when you asked the question, Councilman,

9   around that. The state requires that as

10   the beginning. So we have the

11   orientation. We do the physical fitness.

12   Believe it or not, that is not the area

13   where we lose most of the people. We

14   have a reading test we give. Only about

15   3 percent of people fail that. It's at a

16   9th grade level. And, by the way, the

17   state requirement by the end of the year

18   will be that it moved up to the 11th

19   grade in terms of reading comprehension,

20   which I don't know how that's going to

21   play out, but that is a change that will

22   take place. And then they begin to go

23   through the process, including polygraph,

24   background, things of that nature, and we

25   lose people along the way.

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

2   So we're looking at every

3   single phase to take a look at it to see

4   where people are being -- where we're

5   losing people and whether or not it's a

6   problem of standards being a little too

7   tight that would then unnecessarily

8   eliminate people.

9   Our goal has to be to get

10   people into the Department, but people of

11   quality into the Department. So it is a

12   balance there, and we're constantly

13   reviewing. For an example, we had raised

14   the age to 21. We lowered it back down

15   to 19. The reason being that many people

16   couldn't wait to get jobs by the time

17   they turned 21. They already had other

18   employment.

19   We recruit very heavily through

20   social media now. We visit -- we changed

21   our strategy in terms of where we go.

22   For an example, for recruiting

23   minorities, we have visited Cheyney State

24   University. We've visited several

25   different locations. I've personally

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

 2      gone out there, I went to Cheyney and

 3      made a presentation.  I've been to

 4      several different locations trying to get

 5      people interested in a career in law

 6      enforcement.

 7               Where we have found where we

 8      are losing -- and it depends.  We've done

 9      a study, and it's in our executive

10      summary, pre new requirements and post.

11      African American males we had the biggest

12      decline.  We went from 16 percent to 9.3,

13      but we had an increase in African

14      American females.  We had an increase in

15      Hispanics.  So it's kind of -- it's a

16      little uneven, and we've got to really

17      analyze and attack it in a way where we

18      can really make sure that we maintain our

19      diversity.

20               In 2007, just for an example,

21      34 percent of our department was African

22      American.  Today it's 33 percent.  So we

23      did lose 1 percent.  We don't want to

24      backslide in any of these areas.  It's

25      important we have a diverse workforce,
```

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

2   but it's also important we have a quality

3   workforce, and recruiting is critically

4   important, and we have a full-time staff

5   devoted to doing nothing other than going

6   out and recruiting. And I have been

7   personally going out with them on

8   numerous occasions, getting people

9   interested in a career in law

10   enforcement.

11   COUNCILMAN GREENLEE: I assume

12   most of the applicants are Philadelphia

13   residents when they apply or not

14   necessarily?

15   COMMISSIONER RAMSEY: Most of

16   them are, but now that we're able to

17   receive applicants from outside of

18   Philadelphia since that rule has been

19   changed, since you don't have to live

20   here a year before applying. And I also

21   noticed during Personnel the conversation

22   was how many people have moved out since

23   the --

24   COUNCILMAN JONES: Four hundred

25   and seventy-nine.

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

2   COMMISSIONER RAMSEY: Four

3   hundred and seventy-nine? But I'd also

4   like to mention 317 have moved in, and I

5   think you have to look at both sides of

6   that. So it's a net loss of 162, because

7   we've had people who did not live in

8   Philadelphia who applied that now had to

9   move into Philadelphia. So when we get

10   our numbers based on that, we took a look

11   at both, how many have we lost based on

12   the contract change that was won through

13   arbitration, but also the people we're

14   bringing in to our workforce that are now

15   moving in to become Philadelphia

16   residents.

17   So we're looking at both.

18   We're monitoring it and do all we can to

19   try to not lose folks.

20   COUNCILMAN GREENLEE: Thank

21   you. And just a second question on the

22   physical condition of the districts. I

23   know there's been some improvements to

24   some. How is that going?

25   COMMISSIONER RAMSEY: Well, I

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

2   also heard part of that conversation, and

3   we appreciate any help we can get in

4   terms of funding to help improve our

5   facilities. There is money in our

6   budget. We work through Public Property

7   and obviously the procurement process to

8   try to get repairs in many of these

9   facilities, but we do have aging

10   infrastructure that needs to be

11   addressed. Some can be repaired; some

12   perhaps just needs to be replaced. And

13   personally I think that a long-term plan,

14   five, ten-year plan, looking at ways in

15   which we can look at these properties and

16   see which ones we can invest in in terms

17   of just rehabbing because it's worth the

18   investment or flat out replacing and get

19   on a regular cycle where we can start to

20   make improvements. But there have

21   been -- from when I came here in 2008,

22   there has been improvement, but we still

23   have a ways to go.

24   COUNCILMAN GREENLEE: Okay.

25   All right. Thank you. Again, thank you

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

2   for all you do.

3   COUNCILMAN JONES: Very good

4   questions, Councilman.

5   COUNCILMAN GREENLEE: Thank

6   you, Mr. Chairman.

7   COUNCILMAN JONES: On that

8   note, I'd like to follow up. It is

9   encouraging to me that, A, you noticed a

10   drop-off and are addressing it

11   proactively. And that's always a good

12   indication for me as an elected official,

13   that a department head, a commissioner

14   sees a problem before we bring it up and

15   starts to address it in and of their own

16   means.

17   Some of the things that might

18   be helpful for us is, you know, maybe

19   next year -- or we don't have to wait

20   until next year once you gain a mastery

21   of why these numbers have shrunk down.

22   Some things we'd like you to consider.

23   Obviously arbitration that now says that

24   people have -- I don't think this is

25   arbitration. This is actually Human

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

2   Resources that says that they don't have

3   to live in the City of Philadelphia a

4   year prior --

5   COMMISSIONER RAMSEY: Right.

6   COUNCILMAN JONES: -- to

7   actually apply. I'd like to see what the

8   net effect of that has been. And, again,

9   I'll raise this again to the Fire

10   Department.

11   Is there somebody whose in a

12   surrounding county or as far away as

13   across the nation that says, Oh, this is

14   an excellent opportunity and I'll try my

15   hand at this, and if I win, if I pass the

16   test, then I'll figure out how I deal

17   with the residency issue within the six

18   months that's required and if that factor

19   is impacting obviously your end product,

20   which is your graduating class.

21   Or also it's my

22   understanding -- and you can correct me

23   if I'm wrong -- that individuals that are

24   from other parts of the Commonwealth that

25   are police officers now are being

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

2   scrutinized in a different way, because

3   there's an assumption that they've passed

4   some background issues and they are like

5   almost grandfathered in. I don't know

6   your process, so that's a question, not a

7   statement.

8   COMMISSIONER RAMSEY: Well, as

9   far as the lateral transfers go --

10   COUNCILMAN JONES: Lateral

11   transfers.

12   COMMISSIONER RAMSEY: -- we do

13   extensive backgrounds on them as well.

14   We're fully aware that there's sometimes

15   reasons why people want to leave one

16   agency and go to another. It's not

17   always based on opportunity. It could be

18   because they've had issues at the other

19   location. So we do check that. We check

20   with their Internal Affairs. We give

21   them a background check that's very

22   similar to what we give recruits.

23   COUNCILMAN JONES: So within

24   your process, we're going to want to look

25   at at each juncture what are the factors

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

2   net impact of that. And it's probably a

3   difficult thing to track, but we'll be

4   looking to see if you're paying attention

5   to that.

6   COMMISSIONER RAMSEY: Yes, sir.

7   We'll track -- we need to look at the

8   process from start to finish. Now, one

9   area that we need some assistance, and

10   we're working with City Personnel in

11   order to get this information, there is a

12   gap from the number of people who

13   originally apply to the list that we

14   actually receive at one point, and there

15   could be a couple thousand people. Let's

16   say 4,000 people apply. We get a list of

17   1,500. Well, that other group of people,

18   why were they not put on the list. Was

19   it because they didn't meet the academic

20   requirements? Is it because they filled

21   out the application in error?

22   I mean, I don't know the

23   reasons, and because a lot of our

24   information systems are still largely

25   manual, it is not that easy to extract a

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

2   lot of the kinds of information, because

3   we need that up front to make sure that

4   we aren't unnecessarily losing people on

5   the front end of the process, because

6   it's always been -- and I've been in

7   policing a long time -- where if 100

8   people apply, usually you get ten out of

9   that hundred. That's always been a very

10   low percentage of people that make it

11   through the entire process. But what I

12   found in the District when our

13   requirements increased to the 60 hours

14   and other types of things, that even

15   though we had fewer people, more people

16   actually went through the process

17   successfully. And I'm not seeing that

18   yet here. So the question is why is

19   that, because you would think that you'd

20   have maybe not as many people in the pool

21   but the pool would be richer, which means

22   that you'd get more people through the

23   entire process, and that's what we have

24   to analyze.

25   COUNCILMAN JONES: Another

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

2   question I would have on that is to what

3   degree does the Explorers program play a

4   part in qualifications that might be

5   deemed acceptable by participation in

6   that? And that, for those who don't

7   know, is the high school ride-along and

8   education process with the Explorers.

9   COMMISSIONER RAMSEY: We have

10   an excellent Explorer program. In fact,

11   we do have basic requirements of 60

12   semester hours, but we do have waivers.

13   One is for people who have gone through

14   the Explorer program for a couple of

15   years. That requirement is waived. They

16   have to be 19 years old, but they can

17   then go through the process of becoming a

18   police officer.

19   We put a class in Monday. Two

20   of those people were Explorers. I'd like

21   to see a higher percentage. I ask why we

22   don't have a higher percentage coming on

23   as Explorers, and the reason, which makes

24   sense, is that many of these youngsters

25   when they graduate from high school have

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

 2   to find jobs, and they're coming out of

 3   high school 17, 18 years old. They're

 4   not waiting until they're 19. They got

 5   to find employment.

 6   So I had a conversation with

 7   Deputy Mayor Gillison and the Mayor's

 8   Chief of Staff and just threw an idea

 9   out, which I'm going to put together a

10   short concept paper, about creating a

11   program that would be a gap where

12   Explorers -- and Explorers, as you know,

13   are all Philadelphia residents that are

14   part of the Explorer program. It's a

15   very diverse group of young men and

16   women. Where it would be similar to a

17   program I came through when I was a

18   youngster in Chicago, a cadet program,

19   where we actually were paid pretty much

20   minimum wage or close to it, but one of

21   the advantages was that your tuition

22   reimbursement, you were eligible for

23   that. So going to school, whether it's

24   community college or wherever you want to

25   go, that's where you really have an

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

 2        advantage.  And so you kill two birds

 3        with one stone.  You get kids that are --

 4        you're putting them in school.  You're

 5        giving them a period of time when they're

 6        earning some money, and then they can, of

 7        course, come on the job.

 8                Now, that hasn't been approved.

 9        I actually asked whether or not I could

10        even mention it during this Council

11        hearing, but he's very interested in

12        that, and I'm going to put together a

13        brief concept paper to see whether or not

14        that would be another way we can get our

15        Philly kids directly into the Department.

16                COUNCILMAN JONES:  If I may as

17        an add-on to that, one of the issues that

18        when I asked others about the Explorer

19        program is access.  If we could

20        regionally deploy that opportunity in

21        West Philadelphia, Germantown, South

22        Philadelphia where young people through a

23        high school, local high school, can

24        access that program, I think you'd have

25        greater participation in that.  So, for
```

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

2   example, let's pick one out of the sky,

3   Overbrook High School, which happens to

4   be my alma mater, but if there was a

5   regional West Philadelphia location, a

6   South Philadelphia location and others

7   where they could access that, working

8   with the School District, working with

9   educators in those high schools to create

10   a law enforcement curriculum, I think

11   that that will give us greater yield over

12   the Explorer participation.

13   Let me give you another reason

14   why I think that's important. What is

15   frightening to me is some of the

16   attitudes that I sometimes come across

17   about the view of law enforcement among

18   young people in particular. Now, when I

19   go to the MAC machine, I'm so glad to see

20   a car pull up, you know, and check on me,

21   but as young people, there is an outlaw

22   kind of perspective often that comes, and

23   I think a greater access to the Explorers

24   kind of changes that perspective among

25   their peers, and I think that that's

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

 2   another benefit of that.

 3   So if you could consider that,

 4   I think it will go a long way.

 5   COMMISSIONER RAMSEY: Yes, sir.

 6   We've taken a look at that, and there are

 7   a couple of things. One is a staffing

 8   issue. I currently have a corporal and

 9   two officers assigned, and they have 90

10   Police Explorers right now. To expand it

11   out and have things going on

12   simultaneously, we're going to have to

13   invest more resources in that, which

14   means I have -- you have to take from

15   other places. Possible, but just a

16   consideration.

17   Another aspect of what you were

18   talking about was really not part of the

19   Explorer program, but it reminds me of a

20   program that we had when I was in the

21   District that I didn't start, the School

22   District started. Anacostia High School,

23   which is in a very troubled part, a

24   challenged part of Washington, DC,

25   actually had for seniors something called

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

2   the Institute for Law and Justice, and

3   for high school seniors it was for extra

4   credit and so forth. They actually took

5   a lot of criminal justice-related courses

6   right there in high school. And I spoke

7   to those classes quite often, and it was

8   a very, I thought, good program to not

9   only change attitudes but get people at a

10   young age interested in perhaps a future

11   career in the criminal justice field.

12   Not just as a sworn; obviously forensic

13   science and there are a lot of different

14   areas of policing now that some

15   youngsters find very exciting.

16   And so I agree with what you're

17   saying, and I think that working with the

18   School District, perhaps we could come up

19   with something similar to that there.

20   And we'll look at whether or not we can

21   expand the Explorer program in terms of

22   location and to make it a little more

23   convenient, because right now everything

24   is up on State Road at the Academy.

25   COUNCILMAN JONES: One of

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

2   the -- and I'll pass on to Councilman

3   Goode, who is next. One of the things

4   that I truly appreciate that the Fire

5   Department does is in Randolph Skill

6   Center on Henry Avenue. They have a full

7   curriculum for young people, and it

8   actually prepares them to take the test.

9   And it just seems to me that whether or

10   not they go into that field of endeavor,

11   whether they go on in the military where

12   there are fire departments within

13   branches of the military is just an

14   exciting opportunity and glimpse into a

15   whole career for them. So the more we

16   can have those outlets, I think -- and I

17   understand that nothing happens without a

18   budgetary impact, but it's the kind of

19   investment that me personally as Chair of

20   Public Safety, I would be willing to try

21   to lobby my colleagues to invest in.

22   With that, the Chair recognizes

23   Councilman Goode.

24   COUNCILMAN GOODE: Thank you,

25   Mr. Chairman.

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

2   Good morning, Commissioner.

3   COMMISSIONER RAMSEY: Good

4   morning, sir.

5   COUNCILMAN GOODE: Good morning

6   to your deputies and team.

7   I was a few minutes late

8   because we were actually discussing and

9   debating the police recruitment issue in

10   my office, and so I want to dig a little

11   bit deeper. I heard the comment that

12   everyone is having a tough time with

13   recruitment. Are there any distinctions

14   between larger cities, smaller cities,

15   the sizes of forces? And I'm interested

16   in the supply and demand angles of labor

17   in terms of whether there are certain

18   type of people who want to work in large

19   cities and some who don't, whether there

20   are different problems in recruitment in

21   larger cities, whether it depends upon

22   the tour of duty, so to speak, in terms

23   of whether it's rougher to recruit in

24   larger cities, and all of that leading up

25   to two things. One, using a teacher

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

 2   analogy, there's some people who would

 3   prefer to teach in inner cities and some

 4   people prefer not. And it's just a

 5   simple choice for them in terms of what

 6   they want that experience to be like.

 7   And so I'm wondering about all

 8   of that, leading up to a question. Even

 9   though everyone is having a tough time

10   recruiting, who are our competitors and

11   what is our competition based upon?

12   COMMISSIONER RAMSEY: Well,

13   there are a lot of different factors, and

14   I'm President of the Major City Chiefs

15   Association, so I'm in touch with all the

16   major city chiefs around the country.

17   The bigger the City, the bigger the

18   problem, simply because of volume. We're

19   trying to get a class of 100, 150 in. A

20   small suburb may want two people. And so

21   it becomes a problem. The class we put

22   in Monday had 39 in it. The class before

23   that, I believe it was 35 or 38. The

24   class before that that my son is in is

25   like 48, 49. So we've had small classes.

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

2   This is a city that needs to be putting

3   in 100 at a crack.

4   So we're not reaching the goals

5   in order to get up to our budgeted

6   strength, and so that's a problem.

7   Some of it is pay in some

8   jurisdictions. In the District, the

9   biggest problem I had was competing with

10   suburbs that paid a little bit more. I

11   know New York has got that problem,

12   because New York's pay is fairly low

13   because of the size of their force. But

14   a lot of the surrounding suburbs, they

15   suck up a lot of their not only recruits

16   but veteran officers that lateral over

17   into other departments.

18   So it's a variety of reasons,

19   but we have to do a better job of

20   marketing and targeting. And that's what

21   we've really been focusing on, because

22   before we've always kind of -- people

23   came to us wanting to become cops. It's

24   not that easy now. So we've got to,

25   through social media, through

2   advertisement, we've got some work being

3   done for us pro bono from marketing,

4   coming up with the right kind of

5   brochures and how you really advertise

6   and things like that. Denise James and

7   her team has been very, very instrumental

8   in really leveraging social media to get

9   the word out to people.

10   So we've got to be a little

11   more aggressive in targeting the

12   populations that we're looking for,

13   particularly to maintain our diversity.

14   My biggest concern is the diversity more

15   than it is the numbers, because the

16   numbers have forced us to reorganize,

17   regroup, and do some things in that area,

18   re-shifting personnel, redeploying, but

19   it's the diversity part of it that really

20   does concern me to make sure that our

21   force is reflective of the community that

22   we serve. And that's where we're

23   struggling right now, particularly with

24   African American males. We've actually

25   had an increase in the African American

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

2   females. We've had an increase in the

3   Hispanics that have come on, but the

4   African American males, we went from 16

5   percent down to 9.3, and we got to nip

6   that in the bud so that our numbers can

7   remain at an acceptable level.

8   COUNCILMAN GOODE: So it is

9   size and geography and pay.

10   COMMISSIONER RAMSEY: Size,

11   geography, pay. It's all of the above

12   and the fact that a lot of our kids that

13   are graduating have a lot of

14   opportunities for them. A lot of them

15   want to get into the tech field,

16   technology field, and various other

17   things, and it just doesn't seem as

18   attractive as -- everybody wants to do

19   something with a computer or whatever.

20   So we've actually -- I've also

21   been recruiting and pushing forensic

22   sciences, for an example, which is a

23   highly skilled technical field to get

24   people -- and it's still part of our

25   department and very, very useful, but

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

2   it's not just about sworn. It's also

3   about getting quality people in these

4   other areas, biologists, chemists,

5   firearms examiners, things like that,

6   getting these kids early and getting them

7   into the workplace.

8   COUNCILMAN GOODE: Just lastly,

9   you talked about standards and the whole

10   play between lessening and toughening

11   standards and how that affects the

12   ability to recruit. How would you say

13   your standards compare regionally and

14   nationally in terms of how tough they

15   are?

16   COMMISSIONER RAMSEY: I think

17   nationally we're right about where most

18   cities are. New York, for an example,

19   has a 60-hour requirement, Chicago,

20   Washington, DC where I left. Some don't.

21   Some have where they give extra points.

22   LA, for an example, give extra points on

23   an exam for education as opposed to

24   having a flat standard. It kind of

25   varies, but we're pretty much about where

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

 2   many major cities are in terms of

 3   recruiting -- I mean the standards.

 4   We had a standard, for an

 5   example, unintended consequences, where

 6   we said three years of driving

 7   experience, which made sense because of

 8   the number of wrecks we had. I mean, you

 9   give a kid a Crown Vic with lights and

10   sirens and you wonder why you have a lot

11   of accidents. I mean, you know...

12   So we thought that was a good

13   requirement. We backed off it, simply

14   because a lot of these kids know how to

15   drive, but they can't afford the

16   insurance. Their parents can't afford

17   it, so they never get an official license

18   and go through the real process. They

19   know how to drive. So we said you just

20   need to have a valid license at the time

21   you apply.

22   So we want to constantly look

23   at our requirements, the consequences or

24   the impact it has, and if it's something

25   that can't be overcome, I'm willing to

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

 2     adjust it.

 3               COUNCILMAN GOODE:  Thank you,

 4     Commissioner.

 5               Thank you, Mr. Chairman.

 6               COUNCILMAN JONES:  Thank you,

 7     Councilman.

 8               The Chair recognizes Councilman

 9     Oh and then Councilwoman Bass.

10               COUNCILMAN OH:  Thank you very

11     much, Chairman.

12               Good morning, Commissioner.

13               COMMISSIONER RAMSEY:  Good

14     morning.

15               COUNCILMAN OH:  And deputy

16     commissioners.

17               (Good morning.)

18               COUNCILMAN OH:  First I have to

19     say that the Police Department in

20     Philadelphia has done an outstanding job.

21     It's almost hard to figure out any

22     conversation, because if it isn't great,

23     you're working on it, and everything else

24     is pretty great.

25               COMMISSIONER RAMSEY:  Thank
```

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

2   you.

3   COUNCILMAN OH: So let me just

4   ask a couple of things that I'm not

5   really clear on. I'm gathering that

6   there has been some change in the

7   recruitment standards. I understood it

8   used to be a higher age and two years of

9   college and three years of driving

10   experience. Is it different today?

11   COMMISSIONER RAMSEY: Yes, sir.

12   It's 19 years of age. It's still 60

13   semester hours, and a driver's license,

14   valid driver's license, at the time of

15   hire is what is required now. And

16   obviously now that's not -- that doesn't

17   include being able to pass a background

18   check and that sort of thing. Obviously

19   that's part of the process. But just to

20   be eligible to apply, those are the

21   requirements. Nineteen is what the

22   requirement was before. We just went

23   back to that requirement of 19.

24   COUNCILMAN OH: Is there any

25   consideration for prior military service?

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

2   COMMISSIONER RAMSEY: Yes.

3   COUNCILMAN OH: Okay.

4   COMMISSIONER RAMSEY:

5   Active-duty military, the 60 hours is

6   waived. Police Explorers that have been

7   in the Explorer program for two years is

8   waived. So, yes.

9   COUNCILMAN OH: What about the

10   National Guard? And I bring that up

11   because I had a young lady come to me who

12   is at one of our other government

13   entities who has just re-upped in the

14   National Guard, has a lot of experience

15   there, young, healthy, energetic, and she

16   just said, I can't get into the Police

17   Department, which is my goal, because I

18   can't really afford to go to college.

19   I'm working to support myself. And I

20   just wondered about National Guard

21   experience.

22   COMMISSIONER RAMSEY: Right now

23   National Guard is not part of that, but

24   many of our National Guard people have

25   done active duty because they've been

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

2   called up. So they would be eligible.

3   As we start to wind the wars down and

4   they are not deployed or put in an

5   active-duty status, then that's something

6   that certainly I could take a look at,

7   but right now the answer would be no,

8   unless they have been called up. The

9   majority of people in the National Guard

10   have done active-duty time. And we

11   define "active duty" based on the

12   military's definition of active-duty

13   service, which originally we thought was

14   based on years. Now it's how many days

15   you've been actually activated, I guess.

16   You were military, so you would know

17   better than me. But whatever it is the

18   military's definition for active-duty

19   service is what we use.

20   DEPUTY COMMISSIONER BLACKBURN:

21   I believe it's six months active duty or

22   deployed.

23   COUNCILMAN OH: Six months

24   active duty or deployed?

25   DEPUTY COMMISSIONER BLACKBURN:

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

2   Right.

3   COUNCILMAN OH: And that would

4   include?

5   DEPUTY COMMISSIONER BLACKBURN:

6   National Guard. You have to be deployed

7   for six months.

8   COURT STENOGRAPHER: I'm sorry.

9   Could you please speak in the microphone.

10   DEPUTY COMMISSIONER BLACKBURN:

11   The answer to the question is if they

12   were deployed for six months, active duty

13   for six months, then that would also be a

14   waiver.

15   COUNCILMAN OH: And so if they

16   were active duty; in other words, they

17   were full-time guard stateside, but they

18   will still be active duty.

19   COMMISSIONER RAMSEY: Yes. If

20   they're considered by the military active

21   duty, then the requirements are waived.

22   COUNCILMAN OH: Okay. All

23   right. Thank you very much.

24   Then just to note that there is

25   a bill that has passed the House that's

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

2   in the Senate which was introduced by

3   State Representative Ryan Mackenzie for

4   Pennsylvania to have a VET, vocational

5   education training system, which would

6   then allow for school districts like

7   Philadelphia to send its students to an

8   employer and, as part of their education,

9   get a certificate in that field and work

10   and get paid there. We simultaneously in

11   City Council passed a resolution for the

12   Education Committee and the Global

13   Opportunities Committee to also look at

14   VET, which is based on a European model,

15   and we are currently doing that. But the

16   Police Department would be eligible to

17   basically draw from the high schools and

18   to actually offer pay, and that would be

19   part of their education towards their

20   degree. And there is currently -- part

21   of that bill would be a $10 million

22   appropriation for reimbursing employers

23   or school programs, I believe.

24   COMMISSIONER RAMSEY: Good.

25   COUNCILMAN OH: So there's some

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

 2   support for what you're trying to do out

 3   there.

 4   And then finally, in terms of

 5   your recruiting efforts, particularly

 6   with programs like Soldier for Life and

 7   all these other programs that the

 8   military is now coming up with in

 9   anticipation of all the Armed Forces

10   members that are going to be leaving the

11   military, has there been any opportunity

12   to work with those type of organizations

13   in terms of directing outgoing military

14   towards the Philadelphia Police

15   Department?

16   COMMISSIONER RAMSEY: That

17   specific program by name I'm not familiar

18   with, but I can say that part of our

19   recruiting effort is reaching out to the

20   various military bases and making them

21   aware that we are hiring, advertising in

22   magazines and newspapers read by military

23   people and so forth. That's all part of

24   our recruiting campaign to try to get

25   more service people that would be willing

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

2   to come and relocate in Philadelphia into

3   the Department.

4   We have a lot of our officers

5   that are reservists or National Guard,

6   and they have actually served active duty

7   and come back. We had a meeting. I

8   brought together a small group of them to

9   talk specifically about how we can better

10   recruit from the military, because these

11   are people that are in the military, and

12   they gave us a lot of very, very good

13   information, which now we do, of course,

14   take advantage of and advertise and

15   recruit, you know, how do you go about

16   getting that population of people. So we

17   took advantage of the experience of our

18   own people in order to help us better

19   reach out to that population.

20   COUNCILMAN OH: Thank you very

21   much.

22   Finally, for my colleagues I

23   will note that the Police Department is

24   very active in its recruiting and

25   community efforts. Certainly I've seen

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

 2      the Commissioner at many locations, and I

 3      did see the First Deputy at the Indian

 4      American Christmas event up in the Far

 5      Northeast, and Deputy Commissioner

 6      Blackburn, of course, heads up the Asian

 7      American effort, and he is a known figure

 8      in Philadelphia's Asian American

 9      community.  And so thank you very much

10      for reaching out to all the nooks and

11      crannies of our city.

12                 Thank you, Chairman.

13                 COMMISSIONER RAMSEY:  Thank

14      you.

15                 COUNCILMAN JONES:  Outstanding,

16      Councilman.

17                 The Chair recognizes

18      Councilwoman Bass.

19                 COUNCILWOMAN BASS:  Good

20      morning.

21                 COUNCILMAN JONES:  Good

22      morning.

23                 COUNCILWOMAN BASS:  Thank you.

24                 Good morning, everyone.

25                 (Good morning.)
```

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

 2   COUNCILWOMAN BASS: I just had

 3   a couple of questions, and I wanted to

 4   start by thanking the Police Department

 5   for what I believe is a great working

 6   relationship that we have. I have three

 7   police districts located within the 8th

 8   District, the 14th, the 35th, and the

 9   39th, and I'm really proud of the

10   relationship that we have, all of whom

11   were newer captains probably last year

12   this time, but we have great working

13   relationships and meet on a regular basis

14   to really get in front of a lot of the

15   issues that we have in our district. So

16   I just wanted to, number one, thank you

17   for the hard work that you do.

18   I've been out with the

19   Commissioner and we've done the

20   ride-along and, you know, seen some stuff

21   up close and personal that as someone not

22   being a law enforcement official, you

23   might not realize some of the things that

24   you see that are going on that are

25   happening, but the Police Department are

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

 2   always out and always about. And so I

 3   just really want to thank you for that.

 4   COMMISSIONER RAMSEY: Thank

 5   you.

 6   COUNCILWOMAN BASS: And I did

 7   want to ask if you could go into a little

 8   bit more detail about DVIC. I was just

 9   curious about that and exactly what it

10   does, how it's funded, those sorts of

11   things.

12   COMMISSIONER RAMSEY: The DVIC,

13   as we call it, the Delaware Valley

14   Intelligence Center, is what is typically

15   referred to as a Fusion Center. It's

16   funded through the U.S. Department of

17   Homeland Security. We have within the

18   DVIC the Realtime Crime Center, which is

19   part of the Watch Center. The HIDTA, the

20   High Intensity Drug Trafficking Area

21   Watch Center, is co-located there. We

22   have a transportation desk where we have

23   representatives from SEPTA, Amtrak, and

24   our own department that are assigned

25   there on a full-time basis. Our Criminal

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

2   Intelligence Unit is over there as well.

3   But as information comes in; for an

4   example, there was a very serious event

5   that took place just outside of

6   Pittsburgh today at a school where there

7   were several --

8   COUNCILWOMAN BASS: Yeah,

9   unfortunately.

10   COMMISSIONER RAMSEY: --

11   students that were stabbed. The first

12   page I got was from the DVIC, because

13   they monitor not only what's going on

14   here, but anything that's going on

15   nationally. The information I got around

16   the Fort Hood shooting, for an example,

17   came through that. So that we're aware.

18   We have situational awareness of what is

19   taking place around the country. And so

20   as information, whether it's intelligence

21   or whatever it may be, comes in, that's

22   where it's dissected. We have a

23   representative from the U.S. Department

24   of Homeland Security that's there

25   constantly. The FBI is involved. Our

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

2   own people are involved obviously. So

3   the schools now. We monitor social

4   media, for an example. A lot of the

5   disturbances in schools start on social

6   media. I mean, it's amazing why -- it

7   starts over the weekend, back and forth,

8   back and forth, back and forth. Next

9   thing you know, Monday morning you got a

10   big fight in the cafeteria in the school,

11   and you're wondering what the heck is

12   going on. Well, what happened was all

13   the back and forth.

14   So when you start to see those

15   kinds of things, we're able to be more

16   proactive in terms of trying to get a

17   handle on it before it becomes a larger

18   problem.

19   So the Delaware Valley

20   Intelligence Center, it's a regional

21   operation. It is not just Philadelphia.

22   Southern New Jersey, Delaware, part of

23   Maryland actually all comprise the

24   Delaware Valley Region Fusion Center.

25   COUNCILWOMAN BASS: Okay. And

2   it sounds like it's a network of the

3   different agencies. So you said SEPTA

4   was involved, the schools, the School

5   Police, Department of Homeland Security,

6   the FBI, which for a while I think that

7   there was some concern or just things

8   that I had heard in terms of the Police

9   Department and the other law enforcement

10   officials not necessarily always

11   connecting, that the Police didn't always

12   talk to SEPTA, didn't always talk to PHA,

13   didn't always talk to the School Police,

14   didn't always talk -- so do you think

15   this is sort of the answer to that or

16   does it have a different mission?

17   COMMISSIONER RAMSEY: It is a

18   big part of that, and I think

19   communication between agencies is

20   actually very good, but being co-located

21   makes it even better. It makes it even

22   stronger. And so we're very pleased with

23   it. It's been open a little more than a

24   year. It's right at 20th and Oregon. If

25   you want to take a tour --

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

 2   COUNCILWOMAN BASS: Sure.

 3   COMMISSIONER RAMSEY: -- please

 4   let us know. We'll take you through it.

 5   You can kind of see it in operation.

 6   COUNCILWOMAN BASS: That would

 7   be great.

 8   COMMISSIONER RAMSEY: But we're

 9   very proud of it actually, and it's

10   really proven to be invaluable in terms

11   of information-sharing. They actually

12   have a product that they will produce

13   around different Homeland Security type

14   issues and so forth that gets out to law

15   enforcement to make us aware of some of

16   the things that may be going on in our

17   region or outside of our region but could

18   impact us at some future point in time.

19   COUNCILWOMAN BASS: Very good.

20   Very good. And the other question I had

21   for you is not -- I know the Police do a

22   lot. You have a lot of different roles.

23   And one of the questions I have is in

24   terms of blight, which, as we know,

25   really does have an effect on the

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

 2   criminal element and what's happening in

 3   the neighborhoods. And so where you see

 4   blight and where you see trash or homes

 5   that are neglected or abandoned, that's

 6   always sort of a draw for people who are

 7   up to no good.

 8   And so I didn't know if you and

 9   the Police Department had any specific

10   role in terms of working on

11   blight-related issues or is that

12   something that you might be open to to

13   work closer with maybe L&I or the Streets

14   Department or whoever might be required

15   to address those kinds of issues?

16   COMMISSIONER RAMSEY: Well,

17   there's two different things that I want

18   to mention. One is, we do have a

19   Neighborhood Services Unit that is able

20   to identify and help correct some of the

21   issues, abandoned cars, things of that

22   nature that are out there, fly dumping,

23   those kinds of situations. And I think

24   all of you have probably taken advantage

25   of contacting Neighborhood Services for

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

 2   certain things. But it's fundamental to

 3   our community policing strategy.

 4   You really were 100 percent on

 5   target when you said that blight creates

 6   an environment where crime can get a

 7   foothold, and when you think about it, it

 8   just makes sense. I mean, you got

 9   abandoned properties, you got abandoned

10   cars, you got a lot of trash, I mean, it

11   gives the appearance that people in the

12   neighborhood don't care. So, one,

13   criminals feel more comfortable coming

14   into that kind of environment. It also

15   gives them an opportunity to conceal some

16   of the stuff they're doing. I mean, the

17   guys selling drugs, you know, they may

18   not have the drugs in their pocket, but

19   it's in the potato chip bag that's

20   sitting over there in the vacant lot or

21   under a rock or whatever it might be.

22   You know, if you want to use dope, if you

23   can break into an abandoned house, you

24   know, that's a good place to do it and

25   not be concealed.

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

 2   So these are very important

 3   things that really I think support

 4   criminal activity in many of our

 5   neighborhoods, aside from just being

 6   unattractive and affecting property

 7   values and all the kind of things for the

 8   folks that happen to live in that area.

 9   So we do, through our community policing,

10   our police service areas, and the plans

11   that the lieutenants have to make out, we

12   really do focus and emphasize crime and

13   disorder type problems. So if you've got

14   an abandoned property, you got a nuisance

15   property, that's the kind of thing you

16   need to focus on, and then you need to

17   leverage L&I, the District Attorney

18   Office, all those different entities that

19   have the authority to go in and correct

20   it. And it has to be coordinated. So we

21   see it. We can provide the documentation

22   that it's in fact a nuisance property,

23   that there's criminal activity taking

24   place. So we're critical and we're key

25   to actually having that shut down at some

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

2   point in time, whether it's a blight or

3   even just a nuisance business or a

4   property.

5   So we really do try to focus on

6   that. And if you know about those kinds

7   of things, then if you let us know, we

8   can certainly get the documentation that

9   will be of assistance to L&I, the

10   District Attorney and others.

11   COUNCILWOMAN BASS: Very good.

12   Thank you very much.

13   Thank you, Mr. Chairman.

14   COUNCILMAN JONES: Thank you,

15   Councilwoman.

16   If I may, I want to briefly

17   follow up on one of your questions.

18   If you were giving a grade to

19   electronic surveillance, meaning cameras

20   and its connectivity to the DVIC Center,

21   we had an opportunity to go down to

22   Baltimore. We're going to do a followup,

23   Councilman Greenlee, Councilman Johnson,

24   Councilwoman Bass, myself, and anyone

25   else who wants to go. We're going down

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2     to actually observe the DVIC Center.
 3               How would you grade us compared
 4     to Baltimore, Chicago, and others on use
 5     of this technology?
 6               COMMISSIONER RAMSEY:  Well, I
 7     haven't seen Baltimore, but I visited
 8     Atlanta.  I've been in their command
 9     center.  New York, Chicago.  And I think
10     we're on fairly even par.  We have access
11     to about 1,600-plus cameras right now.
12     We have 218 that are City cameras, but
13     the rest are cameras that either SEPTA,
14     airport, we're working now with Temple,
15     Penn, Drexel so that we can have access
16     to those cameras.  Again, the cameras
17     that are in public space.  We're not
18     looking at interiors or whatever.  If
19     there were an active shooter situation or
20     something, certainly having the ability
21     to be able to connect quickly so we have
22     eyes inside the location, but other than
23     that, we're concerned about public space.
24               But access to 1,600 is
25     significant.  Could it grow?  Will it
```

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

2   grow? Yeah. But I think the private

3   camera network is the key to having

4   access to be able to -- coupled with the

5   locations that some of which you all have

6   identified, some that we have identified

7   where we have chronic problems and

8   strategically placing cameras in those

9   locations I think give us a strong

10   advantage. Our center has been open a

11   year and a half, and considering how

12   young it is, I think it's come an awful

13   long way. It's been invaluable in terms

14   of solving crime, having a record of

15   what's going on.

16   COUNCILMAN JONES: Could you

17   speak on that particular aspect of it. I

18   guess what we don't see is how effective

19   it may well be in you being able to do

20   your job, also the District Attorney, and

21   whether or not it is a factor in

22   apprehension and conviction. How is it

23   impacting that?

24   COMMISSIONER RAMSEY: It is a

25   factor. We have another program called

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2      SafeCam where we have encouraged private
 3      businesses, some of the fast food
 4      restaurants and things of that nature.
 5      We have 491 cameras, I think, that have
 6      signed up for SafeCam.  A lot of what we
 7      get are videos taken from inside of a
 8      store that perhaps it was a robbery or
 9      burglary or what-have-you, and we've been
10      able to -- you see it on TV where we put
11      it right out.  We put it on our YouTube
12      site, and we've had 120 arrests.  We've
13      posted 450 videos, 120 arrests thus far.
14      Some come from our City cameras.  If we
15      have a homicide or a shooting, our
16      Realtime Crime Center, right away what
17      they will do is check to see if there are
18      any cameras in that area, notify our
19      detectives.  Our detectives will pull
20      that footage to see whether or not we
21      caught the offenders going to the
22      location, leaving from the location,
23      whatever it might be.  We don't have a
24      crystal ball, so obviously you don't
25      always have a camera in the spot where it
```

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

 2   exactly took place, but it has proven to

 3   be very, very useful.

 4   COUNCILMAN JONES: I guess what

 5   we would love to have you do because it's

 6   so new is to start tracking that to see

 7   if the percentage of arrests and

 8   convictions is impacted by the use of

 9   this technology. And so if we're putting

10   up cameras -- and the last stat I think

11   we had, Councilman Greenlee, was 3,000

12   per camera. Is that about right?

13   COMMISSIONER RAMSEY: That

14   sounds about right for total

15   installation. Purchase, installation,

16   everything.

17   COUNCILMAN JONES: Right. So

18   let's say we're doing that. If we're

19   moving the needle in the right direction

20   by utilization of it and it's

21   attributable to an arrest and/or

22   conviction, then that's quantifiable. So

23   please keep us like informed. You had a

24   stat just now about 400 videos and then

25   resulting in 100 arrests or more.

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

2   COMMISSIONER RAMSEY: Yeah.

3   Now, those are videos that were posted on

4   our YouTube site or on our website and so

5   forth, and that resulted in 120 and,

6   again, almost 500 SafeCam registrations

7   thus far. And we map those, by the way,

8   in not only our Realtime Crime Center,

9   but on our desktops. You can actually

10   find out exactly where those cameras are

11   located so that if there's a crime scene

12   or whatever, it's easy to go to the map,

13   take a look at where the cameras are.

14   You still have to scan the area to see if

15   you've got a camera nearby that may have

16   captured whatever it is that took place.

17   COUNCILMAN JONES: I realize

18   the difficulty in having live eyes on all

19   cameras, but are we moving toward almost

20   virtual -- so in Baltimore, what we saw

21   was virtual patrols, and we were -- where

22   there might have been a dozen cameras

23   assigned to a retired officer, and they

24   were literally doing a virtual patrol.

25   How close are we to evolving to

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

2   that point?

3   COMMISSIONER RAMSEY: Well,

4   we're actually there. We have about 23

5   officers that are assigned down there,

6   limited-duty officers that aren't able to

7   go out on the street, but they're able to

8   do that. They're down at the Realtime

9   Crime Center, and we do have them -- they

10   will pick areas, especially areas that

11   are hotspots, and pan, tilt, zoom. They

12   can kind of move the camera around, take

13   a look at what's going on, alert the

14   patrol units out there in the field if

15   there's something they need to go by and

16   check out further and so forth.

17   COUNCILMAN JONES: We're real

18   excited about that.

19   COMMISSIONER RAMSEY: Yeah. So

20   that whole concept of both the DVIC,

21   Delaware Valley Intelligence Center, as

22   well as the Realtime Crime Center has

23   really, really paid off.

24   COUNCILMAN JONES: That's what

25   we wanted to hear, that the investment is

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

 2      actually paying off.

 3              The Chair now recognizes

 4      Councilwoman Brown.

 5              COUNCILWOMAN BROWN:  Thank you,

 6      Mr. Chairman.  Good morning.

 7              Good morning, gentlemen.

 8              (Good morning.)

 9              COUNCILWOMAN BROWN:  Let me

10      first echo --

11              COUNCILMAN JONES:

12      Commissioner, can you pull your mic

13      closer.

14              COUNCILWOMAN BROWN:  -- first

15      echo Councilman Oh's remarks and say

16      thank you, because we know you don't get

17      thanked enough for the important work

18      that you do but, more importantly, for

19      being so responsive repeatedly throughout

20      the year, both on the legislative side as

21      well as ideas that percolate where we can

22      call and bounce them off of you.

23              I first want to follow up to

24      Councilman Jones' questions regarding

25      cameras.  The question is, are business
```

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

2   owners and private property owners asked

3   or required to notify you if they have

4   cameras? Is there inventory of cameras

5   around the system? Is it voluntary? And

6   what has been your experience when you're

7   fighting crime, the assist of private

8   citizens that aid you in tracking down

9   the offenders?

10   COMMISSIONER RAMSEY: Well,

11   I'll also let the First Deputy jump in on

12   this one too, but it's voluntary in terms

13   of notifying us if you have a camera, but

14   when we go around now and we look and we

15   scan and we see a camera, if the business

16   is closed, we'll get there in the morning

17   and check with the store owner, and I'm

18   not aware of situations where they have

19   refused to let us look at the footage.

20   Rich.

21   FIRST DEPUTY COMMISSIONER ROSS:

22   First Deputy Ross.

23   In fact, most people are very

24   cooperative and it has yielded

25   significant results for us in cases that

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

 2   we probably would never solve, to be

 3   honest with you. I mean, some of these

 4   folks end up smiling for the camera, if

 5   you will, so it's a beautiful thing.

 6   But our detectives and our

 7   officers kind of know. That's one of the

 8   first things they look for. In fact,

 9   even when we did some things with Broad

10   Street, we did do an inventory to try to

11   glean what was up and down that corridor

12   so that we could make use of it. But

13   it's just helping us significantly. I

14   can't say enough about it.

15   COUNCILWOMAN BROWN: Okay,

16   then. Thank you for that.

17   As an update, I want to hear

18   from you, Commissioner, who your designee

19   will be on the ATMs, because we're not

20   done with that issue. We've moved back

21   to center because we know it has some

22   value to police departments, but we are

23   and expect to craft amendments to that

24   bill, but we want to do that in

25   deliberation with a member of your team,

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

2   the ATM phone.

3   COMMISSIONER RAMSEY: Yes,

4   ma'am. I know what you're referring to.

5   We sat down, had a couple conversations

6   with that, and it looks like something

7   that would be my good First Deputy here

8   would be the right person, and he's also

9   in a position not to refuse since he's on

10   camera and on TV and everything else.

11   It's a good time to give him that

12   assignment. But, no. He's the perfect

13   contact, because it affects citywide.

14   COUNCILWOMAN BROWN: Yes.

15   COMMISSIONER RAMSEY: And he

16   has responsibilities citywide. So Deputy

17   Ross.

18   COUNCILWOMAN BROWN: Okay,

19   then. Thank you. So we'll follow up

20   with you on that.

21   FIRST DEPUTY COMMISSIONER ROSS:

22   Absolutely.

23   COUNCILWOMAN BROWN: We're

24   still paying close attention to what

25   Baltimore is doing and how they're

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

 2   rolling it out since they're ahead of us

 3   on that.

 4   I was struck by your remarks

 5   and the challenges you're facing around

 6   recruitment and ideas for consideration,

 7   putting my former college recruitment hat

 8   on, where even then the challenge was

 9   getting young African American men to

10   come to my alma mater. So Boys Latin

11   School, David Hardy is the leader over

12   there, looks for opportunities like the

13   one you discussed to create where they

14   can work with you to create pipelines for

15   young men who opt not to go to college,

16   but want a promising career. So that's

17   one idea. I would suggest you reach out

18   to David Hardy there at the Boys Latin

19   Charter School.

20   I'm curious to know if there's

21   any working relationship with CCP.

22   COMMISSIONER RAMSEY: Yes.

23   First of all, Lieutenant Deborah Francis,

24   who is in charge of my recruiting and

25   today happens to be her oral boards for

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

2   captain, so that's why she's not here at

3   this point in time, but I will pass that

4   information on around Boys Latin.

5   We have a meeting scheduled

6   soon with the Community Colleges of

7   Philadelphia. I ran into the interim

8   President at an event about two weeks ago

9   and talked to her about sitting down and

10   coming up with a plan or strategy that

11   would also include developing a

12   curriculum to help people get the 60

13   hours that they need. Certainly

14   Community Colleges is far more affordable

15   than some of the other great universities

16   that we have here, but it's equally a

17   quality institution. But getting people

18   involved in that, I found that to be very

19   successful when I was in the District.

20   We had a partner with the University of

21   District of Columbia for something very

22   similar where kids went right out of high

23   school in there, went through that

24   program, and there's no reason why we

25   can't do that working closely with

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

2   Community Colleges of Philadelphia. And

3   she's agreed to a meeting, and that

4   should be within the next couple weeks

5   actually.

6   COUNCILWOMAN BROWN: Terrific.

7   Give me some additional

8   information on the Explorers program

9   around the matriculation rate and is that

10   working in a way that was envisioned?

11   COMMISSIONER RAMSEY: Well, the

12   Explorers -- I mean, it's a good program

13   for young men and women. We have 90

14   youngsters. They're all Philadelphia

15   residents, very, very diverse group of

16   youngsters that are part of the Explorer

17   program. There is a waiver for the 60

18   hours for those that have been Explorers

19   for a couple of years. I don't know if

20   you were here or not when Chairman Jones

21   mentioned trying to have it -- locate it

22   in more than one location, which

23   certainly we'll look at, but there's a

24   staffing component to that that I've got

25   to give some consideration to.

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

 2   COUNCILWOMAN BROWN: Of course.

 3   COMMISSIONER RAMSEY: But this

 4   last class we put in the Academy Monday,

 5   which was 39 new recruits, two of them

 6   were Explorers. I would like to see a

 7   higher percentage, but, again, I think

 8   we've got to work to bridge the gap that

 9   young people are having where they come

10   out of high school. Some are 17, 18

11   years old. That year in between, many of

12   them have to find jobs and they can't

13   wait around, and we lose some there.

14   So if we can come up with a way

15   in which we can keep them a little longer

16   and provide some support to them, whether

17   it's pay, whether it's tuition

18   reimbursement if they go to school,

19   whatever it might be, we can keep them

20   and keep them interested and then have a

21   stronger pipeline into the Department.

22   And these are all Philadelphians. These

23   are all Philadelphia kids that are part

24   of this program. But it's a good

25   program, but I think we need to take a

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

2   look and see how we can strengthen that

3   pipeline.

4   COUNCILWOMAN BROWN: Close that

5   gap. And so would not the Boy Scouts be

6   a natural pool of prospective young men

7   and women who could be considered for the

8   Police Department if a partnership was in

9   place given the philosophy of Boy Scouts?

10   COMMISSIONER RAMSEY: I don't

11   think we have anything right now. The

12   Explorers used to be part of that. I

13   don't think they are anymore. They're

14   separate and apart. It's a totally

15   separate program, but that's something we

16   can certainly take a look at.

17   COUNCILWOMAN BROWN: Okay.

18   Thank you also to your commitment that is

19   both demonstrated not only in what you

20   say but in what you do around the issue

21   of diversity and the tremendous progress

22   you've made with regards to bilingual

23   officers. I know in her absence,

24   Councilwoman Maria Quinones-Sanchez would

25   be pleased to hear that. So that needs

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

 2   to be acknowledged as well.

 3   Of course, in testimony

 4   Councilman Goode and I always pay close

 5   attention to what's happening on the

 6   MBE/WBE side. And so the Department

 7   testified that its participation goal for

 8   2014 was only 10 percent. "Only" is

 9   subjective. Far below OEO's recommended

10   goal for targeted minority participation

11   in City contracts. And this is on Page 8

12   of your testimony. In Fiscal Year 2013,

13   the Department's targeted goal was to

14   achieve 13 percent, and this goal was

15   reduced to 10 percent participation by

16   the Department. Can you discuss that and

17   just speak to your current strategy for

18   minority participation in departmental

19   contracting opportunities.

20   DEPUTY COMMISSIONER BLACKBURN:

21   Currently our rate -- Deputy Commissioner

22   William Blackburn.

23   Currently our rate is around

24   7.9.

25   COUNCILWOMAN BROWN: 7.9?

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

 2   DEPUTY COMMISSIONER BLACKBURN:

 3   7.9. Our goal was 10 percent. To be

 4   realistic, I don't believe we're going to

 5   reach that goal during this fiscal year

 6   of 10 percent. However, there are

 7   several contracts, upcoming contracts, in

 8   the third quarter that does have minority

 9   and women participation. One of the

10   contracts is -- I have four contracts

11   here that will have some minority

12   participation.

13   COUNCILWOMAN BROWN: Without

14   stating the potential vendors, can you

15   speak to the type of contract just for

16   our own background and understanding.

17   DEPUTY COMMISSIONER BLACKBURN:

18   The four contracts have to deal with some

19   specialized equipment that we have, and

20   it deals with -- one is the gunshot

21   detection system, which will have some

22   minority participation, and others have

23   to do with the forensics lab and their

24   participation too. But I don't believe

25   that we're going to reach that goal of 10

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2     percent at the end of the year.
 3               COUNCILWOMAN BROWN:  In view of
 4     the prospective ones that are in the
 5     pipeline?
 6               DEPUTY COMMISSIONER BLACKBURN:
 7     Even with the prospective ones in the
 8     pipeline, I don't believe we're going to
 9     reach that goal.  The universe of the
10     contracts was in excess of $5 million.
11     We've taken out over $4 million because
12     of -- there was no opportunities for
13     minority participation.  And out of that,
14     I believe it was around 400-and-some
15     thousand dollars, which only represented
16     46,000 total dollars in minority
17     participation, which was only two
18     specific contracts.  Most of that we got
19     from the psychologists.  Another one
20     was -- most of the psychologists are
21     female psychologists, and we get a very
22     high participation.  I believe it's about
23     50 percent, if not greater.
24               COUNCILWOMAN BROWN:  For
25     female?
```

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

  2   DEPUTY COMMISSIONER BLACKBURN:

  3   Yes, yes.

  4   And the other one had to deal

  5   with -- I believe it was some type of

  6   material supplies, some paper products

  7   that we got a small amount for minority

  8   participation.

  9   COUNCILWOMAN BROWN: Okay. I

 10   have a point of information for

 11   Councilman Goode.

 12   COUNCILMAN JONES: We knew that

 13   was coming.

 14   The Chair recognizes Councilman

 15   Goode.

 16   Councilman Johnson, please be

 17   patient. You're next.

 18   COUNCILMAN GOODE: I'm

 19   interested in knowing which contracts

 20   were excluded and, more importantly, what

 21   the process for exclusion was, whether

 22   you recommended it to OEO, whether OEO

 23   recommended it to you, whether it's a

 24   permanent exclusion, how often you will

 25   review that exclusion, those type of

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2     things.
 3               DEPUTY COMMISSIONER BLACKBURN:
 4     To my knowledge, the four that -- the big
 5     ones that were excluded, one was American
 6     Eurocopter, which was $4 million.
 7               COUNCILWOMAN BROWN:  American
 8     what?
 9               DEPUTY COMMISSIONER BLACKBURN:
10     Eurocopter.  That's for the new purchase
11     of a helicopter, which was through grant
12     money.
13               The second one was a drug scan,
14     which was approximately $670,000.  That's
15     drug scan and Omega Labs.  And they were
16     the two big ones, and that left us a
17     balance, when you extracted everything
18     out, it left us a balance of $642,000.
19     And out of that universe of 642, we only
20     got credit for $46,000.  We submit our
21     recommendations to the Procurement and
22     they set the ranges, sir.  We don't
23     particularly -- in some cases, it's the
24     lowest bidder that is selected.  So we
25     don't --
```

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

 2   COUNCILMAN GOODE: So it's not

 3   a permanent exclusion in terms of goods

 4   and services you're procuring, but in

 5   this annual process of looking at

 6   contracts, you excluded those specific

 7   contracts.

 8   DEPUTY COMMISSIONER BLACKBURN:

 9   Yes, sir.

10   COUNCILMAN GOODE: And so it's

11   not -- so next year if you're not

12   procuring another helicopter, those

13   numbers would be different and you might

14   be counting 100 percent of the contracts.

15   DEPUTY COMMISSIONER BLACKBURN:

16   Yes, sir. Yes, sir.

17   COUNCILMAN GOODE: Thank you.

18   COUNCILWOMAN BROWN: Do I still

19   have time?

20   COUNCILMAN JONES: Do you have

21   additional time? Could we --

22   COUNCILWOMAN BROWN: We could

23   do the round-robin. I'm good.

24   COUNCILMAN JONES: We're going

25   to let Councilman Johnson get in a little

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

 2   bit, and be ready for the second round.

 3   COUNCILWOMAN BROWN: Thank you.

 4   COUNCILMAN JONES: The Chair

 5   recognizes Councilman Johnson.

 6   COUNCILMAN JOHNSON: Thank you,

 7   Mr. Chairman.

 8   Thank you for being here,

 9   Commissioner, staff, Mr. Ross, Blackburn,

10   and thank you for your service to the

11   City. I think you're doing an

12   outstanding job with your team.

13   Just a couple questions. In

14   regard to staffing and addressing the

15   issue of overtime, between 2009 and 2013

16   it's estimated that more than 315 million

17   has been distributed for overtime pay.

18   Can you give us an idea of at what level

19   between the rank and file and the

20   supervisory level has that 315 million

21   been distributed to, and then also when

22   you talk about recruitment, how does

23   bringing -- I guess make a long story

24   short, are the workers being overworked

25   and you can split their overtime pay up

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

2   by either promoting more people or

3   bringing on more staff to do the level of

4   work that's being done based upon the

5   actual overtime?

6   COMMISSIONER RAMSEY: Well, I'm

7   going to also let Deputy Blackburn get

8   into some of the more detailed aspects of

9   your question as it relates to overtime,

10   but in 2009, 2010, '11 with the

11   recession, one of the impacts that it had

12   on us was not hiring for a period of

13   time, but we still had attrition, so our

14   numbers began to go down a bit. We are

15   today, for an example, 179 sworn under

16   strength.

17   In order for us to maintain our

18   effectiveness out there on the street,

19   we've had to target a lot of different

20   areas using overtime in order to bolster

21   the resources that we could devote to any

22   given area on a sustained basis. The

23   ranks that are most impacted would be

24   officers and detectives. There are some

25   supervisors, of course, that have been

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

2   receiving overtime. A couple in

3   particular in recent articles written and

4   so forth have been very high overtime

5   earners, and we're certainly looking into

6   that to make sure that all of that is

7   necessary for them to spend that much

8   time.

9   I do have an Overtime

10   Management Unit that I created a few

11   years ago that audits and monitors

12   overtime throughout the Department on a

13   regular basis, court overtime, the

14   discretionary overtime we use for

15   implementing our crime plan. For an

16   example, in the summertime when we have

17   various festivals and events taking

18   place, rather than pull people from

19   districts and lose that patrol strength,

20   sometimes we will augment with overtime.

21   So we have been under strength

22   now for several years, and we make up

23   that with a lot of targeted overtime.

24   But in return, we do monitor activity.

25   We do monitor what people are actually

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

2   doing, because we don't want to just put

3   money out there and not get any return on

4   the investment at all. Some of the

5   overtime is reimbursable, and whereas it

6   counts in our overall total, at the end

7   of the year we do get some of that money

8   back through reimbursable details and

9   things of that nature. If my memory

10   serves me correct, I think like 25

11   million was reimbursed last year. That's

12   just off the top of my head. But all of

13   that figures into overtime.

14   I'll let Deputy Blackburn get

15   into more detail around overtime. He's

16   got the numbers here.

17   DEPUTY COMMISSIONER BLACKBURN:

18   Just to add what Commissioner Ramsey

19   indicated, the abatement process, we

20   average about $13 or $14 million in

21   abatement. So looking at projected

22   numbers for Fiscal Year '14, we

23   anticipate spending about $67 million in

24   overtime, but the net after abatement

25   will be about $49 million. And we

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

 2   have -- in terms of collection, we

 3   collect about 90 percent of those cases.

 4   So overtime is generated with

 5   special events. It's generated with

 6   court overtime. It's generated with

 7   investigative overtime as well as crime

 8   plan money. We spend about $4 or $5

 9   million in crime plan money because, as

10   the Commissioner spoke about, we're about

11   179 officers down from our authorized

12   strength of 6,500, and that's taking into

13   consideration the 39 that we just put in

14   Monday. We're down about 220 as of

15   Monday. So that money is to offset.

16   It's strategically spent. It's based on

17   crime data, based on when the crime is

18   occurring, especially on weekends and

19   things of that nature.

20   COUNCILMAN JOHNSON: All right.

21   COUNCILMAN JONES: Councilman?

22   COUNCILMAN JOHNSON: Sure.

23   COUNCILMAN JONES: We might add

24   to the discussion, there was an FTI

25   report -- they're a consulting group --

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2     last year that looked at their overtime,
 3     and one of the things -- and this, I
 4     think, might be helpful -- is that when
 5     we calculate reimbursable, recapturable
 6     costs, when we do things, we do not
 7     include, according to them, the cost of
 8     benefits and other kinds of fringe
 9     benefits.  So in our rate, we're charging
10     approximately $50.45, when our actual
11     recapturable rate, if we did it the other
12     way, would be $61.89.  So is there a
13     reason why we don't charge for that?
14               And, Rebecca, feel free to come
15     up.
16               (Witness approached witness
17     table.)
18               DEPUTY COMMISSIONER BLACKBURN:
19     I think I can answer that.  During the
20     last fiscal year, there's been several
21     meetings where we increased that, where
22     it took into consideration the benefits
23     in two separate situations.  In fact,
24     it's supposed to generate in excess of a
25     million dollars because of that expense
```

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

 2   we took into consideration. That's

 3   what --

 4   COUNCILMAN JONES: Well, I'm

 5   glad you're following the report's

 6   suggestions, and that's a good thing.

 7   COUNCILMAN JOHNSON: And just

 8   one last follow-up question. In terms of

 9   operation, can you just give me an update

10   of your partnership with District

11   Attorney's Office, GunStat, our

12   strategies to specifically address the

13   issue of gun violence. You did a great

14   job last year. I know we're starting off

15   the year with a slight uptick. You know

16   it's about to get hot. So just give us

17   an overview.

18   But I had a conversation with

19   Seth Williams when he was in my office

20   about two weeks ago, and I've always had

21   this question. I know we can't pass gun

22   legislation here in the City of

23   Philadelphia. It's a state issue. I'm

24   also a strong advocate that there's no

25   gun factories in Point Breeze or Richard

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

2   Allen, so the guns are coming from

3   somewhere.

4   When we find a gun that a

5   person has, like they found the .45 last

6   night in the Chinese store, obviously

7   that young man y'all going to pursue had

8   the gun. When you go back to -- when the

9   gun comes back to the actual Police

10   Department and y'all do the whole CSI,

11   fingerprint, track back the gun and find

12   out who the owner is, what actually

13   happens? That's what I always get stuck

14   at. Like you find out -- because the

15   guns come from somewhere, and I know we

16   can't regulate gun control in the City of

17   Philadelphia, but I want to find out --

18   if I find out that this person claimed

19   they lost a gun, passed off the gun to

20   the young person, when you find their

21   name, do you just say we're going to call

22   you and say somebody killed somebody with

23   your gun and then they say, Well, I lost

24   it, you just let them go? I don't know

25   that process. I've been very confused

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

 2   about that since I arrived here.

 3   FIRST DEPUTY COMMISSIONER ROSS:

 4   Right. So, Councilman, I mean, you raise

 5   a good question. You actually raised a

 6   couple. So starting with the last

 7   question about guns. Obviously any time

 8   we recover a gun, we do an extensive

 9   investigation. We do a check, which we

10   run through the ATF, to determine all the

11   indicators that you were alluding to. We

12   also work very closely with the Attorney

13   General's Gun Violence Task Force, and

14   they are very good at going back and

15   dealing with issues that -- you used to

16   hear about straw purchasing all the time.

17   They do an exceptional job of dealing

18   with those issues in connecting dots.

19   Obviously you know about the gun laws as

20   well as everyone else here in Council and

21   how frustrating they are for us, but we

22   do not just take a gun, realize it's

23   stolen, and just drop the ball right

24   there. We take it as far as we possibly

25   can to connect as many dots as we

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

 2   possibly can. That's a frustrating issue

 3   for us. I mean, the guns in this

 4   Commonwealth that we're going to continue

 5   to deal with --

 6   COUNCILMAN JOHNSON: Just being

 7   clear and just from knowing the work that

 8   all of you do and knowing y'all on a

 9   professional level and just knowing what

10   y'all stand for in terms of doing your

11   job. So I know y'all don't actually drop

12   the ball, but I'm always looking for the

13   clarity, because that's probably like the

14   big question for me.

15   Obviously these guns are coming

16   from somewhere, and it's always that part

17   of trying to cut that pipeline off and

18   applying pressure to where the guns are

19   actually coming from.

20   FIRST DEPUTY COMMISSIONER ROSS:

21   Absolutely. And so that's something that

22   we work very hard to do in each and every

23   gun investigation.

24   You asked another question

25   about our collaboration with the DA's

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

2   Office, and we have a great one. I mean,

3   the DA actually did some very good things

4   in terms of establishing his geographic

5   prosecution, which has helped us

6   immensely. He has zone chiefs, which are

7   divisional captains, we work with very

8   closely. And what that helps us do

9   really is to zero in on people who are a

10   problem in a particular neighborhood.

11   And so they recognize the gravity of what

12   certain individuals are doing in the

13   neighborhood. They work very closely

14   with the detectives and the district

15   captains. So if Rich Ross is causing a

16   problem, that zone chief is able to

17   really use their leverage and prosecute

18   these cases to the fullest when they need

19   be.

20   I don't have to tell you about

21   focused deterrence. You know all about

22   that and what they're doing. Pretty much

23   there's not a week that goes by that I'm

24   not on the phone with the First

25   Assistant, Ed McCann, on some issue.

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

2   So we work very closely to try

3   to deal with issues, both internal and

4   those that deal with external issues, but

5   very good relationship.

6   COMMISSIONER RAMSEY: And if I

7   could just add something to that as well,

8   Councilman. We use a variety of

9   strategies depending on the issue that

10   we're dealing with. I mean, you

11   mentioned GunStat earlier. We've had

12   some success with that. Focused

13   deterrence in South Philly in that

14   particular area, that is something that

15   we use with some success. Foot beats,

16   where recruits come out, we put them out

17   in foot patrol in a lot of our hot areas,

18   has a huge impact on crime taking place

19   in public space. Directed patrols that

20   we use to put more officers in a

21   particular area, especially when we're

22   trying to avoid retaliation, because we

23   monitor these things very, very

24   carefully. We do an analysis on every

25   shooting, who the victim was, who the

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

2   potential shooter was, could there be a

3   gang nexus. If there is, you know

4   there's going to be retaliation. Who

5   within the opposing organization is most

6   likely to retaliate, where are they,

7   where do they hang, get the picture out,

8   make sure we make stops.

9   So we do a whole lot of things,

10   and I think that one of the things we all

11   have to bear in mind -- and it's been our

12   strategy -- is depending on what it is

13   that we're trying to deal with and get a

14   handle on, we have to have a variety of

15   strategies. I know that there are people

16   who think that perhaps focused deterrence

17   is the solution and -- no, no, I know

18   you're not, but it should go everywhere

19   and this, that, and the other. It's not

20   something that works everywhere. That's

21   not a knock on the program. It just --

22   if you go to the doctor with an ingrown

23   toenail, he's not going to give you

24   chemotherapy to solve it. So depending

25   on what ails you and whatever the crime

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

2   problem is, we're going to address it

3   with the appropriate strategy.

4   So all these things are

5   important. All of it works. All of it

6   makes a difference. And so that's the

7   approach that we try to take. We have a

8   great relationship with the District

9   Attorney's Office and their people. The

10   First Deputy is on the phone with the

11   First Assistant almost every day around

12   different issues that we have to deal

13   with. So it's a very close working

14   relationship. CJAB has been very

15   effective in bringing together courts,

16   corrections, police, prosecutors,

17   everybody once a month. We're going to

18   have a retreat soon on that. So we've

19   got good working relationships.

20   COUNCILMAN JOHNSON: What's the

21   percentage of officers that you put on on

22   the street on beats?

23   COMMISSIONER RAMSEY: Well, the

24   largest --

25   COUNCILMAN JOHNSON: And I know

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

2   you said the new recruits, you get them

3   fresh, you put them out there.

4   COMMISSIONER RAMSEY: All of he

5   recruits go out and they all start on

6   foot patrol. They do anywhere from six

7   months to a year on foot patrol. The

8   bulk of our personnel is in patrol. And

9   we distribute our manpower based on crime

10   analysis, quite frankly. We've got to

11   beef up some areas. The next class

12   coming out, we already know areas of the

13   City where we're going to need to put

14   some additional personnel, because we do

15   an analysis of crime trends and we know

16   that certain areas start to experience

17   problems at different times of the year.

18   COUNCILMAN JOHNSON: Are you

19   allowed to -- well, you're allowed

20   because you're the Commissioner. Do you

21   ever shift officers from areas where,

22   let's say, there's not a whole lot of

23   crime to areas where there are

24   high-impact crime?

25   COMMISSIONER RAMSEY: Yes. We

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

2   will utilize Highway Patrols, Strike

3   Force. Neighborhood Services we actually

4   deploy, especially during the summer

5   months, for crime patrol. So, yes, we do

6   make adjustments with our citywide units

7   primarily rather than actually pull

8   personnel from one district, because you

9   need basic staffing too. So we use

10   specialized units primarily for that, but

11   they're mission oriented. We give them a

12   specific grid, every district. Deputy

13   Bethel had a system that started last

14   year where we had every district identify

15   a grid, an area. Didn't have to be

16   violent crime, could be burglary, could

17   be theft from auto, could be anything.

18   And the captain in those respective

19   districts, their task was to win that

20   area and to deal with the crime with the

21   resources that they already have, and if

22   they need additional help, then that's

23   where the specialized units come in to

24   really get in those grids and tap it

25   down.

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

2   COUNCILMAN JOHNSON: Okay.

3   Thank you.

4   COUNCILMAN JONES: Thank you,

5   Councilman.

6   The Chair recognizes Councilman

7   Oh.

8   COUNCILMAN OH: Thank you very

9   much, Mr. Chairman.

10   Just one kind of theoretical

11   exploration with you and particularly

12   with your involvement with the National

13   Police Chiefs Association and kind of

14   your national profile.

15   As we are debating the issue in

16   this nation about the DREAM Act and other

17   things for undocumented youth, one of the

18   common things that has been brought up is

19   for undocumented youth who came here as

20   children brought by their parents without

21   immigration documentation, that if they

22   serve in the military -- and it has been

23   in the past -- they could serve in the

24   military to find a pathway to

25   citizenship. There are approximately 1.8

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

2   million undocumented youth. Pennsylvania

3   has about 65,000. The dropout rate is

4   very large. And could you share your

5   thoughts on an idea that in addition to

6   military service, perhaps service in our

7   Police Department or Fire Department or

8   things like that may be a way of

9   providing these young people an

10   opportunity to citizenship for them and

11   their families as well as a reason to

12   stay in school and to serve our public

13   sector.

14   COMMISSIONER RAMSEY: Our

15   current requirement is that a person be a

16   U.S. citizen to apply to become a police

17   officer. So without that, they would not

18   be able to become a member of the

19   Department.

20   COUNCILMAN OH: What would

21   happen under the DREAM Act is that if

22   they were -- and so that may be a

23   different situation, but the theory of it

24   would be that if they were eligible

25   through a program that although they were

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

2   not U.S. citizens, that if they completed

3   a tour of service for whatever period of

4   time successfully, that they would then

5   be eligible for permanent residency or a

6   process of gaining citizenship.

7   Would that, in your opinion

8   wearing that hat on a national policy

9   basis, be something that you think would

10   work in terms of being something good for

11   the City or for the community or is that

12   something that's just too far outside of

13   the kind of recruitment issue?

14   COMMISSIONER RAMSEY: Well, let

15   me just say, I mean, that's a decision

16   that is way above my pay grade and has

17   huge implications in a lot of different

18   areas. Whatever ultimately happens with

19   the DREAM Act and the consequences of

20   that legislation at the state and local

21   level, there are a lot of very

22   serious-minded, thoughtful people that

23   will figure that out and provide us with

24   some direction, and we'll follow that

25   direction. I would imagine that on a

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

2   national basis, it will vary across the

3   country in terms of the impact it will

4   have at the local level or state level,

5   but as far as Philadelphia goes, whatever

6   is ultimately decided should legislation

7   like that pass, I would certainly like to

8   contribute to the conversation, but I

9   would not -- whatever is ultimately

10   decided is what we would follow.

11   COUNCILMAN OH: Thank you very

12   much. I'll take you outside your role.

13   COMMISSIONER RAMSEY: That was

14   a pretty good political answer, wasn't

15   it?

16   COUNCILMAN OH: It was very

17   good. Thank you.

18   COUNCILMAN JONES: Not bad at

19   all. Not bad at all.

20   The Chair recognizes

21   Councilwoman Brown and then Councilwoman

22   Bass.

23   COUNCILWOMAN BROWN: Thank you.

24   Moving now to the new world

25   order called technology, how has the

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

2   Police Department utilized technology to

3   achieve greater efficiency and reduce the

4   time patrolling officers spend doing

5   paperwork and administrative work?

6   COMMISSIONER RAMSEY: Well,

7   unfortunately, we still aren't able to

8   electronically complete our case reports

9   in the field. Now, technology has helped

10   us in terms of being able to map crime to

11   be able to analyze crime effectively,

12   keep pace with trends, and make

13   adjustments in deployment, but we still

14   need to have a records management system.

15   We need to have the capability of being

16   able to have reports completed in the

17   field and electronically sent in to a

18   centralized location and so forth.

19   So we're making progress in

20   that area, but we still have a ways to

21   go. Part of it is the technology. Part

22   of it is really understanding whether or

23   not the wireless network could handle the

24   volume of information that would be

25   coming across it. I mean, we get -- last

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

 2   year we had 2.8 million calls for

 3   service. Now, not every call resulted in

 4   a dispatch, not every call resulted in a

 5   completion of a report, but it gives you

 6   a sense of the volume of information that

 7   would have to flow across a network. So

 8   it's doable. A lot of departments have

 9   that capability. We're moving in that

10   direction, but as far as being able to do

11   that and make it a force multiplier in

12   the sense of being able to save time on

13   the part of the officers and so forth.

14   We've got some of it,

15   electronic tickets now. We use -- I

16   think it was the 7th District was the

17   pilot. And we've got the automated

18   vehicle -- the license plate readers that

19   we use that has been very successful.

20   So we have technology at our

21   disposal, but specifically in terms of

22   report writing and having that kind of

23   wireless network, it's a work in

24   progress.

25   COUNCILWOMAN BROWN: It

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

2   certainly sounds like you're making

3   incremental gains.

4   COMMISSIONER RAMSEY: We are.

5   We are. We're in a much better position

6   than we were before, and hopefully that

7   will continue until we eventually get to

8   a point where we can be literally

9   paperless when it comes to doing that

10   kind of work.

11   The street stops, pedestrian

12   and vehicle stops we call 48-A's, we've

13   been working to try to get that automated

14   so that can be completed electronically,

15   but it still requires an entry at the

16   district level. So, I mean, there's

17   still some issues, because we have old

18   systems, but there is a lot of work being

19   done to improve it.

20   COUNCILWOMAN BROWN: And so

21   with that reality and the anticipation of

22   the new Police Administration Building --

23   has any discussion been given to that

24   during this hearing, Mr. Chairman?

25   COUNCILMAN JONES: No,

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

 2   Councilwoman.

 3   COUNCILWOMAN BROWN: So as we

 4   look to with some excitement towards the

 5   new building in whatever year that that

 6   happens, if you had to look to the, let's

 7   say, the top three next technological

 8   advances you want the Department to make

 9   in anticipation of that new building,

10   what would they be?

11   COMMISSIONER RAMSEY: Well,

12   first of all, any new facility, whether

13   it's headquarters or district facility or

14   whatever, has to be wired for the 21st

15   century. It has to have the kind of

16   infrastructure that can support not just

17   what we're capable of doing now, but what

18   within the foreseeable future we'd be

19   capable of doing.

20   Having an automated records

21   management system, having the ability to

22   be able to make fingerprint checks out

23   there in the field where if you stop an

24   individual in the field, you could run

25   either a thumb print or index finger

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

2   or -- I don't know if we'd be able to do

3   a ten print or not. I doubt it, but just

4   being able to verify an identification,

5   have it wirelessly transferred to our

6   automated fingerprint identification

7   system and have that result sent back to

8   the officers in the field. I mean,

9   there's a variety of things. We need to

10   be able to have video conferencing

11   capability with the courts so that we can

12   have arraignments done right there and

13   bail set and that sort of -- you don't

14   have to be bringing people back and

15   forth.

16   So there are a lot of different

17   capabilities over a secure network that

18   we would be able to do, and I think that

19   we have to think forward when we start

20   investing in our facilities, whether it's

21   4601 or any future police facility, fire

22   facility, whatever, is to make sure that

23   we do it in a way where we take into

24   account the technology that needs to be

25   put in place.

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

2   COUNCILWOMAN BROWN: So what's

3   the dream Police Administration Building

4   in other cities that fall like

5   Philadelphia?

6   COMMISSIONER RAMSEY: Well,

7   there are a lot of cities that now

8   have -- I mean, LAPD just opened a very

9   state-of-the-art new headquarters

10   building. I was in Detroit about four

11   months ago maybe --

12   COUNCILMAN JONES: You do

13   realize you're not available for any of

14   those jobs.

15   COMMISSIONER RAMSEY: No. I

16   was in Detroit about four months ago and

17   they opened a brand new headquarters that

18   is really state-of-the-art and so forth.

19   So, you know, there are facilities --

20   Chicago's police headquarters. So there

21   are a lot of facilities that we could

22   probably visit and get some ideas and so

23   forth, but the bottom line is being able

24   to not only put it in place, but be able

25   to build for the future and so forth.

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2      And I'm very optimistic and very pleased
 3      that at least we're making some solid
 4      steps forward.
 5              COUNCILWOMAN BROWN:  That's it
 6      for me, Mr. Chairman.
 7              Thank you.
 8              COUNCILMAN JONES:  Thank you,
 9      Councilwoman.
10              COMMISSIONER RAMSEY:  Thank
11      you.
12              COUNCILMAN JONES:  We're going
13      to take a shift in direction and I want
14      to preface my remarks with saying that in
15      one of my more challenged schools, we
16      drove down into some of the statistics
17      about who was causing problems within the
18      school, and what we found out, it was
19      only 2 percent of the total population of
20      the school that was actually causing 95
21      percent of the problems within the
22      school, and that was an alarming
23      statistic.
24              Similarly, I would be remiss if
25      I did not bring up Police Advisory
```

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

2   Council and some of the allegations and

3   concerns and complaints that citizens

4   often get, and I wanted to get an idea

5   where we were.

6   Full disclosure, I do have an

7   interest in that by way of making that

8   Advisory Council at one point not an

9   Executive Order and permanent. And I

10   wanted to get a snapshot, if you would,

11   statistically where we are with that

12   problem and say for the record I think a

13   lot of the times we don't even get a

14   chance to get to an Advisory Council

15   decision because you do take action. So

16   I want that noted for the record, but

17   having said that, statistically where are

18   we?

19   COMMISSIONER RAMSEY: Now,

20   you're not just referring to schools;

21   you're talking about discipline?

22   COUNCILMAN JONES: That was the

23   precursor to say that in any environment,

24   a large number of problems are caused by

25   a small number of people.

 2   COMMISSIONER RAMSEY: Right.

 3   COUNCILMAN JONES: That's all.

 4   COMMISSIONER RAMSEY: Well, I

 5   have Deputy Commissioner Turpin is here,

 6   who heads my Office of Professional

 7   Responsibility. I do have some

 8   statistics in terms of the total number

 9   of complaints, members that have been

10   discharged, members that have been

11   returned by arbitration and so forth. I

12   don't know if there's any specific area

13   that you'd like that kind of data.

14   COUNCILMAN JONES: Well, we do

15   have -- I see in the audience the Chair

16   of the Police Advisory Committee. I

17   guess that's the right title. Is he

18   available to come up --

19   COMMISSIONER RAMSEY: Sure.

20   COUNCILMAN JONES: And speak to

21   the issue?

22   (Witness approached witness

23   table.)

24   COUNCILMAN JONES: Good

25   morning.

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2               MR. ANDERSON:  Good morning.
 3               COUNCILMAN JONES:  Could you
 4     state your name for the record.
 5               MR. ANDERSON:  My name is
 6     Kelvyn, K-E-L-V-Y-N.  I'm the Executive
 7     Director of the Police Advisory
 8     Commission.
 9               COUNCILMAN JONES:  Thank you
10     for agreeing to come up and speak to the
11     issue.  I guess my question becomes --
12     and I've had an opportunity to look into
13     it -- where are we by way of -- a couple
14     of years ago there was a hearing in
15     reference to the Police Advisory
16     Commission and some of the challenges
17     that they faced, and I wanted to
18     understand -- and before you even give an
19     answer, we probably don't give you enough
20     resources.  You're understaffed.  So
21     given that as a fact, where are we with
22     the Advisory Committee?
23               MR. ANDERSON:  Well, as you
24     said, I took a look at our budget and I
25     also have for Council the budgets of
```

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

2   several similar agencies around the

3   country here. For example, our budget

4   this year is just a little bit under

5    $283,000. We have a staff of five. That

6   actually puts us among the nine agencies

7   I have sketched out for you here, we're

8   the lowest. For example, Washington, DC

9   has a staff of 21, a budget of $2

10   million. The population of DC is about

11   580,000. They have 3,800 police

12   officers.

13   We're actually about the same

14   in terms of budgeting and staff as

15   Berkeley, California, which only has 200

16   police officers. They spend $280,000 on

17   their police oversight agency. They have

18   a staff of four, which is roughly

19   equivalent to what we're operating with

20   now.

21   COUNCILMAN JONES: So I go to

22   the question, how many complaints did you

23   receive last year?

24   MR. ANDERSON: The Commission

25   itself received 57 complaints in 2013.

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

2   We accepted 25 of those for full

3   investigations. Normally the way it

4   works is, we work side by side with the

5   folks at Internal Affairs to resolve

6   those complaints. Obviously we can make

7   our own decision out of the

8   investigations that take place, but in

9   most instances, what we've figured out

10   from our history is the best thing for us

11   to do is to help Internal Affairs do the

12   job properly, and that's what our peril

13   investigations attempt to do. We have

14   some issues with some of the mechanics of

15   that from time to time, but we work very

16   well with Internal Affairs around that.

17   COUNCILMAN JONES: So an

18   individual comes in and gives you a

19   complaint. What is the average

20   processing time?

21   MR. ANDERSON: Usually our

22   complaints probably take a little more

23   than a year to resolve, but, again,

24   because we're working parallel with

25   Internal Affairs and our overriding

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

2   concern is that the person's complaint

3   get dealt with properly and if discipline

4   is appropriate, that that be handed out,

5   we're concerned equally that Internal

6   Affairs' process results in that

7   happening. So that's a parallel concern

8   we have.

9   COUNCILMAN JONES: So you took

10   in 57 complaints?

11   MR. ANDERSON: Yes.

12   COUNCILMAN JONES: Of which 25

13   you deemed had merit. How many of them

14   were resolved?

15   MR. ANDERSON: Well, I should

16   clarify that all of the complaints that

17   we take in go directly to Internal

18   Affairs with the complainant's

19   permission. Again, our process is

20   supposed to be to improve the

21   disciplinary system overall. So we have

22   found in the history of working within

23   the constrictions we have here, that

24   that's the best way to deal with it. We

25   make sure all those cases go to Internal

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

2   Affairs and are dealt with, and we will

3   review those cases as well, even the ones

4   that we don't accept for full

5   investigation.

6   COUNCILMAN JONES: Of the 57

7   complaints, 25 deemed appropriate, how

8   many have been closed?

9   MR. ANDERSON: Well, we have

10 cases open for several years. For

11 example, my investigators have -- my two

12 investigators have 15 and 20 open cases a

13 piece that range from about 2012 to 2014.

14 Last year we closed 15 cases and

15 recommended discipline in three of those

16 15.

17   COUNCILMAN JONES: How many did

18 you receive that year?

19   MR. ANDERSON: I'm sorry?

20   COUNCILMAN JONES: You talked

21 about closing last year. How many

22 complaints did you receive last year?

23   MR. ANDERSON: Fifty-seven.

24   COUNCILMAN JONES: All right.

25 So go back a year before that. How many

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

2   complaints did you receive in 2012?

3   MR. ANDERSON: 2012 I think --

4   I want to say probably about 50

5   complaints in 2012.

6   COUNCILMAN JONES: I need

7   exact. How many complaints did you

8   receive, of which how many did you deem

9   legitimate, and of the legitimate ones,

10   how many were resolved in a disciplinary

11   action?

12   MR. ANDERSON: In just 2012 or

13   just overall?

14   COUNCILMAN JONES: You can go

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

16   years.

17   MR. ANDERSON: I'd say on

18   average, out of every ten complaints,

19   probably maybe one of those results in

20   some recommendation for discipline.

21   COUNCILMAN JONES: Okay. I

22   would be concerned about that in the

23   sense that -- so of the dispositions of

24   the other nine, what were they deemed?

25   What happened? So the ones that resulted

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

2   in disciplinary action, what were the

3   outcomes of the other nine?

4   MR. ANDERSON: Of the -- I'm

5   sorry?

6   COUNCILMAN JONES: You said one

7   in ten --

8   MR. ANDERSON: Right.

9   COUNCILMAN JONES: -- actually

10   results in a disciplinary action, right?

11   MR. ANDERSON: Of the cases

12   that come to us. But keep in mind,

13   again, these cases live in Internal

14   Affairs as well. So we're following what

15   happens there.

16   COUNCILMAN JONES: I'll call

17   Internal Affairs up, but I'm asking you

18   from the Police Advisory Committee. What

19   happens to the other nine?

20   MR. ANDERSON: Those cases are

21   still investigated. They come to other

22   types of conclusions as well.

23   COUNCILMAN JONES: So here's

24   what I'm going to need. I'm going to

25   need a report of the last three years

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

2   that talks about the gross number of

3   cases that you receive, the ones that are

4   deemed appropriate, and then the

5   disposition of the ones that result in a

6   disciplinary action and then why the

7   other nine or so did not. I mean, I

8   think that's an important statistic,

9   because as we look at whether or not the

10   Executive Order has been successful --

11   and success is quantified in different

12   ways. I view success if you find out

13   that a police officer was falsely accused

14   and that winds up being the case, I find

15   that is a success, because a lot of

16   times -- and I hang out in a couple of

17   barber shops, and it is common knowledge

18   that you bring a charge against an

19   officer in order sometimes to avoid a

20   charge that you have. If we find out

21   that that is a false charge, I think

22   that's deemed appropriate too. But if

23   someone's rights have been violated or

24   they have a legitimate complaints, we

25   want to know about that too.

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

 2   So I think we need to look at

 3   how we report these things and keep

 4   accurate statistics on it, because if

 5   we're going to move from an Executive

 6   Order to an actual department, we need to

 7   look at the past practices and successes

 8   or lack thereof. And here's why:

 9   Because an Executive Order only exists as

10   long as that Mayor deems it appropriate.

11   We don't know who the next Mayor is going

12   to be and --

13   COUNCILMAN JOHNSON: I do.

14   COUNCILMAN JONES: You do? All

15   right.

16   So we don't know if that Mayor

17   will find that agency or Board or

18   Commission appropriate, but what we want

19   to do, I think it's appropriate always to

20   have some, as a citizen, to have some

21   place where you can lodge, register, and

22   have followed up complaints even against

23   some of our finest. All right?

24   MR. ANDERSON: Absolutely.

25   COUNCILMAN JONES: Okay.

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

 2              The Chair, in his last act,

 3      will recognize Councilwoman Bass.

 4              COUNCILWOMAN BASS:  Thank you.

 5              I just have one last question

 6      about the DVIC, and I notice that it's

 7      mentioned that it just opened in 2013.

 8      So do you think that there was any sort

 9      of relationship, I'm assuming, between

10      the fact that it opened in 2013 and the

11      fact that the murder rate was so

12      historically low for last year?  Is there

13      a relationship there?

14              COMMISSIONER RAMSEY:  I would

15      like to think that something like the

16      Realtime Crime Center, the DVIC has an

17      impact on our ability to be effective in

18      fighting crime.  I can't draw an exact

19      parallel to any one thing like the DVIC

20      or the Realtime Crime Center.  All these

21      things have to function together in a way

22      that provides the information to the

23      people in the field and in our

24      investigative units to make them more

25      effective.
```

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

2   I would think that last year

3   and our success so far this year is due

4   to the strategies that are being used. I

5   think it started when the First Deputy

6   and Deputy Bethel came to see me in

7   January of last year making

8   recommendations around some changes,

9   command changes, which I implemented, and

10   as well as changing our strategy in terms

11   of our crime briefings and the focus that

12   we place on various types of activities

13   taking place, whether it's violent,

14   non-violent, property crime, violent

15   crime, whatever it may be. I think it's

16   just a combination of a lot of factors,

17   but the DVIC and the Realtime Crime

18   Center is a critical tool that we use to

19   be able to get information, to analyze

20   information, and then get that

21   information back out in the field where

22   it's needed.

23   COUNCILWOMAN BASS: Okay. And

24   how long has the Realtime Crime Center

25   been in operation?

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

 2   COMMISSIONER RAMSEY: We

 3   actually started the Realtime Crime

 4   Center probably about three years ago.

 5   It was located at Police Headquarters.

 6   We moved it into the DVIC once that

 7   became operational, but that's about

 8   three years, maybe four years old that

 9   we've had that capability. But once they

10   moved to the DVIC, because that

11   particular facility has better

12   technology, it really has proven to be

13   invaluable to us. We have two vehicles.

14   We call them MIRVs, the mobile

15   investigative response vehicles. They go

16   to all the scenes of all the shootings

17   and homicides, rapes, things like that,

18   and they have a capability of being able

19   to do just about everything you can do at

20   a Realtime Crime Center right there.

21   Detectives can use it right on scene to

22   get information. We have -- we hired

23   analysts. Every district now has an

24   analyst, their own crime analyst, and we

25   have a cadre downtown.

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

2   So we constantly review,

3   constantly analyze. And I have to say,

4   the First Deputy's team and all of the

5   others have been relentless in going

6   after crime.

7   COUNCILWOMAN BASS: Very good.

8   Okay. Well, thank you very much.

9   Thank you, Mr. President.

10   COUNCIL PRESIDENT CLARKE:

11   Thank you, Councilwoman.

12   The Chair recognizes Councilman

13   Johnson.

14   COUNCILMAN JOHNSON: Thank you,

15   Council President.

16   Can you also, Commissioner,

17   give us an update on the program that was

18   established that deals with women of

19   domestic violence. I know Deputy

20   Commissioner Fox was formerly heading up

21   that unit. Just give an idea on some of

22   your efforts to work with that particular

23   population, please.

24   COMMISSIONER RAMSEY: Yes, sir.

25   One of the things that is very important

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

2   is that we get a handle on domestic

3   violence issues as early as possible.

4   It's a huge problem, not just in our city

5   but across the country. The quicker we

6   can get services to that family, the

7   quicker we can take action, the better.

8   We have a very close working relationship

9   with the various organizations that deal

10   with issues of domestic violence, Women

11   Against Abuse, organizations like that.

12   And even though Deputy Commissioner Fox

13   is no longer with us, she's retired, we

14   continue that relationship and have

15   continued to make progress. I mean, a

16   number of domestic-related homicides has

17   dropped. I'd have to check to see if the

18   number of domestic-related calls for

19   service have dropped. I don't have that

20   off the top of my head.

21   But we continue to monitor that

22   particular area because, in my opinion,

23   those are the kinds of areas that

24   ultimately lead to either a serious

25   assault, homicide or -- I mean, it just

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

2   does not get better on its own, and if we

3   can identify and get the appropriate

4   intervention, the social service agencies

5   or whatever to deal with that particular

6   issue, the faster we can do it, the

7   better off we are. But we've got such a

8   strong relationship with the various

9   organizations. In fact, it was the Women

10   Against Abuse that were instrumental in

11   getting the definition of "rape" changed

12   back in 2012, became effective 2013 for

13   uniform crime-reporting purposes. That

14   all came from an effort on the part of

15   that organization to change that.

16   COUNCILMAN JOHNSON: Okay. And

17   just last, I just want to thank you and

18   commend you also for allowing and -- this

19   evening -- well, one, the partnership

20   that the Philadelphia Police Department

21   has established with various community

22   organizations from a grassroots aspect.

23   This evening we're doing a town hall

24   meeting, "we" meaning State Senator

25   Anthony Hardy Williams, State

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

2   Representative Jordan Harris partnering

3   with 107.9 for Speak Up Philly, a town

4   hall meeting Yesha Hall this evening and,

5   most importantly, an organization called

6   Handbags 4 Peace, because we know y'all

7   have stepped up your efforts to go after

8   those individuals who have been engaging

9   in snatching hand purses from women.

10   So we want to commend you for

11   your efforts and also Inspector Anthony

12   Washington, allowing him to sit on the

13   actual panel to participate, because it

14   sends a strong message. And oftentimes,

15   you know, some people come to me and say,

16   You keep doing these marches and you're

17   doing these rallies. Some people

18   negatively say you're not really having

19   an impact, right? But to me, the same

20   way you talk about early, you have to

21   have a comprehensive approach, and it

22   does send a signal to the wider community

23   that somebody cares when the Philadelphia

24   Police Department engages in partnerships

25   with grassroots community organizations,

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

 2   because it also develops their level of

 3   trust and relationship building between

 4   the two parties. And so I just wanted to

 5   thank you for those efforts.

 6   COMMISSIONER RAMSEY: Thank

 7   you.

 8   COUNCIL PRESIDENT CLARKE:

 9   Thank you, Councilman.

10   The Chair recognizes Councilman

11   Jones.

12   COUNCILMAN JONES: I've changed

13   seats, but not my direction in

14   questioning. Let me go to a couple of

15   years ago what we found to be true was

16   that there was an issue of firearms being

17   repeat offenders. On Monday they get

18   picked up for having an illegal handgun.

19   On Tuesday we let them out. And I'm

20   paraphrasing. But on Wednesday they get

21   picked up again, and then on Thursday we

22   wonder why they've assaulted a citizen

23   and, in some cases, a police officer.

24   How has that changed? I happen

25   to be on CJAB and know a little bit about

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

2   it, but how has that impacted your

3   department? Is that the higher bond, the

4   higher bail? Is that having a positive

5   impact?

6   FIRST DEPUTY COMMISSIONER ROSS:

7   Yeah. I mean, you're hitting right on

8   it, Councilman. I mean, that's one of

9   the things that as a result of that

10   collaboration with the DA's Office, the

11   higher bail is certainly helping but,

12   more importantly, it's helping us to

13   identify those people that you're

14   alluding to, stand on top of those folks

15   through the myriad of programs that we

16   use and are available to us, whether it

17   be GunStat where we're zeroing on areas

18   and who are the problem areas, whether it

19   be focused deterrence or just our zone

20   areas that we're dealing with in all our

21   districts. I mean, I think just that

22   focus and that attention is helping us

23   immensely.

24   Now, we're not trying to claim

25   a panacea obviously, because we don't

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2       have that silver bullet, and we still got
 3       a lot of room for improvement, but it
 4       goes back to the previous question from
 5       Councilman Johnson about the
 6       collaboration.  And I think that, with
 7       the recognition and the things that the
 8       DA's Office is doing every day is helping
 9       us a lot.
10                COUNCILMAN JONES:  I actually
11       know from the CJAB -- and thank you,
12       Mr. President, for appointing me to CJAB,
13       but one of the things that we determined
14       was higher bail, longer stays, does it
15       have an impact on murder?  No, I don't
16       know that for sure, but it hasn't hurt in
17       the sense of holding people who are prone
18       to use firearms as a tool for committing
19       these crimes and not letting them
20       matriculate back out into the society so
21       easily I think is having a good impact.
22                I want to just say that I
23       appreciate the court's response to that.
24       I appreciate the DA's response to
25       insisting that it's happened, and I can
```

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

2   just tell you on boots on the ground and

3   out in the community that it is having an

4   impact. People understand if they do

5   something with a gun, you won't go home

6   as easily as you used to, and I think

7   that's a positive thing. In Kenyatta's

8   district, we share that common

9   denominator.

10   COUNCILMAN JOHNSON: Point of

11   information.

12   COUNCIL PRESIDENT CLARKE: The

13   Chair recognizes Councilman Johnson.

14   COUNCILMAN JOHNSON: Thank you,

15   Council President. Welcome back.

16   COUNCIL PRESIDENT CLARKE:

17   Thank you, sir.

18   COUNCILMAN JOHNSON: Just

19   following up with Councilman Curtis

20   Jones' remarks, because we're going to be

21   starting a "Put Them Under the Jail"

22   movement, like really taking a no

23   nonsense approach to individuals who

24   carry guns and raise havoc in our

25   communities. And so I just wanted to

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

 2   back up my colleague's statement.

 3   COUNCILMAN JONES: I want to

 4   take my last question -- and it is my

 5   last question, I promise -- to talk about

 6   the issue that was brought up by

 7   Councilman Johnson on protection against

 8   abuse orders and to talk about that

 9   from -- we talked about it yesterday from

10   the Sheriff's perspective, because they

11   have to confiscate firearms when there is

12   a situation like that. From your

13   perspective of being a first person to

14   contact for individuals who are often in

15   these kinds of conflicts, how often does

16   firearms play a part in a domestic

17   violence or domestic abuse situation?

18   FIRST DEPUTY COMMISSIONER ROSS:

19   Well, I don't have exact stats on the

20   number, but, I mean, it's more than you

21   want to talk about obviously. But even

22   when firearms aren't a factor, I mean,

23   it's still a very real situation that we

24   have to contend with. I mean, and our

25   officers take that very serious, the

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

2   policy as well as state law. There are

3   certain things that they just have to do,

4   and they understand that and they do it

5   very seriously. But, again, that's one

6   of those campaigns that we can't say

7   enough about our partners. They've done

8   a wonderful job. We just did something

9   where I saw some folks who also did some

10   things with me as well, Councilman

11   Johnson and some other folks in here who

12   did a video on that very thing.

13   So it's something that a lot of

14   people are part of, but it's not just

15   related to gun activity. It's a lot of

16   other issues, and in many instances where

17   there's not even a gun, it's just as

18   volatile.

19   COUNCILMAN JONES: Well, also

20   Councilman Greenlee is very much on top

21   of this issue. We discovered yesterday

22   11,000 issues where orders were imposed.

23   Of that, 3,500 or approximately one-third

24   of them involved a weapon, which is

25   staggering and frightening to me, because

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

 2   these aren't crimes often of passion, so

 3   it's not your logical, I'm going to rob

 4   you or I'm shooting because of this.

 5   This is over affairs of emotions and the

 6   heart, which are so unpredictable.

 7   So we just want to make sure

 8   that in the issuance of PFAs, we keep

 9   track of that and stay on top of that,

10   because we don't want it to further

11   escalate in someone being assaulted or

12   murdered.

13   FIRST DEPUTY COMMISSIONER ROSS:

14   Yes, sir, and we do.

15   COUNCILMAN JONES: Thank you,

16   Mr. President.

17   COUNCIL PRESIDENT CLARKE:

18   Thank you, Councilman.

19   Gentlemen, we have a clear

20   board. I want to thank you very much for

21   your testimony. I was going to ask a few

22   questions, but I'm sure over the last

23   hour and a half they have already been

24   asked, so I'm not going to be redundant

25   today. But, again, thank you for your

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

2   great service.

3   COMMISSIONER RAMSEY: Thank

4   you, Mr. President.

5   COUNCIL PRESIDENT CLARKE:

6   You're welcome, sir.

7   (Pause.)

8   COUNCIL PRESIDENT CLARKE: Good

9   afternoon. We're going to start now.

10   Thank you. We will now hear testimony

11   from the Free Library of Philadelphia.

12   Good afternoon.

13   MS. REARDON: Good afternoon,

14   Council President Clarke and members of

15   the Council. I'm Siobhan Reardon,

16   President and Director of the Free

17   Library of Philadelphia. Joining me

18   today is Robert Heim, the Chair of the

19   Board of Trustees of the Free Library of

20   Philadelphia and, of course, Deputy Mayor

21   Michael DiBerardinis.

22   Exciting things are happening

23   at the Free Library of Philadelphia, from

24   our flagship facilities at 19th and Vine

25   to our farthest-reaching neighborhood

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

2   libraries. Groundbreaking new

3   initiatives and innovative ways of

4   delivering services are in place or being

5   piloted, which reflect not only the

6   demand for our services, but also better

7   respond to the needs of our communities.

8   In order to continue along this path, the

9   Free Library is requesting $37.7 million

10   in City funds for Fiscal Year 2015.

11   Thanks to Mayor Nutter's executive

12   budget, our request reflects an increase

13   of $2 and a half million to bring back

14   six days of service to our 39

15   neighborhood libraries which are

16   currently operating at five days. The

17   request also includes an additional

18     $200,000 in support of our library

19   materials budget to help meet the demands

20   on our collections with this additional

21   day of service.

22   My comments are essentially an

23   executive summary of the statement you

24   all received earlier. As you can see

25   from our testimony, particularly focusing

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

 2      on Pages 5 and 6, much is happening.  We

 3      began the year reworking the talent or

 4      organizational structure to better focus

 5      on our relationship and responsiveness to

 6      our many cultural and geographically

 7      diverse communities.  To that end, and

 8      with the support of our Office of Human

 9      Resources, we will soon be staffing our

10      neighborhood libraries and tech labs with

11      digital resource specialists, who are

12      focused on the digital literacy of our

13      customers.  These specialists will train

14      individuals on the use of computers and

15      to act as a sort of job coach for those

16      seeking employment.

17               Newer job classifications such

18      as consumer health librarians, early

19      childhood development specialists,

20      cultural navigators, adult literacy

21      specialists, and social workers, along

22      with curators for our many and unique

23      collections, will help hone and define

24      the work of what is the sixth largest

25      library system in the country.
```

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

2   We will, over a period of two

3   years, reorganize our neighborhood

4   libraries into clusters, again, to be far

5   more responsive not only to the community

6   needs but to decentralize

7   decision-making, share our limited

8   resources among the libraries in each of

9   our clusters, and further develop our

10   human talent for more expansive and

11   integrated-oriented project work.

12   The bottom line in this cluster

13   initiative is to ensure that we are open

14   when we say we are open, building issues

15   aside naturally, and to develop our staff

16   to be ready for the next generation of

17   library leadership.

18   Our 21st Century Libraries

19   initiative is the physical manifestation

20   of our internal reorganization.

21   Essentially, unless you change the spaces

22   in which people work, work does not

23   change. If you do not change the space

24   that the public uses from a less rigid,

25   austere, and cluttered locale to a more

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

 2   open, barrier-free, and uncluttered

 3   community place, the relationship between

 4   the community and the library does not

 5   change. So our 21st Century Libraries

 6   initiative sets out to engage our

 7   communities in the process of the

 8   physical change to their community

 9   resource so that it reflects spaces that

10   the community wants and needs rather than

11   what the library recommends they should

12   want and need.

13   Building our relationship with

14   community includes our relationship with

15   our schools. Last year Dr. Hite, our

16   District Superintendent, asked that the

17   Free Library provide library cards to all

18   school children grades K through 12. I

19   am proud to say that through the efforts

20   of Dr. Joseph McPeak, the Associate

21   Director for the Free Library, and

22   District personnel, 98,000 cards have

23   recently been issued. This effort now

24   provides teachers, school children, and

25   their families with the full range of

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

2   resources that will significantly and

3   better support student achievement.

4   Our work is groundbreaking, our

5   work is strategic in nature, and our work

6   attempts to keep a finger on the pulse of

7   what makes this city work and,

8   unfortunately at times, does not work.

9   From jobseekers to new Americans to the

10   smallest of Philadelphians, we are

11   working to deliver services both inside

12   our library facilities as well as in the

13   community. It is that deep and enhanced

14   engagement with our many communities that

15   is making all the difference.

16   I'm happy to answer any

17   questions.

18   And Bob.

19   COUNCIL PRESIDENT CLARKE:

20   Thank you. Thank you.

21   MR. HEIM: Council President

22   Clarke and members of Council, I am

23   Robert Heim, Chair of the Board of

24   Trustees of the Free Library, and thank

25   you very much for permitting me to make a

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

2   few remarks on behalf of the 22 trustees

3   that serve the library and serve the City

4   and look very carefully at the work that

5   we're doing.

6   First, I want to reiterate and

7   thank the Mayor for proposing a $2.5

8   million increase in the library. I think

9   as this Council knows and has noted many

10   times, you know, some five years ago, I

11   guess, if we can all go back that far, we

12   were -- we began to lose funding and lost

13   about $8 million of our funding, which

14   caused severe cutbacks and required us to

15   do such things as close a number of our

16   libraries, many of our libraries, on

17   Saturdays just because we didn't have the

18   staff to support them. But this Council

19   has been terrific in working with us to

20   try to begin to restore some of the cuts.

21   The Mayor has worked with us to begin to

22   restore some of those cuts, and with this

23   latest one, although we're not back to

24   the level where we were in 2008, we will

25   be able to finally do what I think all of

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

2   the trustees and Siobhan and all of the

3   staff have been so much wanting to do for

4   so long, which is to see that every one

5   of our neighborhood libraries is open on

6   Saturday. And when you see the kids come

7   flocking into the libraries that we do

8   have open on Saturday now, you understand

9   how important it is that every

10   neighborhood and every neighborhood

11   library be open on Saturday. So we're

12   just excited about being able to do that.

13   We think we've been pretty

14   strongly on an upward trajectory these

15   last few years. A lot of new

16   initiatives. One of them is the cluster

17   initiative, which I believe Council knows

18   about, where we're grouping libraries

19   that are roughly in the same geographic

20   areas together so that they can exchange

21   ideas, share resources and, more

22   importantly, reach out to the

23   communities. So instead of the

24   old-fashioned waiting for the communities

25   to come to us and tell us what they want,

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

2   we are now reaching out to the

3   communities, to all the various community

4   groups within a particular cluster of

5   four, five or six libraries and having

6   community meetings saying, How can we

7   better serve you, what can we do to help

8   you, and the cluster concept I think will

9   be a terrific improvement in the way we

10   deliver services in the years going

11   forward.

12   Siobhan mentioned the 21st

13   Century Library initiative. As I think,

14   Council President, I know you know well

15   and I think all Council know well, a good

16   number of our libraries, probably half of

17   them, are 100 years ago. So maintaining

18   them -- they're beautiful buildings.

19   They're the Carnegie libraries. They're

20   beautiful buildings, but maintaining

21   them, keeping up the HVAC systems,

22   keeping the windows from leaking, doing

23   all the things that are necessary to keep

24   libraries open is a challenge, and the

25   21st Century Library initiative is

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

2   intended to be a public-private

3   partnership. Council and the Mayor have

4   been good enough to get us started on

5   that with some capital funding, which has

6   been terrific, but we've been reaching

7   out to private funders so that we can

8   begin, as we have now, to update and

9   restore these libraries so that they're

10   capable of dealing with the technological

11   issues that are very much in front of us

12   and which our customers very much want to

13   see us being able to provide.

14   21st Century Library, to have

15   all of our neighborhood libraries really

16   feel like they're now physically in the

17   21st century is a critically important

18   public-private partnership, and we very

19   much appreciate your support in getting

20   us started down that road.

21   I just want to take one minute

22   to mention that our library Associate

23   Director, Joe McPeak, who has been with

24   the library almost 40 years, was recently

25   named a finalist for the Richardson

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

2   Dilworth Award for Distinguished Public

3   Service. This is a tremendous

4   recognition for Joe, and we're very

5   honored ourselves to see that Joe has

6   been named as a finalist. I think Joe is

7   just one example of the many, many

8   dedicated employees of the Free Library.

9   If you get a moment and go around to see

10   them and talk to them, you just say wow.

11   These are incredibly dedicated and

12   wonderful public servants.

13   We deeply appreciate Council's

14   support in the past, and we ask that

15   Council support the budget and amount

16   recommended by the Mayor.

17   Thank you very much.

18   COUNCIL PRESIDENT CLARKE:

19   Thank you so much for your testimony. I

20   particularly like the part when you say

21   that Council has done a great job. We

22   understand the significant need, and we

23   really commend you on the work that

24   you've done over the years and continue

25   to do and look forward to many more years

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

2   of support and working together.

3   I just had a couple of quick

4   questions, and I know this came up

5   sometime ago in my district. In terms of

6   contributions from private-sector

7   sources, I recall there was, I think,

8   maybe down the Rittenhouse Square branch,

9   there was a request to make a

10   contribution to a specific library, and

11   at the time I think the response was it

12   had to go in the General Fund because the

13   funding had to be available for all of

14   the libraries, and I think at the time

15   the concern was that some of the

16   libraries that might be in some of the

17   areas that had a little more

18   opportunities as it relates to people and

19   the ability for people to contribute,

20   that it would have an unevenness in terms

21   of support for libraries. Is that still

22   the process or still the policy?

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

24   COUNCIL PRESIDENT CLARKE:

25   Excuse me. I only ask that because I

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

2   actually have a couple people who want to

3   make some contributions.

4   MS. REARDON: That's great.

5   And I think that's fine, because through

6   our Foundation, we established grassroots

7   accounts for each of the neighborhood

8   libraries, and also the Friends of each

9   of these neighborhood libraries as well

10   also generally -- most of them have a

11   bank account. If they don't, the Friends

12   of the Free Library can manage that as

13   well.

14   But I can tell you that to your

15   point of where the Friends groups in the

16   local communities are very successful at

17   raising money, I can tell you there is

18   the conversation among those libraries,

19   those Friends groups, to make a

20   contribution to Friends groups in locales

21   that are far more needy and would never

22   be able to raise the money that they do.

23   So that's already in conversation.

24   COUNCIL PRESIDENT CLARKE:

25   So --

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

 2   MS. REARDON: So the answer is,

 3   your friends can certainly make a

 4   contribution to that local library, and

 5   you can either do it through our

 6   Foundation where we can put it into the

 7   grassroot accounts for that library to

 8   use or through the Friends of the Free

 9   Library where they will support that

10   local Friends group in order to get that

11   money into the hands of the Friends

12   groups to take care of what's needed in

13   that particular location.

14   But I also want to say and I

15   want to acknowledge both of my Boards.

16   Every single year around the holidays,

17   each of the Board members makes a

18   contribution to their favorite library,

19   and this year practically every single

20   library in strong neighborhoods and in

21   tougher neighborhoods, everybody

22   received -- every single library received

23   a significant contribution from both

24   Boards.

25   COUNCIL PRESIDENT CLARKE:

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

2   Okay. All right. Thank you. I'll

3   follow up. I have a couple of interested

4   parties that want to make some

5   contributions --

6   MS. REARDON: Fantastic.

7   COUNCIL PRESIDENT CLARKE: --

8   to libraries in my district, but I'll

9   follow up. Thank you.

10   The Philadelphia Housing

11   Authority, do you have a relationship

12   with them at all?

13   MS. REARDON: A while back when

14   Carl Greene was there, we were talking

15   about putting particularly -- what we did

16   was, we toured a number of the Housing

17   Authority sites to see what we could do

18   to put in what I'll call a hotspot

19   library, a small library with mostly

20   computers, some small collections into

21   some of the Housing Authority sites. We

22   have established a relationship with the

23   new Director of the Housing Authority to

24   do more work in the Pascallville area.

25   At one point in time, we were very

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

2   focused on the Mantua houses, but it

3   needs a lot of funding to get the place

4   up -- because it was raw space that we

5   would have to develop, and we were

6   working with Carl at the time to sort of

7   figure out how that was going to happen

8   and how the relationship would work.

9   That has not happened, and so we're back

10   into having a smaller hotspot type

11   conversation with the Housing Authority

12   now, but mostly in the Pascallville area.

13   COUNCIL PRESIDENT CLARKE:

14   Because the Housing Authority is new and

15   reborn and getting very aggressive at

16   developing sites.

17   MS. REARDON: Yes. And we're

18   working with Erik Solivan there as well.

19   But also years ago -- and we probably

20   will look to establish this given our

21   commitment to early childhood

22   initiatives -- is that we had a program

23   called Books Aloud at one point in time

24   where our staff would go in and work with

25   mothers and caregivers on how to read and

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

2   how to work with your babies on getting

3   them the -- building language skills for

4   the children. We lost -- the funding

5   dried up and we now need to figure out

6   how it is we want to put that back in

7   place, because it was extraordinary.

8   COUNCIL PRESIDENT CLARKE: I

9   have a member who just happens to be on

10   my staff, a member of the Housing

11   Authority Board. Can I ask him to reach

12   out to you?

13   MS. REARDON: Perfect.

14   COUNCIL PRESIDENT CLARKE:

15   Because as we rebuild some of these

16   locations and they're being very

17   aggressive in not just rebuilding homes

18   but rebuilding lives, and having

19   libraries or library service available to

20   the individuals in those particular areas

21   would be very helpful as we move ahead.

22   On Page 5 of your testimony,

23   you talked about having 35 staff members

24   trained and certified to assist people,

25   the public, in applying for health

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

 2   insurance under the Affordable Care Act.

 3   MS. REARDON: Yes.

 4   COUNCIL PRESIDENT CLARKE: And

 5   you talked about the fact that you've

 6   been able to help a number of people

 7   through that service. Is that 35

 8   existing employees --

 9   MS. REARDON: Yes.

10   COUNCIL PRESIDENT CLARKE: --

11   that were trained and certified?

12   MS. REARDON: Volunteered their

13   time, took the many, many-hour training,

14   and really amped up services. It was

15   extraordinary. We had it in 12 sites

16   around the City. And so if a customer

17   came in and they were looking for

18   support, we would attempt to help them at

19   the local library, but really directed

20   them to where we had our counselors. And

21   we had them pretty much around the City.

22   But it was hundreds and hundreds of

23   people after a while.

24   COUNCIL PRESIDENT CLARKE:

25   Okay. And were the 35 enough to

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

2   accommodate?

3   MS. SIOBHAN: What do you

4   think?

5   I'm looking at Sara Moran, who

6   ran the project for us.

7   We can always use more. And I

8   do think that we have a number of staff

9   members who would be interested in doing

10   this. As we bring on our digital

11   resource specialists, the group that I

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

13   component, to make sure they're trained

14   on the Affordable Health Care Act and

15   making sure that as they're working with

16   our customers, that they come in and --

17   COUNCIL PRESIDENT CLARKE: I

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

19   Governor will do something. I don't know

20   exactly.

21   MS. REARDON: Well, if you

22   remember, there's still a big process for

23   those who actually started the

24   application process and didn't finish it.

25   So you know they're going to come back

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

2   and look to sit with our counselors,

3   because it did take -- for many people,

4   the literacy issues were not

5   insignificant. And so that was the work

6   of a lot of our counselors, was all that

7   health literacy translation and, of

8   course, some of the --

9   COUNCIL PRESIDENT CLARKE:

10   Well, I mean, you know, whatever he does,

11   I'm assuming -- the question is, we had a

12   couple of forms, and I know a number of

13   the Councilmembers had some forms and a

14   significant number of the people in those

15   locations had to walk away unsuccessful

16   because they were qualified for the

17   expansion of Medicare and we're not in a

18   position to take advantage of that at

19   this point this time. But as I said

20   earlier, the Governor will do something.

21   So I'm hoping that there will be an

22   opportunity for those people. So there

23   will probably be a more significant need,

24   so that's why I was asking about the 35

25   members being adequate staff to

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

2   accommodate that particular program.

3   Okay. That's all I have for

4   you right now, and with that, I will

5   recognize Councilman Jones.

6   COUNCILMAN JONES: Thank you,

7   Mr. President. And if you have any

8   wealthy patrons that want to throw some

9   money out in West Philly, we are more

10   than willing to accommodate you.

11   COUNCIL PRESIDENT CLARKE:

12   Councilman, they specifically said they

13   want it to go to the 5th District.

14   COUNCILMAN JONES: You know, we

15   share a border.

16   COUNCIL PRESIDENT CLARKE:

17   That's true. Actually, one of them is in

18   proximity to your district.

19   COUNCILMAN JONES: There you

20   go. You know, I'll take it any way I can

21   get it.

22   I guess one of the things I

23   need to say -- and I try to be a person

24   of integrity to the degree that if I was

25   wrong about somebody, I say it. I want

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

 2   to say thank you for -- you came in and

 3   took this job right in the height of

 4   library closures, and we went at it and

 5   former Councilman Bill Green went at it,

 6   and we had to go to court and all of

 7   these good things, and you predicted --

 8   and I remember in the midst of that,

 9   predicting how libraries were going to

10   evolve. And I was like, Poppycock, you

11   don't know what you're talking about,

12   blah, blah, blah. So I want to on the

13   record say that you were right.

14   MS. REARDON: Thank you.

15   COUNCILMAN JONES: And I was

16   never wrong, but you were right. And

17   I'll just say that.

18   MS. REARDON: Well, thank you.

19   COUNCILMAN JONES: And I will

20   also say that to your Friends of groups

21   and to those people who care deeply about

22   the Free Library system in the City of

23   Philadelphia, there are very few advocacy

24   groups that were that effective, to the

25   degree that Mayor Nutter even said that

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

2   one of the things he regretted in his

3   budget statement was ever doing anything

4   that remotely -- and he was doing what he

5   needed to do to try to keep our city

6   afloat, and I understand that, but this

7   was, he admitted later on in retrospect,

8   that this was not one of those things

9   that needed to be balanced, and we in

10   this Council agree with that.

11   So having said that, I'm going

12   to trust you a little more about the

13   vision that you have going forward, and I

14   want to ask a couple of questions. One,

15   one of my constituents Monday, the

16   President of -- the principal of Science

17   Leadership Academy was desperately trying

18   to get more books in his library, and I

19   mentioned to him that a couple of years

20   back -- it might have been even a decade

21   ago -- I saw that you have a book

22   disposal unit where books have outlived

23   their natural life or for one reason or

24   another were being moved out of the

25   system. Is that still true and is there

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

2   a way to connect with schools that are

3   having trouble getting these books?

4   MS. REARDON: Right. Yes.

5   There is a book bank, and Philadelphia

6   Reads probably is the best place you can

7   go, run by Adrienne Jacoby. And she has

8   many, many teachers that go in to the

9   Philadelphia region and there is a city

10   book -- am I saying that correctly?

11   There is. So I would talk to Adrienne

12   Jacoby at Philadelphia Reads and she can

13   help anybody that needs support.

14   COUNCILMAN JONES: It just

15   troubled me to see books being discarded

16   when on the other end of the spectrum our

17   young people don't have enough books to

18   read, to do book reports about. So that

19   connectivity, it probably exists, but,

20   again, we've had a lot of turnover in the

21   schools and it might be worth it to us to

22   put that out there again.

23   MS. REARDON: Sure.

24   COUNCILMAN JONES: And that

25   would be good.

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

 2   Also, Mayor Nutter's

 3   Administration talked about multi-purpose

 4   buildings a while ago, and I want to know

 5   if these hotspot locations and others are

 6   that natural evolution to having a number

 7   of reasons to go into a publicly owned

 8   building.

 9   MS. REARDON: So the hotspots

10   are actually located in community-based

11   organizations. They're not library --

12   they're really quite -- it's where we

13   were invited into the space and it was

14   very much a strategic community

15   partnership. So the community-based

16   organization's job was to make sure that

17   they were bringing people through the

18   door, and our job was to make sure that

19   we were training that constituency on --

20   it was mostly digital literacy skills.

21   COUNCILMAN JONES: So it's more

22   of an outreach?

23   MS. REARDON: Totally. But

24   I'll tell you what, I just want to -- it

25   was one of the things that made us move

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

 2   into the cluster, and the 21st Century

 3   Libraries initiative was that hotspot

 4   initiative where we realized that when

 5   you create the location deep into the

 6   community, that's when you realize that

 7   many people who you meet in those

 8   locations would never have crossed the

 9   doors of a library because they were

10   concerned about their own literacy

11   skills. So that outreach was probably

12   the most impactful program we've done.

13   COUNCILMAN JONES: Could you

14   provide to the Chair a list by Council

15   district where these locations are?

16   MS. REARDON: Sure.

17   COUNCILMAN JONES: I think it

18   might be helpful for members to put that

19   out there to their constituents in a

20   way -- wow, the clock came back. Okay.

21   So that would be helpful to me

22   and to members.

23   MS. REARDON: Happy to do that.

24   COUNCILMAN JONES: How many

25   visitors are we seeing now at the

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

2   libraries? I know we had some rotating

3   hours.

4   MS. REARDON: So we have two --

5   go ahead.

6   COUNCILMAN JONES: We had

7   rotating hours, and how did that impact

8   visitorship? And now that we're going

9   back to extended hours, have you seen an

10   uptick?

11   MS. REARDON: So the answer is

12   yes. Once we stabilized hours -- and

13   staffing has a whole lot to do with it --

14   we are now -- we've seen an increase in

15   library hours from a year ago up nearly

16   10 percent in opening library hours.

17   There are two types of

18   visitors. There's the physical visitor

19   into our library spaces, and that's just

20   over 6 million visitors a year, and then

21   we have our virtual visitors, and those

22   are people who love to use the website

23   and love to download our books and listen

24   to our podcasts. And those are over 9

25   million visitors. So we say our visitor

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

2   base is somewhere in the range of 15

3   million visitors a year.

4   COUNCILMAN JONES: How does

5   that correspond with the virtual library

6   that you have?

7   MS. REARDON: So our virtual

8   library is our busiest, what we refer to

9   as our busiest branch. We have over 600

10   circulations of our electronic material

11   on an annual basis now.

12   COUNCILMAN JONES: So do you

13   see that expanding?

14   MS. REARDON: So most of the

15   material on our electronic database is a

16   product of our library materials budget,

17   and unless the library materials budget

18   grows substantially, that's going to

19   be -- that will level off. We know that

20   the visitorship will absolutely increase,

21   because what we're going to -- the

22   podcast from our author series is hugely

23   popular. Our databases are hugely

24   popular, particularly with small

25   businesses and entrepreneurs who could

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

 2   never afford to have this. But our

 3   electronic book, the e-books that we

 4   have, that's soaring, but the problem

 5   with that is that there are nearly 500

 6   holds on popular titles like Donna

 7   Tartt's The Goldfinch and -- what's the

 8   one -- there was another one that's

 9   wildly popular. Gone Girl, there's

10   nearly 500 holds. I mean, 500 holds,

11   they're waiting six months to be able to

12   download that book.

13   COUNCILMAN JONES: Okay. It

14   was interesting to me, we traveled to

15   Harrisburg University, which is very

16   techy, and they told me -- and we walked

17   a part of the tour going through their

18   library, their physical library. And so

19   I said, Well, it's kind of small for a

20   college university.

21   He said, Well, Councilman,

22   quite frankly, the only reason why we

23   have a library is because the law in the

24   Commonwealth says each university must

25   maintain a 10,000 book library. And that

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

2   I think is appropriate and I don't want

3   us to go out of the physical book

4   business. I do not want us to do that.

5   As an old person like myself, I like

6   going through and thumbing through the

7   pages and falling asleep with a good

8   book.

9   MS. REARDON: Me too.

10   COUNCILMAN JONES: Shifting

11   questions, our Carnegie Mellon libraries,

12   how are they holding up?

13   MS. REARDON: They're old,

14   which is why we started the 21st Century

15   Libraries initiative. So a little bit of

16   history. Back in the 1990s, the Board of

17   Trustees and the Foundation put together

18   what was called the Changing Lights

19   Campaign, and that was the first time

20   that the libraries had systemwide -- so

21   that was a systemwide initiative to

22   upgrade the libraries as we introduced

23   technology. So that's now 20 years ago,

24   and many of these -- of the first four

25   libraries that we have in our 21st

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

2   Century Library initiative, three of them

3   are Carnegie libraries, and they are in

4   dire need of infrastructure improvements

5   as well as the clearing out of the spaces

6   to be much more community oriented.

7   COUNCILMAN JONES: So is there

8   a capital preservation for --

9   MS. REARDON: So the Mayor put

10   in -- yes. So the Mayor put in probably

11   two years ago now $4 and a half million,

12   and that's what kick-started us going

13   down this road. We have a RACP grant

14   application, which we'd love your support

15   for, $2.4 million to support this

16   initiative. We've received a challenge

17   from one of our most significant donors.

18   It's a $5 million challenge, and he's put

19   up a million dollars already, and last

20   night we received our second piece. And

21   then, finally, we are going to a number

22   of foundations, significant foundations,

23   for a very larger push to get this going.

24   COUNCILMAN JONES: Thank you,

25   Mr. President.

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

2   COUNCIL PRESIDENT CLARKE:

3   Thank you, Councilman.

4   The Chair recognizes

5   Councilwoman Reynolds Brown.

6   COUNCILWOMAN BROWN: Thank you.

7   Good afternoon.

8   MS. REARDON: Good afternoon.

9   COUNCILWOMAN BROWN: So I've

10   had the good fortune to visit a lot of

11   the spaces there and remain excited about

12   all that's happening over there, both at

13   the main branch and the Wynnefield

14   branch. That should never go

15   unrecognized.

16   One of the challenges you faced

17   when you arrived here in Philadelphia was

18   the fact that the Board was not very

19   diverse, and what I clearly remember in

20   that testimony is that you were very

21   candid and very straightforward about

22   that reality and were committed to doing

23   something better in a city that's

24   majority minority. So update us on where

25   you are with that aspect of your

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

2   management.

3   MS. REARDON: So I want to say

4   nearly 55 percent of our Board of

5   Trustees are people of color and a mix of

6   male and female, as well as the diversity

7   of professions. And I think that's been

8   extraordinarily significant that we have

9   represented on our Trustee Board. It is

10   a -- I think it's probably one of the

11   most representative boards of this city

12   that you'll find, and they're

13   extraordinarily supportive. And it's the

14   diversity of that Board from the

15   professional to the cultural to the

16   spiritual that makes, I think -- and that

17   sort of is what is triggering us to

18   really reflect on the work that we're

19   doing and the responsiveness of our work,

20   and we do appreciate that.

21   COUNCILWOMAN BROWN: Indeed.

22   Indeed.

23   Similarly, I pay close

24   attention to the data around your

25   management, and it says that in the

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

 2   executive level of management, the total

 3   number is nine, and 11 percent of that is

 4   minority. So not being a mathematician,

 5   what number of the nine are minority?

 6   MS. REARDON: At the moment,

 7   one.

 8   MR. HEIM: About to be two.

 9   MS. REARDON: And it's about to

10   be two.

11   MR. HEIM: Should we introduce?

12   COUNCILWOMAN BROWN: What

13   capacity?

14   MS. REARDON: Chief of Staff

15   and CFO.

16   COUNCILWOMAN BROWN: Okay. All

17   right, then. And that would be an

18   improvement from last year being here;

19   would that not be?

20   MS. REARDON: Part of the

21   process in the reorganization is to

22   really sort of dig into who is in the

23   organization and their potential to grow.

24   So that I do think that one of the big

25   important, as I said, initiatives within

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

 2   the cluster is to find homegrown talent

 3   so that they can move more quickly

 4   through the organization, because the

 5   DROP program has been -- while it's

 6   wonderful for those that are in DROP, for

 7   someone in my position it's been pretty

 8   challenging, because readying the

 9   organization for this shift, for this

10   structural change and for succession

11   planning --

12   COUNCILWOMAN BROWN: More than

13   a notion, right?

14   MS. REARDON: Yeah. We had to

15   put our nose to the ground and get this

16   going. So that's -- so I'm pretty

17   excited. We sent 75 staff through

18   leadership training with Drexel

19   University, and I think that there's an

20   extraordinarily diverse group of staff,

21   not only from a cultural standpoint, an

22   ethnic standpoint, but also from a

23   professional standpoint, municipal

24   guards, our clerical pool, our

25   librarians. And so I'm pretty excited.

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

2   All of them have a responsibility to find

3   a project that they can sink their teeth

4   into, and all of them are going to be

5   given an opportunity, whether they're on

6   the design team -- and that's the core

7   group of people that meet with me on a

8   monthly basis and hold my feet to the

9   fire around the culture of the

10   organization. So all of those folks are

11   going to have a responsibility to get

12   involved in a project, an initiative in

13   some way, to sort of expose their

14   potential for leadership.

15   COUNCILWOMAN BROWN: Okay.

16   Thank you.

17   Now moving to the interface

18   with the School District of Philadelphia.

19   You mention that there were six schools

20   that you worked with. And when

21   departments come and share with us that

22   they've been able to penetrate the School

23   District in a significant way, I'm always

24   curious to know how that group of schools

25   got lucky to be selected. So what kinds

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

2   of things did you consider wherein these

3   schools here became beneficiaries of the

4   work that you're doing?

5   MS. REARDON: So that was work

6   with -- so I really -- the Mayor actually

7   asked that we work to try and help these

8   schools to get libraries up and running,

9   because, as you know, there are only 15

10   schools in the entire District system

11   that have a library with a librarian, let

12   me just say that. They have libraries,

13   but these are libraries with librarians.

14   So we worked with a number of

15   people from the District. We worked with

16   Lori Shorr and people from her staff, my

17   own staff, as well as my head of

18   Volunteers whose name is Ken Manns, who

19   drove this thing, I have to say, and

20   Drexel University, because they have a

21   library school there. And so it was --

22   and WePAC, which is a small --

23   COUNCILWOMAN BROWN: Very

24   familiar with them.

25   MS. REARDON: -- library-based

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

 2     organization in West Philadelphia.  I

 3     happen to be on their Board.  And so the

 4     group of us came together to -- so it was

 5     a selection process on the part of the

 6     District to say these are the ones that

 7     we want you to work with first.  And so

 8     it was these six libraries identified by

 9     the school, but also Ken Manns -- as I

10     said, he's the head of our Volunteer

11     Services -- had a relationship with many

12     of these principals already.

13                    COUNCILWOMAN BROWN:  That

14     matters.

15                    MS. REARDON:  So we were able

16     to bring in teams of mostly -- it's

17     predominantly volunteer and work-study

18     students to get these libraries up and

19     running.

20                    COUNCILWOMAN BROWN:  Okay.

21     That matters.

22                    I'm going to -- I have plenty

23     more, but --

24                    COUNCIL PRESIDENT CLARKE:  I'm

25     sorry?
```

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

2   COUNCILWOMAN BROWN: I said I

3   have plenty more, but the bell rang, so

4   we'll honor the bell.

5   COUNCIL PRESIDENT CLARKE: We

6   have one more member teed up, so just go

7   ahead, Councilwoman. If you want to

8   conclude if you only have one.

9   COUNCILWOMAN BROWN: Oh,

10   terrific.

11   COUNCIL PRESIDENT CLARKE: At

12   least for now.

13   COUNCILWOMAN BROWN: So we

14   talked about WePAC -- did I misunderstood

15   you, Mr. President?

16   COUNCIL PRESIDENT CLARKE: I'll

17   tell you what, so I won't get myself in

18   trouble, I'm just going to recognize

19   Councilman Johnson right now and then

20   we'll come back. Thank you. Thank you.

21   COUNCILMAN JOHNSON: Colleague

22   Brown, were you wrapping up a statement?

23   COUNCILWOMAN BROWN: I did wrap

24   up, yes.

25   COUNCILMAN JOHNSON: You

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

2   wrapped up?

3   COUNCILWOMAN BROWN: Thank you.

4   COUNCILMAN JOHNSON: Because I

5   would have no problem deferring to you.

6   COUNCILWOMAN BROWN: No. I

7   have another series of questions.

8   COUNCILMAN JOHNSON: In the

9   next round? Okay.

10   Well, first and foremost, I

11   want to thank all of you for your hard

12   work regarding our library system here in

13   the City of Philadelphia. I grew up

14   under the Dewey Decimal System.

15   MS. REARDON: Me too.

16   COUNCILMAN JOHNSON: Spent a

17   whole lot of time in the Queen Memorial

18   Library in South Philadelphia and had a

19   community meeting in the Donatucci

20   Library last night, which we'll be

21   celebrating their 100th anniversary.

22   I do want to acknowledge and

23   thank the Administration via Mayor

24   Michael Nutter for the $2.5 million

25   increase and pushing to establish our

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

2   libraries to stay open for six days, as

3   well as the members of Council for also

4   being on board in support of the Mayor's

5   proposal, because obviously he can

6   propose it and it's up to members of

7   Council to be on board with him. So I do

8   think both parties equally. But

9   obviously our Mayor put the proposal on

10   the table, so I just wanted to

11   acknowledge his work in paying attention

12   to this very, very critical issue that

13   kind of balances out the lack of support

14   that our schools are receiving. If the

15   schools aren't receiving the type of

16   support they need financially, that

17   back-end balance is when children do

18   leave, they can spend time in their

19   libraries.

20   A couple questions. Can you

21   explain to me what neighborhood clusters

22   are so I can get an idea what

23   neighborhood clusters are, and the

24   six-day library opening initiative, is

25   that across the board with all of your

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

2   libraries or some libraries? I just want

3   to get some clarity on that.

4   MS. REARDON: So let me begin

5   with six days. So thanks to the Council

6   and the Mayor last year, we received an

7   additional million dollars to begin the

8   process of reopening our libraries six

9   days, and so effective February, we now

10   have 14 libraries open six days across

11   the system. So the initiative, 2.3 of

12   the $2.5 million that we hope you

13   support, the initiative you will support,

14   will reopen all of the remaining 39

15   neighborhood libraries six day. So some

16   of the libraries are closed on Saturday

17   and some of the libraries are closed on

18   Friday. So all libraries will be open

19   Monday through Saturday.

20   And I just want to make sure

21   that everybody knows that it will take us

22   time to hire up the number of personnel

23   that we put into the request. So we're

24   hoping by mid year that we'll be able to

25   start moving in that direction, but we

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

 2       don't want to sort of like pick and

 3       choose what goes up first, what goes up

 4       second.  We kind of want to bring up the

 5       whole system at the same time and to make

 6       sure that there's no issue or concerns.

 7       And the key here is to make sure that the

 8       staff as they enter the public service

 9       work are well trained on our systems and

10       in our policy and practices.  It makes a

11       much better transition.

12                So let me define the clusters.

13       The clusters are -- currently we have

14       four very large areas.  It's North,

15       South, Northwest, and Northeast -- or

16       West and Northeast.  So in managing those

17       libraries, right now libraries are very

18       linear in their -- it's a branch library,

19       it's the staff in the branch library, and

20       they're kind of hanging out there on

21       their own, and the resources that we put

22       there are the resources that we put

23       there.

24                The idea of the cluster is that

25       we combine -- and we have our first
```

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

 2   cluster in North Philadelphia. We

 3   combine the resources of those six

 4   libraries. There are 48 people in that

 5   cluster, and they share resources among

 6   those six libraries.

 7   So, for instance, in those six

 8   libraries, if there is not a children's

 9   library in those six libraries, we move

10   the children's librarians around to all

11   of those six libraries so there's an

12   equity in service, both from a collection

13   standpoint as well as programs, so that

14   not one library is in deficit because

15   they didn't have a children's librarian.

16   The cluster leader is the

17   mentor of the program, lots of

18   professional development training going

19   on, lots of group meetings, so that they

20   meet on the first or second Thursday as a

21   team. All 48 members of that cluster

22   have to meet. It's a requirement. And

23   the other goal is that we have to -- we

24   created a Community Council in that

25   cluster so that the relationship of those

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

2   six libraries and the neighborhood

3   library leaders, which used to be called

4   branch librarians, are in the community.

5   So they meet once a quarter, and we bring

6   together all sorts of community partners,

7   with police and fire, community-based

8   organizations, faith-based organizations,

9   whomever wants -- Temple University is a

10   part of all of this now. And it's really

11   to discover how these community

12   organizations can better use the

13   resources of the library and how the

14   library can better support a healthy

15   working, viable community.

16   COUNCILMAN JOHNSON: And just

17   another question. In terms of grants and

18   funding, can you give us an idea of the

19   percentage of funding that's private, and

20   do we go after federal and state grants

21   as well?

22   MS. REARDON: You're talking

23   about the library system as a whole?

24   COUNCILMAN JOHNSON: Yes.

25   MS. REARDON: So approximately

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

2   I'll say -- the Foundation raises about

3   10 percent of our budget, and that is a

4   mixture of private support, individual

5   donors, foundations, corporations, as

6   well as public grants, whether it is from

7   the federal government, usually the

8   Institute of Museum and Library Services

9   or other state agencies as well.

10   COUNCILMAN JOHNSON: And last,

11   has there ever been an approach to maybe

12   establish a partnership with our library

13   system and some of our major institutions

14   of higher learning, Temple, Penn, Drexel,

15   LaSalle, to kind of see how -- when they

16   are major non-profits, so they do raise

17   an eyebrow when people talk about

18   creating a pilot program, payments in

19   lieu of taxes, but, however, part of the

20   giveback may be to kind of help the City

21   out, establishing these type partnerships

22   with our library system as a way to be

23   corporate and socially responsible.

24   MS. REARDON: So I think I

25   would say our best relationship -- we

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

2   have a marvelous relationship with Temple

3   University. Their new Library Director

4   is working with our north area cluster so

5   that we actually can move -- it's

6   interesting how people will not cross --

7   so our north area cluster has two

8   libraries on the west side of Broad

9   Street and the rest are on the east side,

10   and people don't cross Broad Street. So

11   Temple University sits in the middle of

12   all of this, and members of our public

13   who are nearest Temple University will be

14   able to establish a relationship, and

15   that could be -- we could almost think of

16   that almost as a seventh entity as part

17   of our north area cluster. And also

18   Temple University provides us with the

19   largest number of work-study students,

20   and we have -- as a library system, we

21   are the largest -- we are the -- our

22   library has the most number of work-study

23   students of any library in the United

24   States in using them for our programs,

25   and we use those students mostly in our

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

2   LEAP after-school service.

3   COUNCILMAN JOHNSON: Thank you

4   very much.

5   COUNCIL PRESIDENT CLARKE:

6   Thank you, Councilman.

7   The Chair recognizes

8   Councilwoman Blackwell.

9   COUNCILWOMAN BLACKWELL: Thank

10   you, Mr. President.

11   We just wanted to reiterate

12   again about our Georges Library just to

13   keep it like nearly at the front of your

14   brain.

15   MS. REARDON: Councilwoman, I

16   think for all of us, getting George

17   Institute up and running is a high

18   priority for us, and that's why it sits

19   in the top six of our 49 neighborhood

20   libraries, which would be -- this would

21   make it 50 if we get it done. It is --

22   the best thing I think we could ever

23   introduce into West 52nd and Lancaster is

24   a digital learning center. And so what

25   we call the airbrush design is already

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

2   done, and it's about resourcing this

3   initiative. We're very excited, and we

4   think that there are many possibilities

5   of funding for this. And to Councilman

6   Kenyatta Johnson's point, is that we

7   think that there's an opportunity at the

8   federal level to support this initiative.

9   COUNCILWOMAN BLACKWELL: Thank

10   you.

11   MS. REARDON: You're welcome.

12   COUNCILWOMAN BLACKWELL: Thank

13   you.

14   COUNCIL PRESIDENT CLARKE:

15   Thank you, Councilwoman.

16   The Chair recognizes

17   Councilwoman Reynolds Brown.

18   COUNCILWOMAN BROWN: Thank you,

19   Mr. President.

20   You've brought so much

21   innovation to the library, and it's

22   exciting for anyone who moves into a new

23   post and you see -- you have a vision for

24   what's possible long term. So

25   congratulations to you on that.

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

 2   MS. REARDON: Thank you.

 3   COUNCILWOMAN BROWN: So in

 4   terms of your vision over the next -- I'm

 5   a five-year planner kind of girl -- what

 6   is your vision for the next five years?

 7   MS. REARDON: So I do want to

 8   finish clustering the system, and that's

 9   going to take about another year and a

10   half as we move the people through

11   leadership training. There's a lot of

12   professional development work that needs

13   to be done.

14   COUNCILWOMAN BROWN: Was that

15   on what that is and why that's important?

16   MS. REARDON: Yes. And

17   understandably, our staff is nervous.

18   This is big change for them. I've had to

19   reassure them many, many times no one is

20   losing their job, and I think the ability

21   for them to contribute more to the

22   direction of the library I think is now

23   being felt. Because, you know, when

24   you're looking at the work that's being

25   done in the cluster, this is really their

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

2   work and their -- with their designing

3   and dreaming. You really do need to

4   think about -- I'm not an overseer on

5   this at all. I do think you really have

6   to take it down and let the staff

7   experiment and put some wings on them.

8   So that is a key initiative

9   here. Of course, raising the money for

10   the 21st Century Libraries initiative to

11   have more of our libraries be able to be

12   developed in the way that we're thinking,

13   these beautiful open spaces, much more

14   conducive to community alignment and

15   responsiveness. But also, you know, I

16   can't forget the Parkway Central project.

17   We are moving in -- the innovations that

18   we're making there in the next phase of

19   this project is monumental change to

20   what's going to happen in that building

21   and the kind of services we're able to

22   deliver, both to -- whether you're a

23   jobseeker, you're a new American or

24   you're a small business person. But then

25   to create the community spaces known as

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

 2   the common space that isn't known for its

 3   commonality I think is very important.

 4   MR. HEIM: And, Councilwoman, I

 5   would just add that we're finding a lot

 6   of interesting and I think very

 7   productive ways to reach out to our

 8   communities, our various communities

 9   throughout the City. And Siobhan will

10   probably laugh when she hears me say

11   this, but one of the things that we're

12   about to or relatively soon about to

13   launch is to enable people in our

14   communities and our neighborhoods to be

15   able to go to a neighborhood library and

16   to not only see up on the screen there

17   what the lecture series is happening at

18   Central, all these wonderful authors that

19   we bring into Central and we pack the

20   auditorium in Central, but won't it be

21   terrific when they can go to a

22   neighborhood library or the regional

23   library and not only observe and

24   participate and see that program, but to

25   ask questions just like people in the

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

2   audience? I just think it's a way of

3   bringing us all together as a community

4   of people who want to learn together.

5   COUNCILWOMAN BROWN: Make the

6   world so much smaller.

7   MS. REARDON: If you haven't

8   been to walk between the connector

9   between Concourse D and E at the airport,

10   we have now established a library at the

11   airport. It is a digital library there,

12   but it's very fun to see how busy it is.

13   COUNCILWOMAN BROWN: Wow.

14   Well, we've talked about the

15   School District. I'm also concerned

16   about the childcare centers, and in your

17   testimony, you talk about -- let me just

18   turn to that page. There's work

19   happening with the childcare centers, but

20   there are no specifics in terms of time

21   or strategy on the last page of your

22   testimony. So if you could just

23   elaborate on that. You say you intend to

24   convene leaders and practitioners in the

25   area of early childhood development.

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

 2   MS. REARDON: Yes. So this

 3   is -- two of our first goals in our --

 4   two of our first objectives in the

 5   strategic plan is to ensure children

 6   start school ready to learn and to create

 7   the concept of family literacy. So that

 8   it's not just about our relationship with

 9   the child, it's about our relationship

10   with the family.

11   So William Penn actually as

12   well as PNC Bank have talked to us about

13   spearheading an initiative where the

14   library takes a leadership role in

15   defining what early childhood services

16   and working with that early childhood

17   constituency to ensure that our goal is

18   met. So we are convening leadership --

19   not only of our staff who happen to be

20   expert in early childhood delivery

21   services, but people like Kathy

22   Hirsh-Pasek, who is the Dean of

23   Psychology and works with early childhood

24   development, particularly speech

25   patterns, at Temple University, Sandra

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

2   Nelson, who has been focused on services

3   to early -- young child, as well as a

4   number of other educators around the

5   system to come together, and we

6   brainstorm just what does that service

7   look like and how does it get developed.

8   But the timing is actually

9   fairly important, because as we develop

10   the 21st Century Libraries initiative, a

11   space would be dedicated more -- totally

12   dedicated to the concepts relative to

13   what it is we're going to learn on what

14   does it take to make sure that a child

15   has good speech patterns, that it's

16   reading at a good level before they start

17   school, and then what are the supports

18   that we have to have in the local library

19   for that school-age children so that it

20   is constantly being reinforced, and we

21   think that's an important part of this.

22   COUNCILWOMAN BROWN:

23   Councilwoman Jannie Blackwell did a

24   hearing maybe a month ago with members,

25   professionals, experts from the childcare

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

 2    community, and two of the folks you just

 3    mentioned were a part of the testimony.

 4              MS. REARDON:  Right.

 5              COUNCILWOMAN BROWN:  And so in

 6    your vision of the clusters, will that

 7    include connectedness, connecting, making

 8    links between childcare centers and those

 9    libraries in those areas?

10              MS. REARDON:  So that's an

11    imperative.  So that creating that

12    connection and whether it's us in their

13    space or them in the library space is,

14    what you want to do is create that

15    pathway so that there are no barriers, or

16    if there are barriers, what's defining

17    those barriers and how do we break down

18    those barriers to make sure that there's

19    a comfort zone, both people coming into

20    the library and us being in their space.

21              COUNCILWOMAN BROWN:  Is DVAEYC

22    a part of those discussions?

23              MS. REARDON:  They will be,

24    yes.

25              COUNCILWOMAN BROWN:  Back to
```

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

2   the strategy around clusters, so the

3   sequence is what? You started with the

4   first cluster in North Philadelphia?

5   MS. REARDON: Yes.

6   COUNCILWOMAN BROWN: And then

7   lower Northeast and --

8   MS. REARDON: Lower and Upper

9   Northeast, yes.

10   COUNCILWOMAN BROWN: So do you

11   know the sequence beyond that?

12   MS. REARDON: South

13   Philadelphia would be coming up. It's

14   going to come up in another sort of group

15   of two or three. So South Philadelphia

16   would definitely be one of those.

17   COUNCILWOMAN BROWN: So this

18   time next year you'll have an update both

19   on the cluster rollout as well as the

20   early childhood strategy.

21   MS. REARDON: I hope next year

22   this time we have the bulk of our

23   libraries having been clustered at this

24   stage of the game next year.

25   COUNCILWOMAN BROWN: Okay. Let

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

2   me make sure I've gotten to everything

3   here.

4   So last year there was a lot of

5   conversation, debate, concern around

6   ceasing the practice of charging young

7   people fines, and there was the

8   hypothesis that it would have an

9   incredible hurt to your budget. What's

10   the truth? A year later with the benefit

11   of hindsight, what is?

12   MS. REARDON: So fines are

13   down, but I cannot attribute it to the

14   fact that we no longer charge a school

15   child fines, because we didn't actually

16   institute that initiative until November.

17   So fines are down largely because when

18   you think about our circulation and over

19   600,000 items are now circulated

20   electronically, there is a due date to it

21   and the book disappears. That is the

22   largest impact on our fines.

23   COUNCILWOMAN BROWN: Repeat

24   that now.

25   MS. REARDON: So when you

2   borrow a book, when you borrow an e-book

3   and it downloads to your tablet, your

4   iPad, whatever, there is a two-week time

5   period which you have to read that book,

6   and after that two-week time period, that

7   book disappears. So there is not an

8   opportunity for us, if you want to call

9   fines an opportunity, there isn't that

10   opportunity for fines to be charged. So

11   that book disappears. So that whole bit

12   has gone away, and that has impacted our

13   fine revenue for some time. But this is

14   not unique to Philadelphia. It is

15   absolutely you're seeing it all across

16   the country.

17   COUNCILWOMAN BROWN: Is that

18   right? Wow.

19   MS. REARDON: But I don't want

20   to diminish the fact that is there a loss

21   of fine because we're no longer charging

22   children? Probably. What that number

23   is, we're going to have to do some

24   research on that, but we didn't even

25   institute it until November, because

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

2   there was a lot of policy and procedures

3   that had to go into place on this.

4   COUNCILWOMAN BROWN: And

5   education, that the young people know

6   that this is the new reality.

7   MS. REARDON: Right.

8   COUNCILWOMAN BROWN: Okay. On

9   Page 3 of your submitted testimony, you

10   list rate of hire as a challenge for the

11   library system. In fact, the new

12   positions making it possible to expand

13   six-day service to 12 libraries have just

14   been filled. So the question becomes,

15   what strategies are you looking to to

16   hire people so that you can adequately

17   staff your 59 branches for six-day

18   service?

19   MS. REARDON: So we are hiring

20   43 new full-time staff. Most of them

21   will be library assistants. That's where

22   the crux of the work needs to occur. It

23   is that circulation, it is that

24   replacement of materials on the shelves,

25   and it is the support around our

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

 2   technology. And then the other, our

 3   part-time personnel, usually what we call

 4   the seasonal help, that has because

 5   when -- as you rotate people through the

 6   system, we can -- we have found that in

 7   the past year, that is the strategy that

 8   has helped us keep our libraries open.

 9   So we're not closing because of staffing

10   issues anymore. We're closing because

11   there's a building issue. And so that

12   strategy around seasonal help has helped

13   us tremendously in meeting and filling

14   those gaps.

15   COUNCILWOMAN BROWN: And for

16   adults who are interested in the new hire

17   opportunities, they have to go online?

18   MS. REARDON: They have to go

19   online. And, again, this is Civil

20   Service, so they've got to go through

21   that process.

22   COUNCILWOMAN BROWN: Got you.

23   Okay. The interns that you spoke about

24   in your testimony, tell us about them,

25   how you got them, who they are.

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

2   MS. REARDON: So that is --

3   again, I'll go back to Ken Manns, who was

4   our Manager of Volunteer Services, has

5   established an extraordinary relationship

6   with all of the colleges and universities

7   around Philadelphia, and of course, most

8   of them -- what it is is an application

9   process to each of these colleges and

10   universities to have a work experience at

11   the Free Library of Philadelphia. So the

12   predominance of the work is in our

13   after-school program, our LEAP program,

14   but we will actually use them in some of

15   our support offices as well so that they

16   get an office experience, whether it's in

17   our Finance Office or an HR office or

18   actually in Ken's office, in Volunteer

19   Services. It doesn't matter, wherever we

20   can fit the need. But the predominance

21   of those work-study students, those

22   interns, happen to be in our after-school

23   program.

24   COUNCILWOMAN BROWN: And they

25   are compensated by the library or --

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

2   MS. REARDON: They are

3   compensated by the college or university.

4   COUNCILWOMAN BROWN: Oh, by the

5   college or university?

6   MS. REARDON: Yes.

7   COUNCILWOMAN BROWN: That's a

8   great partnership.

9   MS. REARDON: Oh, hey.

10   MR. HEIM: We need more.

11   MS. REARDON: Works for us.

12   COUNCILWOMAN BROWN: Okay. So

13   let me just reread this last question.

14   With the rollout of clusters -- so always

15   when you're attempting to institute a new

16   practice or strategy, you have to bring

17   people along who are used to the old way

18   of doing things, even when it makes sense

19   given the times that we live in, et

20   cetera. So with the cluster rollout, you

21   mention how you met with some challenges.

22   We won't call it difficulty. We'll call

23   it challenges. And so did you arrive to

24   where you need to be with the North

25   Philadelphia cluster, and what lessons

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

 2   were takeaways for the rollout in the

 3   Northeast?

 4   MS. REARDON: So if you're

 5   going to ask me, I think it's a total

 6   success. It is everything we wanted it

 7   to be. So what happened, when we first

 8   decided upon what libraries were going to

 9   be in that first cluster, we offered the

10   staff, if you don't want to be a part of

11   this, we will transfer you to another

12   library and we will transfer in those

13   people who wish to be a part of this.

14   Not one person in that now new cluster

15   wanted to leave, and to this day, six,

16   seven months later, not one of them has

17   left and don't want to leave.

18   So what you have to do, though,

19   is, you really do have to commit to the

20   fact when you say you're not going to lay

21   anybody off, when you allow for the

22   transparencies for people to transfer in

23   or transfer out, that that happens. And

24   there is -- and even the unions were very

25   much a part of this, and so they

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

2   understood the dimensions of this and

3   they understood the potential of us being

4   far more deeply connected to the

5   community.

6   It is -- I will say you have to

7   have the right cluster leader. You have

8   to have that person that's a mentor. You

9   have to have that person who is a good

10   people person. And so that skill cannot

11   be underestimated, and I think that's why

12   it's so successful.

13   The constant training, that

14   constant reconnection with staff once a

15   month, I will tell you -- her name is

16   Marion Parkinson who is the cluster

17   leader. When she first started out, she

18   had a bull's eye that the staff had to --

19   you know, the outer ring was this is so

20   not going to happen, it's a ridiculous

21   idea, and the middle was we were right on

22   target. So I would say of the 48 staff,

23   35 were on the outer ring saying they

24   were very, very, very skeptical of the

25   success of this. The last month they

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

2   met, it was -- I would say there was 45

3   of the 48 staff members put it in the

4   bull's eye, because there is that

5   opportunity. If you want to work on a

6   program, our municipal guards can deliver

7   the program, our clerical staff can

8   deliver the program, our librarians

9   can -- it's all a very shared experience,

10   and I think that that's what's making the

11   difference. It's everybody is

12   participating, and so that the lines of

13   duties is a bit more blurred because it's

14   everybody's responsibility to make this

15   successful.

16   COUNCILWOMAN BROWN: Folks feel

17   invested.

18   MS. REARDON: They're

19   completely invested.

20   COUNCILWOMAN BROWN: It also

21   says something about leadership. So we

22   thank you for your leadership.

23   MS. REARDON: Thank you.

24   COUNCILWOMAN BROWN: Thank you,

25   Mr. President.

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

2   What did you say, Councilman

3   Jones?

4   COUNCILMAN JONES: The bell was

5   ringing.

6   COUNCILWOMAN BROWN: Oh, okay.

7   COUNCIL PRESIDENT CLARKE:

8   Thank you.

9   I want to thank you so much for

10   your testimony. Continue to do your good

11   work.

12   MS. REARDON: Thank you. Thank

13   you for having us.

14   MR. HEIM: Thank you.

15   COUNCIL PRESIDENT CLARKE: At

16   this time, we will recess until 2:30.

17   (Short recess.)

18   COUNCIL PRESIDENT CLARKE: Good

19   afternoon. We're going to start. Can we

20   have the Department of Prisons.

21   (Witnesses approached witness

22   table.)

23   COUNCIL PRESIDENT CLARKE: Good

24   afternoon, sir.

25   COMMISSIONER GIORLA: Good

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

2   afternoon, President Clarke, members of

3   the Committee of the Whole. I'm

4   Commissioner Lou Giorla and I'm here with

5   several members of the Prison senior

6   staff to testify in support of our Fiscal

7   2015 Operating Budget.

8   The mission of the Prisons is

9   to provide a secure correctional

10   environment that adequately detains

11   persons accused or convicted of illegal

12   acts; to provide programs and services

13   and supervision in a safe, lawful, clean,

14   humane environment; and to prepare

15   incarcerated persons for reentry into

16   society.

17   Through the first half of FY14,

18   our daily inmate population averaged

19   9,028 inmates. We're happy to report

20   that we've seen a significant decline in

21   the average inmate daily population

22   during most of the recent reporting

23   period from January through March 2014,

24   declining slightly below 8,600, and

25   today's total is 8,373. We're hopeful

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

2   that this trend will continue and that

3   our average daily population may dip

4   further to an average of 8,500 for the

5   remaining three months for the fiscal

6   year.

7   The size of the population is

8   largely out of our control and affected

9   by a number of key factors, including the

10   crime rate, the arrest rate, sentencing

11   practices, number of days pretrial

12   inmates are in custody awaiting hearings,

13   bench warrants, and the level of bail

14   that's set.

15   Our proposed budget for FY15,

16   we're requesting $240,163,028. This

17   represents a $3.4 million decrease from

18   our current estimated FY14 obligations.

19   The reductions were taken as a result of

20   a projected decline in overtime costs and

21   outside housing contracts. The budget

22   includes new or increased allocations for

23   the following:

24   100 new two-way radio units and

25   peripherals for $471,000; a scheduled

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

2   increase in the cost of inmate meals

3   provided by Aramark Correctional Services

4   at $354,000; an increase in the cost of

5   inmate medical services for $433,000;

6   maintenance of the automated victim

7   notification services provided by the

8   Prisons known as SAVIN for $98,437.

9   Included in our testimony is a

10   table showing the class breakdown of our

11   FY15 budget, along with our '14

12   obligations.

13   Since Fiscal Year '08, the

14   Department has significantly increased

15   the percentage of inmates, sentenced

16   inmates, provided with the opportunity to

17   participate in vocational training,

18   educational, and treatment programs

19   during confinement. Nonetheless, the

20   PPS -- our rate of inmate involvement has

21   somewhat flattened out in this measure,

22   showing slight declines between FY12 and

23   FY13 and in the first half of FY14. The

24   increase in population has filled bed

25   space normally reserved for general

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

2   population inmates and programming,

3   resulting in a larger population of

4   inmates who do not participate. There

5   are also inmates who are in special

6   management programs - disciplinary,

7   administrative segregation, protective

8   custody or our severely mentally

9   unstable - or are waiting to be placed or

10   transferred to an appropriate facility.

11   In addition, PPS is in the

12   process of reallocating program staff to

13   make additional program slots available.

14   The Department has continued the process

15   100 percent of newly admitted inmates

16   within 24 hours of admission and aims to

17   maintain this performance in FY14 and

18   throughout FY15.

19   Reincarceration rates have

20   improved slightly since 2008. And we're

21   measuring reincarceration rates over a

22   three-year period, those that come in or

23   are brought back into our custody after

24   one year, two years, and three years.

25   The three-year reincarceration rate for

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

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

3   I lost my place.

4   Program participation is

5   considered an important factor in

6   recidivism reduction. Overall, 75

7   percent of sentenced inmates are enrolled

8   in a vocational program. While that

9   level has plateaued, we're seeking ways

10   to boost it even higher.

11   FY15 tally of pretrial inmates

12   enrolled in programs will begin. For

13   years we've measured sentenced inmates,

14   but now we're going to extend that to

15   pretrial as well.

16   The efficient intake processing

17   is vital to the adjustment of inmates

18   during incarceration. The high

19   percentage of mentally ill -- and I

20   believe our percentage is about 28 and a

21   half percent -- and addicted persons in

22   custody requires immediate attention to

23   medical and behavioral health needs. We

24   have established benchmark limits for

25   four hours for medical screening and 24

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

2   hours for complete intake processing.

3   The 24-hour deadline has been

4   consistently met.

5   As a result of consistent

6   hiring and coupled with gradual

7   population reduction, the use of overtime

8   has declined 10 percent thus far in FY14.

9   Any substantial rise or fall in

10   the Prison's population presents the

11   greatest challenge. Population increases

12   cause increase overtime, medical, food,

13   and supply costs. Since our facilities

14   operate close to or at capacity, a rise

15   causes an additional reliance on contract

16   housing. PPS currently has approximately

17   400 inmates housed in contracted

18   facilities. Population increases also

19   reduce the ability to provide suitable

20   areas for programming to inmates. Over

21   the last five years, the population has

22   gone from nearly 10,000 in Fiscal Year

23   '09 to a subsequent low of 7,500 in FY11

24   and then back to 9,000 this year.

25   As far as our staffing levels,

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

2   as a result of a concerted hiring

3   program, the Prisons has reach its

4   budgeted staffing level for correctional

5   officers and security supervisors during

6   FY14. Over the course of the year so

7   far, 125 employees have been hired for

8   various positions, ranging from stone

9   mason to social services manager. While

10   the need for second language specialists

11   has not presented a problem, the number

12   of Hispanic inmates in custody is now the

13   second largest ethnic group. In FY15, a

14   class of bilingual Hispanic correctional

15   officers will be hired to provide each

16   facility with an increased cadre of

17   bilingual Hispanic staff.

18   Tables showing the race and

19   gender of our FY14 hires and contractor

20   employees are enclosed at the end of this

21   testimony.

22   In the past, our initiatives

23   have included a two-way radio system

24   upgrade in progress for nearly three

25   years. It is now complete. All Prison's

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

2   facilities and mobile units have the

3   interoperability to communicate

4   systemwide, something we haven't been

5   able to accomplish in 30 years. One

6   hundred additional units are being

7   purchased. The additional supply will

8   equip all officer posts and on-duty

9   supervisors.

10   The first milestone of the

11   electronic inmate medical record is

12   complete. This is another project that

13   the Prisons has worked along with the

14   Health Department for several years.

15   Electronic records are now in use for all

16   female inmates, beginning with intake

17   through release. The system will be

18   initiated in the male facilities in May

19   of 2014, and full deployment is

20   anticipated by the end of Calendar 2014.

21   In addition, there are a number

22   of new initiatives we hope to put in

23   place this fiscal year. The expansion of

24   college classes: Philadelphia Community

25   College Reach program, which provides

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

2   credit classes and reentry services to

3   inmates is now in its third year. Until

4   now, the program served only male inmates

5   at the Cambria Community Center. In

6   January, the program was initiated at the

7   Riverside facility to enroll female

8   inmates as well.

9   Our Orchard Project: To expand

10   the Prison's horticulture and City

11   harvest programs, a plot of land on the

12   ground of the Philadelphia Industrial

13   Correctional Center has been set aside to

14   cultivate fruit trees and it will also

15   include, I believe, berry bushes and nut

16   trees as well, nut plants. The orchard

17   will be tended by inmates trained in the

18   horticulture program administered by the

19   Pennsylvania Horticulture Society.

20   Limited Internet access will be

21   provided to inmates seeking community

22   services, employment or educational

23   opportunities through resource centers,

24   computer resource centers that will be

25   located in all six major correctional

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

2   facilities. Those resource centers have

3   been set up and they're up and running.

4   The limited Internet access should be

5   available in about 60 days.

6   Video visitation: A pilot to

7   provide video visitation at the current

8   Fromhold correctional facility will begin

9   this calendar year. While video

10   visitation will not entirely replace

11   in-person visits, it will provide an

12   alternative to reduce waiting time and

13   allow visitors the convenience to visit

14   remotely.

15   Medicaid enrollment is another

16   area. With the implementation of the

17   Affordable Care Act, there are

18   opportunities to maintain -- to re-enroll

19   inmates private release. MA coverage for

20   chronically ill inmates effective at the

21   time of release and afterwards has been

22   shown to reduce recidivism. So the

23   Prisons is going to complete applications

24   for medical assistance as part of the

25   discharge planning for the chronically

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

2   ill. Our partners, the Reintegration

3   Services Office, RISE office, is also

4   going to assist in this effort. The

5   program will begin during the 2014

6   calendar year.

7   Attached to my testimony are

8   tables showing our contract participation

9   for the Fiscal Years '14, '13, and 2012;

10   a chart identifying the demographics by

11   race and gender of our staff; the

12   contract staff demographics of all the

13   contractors that operate in the Prisons;

14   and a chart showing the breakdown of our

15   FY14 hires.

16   At this time, I and my staff

17   will be glad to answer any questions you

18   or the members may have.

19   COUNCIL PRESIDENT CLARKE:

20   Thank you very much, sir.

21   I just have a couple of

22   questions. Page 1 of your testimony you

23   talk about the inmate population, a

24   significant decline during your most

25   recent reporting period, from January to

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

 2   March 2014. Specifically, the

 3   population's decline from the daily

 4   inmate average of 9,028 to 8,600, and you

 5   expect the inmate census to continue to

 6   decrease to about 8,500 inmates for the

 7   remaining three months of the fiscal

 8   year. Will we realize a reduction or

 9   will we see a reduction or will we see a

10   list of cost savings associated with that

11   for your FY15 budget, '14/'15 budget?

12   COMMISSIONER GIORLA: We

13   believe we may see some additional

14   overtime reduction in '15. As the

15   population declines, what it enables us

16   to do is to back out of non-traditional

17   housing areas that we used in the past to

18   accommodate the rise in population.

19   There are activity areas, day rooms, et

20   cetera, that we converted for housing and

21   additional cell space. As the population

22   declines --

23   COUNCIL PRESIDENT CLARKE: Real

24   quick, non-traditional housing?

25   COMMISSIONER GIORLA:

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

2   Non-traditional housing, not cells.

3   COUNCIL PRESIDENT CLARKE: Can

4   you elaborate, please.

5   COMMISSIONER GIORLA: Well,

6   when our facilities were opened, all of

7   our facilities were opened, they had cell

8   space or designated housing areas for

9   inmates.

10   COUNCIL PRESIDENT CLARKE: Like

11   out in -- when you say "housing," I don't

12   understand. It's on site?

13   COMMISSIONER GIORLA: Oh, yeah.

14   COUNCIL PRESIDENT CLARKE: When

15   you say non-traditional housing --

16   COMMISSIONER GIORLA: No. I'm

17   talking about inside our facilities. I'm

18   sorry. Let me clarify that.

19   COUNCIL PRESIDENT CLARKE:

20   That's very non-traditional if it's

21   outside.

22   COMMISSIONER GIORLA: When our

23   facilities were built, they had cells,

24   dormitories, and other areas that were

25   designed for places for the inmates to

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2    sleep and to lock them in --
 3              COUNCIL PRESIDENT CLARKE:  I
 4    understand.
 5              COMMISSIONER GIORLA:  -- when
 6    they're not involved in activities.  Over
 7    the years, we had to convert other areas
 8    of the facility to accommodate a rise in
 9    population, activity rooms, meeting
10    rooms, offices.  We equipped them with
11    bathrooms, et cetera.  They're the
12    non-traditional housing areas.  As our
13    population declines, we reduce the number
14    of inmates that are assigned to those or
15    we close them entirely.  That allows us
16    to redeploy staff who are assigned to
17    those areas.  That creates an effect
18    where it reduces overtime, because we
19    don't need the same coverage in the
20    facilities.
21              COUNCIL PRESIDENT CLARKE:
22    Okay.  Again, on Page 1 of your
23    testimony, you talked about a scheduled
24    increase in the cost of inmate meals
25    provided by Aramark Correctional
```

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

 2   Services. Can you talk to us about that.

 3   COMMISSIONER GIORLA: During

 4   this fiscal year, we re-awarded the

 5   inmate food services contract. Aramark,

 6   who was our previous provider, won the

 7   contract. There was a 3 cent per meal

 8   increase, and that accounts for that

 9   increase.

10   COUNCIL PRESIDENT CLARKE:

11   That's just the normal cost of increase

12   in costs.

13   COMMISSIONER GIORLA:

14   Inflation.

15   COUNCIL PRESIDENT CLARKE: Just

16   like everything else, inflation.

17   One question, over the past few

18   years that I've noticed and even more so

19   now since I've become Council President,

20   you had a program -- and I'm assuming you

21   still have the program -- where the

22   inmates make furniture?

23   COMMISSIONER GIORLA: We have

24   Philacor Correctional Industries. The

25   inmates make a number of products,

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

2   furniture, textiles. There's a furniture

3   refinishing shop, an engraving and

4   printing shop. They manufacture our

5   mattresses for inmates and a number of

6   other small articles.

7   COUNCIL PRESIDENT CLARKE: My

8   conference table was made at one of the

9   facilities. It's actually pretty good.

10   COMMISSIONER GIORLA: If I may

11   say so, they do excellent work.

12   COUNCIL PRESIDENT CLARKE: So

13   my question with respect to that is, what

14   has been the placement rate for those

15   individuals once they've concluded their

16   sentencing and they're back in the worker

17   world? Have we been able to get them

18   placed in that type of activity or is

19   that just something that's not in this

20   particular area? Like a lot of furniture

21   is built down in North Carolina and other

22   places like that.

23   COMMISSIONER GIORLA: We don't

24   capture the placement rate post release.

25   What I can forward to the Chair is their

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

2   reincarceration rate, because what we

3   look at, the number of inmates we train

4   and who participate in programs and how

5   often they come back, because we

6   really -- it's difficult and we really

7   don't have any contact after they leave.

8   So in each program, we look at the

9   reincarceration rate. We compare that to

10   our general reincarceration rate, and we

11   break that down by sentenced individuals.

12   COUNCIL PRESIDENT CLARKE: So

13   is there any department, if not yours,

14   that supports or provides support for

15   those inmates that have actually real

16   skills to be able to get employed at a

17   furniture-making factory or some other

18   light manufacturing because they've

19   exhibited the ability to have a skill set

20   that could probably be very usable?

21   COMMISSIONER GIORLA: Our

22   primary partner in post release placement

23   is the RISE office, and Mr. Hart is here,

24   the Director of RISE.

25   COUNCIL PRESIDENT CLARKE:

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

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

3   COMMISSIONER GIORLA: And while

4   Mr. Hart is coming to the table, I'd just

5   like to say that there are a number of

6   our sentenced programs. All of the

7   programs that we fund now, we ask them to

8   link post release employment as a

9   requirement of the program, our Mural

10   Arts, horticulture, our dog training

11   program and several of the other

12   programs, horticulture. They all --

13   COUNCIL PRESIDENT CLARKE:

14   Before Mr. Hart speaks -- and I cut you

15   off. I don't know if you were going to

16   give me the numbers on recidivism

17   associated with those individuals.

18   COMMISSIONER GIORLA: I could

19   forward that to the Chair. I don't have

20   that with me today. I can tell you

21   overall recidivism for our system or

22   reincarceration is running about between

23   57 and 58 percent. It's been relatively

24   steady overall over the last three or

25   four years. There's been a slight

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

2   downward trend, but it hasn't been

3   substantial.

4   COUNCIL PRESIDENT CLARKE: All

5   right. And I'm only asking about that

6   particular program in particular, because

7   I've seen the work. As I say, I'm

8   currently experiencing taking advantage

9   of that great work that was provided, and

10   I'm wondering in terms of our training

11   programs -- because at the end of the

12   day, we really don't -- while we might --

13   up where you work you might develop some

14   sort of a relationship with the inmates

15   during their tenure, but you really don't

16   want to see them again.

17   COMMISSIONER GIORLA:

18   Absolutely.

19   COUNCIL PRESIDENT CLARKE: I

20   mean, that's the objective. Thank you

21   very much, I don't want to see you back.

22   So if we're focusing the training

23   programs in an appropriate direction to

24   make sure that these people really end up

25   being a productive member of society,

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

 2   either in the City of Philadelphia or

 3   somewhere else, where their skills may be

 4   realized.

 5   (Witness approached witness

 6   table.)

 7   MR. HART: Council President,

 8   Bill Hart, the Executive Director of

 9   RISE. I have to apologize. Your

10   question again was?

11   COUNCIL PRESIDENT CLARKE: I

12   was asking about a specific category,

13   because we purchased furniture, and I go

14   to my administrative assistant who does

15   that, she pulls out the book, she says,

16   Well, this Councilmember wants this and

17   that. She said, if we get it from the

18   Prisons, it's less expensive.

19   Oh, okay. I'm a fiscal guy,

20   right? And I said, Well, is the quality

21   any less than the quality from one of

22   these other places?

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

24   So my question is about that,

25   in terms of the placement of those

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

2   individuals. And I understand that

3   that's not necessarily the responsibility

4   of the Prisons Commissioner, but is there

5   a program that allows those people to get

6   placement, and what's been the success

7   rate? And if you have similar training

8   programs, do we provide assistance, is

9   what I'm asking you.

10   MR. HART: Council President, I

11   couldn't address it specifically for the

12   guys that have gone through the Philacor

13   workshop and training, but I'll say

14   generically speaking, employment this

15   year vis-a-vis RISE and our relationship

16   with our partners in public safety,

17   currently 360 of our guys have been

18   placed. Our strategic plan for this year

19   was the number 400, which I think we will

20   exceed.

21   That said, our strategic plan

22   was broken out, I'll say, on several

23   levels. Strategically what we wanted to

24   do was corner the market on industries

25   that typically had high turnover and low

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

2   retention rates, and in my mind, that was

3   probably the course of least resistance

4   to move our guys into employment. We've

5   been extremely successful there. We've

6   been extremely successful working with,

7   let's say, some of our City partners for

8   contract employment; for example, the

9   marathons and races like that.

10   Strategically what we'd like to

11   attempt to do is now that we have a

12   baseline of a talent pool of ex-offenders

13   that we know are working, have managed to

14   have support networks that allow them to

15   come to work on a regular basis, have

16   developed work experience or track

17   record, that we could tier them up into

18   employment categories that will pay more

19   than the actual minimum wage, move them

20   into benefits. So our strategic plan,

21   we're looking to target certain sectors

22   of the markets. Right now manufacturing

23   hasn't hit our list because, in my

24   opinion, in my view, we haven't seen a

25   lot of activity in the manufacturing

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

 2    sector here locally, but our strategic

 3    plan is looking to match up obviously the

 4    skills of our guys with the employment

 5    need of employers in Philadelphia.

 6                COUNCIL PRESIDENT CLARKE:

 7    Okay.  Thank you, sir.

 8                MR. HART:  Thank you, Council

 9    President.

10                COUNCIL PRESIDENT CLARKE:  Keep

11    up the good work.

12                The Chair recognizes Councilman

13    Jones.

14                COUNCILMAN JONES:  Thank you,

15    Mr. President.

16                Mr. RISE -- I mean, Mr. Hart.

17    You might as well be Mr. RISE.  But I'd

18    like you to stay, and I'd like to also

19    ask Mr. Resnick to come up and join us at

20    the table, if you would, Mr. President.

21                (Witness approached witness

22    table.)

23                COUNCILMAN JONES:  Just very

24    quickly, I wanted to bring your attention

25    to Bill No. 140014, which is an ordinance
```

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

 2       to change the Home Rule Charter to allow

 3       for Prisons to be an independent

 4       department within the City of

 5       Philadelphia.  And a lot of people will

 6       probably be surprised to find out that

 7       under this form that it is not; it

 8       actually is a subsidiary of DHS.

 9                 MR. RESNICK:  Yes.

10                 COUNCILMAN JONES:  You can give

11       the history of that being a

12       quicker-oriented talent that somehow

13       Prisons were designed to be under a

14       philanthropic kind of humanitarian kind

15       of division of government.  So why don't

16       we talk about that and what we're trying

17       to do to move it to be an independent

18       department and why.

19                 MR. RESNICK:  Okay.

20                 COUNCILMAN JONES:  Say your

21       name for the record, please.

22                 MR. RESNICK:  Sure.  Michael

23       Resnick, Director of Public Safety.

24                 I had very eloquent testimony

25       prepared for that issue, Councilman, when
```

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

 2   we have that hearing, but I'll try off

 3   the top of my head.

 4   What that does is, as you said,

 5   originally the Prisons was folded in

 6   under DHS. So that's archaic. The

 7   Prison System as it exists now today is

 8   not as it existed back when the Charter

 9   was created. So the Department is --

10   just in terms of the size of staff, the

11   size of the inmates, the size of the

12   facilities, the complexities in running

13   those operations, there is no oversight

14   from Commissioner Ambrose's shop over the

15   Prisons. We have a Commissioner of

16   Prisons and his deputies who run the

17   day-to-day operations. So there's no

18   budgetary crossover. There's no expense

19   to this change. Nothing would change.

20   We wouldn't have to get new signs, new

21   vehicles, new uniforms, anything like

22   that. It would just be a paper change to

23   reflect the reality of what happens in

24   day-to-day life today.

25   COUNCILMAN JONES: And I just

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

2   wanted to get on the record the

3   Commissioner's perspective on this being

4   the person responsible for those duties.

5   COMMISSIONER GIORLA: Yes.

6   Thank you, Councilman. The other aspect

7   of this is that it will allow the

8   Commissioner, either myself or my

9   successors, to appoint exempt deputies.

10   The other public safety of the

11   departments and the other operating

12   departments have that ability. Until

13   now, the Prisons has had to work directly

14   through promotion and seniority to fill

15   those vacancies.

16   The complexity of correctional

17   operations these days sometimes requires

18   some highly trained and educated

19   individuals who may be available inside

20   or outside the Department. It would give

21   the Commissioner the latitude to do

22   either to fill critical positions.

23   COUNCILMAN JONES: Okay. And I

24   wanted to also state that in the copy

25   that I have but in my intent in

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

2   discussing this with the Administration

3   is for reentry to be an official part of

4   that department. It's kind of

5   independent now, but I think,

6   Mr. President, it goes well with that.

7   I've also at your instruction been in

8   touch with the workforce there, the

9   people in the unions, and we are ongoing.

10   And I guess I can say that they're fairly

11   comfortable with this change, and I

12   wanted to let you know that as well.

13   So could you --

14   COMMISSIONER GIORLA: Yeah.

15   I'd like to expand on that. For the last

16   couple of years, the RISE office has

17   operated -- of course, they operate in

18   the public setting, where they will

19   accommodate individuals who have been

20   released from federal, state or local

21   facilities, come in off the street and

22   engage their services, but they've also

23   provided a community and personal

24   responsibility training within our

25   facilities. They've worked with our

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

 2   social services staff, our classification

 3   staff, and all of our programs. They're

 4   operating now for referrals, monitoring,

 5   and to encourage returning citizens when

 6   they leave to take advantage of

 7   everything that's available to them.

 8   This way, if we melded our services, so

 9   to speak, it would become seamless. We

10   could comingle our personnel. We can

11   comingle our resources and really extend

12   the volume that RISE could serve.

13   MR. RESNICK: That's exactly as

14   the Commissioner said, we want to make

15   this seamless. So if a person is

16   discharged on a Monday from the Prison,

17   Tuesday morning they can come to RISE and

18   pick up exactly where they left off with

19   the exact same programs and the exact

20   same resource material that we have, so

21   there wouldn't be any missed

22   opportunities. And I know that that was

23   the intent of the Administration to put

24   this in the proposed bill. I had a

25   conversation with your staffer. I think

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

2   that's an oversight we can --

3   COUNCILMAN JONES: I believe

4   that. In every discussion we've had,

5   that has been the intent of it.

6   MR. RESNICK: Correct.

7   COUNCILMAN JONES: So when I

8   read over it again -- we actually read

9   the legislations that we are proposing.

10   Therefore, when I saw it out, I wanted to

11   put that on the record.

12   MR. RESNICK: We'll fix it.

13   COUNCILMAN JONES: I appreciate

14   that.

15   By way of reentry, while we are

16   on the topic, let's go with, what were

17   the Prisons designed -- and there are, I

18   think, six still up there, not including

19   the trailers.

20   COMMISSIONER GIORLA: We have

21   six major facilities located in the

22   compound in Northeast Philadelphia. We

23   have four satellites. We have a contract

24   facility at D and Erie. We have a work

25   release facility at 600 University

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

2   Avenue. We have a low custody male

3   facility at 17th and Cambria, and we have

4   a female facility and a weekend

5   commitment facility located on Torresdale

6   Avenue.

7   COUNCILMAN JONES: So they are

8   designed for maximum capacity of what?

9   COMMISSIONER GIORLA: The

10   original design capacity is somewhere of

11   about 6,900. Those additional areas that

12   I referred to earlier, non-traditional

13   housing areas, we've used those to expand

14   the capacity and we've used outside

15   housing where we didn't -- when space was

16   really challenged.

17   COUNCILMAN JONES: So we are

18   constantly bumping up on the threshold of

19   what the system was designed for and,

20   therefore -- I mean, I had an opportunity

21   to be a part of the CJAB discussions, and

22   what is interesting to me and what I

23   commend the Administration for is having

24   a holistic approach, that one entity

25   impacts the other. So when we get tough

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

 2   on crime, it impacts your population.

 3   When we, for example, Mr. President,

 4   insisted that gun bails be higher and

 5   that was a handshake kind of relationship

 6   with the courts, it impacted their

 7   population.

 8   So what is your strategy to

 9   maintain those levels about releasing

10   more non-violent offenders to make room

11   for more serious offense, if you could

12   articulate that a bit.

13   COMMISSIONER GIORLA: Well, as

14   you know from the CJAB, we have a prison

15   population subcommittee. We meet with

16   representatives of all the same justice

17   partners, the Defender, the DA, Probation

18   and Parole, both courts, Municipal and

19   Common Pleas, and we do that monthly.

20   And what we look at are subsets of the

21   inmate population that either we can more

22   efficiently dispose of their cases if

23   they're taking an inordinate amount of

24   time or subsets of the population that

25   really don't need custody.

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

 2   I'll give you a for instance.

 3   We have -- what we looked at in response

 4   to questions we received from Council in

 5   preparation for this budget hearing, we

 6   looked at bails, the average length of

 7   stay. Those who come in with less than

 8        $5,000 bail and are able to be bailed

 9   out, they don't have any detainers or

10   violations, they spend approximately 40

11   days in custody; those with 5,001 to

12   10,000, 52 days in custody. What we

13   would do is ask the courts to examine

14   those cases and we'll pull the individual

15   files and see whether or not the bails --

16   if the bails were set slightly lower, the

17   individuals, the defendants, might be

18   able to make them and not come into

19   custody at all or whether or not those

20   offenses could be -- they could be

21   released on their own recognizance or

22   some other means.

23   So that's not a very large

24   group, but the thing is even though they

25   come in for a short period of time,

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

2   they're very expensive. An admission,

3   one person's admission, costs us in the

4   neighborhood of a thousand dollars.

5   COUNCILMAN JONES: That's just

6   processing, not into a cell.

7   COMMISSIONER GIORLA: First 24

8   hours.

9   So, you know, we look at

10   subsets of the population. Right now

11   we're looking at things like length of

12   stay by legal status category, and there

13   are some, like I said, bails that don't

14   stay very long, but there are others

15   that, particularly for the serious

16   offenses, that stay for a significant

17   period of time. Right now our pretrial

18   length of stay for those -- and most of

19   these are violent offenders, because the

20   non-violent offenders really aren't in

21   our population anymore. But the pretrial

22   length of stay of these offenders is 219

23   days on average.

24   COUNCILMAN JONES: Are you

25   using home monitoring systems to reduce

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

2   that population, and how effective have

3   they been?

4   COMMISSIONER GIORLA: I guess

5   two fiscal years ago, the courts proposed

6   or the courts tried to expand electronic

7   monitoring to relieve the prison

8   population. One of the unfortunate

9   factors we found was that there weren't

10   enough suitable people in our population

11   to really expand that program for the

12   scale that they wanted to. There was a

13   recommendation that we release 800

14   inmates to that program, and there really

15   weren't 800 qualified that could fit. I

16   think we started with approximately 200

17   monitors, 200 monitors in that program.

18   COUNCILMAN JONES: You weren't

19   able to find 200?

20   COMMISSIONER GIORLA: Not a

21   consistent 200 to fill that program.

22   COUNCILMAN JONES: I will ask

23   one other question and then move on. Do

24   we have other people, Mr. President?

25   COUNCIL PRESIDENT CLARKE: Did

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

2   you ask me if the bell rang?

3   COUNCILMAN JONES: I didn't

4   hear it.

5   COUNCIL PRESIDENT CLARKE: The

6   bell rang, yes.

7   COUNCILMAN JONES: I would --

8   are you considering day reporting

9   centers?

10   COMMISSIONER GIORLA: We're

11   examining it again. One of the

12   unfortunate results of our prior forays

13   into that area was we found a similar

14   situation. By the time we applied all

15   the exclusions that the different

16   parties, different criminal justice

17   parties wanted to apply to the cohort, we

18   were left with very few people that would

19   be suitable for day reporting.

20   Now, there are other agencies,

21   both inside and outside the state, that

22   are operating day reporting centers, and

23   we're taking another look.

24   COUNCILMAN JONES:

25   Mr. President, I will yield until the

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

2   next round.

3   COUNCIL PRESIDENT CLARKE:

4   Thank you, sir.

5   The Chair recognizes Councilman

6   Oh.

7   COUNCILMAN OH: Thank you,

8   Mr. President.

9   Just a quick housekeeping note

10   first. On Page 6 for M/W/DBE

11   participation for Corizon Health, I think

12   those numbers are incorrect.

13   COMMISSIONER GIORLA: Yes, sir.

14   COUNCILMAN OH: I just wanted

15   to check it out with you. Thirteen

16   percent and 58 percent, a total of 71

17   percent. It seems more like it's 30

18   percent.

19   COMMISSIONER GIORLA: I'll ask

20   my Contracts Unit Manager to come to the

21   table in case we need any further

22   explanation, but the employee salaries

23   are deducted from the contract total. So

24   these are services that the agency uses,

25   and I believe Mr. Donovan can expand on

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

 2   that.

 3   (Witness approached witness

 4   table.)

 5   MR. DONOVAN: Good afternoon,

 6   Councilman.

 7   COUNCILMAN OH: Good afternoon.

 8   MR. DONOVAN: Daniel Donovan.

 9   I'm the Contract Administrator for the

10   Prisons.

11   COUNCILMAN OH: Thank you.

12   MR. DONOVAN: Those figures are

13   Corizon's contract total minus personnel

14   costs.

15   COUNCILMAN OH: So the number

16   that we're getting in terms of the

17   participation, is that -- why is the

18   percentage -- why is it that the salaries

19   are taken out of that?

20   MR. DONOVAN: Why is it that

21   the salaries are deducted?

22   COUNCILMAN OH: Yes. In other

23   words, I'm looking at a $42 million

24   contract and I'm looking at, for example,

25    $2.24 million, but that number is not a

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

2   gross number, the percentage of the

3   contract. That is a portion of the

4   contract minus salaries.

5   COMMISSIONER GIORLA: And --

6   COUNCILMAN OH: I'm looking at

7   in comparison to 42 million.

8   COMMISSIONER GIORLA:

9   Councilman, the formulas and the

10   percentages are determined by the Office

11   of Economic Opportunity. We compute

12   those and submit our figures. They

13   review them. Over the last couple of

14   years, we've been closely monitoring the

15   Corizon Health Services contract and we

16   meet monthly with the Corizon officials

17   and the Office of Economic Opportunity.

18   We use those formulas to compute these.

19   COUNCILMAN OH: It's fine. It

20   means that I don't understand how to read

21   these numbers. I would have assumed that

22   when we're breaking down percentages of a

23   total contract -- so is this Corizon

24   contract, is that a portion of the

25   contract? It's taking out their employee

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

2   salaries as well?

3   COMMISSIONER GIORLA: Yes.

4   It's minus their employee salaries.

5   COUNCILMAN OH: So the contract

6   for Corizon services is $42 million minus

7   the salary of their employees. So it's

8   actually a higher number?

9   MR. DONOVAN: The official

10   contract amount is $42 million. That

11   includes their cost of personnel services

12   and all other spending that would be

13   included in the MBE/WBE reporting.

14   COUNCILMAN OH: You may not be

15   in charge of this, so if you're not,

16   that's fine, but I'm trying to understand

17   now how to read this, because it's

18   confusing to me that when you list the

19   contract in total $42 million, it

20   includes -- not you, but the salaries are

21   included. But when we look at the

22   participation level, somehow the salaries

23   are taken out. But we're getting a

24   percentage of the total contract, but the

25   number is not the total percentage. It's

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

2   the, I don't know, operating cost of the

3   contract. It's just the portion minus

4   salaries of their employees. It seems

5   kind of an inconsistent way to report

6   this. It's confusing to me.

7   So, in other words, basically

8   instead of 5 percent -- in other words,

9   it's not 2.2 million. It's more like $5

10   million or $4.4 million. The actual

11   portion of the MBE was $4 million. The

12   percentage of value would be $4 million

13   from what you're telling me. Thirteen

14   percent of the contract is not 2.2

15   million.

16   MR. DONOVAN: Okay. That 13

17   percent represents the portion, minority

18   business portion, that is 42 million

19   minus personnel costs. You have a

20   balance of, say, approximately $12

21   million, for argument's sake, and that

22   2.2 million represents 13 percent of

23   that.

24   COUNCILMAN OH: 2.2

25   represents --

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

 2   MR. DONOVAN: It's their

 3   spending excess of their personnel costs.

 4   COUNCILMAN OH: Okay. Well,

 5   perhaps --

 6   MS. RHYNHART: Rebecca

 7   Rhynhart, Budget Director.

 8   I think what you're getting at

 9   is or what you're asking -- and I think

10   it's a question for OEO, so we can

11   provide a response to you. But out of

12   the 42 million total contract, there is a

13   personnel portion that was pulled out in

14   order to determine the participation.

15   And you want to understand the reasons

16   for that?

17   COUNCILMAN OH: No. I want to

18   understand why this says 13 percent, but

19   the actual number of 2.2 is 5 percent.

20   MS. RHYNHART: Because that's

21   what they were saying, that out of the

22     $42 million contract, there was a portion

23   of it -- and I'm not familiar with the

24   specifics, but that was pulled out of

25   that as an -- that there was no

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

2   opportunity. So that would be an Angela

3   Dowd-Burton question that we could

4   definitely get back to you on.

5   COUNCILMAN OH: Okay. Well, I

6   mean, it hasn't been a problem up until

7   today. I can look at every contract and,

8   even on this form, look at the numbers

9   and the portion of the contract is the

10   percentage that's reported, but here the

11   percentage is different from the number

12   reported.

13   MS. RHYNHART: Right. This

14   seems like a specific instance in which

15   more information is necessary to provide

16   to you on this.

17   COUNCILMAN OH: Okay. That's

18   fine. I'll just say that I hope all the

19   numbers are consistent so when we look at

20   them, we know what we're looking at. And

21   if you could just let me know that.

22   Okay. So what I was wondering

23   is that there's a decrease in the budget

24   this year, which is 3.4 million, and that

25   is because there's going to be a

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

2   projected decline in overtime costs as

3   well as outside housing contracts. And

4   kind of going along with what other

5   people were asking, my colleagues, about

6   the use of non-secure facilities, outside

7   contracts, what is the plan or the

8   process for that right now in terms of

9   increase use of housing contracts?

10   COMMISSIONER GIORLA: I'm

11   sorry. Could you clarify that,

12   Councilman?

13   COUNCILMAN OH: Yeah. What

14   portion of the 3.4 million in reduction

15   of costs is outside housing contracts

16   versus decline in overtime costs?

17   I mean, if you know. If you

18   don't know or somebody could --

19   COMMISSIONER GIORLA: Well, our

20   fiscal -- our administrative services

21   officer is here, and there's a breakdown

22   in the class. He'll be able to give you

23   that figure.

24   (Witness approached witness

25   table.)

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

2   MR. BUCK: Jerry Buck.

3   COUNCILMAN OH: Good afternoon.

4   Just in general.

5   MR. BUCK: Two million.

6   COUNCILMAN OH: Two million is

7   going to go to outside?

8   MR. BUCK: Right. That's the

9   cut.

10   COUNCILMAN OH: Okay.

11   MR. BUCK: It represents about

12   47 inmates.

13   COUNCILMAN OH: What is causing

14   that? Is that a policy change? Is that

15   a strategy or has something different

16   occurred?

17   COMMISSIONER GIORLA: We've

18   seen a decline in overall admissions.

19   One of the things we follow as part of

20   the CJAB is the decrease in violent

21   crime, and over the past two years, most

22   of the individuals committed to us have

23   high bails, violent offenses, et cetera.

24   That number is down. There was a

25   reduction in, of course, pretrial

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

2   defendants as a result, and the number of

3   probation violators has risen slightly,

4   but not along the same scale. The

5   initiative that the courts had started in

6   April of 2013 to rein in the number of

7   failures to appear by sentencing

8   individuals who did so to contempt, those

9   numbers have fallen off significantly as

10   well. That combination has brought our

11   population down. It continues to

12   decline. There may be an additional

13   factor, the severe winter that we had,

14   but we see that coming down.

15   Now, given the fact that our

16   overall admissions have declined, when we

17   look further out at length of stay, that

18   will reduce the overall population. Like

19   I said, as that comes down, we anticipate

20   our overtime needs, our staffing needs,

21   and all the ancillary costs to decline as

22   well.

23   COUNCILMAN OH: So it's good

24   news, decreased crime, decreased costs.

25   Let me just thank you for your help and

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

2   cooperation with all the different

3   members of Council, myself included, on

4   our visits to the Prison and the great

5   work you're doing.

6   Thank you very much.

7   COMMISSIONER GIORLA: You're

8   welcome, sir.

9   COUNCIL PRESIDENT CLARKE:

10   Thank you, Councilman.

11   The Chair recognizes Councilman

12   Johnson.

13   COUNCILMAN JOHNSON: Thank you,

14   Council President.

15   How you doing, Commissioner?

16   COMMISSIONER GIORLA: Good

17   afternoon, sir.

18   COUNCILMAN JOHNSON: I just

19   wanted to get an overview on how the

20   Department of Correction goes about

21   recruiting your corrections officers in

22   light of the recent story in the Daily

23   News regarding the issue of contraband

24   within the Prison System, the issue of

25   relationships between COs and inmates in

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

2   trying to create an environment where

3   workers can work and separate personal

4   life versus work life. And I had a

5   chance to look at some of your comments

6   that were printed in the news, but really

7   you kind of brought light to a whole

8   different situation for me, and I just

9   wanted to get an idea of what are we

10   doing to be -- what's your plan to

11   address such an issue moving forward?

12   COMMISSIONER GIORLA:

13   Councilman, I assume you're talking about

14   controlling and interdicting contraband.

15   We attempt to do that on several levels.

16   There are physical searches in our

17   facilities both of all the incoming

18   visitors and staff. Those are not strip

19   searches. So in some cases, they don't

20   detect or interdict all the contraband

21   that's being introduced. Each of our

22   facilities' wardens are charged with

23   searching each bed at least once a month.

24   Thousands of searches that are being

25   conducted all day long. We inspect

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

 2      packages, vehicles, visitors, everyone

 3      coming into our facilities.

 4              One of the problems is -- and

 5      this can be seen nationwide, because if

 6      you follow the media, there have been

 7      significant problems in Baltimore, New

 8      Orleans, New York with the introduction

 9      of contraband.  It's a very lucrative

10      enterprise.  Cell phones, contraband cell

11      phones, can sell for as much as $400,

12      cigarettes for $30 to $40 a pack.

13              COUNCILMAN JOHNSON:  I

14      understand the issue.  What are we doing

15      to address it?  What are the tactics that

16      are in place for us besides the strip

17      searching?  How do we address staff as

18      well as -- I understand the visitor side.

19              COMMISSIONER GIORLA:  When

20      staff are recruited, they're told that we

21      expect -- we have a high expectation of

22      moral conduct and a professional distance

23      to be kept between them and the inmates.

24      That is also expressed in their

25      pre-service training.
```

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

2   COUNCILMAN JOHNSON: You do

3   background checks, correct?

4   COMMISSIONER GIORLA: We do

5   criminal background checks. We do

6   employment checks. We --

7   COUNCILMAN JOHNSON: Lie

8   detector tests?

9   COMMISSIONER GIORLA: We no

10   longer conduct polygraph tests. We used

11   to conduct them in the past. We do hair

12   drug testing as well. When the officers

13   are hired, we try to impress upon them

14   that we expect a high level of ethical

15   conduct and professionalism.

16   Unfortunately, the correctional

17   environment is very close contact with

18   individuals who are manipulative, who are

19   predatory, and target staff for

20   corruption. In some cases, they succeed.

21   When that happens, you know,

22   unfortunately we discipline and dismiss

23   the individuals. If we believe that the

24   conduct is criminal, we prosecute.

25   Unlike a lot of -- there are some

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

2   agencies who take the tact that it's so

3   egregious that they publish the names and

4   photos of their staff who are caught

5   trafficking contraband. I don't believe

6   that's an effective measure, because of

7   the approximately 1,800 correctional

8   officers and other 150 security staff we

9   have there, I think the overwhelming

10   majority of them are hard-working,

11   dedicated individuals who are concerned

12   about their safety and concerned about

13   the job they do.

14   As part of my career, I spent

15   ten years both as an investigator and a

16   director of the Internal Affairs

17   Division, and I can tell you this is a

18   problem throughout correctional

19   facilities nationwide.

20   COUNCILMAN JOHNSON: So there's

21   a corrections Internal Affairs Division?

22   COMMISSIONER GIORLA: Yes, sir.

23   COUNCILMAN JOHNSON: With a

24   staff of how many?

25   COMMISSIONER GIORLA:

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

2   Approximately five.

3   COUNCILMAN JOHNSON:

4   Approximately five. All right. I just

5   want to get an overview.

6   Can I also ask for Mr. Bill

7   Hart, Mayor's Office of Reentry, to

8   please approach the witness table.

9   (Witness approached witness

10   table.)

11   COUNCILMAN JOHNSON: Thank you,

12   Commissioner.

13   COMMISSIONER GIORLA: You're

14   welcome.

15   COUNCILMAN JOHNSON: How you

16   doing, Mr. Hart?

17   MR. HART: Blessed, Councilman.

18   How are you?

19   COUNCILMAN JOHNSON: I'm doing

20   pretty good.

21   So I remember when the

22   Administration kicked off the Mayor's

23   Office of Reentry several years ago. It

24   was an office that was opened up in

25   Southwest Philadelphia. It was a very

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

2   enthusiastic kickoff to a program that

3   would really help a lot of people. So I

4   want to get an idea from you where we're

5   at in terms of servicing a population of

6   individuals who are returning home to

7   society, how is it having an impact on

8   our recidivism rate, what are some of the

9   best practices but also, most

10   importantly, where there's a need and us,

11   members of Council, can begin looking at

12   how we can be supportive of this

13   particular population. Because I know

14   when we talk about crime prevention and

15   being proactive, I mean, part of it is

16   making sure that there are resources in

17   place to support those best practices.

18   And I do thank your department, because

19   we have placed several different

20   individuals in nice employment

21   opportunities. Some folks work down at

22   the Convention Center, did a piece of

23   forklift driving out of Coca-Cola through

24   the partnership with your office. And so

25   probably if I had to rate what are some

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

 2     of the key issues, one of my top three

 3     issues that people come to my office

 4     asking for, everyone wants a job, the

 5     issue of having a felony and trying to

 6     find a job.

 7               MR. HART:  Employment.

 8               COUNCILMAN JOHNSON:  And at the

 9     end of the day, the employment issue

10     plays a major role in how we address the

11     issue of public safety in the City,

12     because if a person doesn't have an

13     employment, then they make other poor

14     choices.  And so I look at your

15     department as the key department in

16     really reducing crime.  And so just give

17     us an idea of where you're at.

18               MR. HART:  Councilman, how much

19     time do I have?

20               Councilman, as succinctly as

21     possible.

22               COUNCIL PRESIDENT CLARKE:  But

23     saved by the bell.

24               MR. HART:  Best practices would

25     suggest that reentry begins at the time
```

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

2   that anyone touches Commissioner Giorla's

3   shop. So our service delivery model is

4   based on that. Our work begins with our

5   guys in detention. Currently we're

6   working in seven of Commissioner's

7   facilities. We have several business

8   lines. Most recently is the Fatherhood

9   Initiative for the non-custodial fathers.

10   Traditionally we're doing the cognitive

11   work through CPR.

12   One of the areas that we'd like

13   to get better at and the Commissioner

14   mentioned in his testimony is now an

15   expansion of medical coverage for our

16   guys in detention that we know that are

17   leaving out that will need a continuum of

18   services. For example, those that are on

19   the mental health roster that we can

20   identify that are in detention that have

21   been sentenced and have a defined date to

22   be released, if in fact we can have them

23   connected to medical services so there's

24   no break in the treatment that they get

25   when they're in detention and they go

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

2   into in-care facilities, it does a number

3   of things for us. Obviously from a

4   public safety perspective, with treatment

5   many of our offenders would not reoffend.

6   Without treatment, we have what I'm

7   calling frequent flyers that continue to

8   recycle back into Commissioner Giorla's

9   shop, that we can address that up front

10   and then had that continuity of care once

11   they're released.

12   But with that said, our service

13   delivery model, again, we begin with guys

14   in detention, and once they're released,

15   clients come to us voluntarily, some are

16   court stipulated. Once you reach my

17   shop, we have a six-week service delivery

18   model. Week one, week two is cognitive

19   where we are trying to get inside their

20   heads. Weeks three, four, and five,

21   pretty intense employment services. Week

22   six is that we have our guys in our tech

23   lab, and by no stretch of any imagination

24   are we trying to get anyone Microsoft

25   Office certified, but to have a skill set

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

2   that can search the web, can apply

3   online, because there's a certain savvy

4   to applying online, matching up their

5   skill sets, always being mindful -- when

6   we talk about employment, clearly there's

7   a skill set, but then there's also the

8   collateral consequences of convictions

9   that many of my guys have that preclude

10   them from working in certain industries

11   and doing certain work.

12   So we take them through that.

13   And then the last portion of the work

14   that we do is expungement, because we

15   have attorneys on staff from an

16   employment perspective to remove those

17   arrests that did not lead to convictions

18   as a barrier to employment.

19   Your question about

20   employment -- and, again, I tried to

21   answer it a little earlier when Council

22   President Clarke addressed it -- was that

23   our strategy had been, one, to look at

24   those industries that had the highest

25   turnover, the lowest retention rate,

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

2   which was the course of least resistance,

3   and we've done exceptionally well there.

4   We're going to break our goal of 400

5   placements this year.

6   What we would like to do if

7   there was an ability to tier up and I'd

8   like to say best practices using

9   Philadelphia's Family Court, who have

10   been extremely successful in, one,

11   connecting their guys that owe child

12   support payments to employment, and the

13   model that they use is with an outside

14   vendor, a contractor to move them into

15   employment. Obviously it's a fee paid

16   for placement, a fee paid for retention,

17   but it's minimus in terms of the return

18   back to custodial parent and the

19   children. And, similarly, in an ideal

20   world, we'd like to be able to duplicate

21   that model.

22   So this year our numbers are

23   400. Conceivably, we'd be able to move

24   700, 800 returning citizens into

25   employment, reducing the cost of

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

2   recidivism going back to Commissioner

3   Giorla's shop.

4   COUNCILMAN JOHNSON: And just

5   doing -- and I'm going to wrap up on this

6   one, Council President.

7   In the context of mental

8   health, which you brought to our

9   attention, which is a very significant

10   issue, what's the strategy that deals

11   with those who suffer from drug and

12   alcohol issues, D&A, in the context of

13   mental health on a path of people

14   rehabilitating so they don't recidivate?

15   MR. HART: I'll say organic to

16   the RISE process, we do a pretty thorough

17   assessment. We're using the RST

18   assessment, which is criminal based, but

19   we're looking more at a needs assessment

20   to identify those that have mental,

21   behavioral, drug and alcohol concerns.

22   Once we assess, once they meet my case

23   managers and we get an effective read on

24   what some of the barriers are, it's

25   immediate referral to our partners within

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

2   the managed reintegrated network for drug

3   and alcohol.

4   One of the challenges that we

5   found -- and I'll give a lot of credit to

6   Commissioner Giorla and certainly

7   Director Resnick -- is, now let's look,

8   again, at that mental health population,

9   and if we can connect them immediately to

10   services once they're released, they

11   don't become the frequent flyers. The

12   public becomes a lot safer. I say one of

13   my biggest fears -- and I have no way of

14   measuring it -- is a guy that comes into

15   my shop that is off of his meds and the

16   ability to go from zero to 100 miles an

17   hour in less than ten seconds is one of

18   the things that we'd like to avoid, not

19   only in my shop but for public safety

20   generally for Philadelphia residents.

21   Again, if we can connect our guys with

22   resources immediately upon release -- the

23   recidivism rate I believe is measured

24   over three years, and once you drill down

25   and look at year one, that's that time

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

2   period where most guys recidivate. So,

3   again, best practices would suggest

4   identifying, connecting, assessing, and

5   doing the followup within that one-year

6   period. We can dramatically reduce

7   recidivism for our overall population,

8   and invariably public safety becomes --

9   COUNCILMAN JOHNSON: Do y'all

10   work in partnership with the Department

11   of Health, Donald Schwarz?

12   COMMISSIONER GIORLA:

13   Councilman, if I may, the Forensic

14   Intensive Recovery Program, which --

15   COUNCILMAN JOHNSON: FIR.

16   COMMISSIONER GIORLA: The FIR.

17   Well, for anyone who is uninitiated, FIR

18   works with a number of community

19   providers. A lot of the inmates who have

20   addiction issues that come through our

21   system are court-stipulated into those

22   programs. Our social workers work

23   closely with the placement advocates. As

24   a matter of fact, some years ago we

25   actually offered the program a site up at

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

2   the Prisons where they can co-locate

3   their evaluators. We have a trailer

4   located on our grounds where their

5   evaluators work out of. And as those

6   placements arise, we make sure that

7   they're connected with community

8   treatment. So that's just another

9   avenue.

10   COUNCILMAN JOHNSON: All right.

11   Thank you.

12   MR. HART: Councilman, thank

13   you.

14   COUNCIL PRESIDENT CLARKE:

15   Thank you, Councilman.

16   The Chair recognizes

17   Councilwoman Reynolds Brown.

18   COUNCILWOMAN BROWN: Thank you.

19   Good afternoon, gentlemen.

20   COMMISSIONER GIORLA: Good

21   afternoon.

22   COUNCILWOMAN BROWN: I would

23   like the first round of question to focus

24   on the mental illness that sometimes goes

25   detected and oftentimes does not and how

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

 2   you screen for men and women who come

 3   through the system, because I would

 4   imagine, not being the professional that

 5   you are, that that may contribute to

 6   recidivism; is that fair to say?

 7   COMMISSIONER GIORLA:

 8   Absolutely, Councilwoman. There's a

 9   number of factors, not only their

10   inability to cope upon release, their

11   inability to access resources. That's

12   really what's driving our effort to

13   either enroll them in Medicaid prior to

14   release, because the application won't be

15   effective while in custody, but it's good

16   for 30 days, and we can try and start

17   that coverage as soon as possible. It

18   will continue medication. It will

19   provide access to treatment. And we're

20   not only looking at that for the mentally

21   ill, but all the chronically ill. There

22   are high numbers of chronically ill that

23   come into our custody as well.

24   COUNCILWOMAN BROWN: So how

25   well are you doing in that area?

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

2   COMMISSIONER GIORLA: Right now

3   the enrollment hasn't begun.

4   COUNCILWOMAN BROWN: Has not?

5   COMMISSIONER GIORLA: No.

6   We're working with RISE. We're also

7   working on a parallel effort to ask the

8   state not to suspend coverage for those

9   who are admitted to our custody. I think

10   about 6 percent who come through the door

11   have Medicaid coverage but it's dropped

12   as soon as they come into custody.

13   COUNCILWOMAN BROWN: So what's

14   the prognosis for the state's response?

15   COMMISSIONER GIORLA: As yet,

16   we haven't been able to get regulatory

17   permission to do that.

18   COUNCILWOMAN BROWN: And who

19   drives that?

20   COMMISSIONER GIORLA: I can ask

21   our Director of Medical Services to

22   expand on that, Dr. Bruce Herdman.

23   (Witness approached witness

24   table.)

25   DR. HERDMAN: I'm Bruce

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

 2   Herdman, Chief Medical Operations for the

 3   Prison.

 4   COUNCILWOMAN BROWN: Good

 5   afternoon.

 6   DR. HERDMAN: Your question?

 7   I'm sorry.

 8   COUNCILWOMAN BROWN: So talk

 9   about the impediments you've run into

10   with regards to ensuring that the

11   population has the Medicaid benefits in

12   place prior to release so that they can

13   be in some ways held through the system

14   to try to -- and how that, if handled

15   properly, can reduce or contribute less

16   to the recidivism.

17   DR. HERDMAN: There is evidence

18   that shows that if a person leaves with

19   medical assistance or another insurance

20   coverage, that their recidivism rate is

21   decreased. So we're aiming for

22   continuity of insurance coverage. We've

23   been trying to get the state to suspend

24   rather than terminate for some time. The

25   state has had a number of reasons why

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

2   they can't do that.

3   COUNCILWOMAN BROWN: Such that?

4   Talk into the mic for us, please.

5   DR. HERDMAN: One reason was

6   that their computer system has been

7   changed over 15 years so many times

8   without any documentation of the changes

9   that they're afraid if they make another

10   change, it will disrupt other aspects of

11   their computer system.

12   COUNCILWOMAN BROWN: So

13   technology, that's the excuse there.

14   Okay. And what's some of the other

15   impediments?

16   DR. HERDMAN: I think -- I'm

17   just speculating -- that there's just a

18   general reluctance to increase the

19   enrollment in medical assistance,

20   unfortunately. This has been true under

21   the current administration and the

22   previous administration. But we are

23   working with Secretary Wetzel from the

24   Pennsylvania Department of Correction to

25   see if we can get that resolved.

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

2   COUNCILWOMAN BROWN: So

3   "working with," I never know what that

4   means. That's so nebulous. You've

5   submitted it in writing? You've had

6   meetings?

7   DR. HERDMAN: Yes. We've

8   submitted it in writing several times.

9   We've had meetings with various

10   representatives of the Department of

11   Welfare, their Information Technology

12   Department, without success so far. Most

13   recently this last week, yes.

14   COUNCILWOMAN BROWN: So if that

15   gap is not closed, then men and women

16   will continue to leave, have the 30-day

17   gap, not get the mental health attention

18   that they deserve, and the cycle

19   continues again.

20   DR. HERDMAN: Yes, ma'am. I

21   don't think that there are published

22   statistics on how long it takes to

23   reactivate coverage or to initiate

24   coverage, but the conventional wisdom is

25   six to eight weeks. State releases

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

2   people with 30 days' medication. We

3   release people with a minimum of five

4   days of medication. If you have a

5   schizophrenic patient that gets off their

6   medication, starts talking to God on the

7   corner, they come back to PPS, which is

8   the largest psychiatric hospital in the

9   state at the moment, as an example.

10   COUNCILWOMAN BROWN: And what

11   is the role of halfway houses on that

12   issue of connecting the dots with regards

13   to the Medicaid coverage?

14   DR. HERDMAN: I don't know the

15   answer to that, Councilwoman.

16   COMMISSIONER GIORLA: I can

17   answer that somewhat, Councilwoman. We

18   don't have any directly supervised

19   halfway houses here in the City that the

20   Prisons runs, but there are a number --

21   COUNCILWOMAN BROWN: Repeat

22   that again.

23   COMMISSIONER GIORLA: We don't

24   have any halfway houses that the Prisons

25   runs, the Philadelphia Prisons. The

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

 2   state has community correction centers.

 3   We have a work release center. But any

 4   community placement -- most of the

 5   community placement programs, either

 6   through FIR or through the Department of

 7   Behavioral Health, they require coverage

 8   for admission. So the coverage has to be

 9   either approved or restored at some point

10   in time.

11   COUNCILWOMAN BROWN: Has that

12   always been the case?

13   COMMISSIONER GIORLA: I'm not

14   sure.

15   DR. HERDMAN: I can mention one

16   success that we've had in this arena, if

17   you'd like, and, that is, that we helped

18   to draft legislation called Act 22 in

19   2011 with the Pennsylvania Department of

20   Correction, which allows -- actually, the

21   state requires hospitals to bill medical

22   assistance for inpatient care. We have

23   550 inpatient cases a year, and the

24   federal government pays about 50 percent

25   of the total bill. We end up paying the

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

2   other 50. So we've saved 50 percent of

3   our total hospitalization bill, which is

4   probably close to $5 million a year, by

5   getting that legislation passed.

6   COUNCILWOMAN BROWN: I see. So

7   then if your system does not

8   supervise/run halfway houses, can you

9   answer the question are all halfway

10   houses created equal? That means that

11   those that exist are actually supervised

12   by the state; is that fair to say?

13   COMMISSIONER GIORLA: Some are

14   state facilities, some are

15   state-contracted facilities, some are

16   private providers.

17   COUNCILWOMAN BROWN: Okay. So

18   then where is the monitoring arm? Where

19   is the arm that checks in to see that

20   certain fundamental standards are in

21   place for these men and women?

22   COMMISSIONER GIORLA: Well, I

23   can only speak for our system, but the

24   state Department of Corrections conducts

25   an annual inspection of our facilities.

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

2   It's under the authority of Title 37 of

3   state code. It provides for the minimum

4   standards for operations of county jails.

5   COUNCILWOMAN BROWN: I see.

6   Okay. The bell has rung. I'll come back

7   on the next round. Thank you.

8   COUNCIL PRESIDENT CLARKE:

9   Thank you.

10   The Chair recognizes Councilman

11   Greenlee.

12   COUNCILMAN GREENLEE: Thank

13   you, Mr. President.

14   Real quickly. Commissioner,

15   you mention in your opening about the

16   victim notification program. Could you

17   just briefly kind of describe that?

18   COMMISSIONER GIORLA: The SAVIN

19   program is part of an overall program

20   administered by the Pennsylvania District

21   Attorney's Institute. It's an automated

22   victim notification registry that we

23   maintain where victims can apply online,

24   supply their information, their contact

25   information. Whenever an inmate is

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

2   transferred from facility to facility or

3   released from our facilities, they'll get

4   an automated notification.

5   COUNCILMAN GREENLEE: Does that

6   seem to be pretty well used?

7   COMMISSIONER GIORLA: Yeah, I

8   believe so. I don't have figures on use,

9   but we have a number of people that are

10   signed up for it.

11   COUNCILMAN GREENLEE: Great.

12   Thank you.

13   Thank you, Mr. President.

14   COUNCIL PRESIDENT CLARKE:

15   Thank you, Councilman.

16   The Chair recognizes Councilman

17   Squilla.

18   COUNCILMAN SQUILLA: Thank you,

19   Mr. President.

20   Thank you for your testimony.

21   My question is, I know it was the year

22   before last we had talked about the

23   decrease in overtime at the Prisons and

24   why that happened and sort of make it a

25   model for other departments to look at by

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

2   bringing in more employees to decrease

3   the number of overtime hours, and now it

4   seems like we went totally the opposite

5   way. Could you just explain the

6   difference in what happened.

7   COMMISSIONER GIORLA: I'll have

8   to go back historically. In FY09, our

9   population was very high, 9,800. At that

10   time our vacancy rate was 18, 20 percent

11   staff, and it wasn't because of anything

12   conscious that we did. It was because we

13   hadn't kept up with attrition. Two

14   things happened. We started a concerted

15   hiring program, hired over 250 in a year,

16   year and a half. During that time,

17   certain reforms took place in the courts

18   that combined the lower population. So

19   our staffing went up, our population came

20   down. That combination resulted in that

21   significant reduction in overtime.

22   After hitting 7,500 or so in, I

23   believe, mid 2010, the population started

24   going back up. Our hiring program had

25   slowed, so the vacancy rate increased.

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

2   It took us a while to tool up and to meet

3   that demand and to meet our attrition at

4   the same time, so overtime went up. Now

5   we're in the same cycle. We've hired

6   over the last year. We've filled all our

7   correctional security vacancies, and our

8   population started to come down. So

9   we're seeing pay period by pay period at

10   least -- not at least, but on average a

11   10 percent reduction in overtime each

12   two-week period. So you'll see the

13   figures come down. That's why we're

14   asking for less in this budget.

15   COUNCILMAN SQUILLA: Okay. I

16   mean, that makes sense, because it just

17   seemed like understanding that the

18   mentality always at least here was let's

19   not hire new people when you can just pay

20   people overtime because we'll save in

21   benefits and stuff like that, but we see

22   that the cost actually increases with the

23   more overtime and then also the increase

24   in pension payments that's even further

25   in advance.

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

2   COMMISSIONER GIORLA: I think

3   one of the things -- and you may be

4   referring to the article that appeared in

5   the newspaper about the pension benefits.

6   I think that's one of the reasons that

7   both this Administration and the Finance

8   Department have sought reforms to the

9   pension system. There had been

10   advantageous rules in the pension system

11   and opportunities for individuals who

12   wanted to work significant numbers of

13   overtime to raise their pensions

14   incrementally. I think the new pension

15   plans have kind of reduced that

16   opportunity, you know. And the other

17   aspect to that is even though for years

18   it was believed that if you didn't -- you

19   used overtime in place of employees, you

20   saved money. I don't know about other

21   departments, but in Prisons, that's not

22   true. There's a fatigue factor. There's

23   a stress factor that raises the level of

24   sick time, the level of absenteeism when

25   you don't fill those vacancies, and

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

 2   that's why we've had a concerted effort

 3   to do that.

 4   COUNCILMAN SQUILLA: I think

 5   you see as a model, that's true

 6   throughout most of the departments

 7   throughout not only the City of

 8   Philadelphia but nationwide. I think it

 9   was a theory early on that it would

10   definitely save money by just having

11   overtime, and I think now they realize

12   that that's not the case. But, I mean, I

13   remember doing that with you, and I know

14   it's a little tougher for the Prisons

15   because you really don't know what your

16   population is going to be year in and

17   year out.

18   COMMISSIONER GIORLA: We've

19   tried -- over the last couple of years,

20   we've tried to project and look at the

21   trends. Our work with CJAB has helped

22   us. Like I said, there were initiatives,

23   higher bails for weapons offenses,

24   failures to appear, and contempt

25   sentences, that we saw swell our

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

2   population, and we looked at them and we

3   look at them weekly to see where the

4   populations go and we try and adjust

5   accordingly.

6   COUNCILMAN SQUILLA: Did some

7   of the state new legislation or

8   regulations change that? Because I know

9   we had pre-release programs and also I

10   guess programs that would sort of have, I

11   guess, people visiting, sort of

12   outpatient or out-of-prison care before

13   sending them back to prison -- help you

14   be able to understand how the ability to

15   grow or decrease in the future?

16   COMMISSIONER GIORLA:

17   Absolutely. There were a couple of

18   initiatives. First of all, there was

19   legislation in 2008 that did not --

20   removed the authority of judges to place

21   inmates with sentences of up to five

22   years in county prisons. That reduced

23   our population somewhat. There was state

24   intermediate punishment or halfway back

25   programs where the parole violators

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

2   didn't necessarily come back into custody

3   when they violated. There were a number

4   of specialty courts created by the court

5   system. And I don't know. The courts

6   would have to answer whether or not

7   they're at capacity or whether they have

8   plans to expand, but we now have a

9   Veterans Court, we have a Mental Health

10   Court. There's a program called Dawn's

11   Court that deals with prostitution and

12   quality of life. There are a number of

13   these specialty courts have combined to

14   remove some of those low-level and less

15   violent offenders from our population,

16   and I think that's having an effect as

17   well.

18   COUNCILMAN SQUILLA: Okay.

19   Thank you very much.

20   COMMISSIONER GIORLA: You're

21   welcome.

22   COUNCIL PRESIDENT CLARKE:

23   Thank you, Councilman.

24   The Chair recognizes Councilman

25   Jones.

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

2   COUNCILMAN JONES: Thank you,

3   Mr. President.

4   I'd like to go in a different

5   direction. What is the demographics of

6   the population that you service?

7   COMMISSIONER GIORLA: I hate to

8   read from the book, but I have a table

9   here.

10   COUNCILMAN JONES: That's all

11   right.

12   COMMISSIONER GIORLA: It's

13   primarily -- the age groups are primarily

14   from age 18 to 35. About half of our

15   population is 18 to 35. Among males and

16   females, it's primarily African American.

17   COUNCILMAN JONES: When you say

18   "primarily," give me an exact.

19   COMMISSIONER GIORLA: Probably

20   about 70 percent.

21   COUNCILMAN JONES: Seventy?

22   COMMISSIONER GIORLA: Seventy.

23   Another 13 percent or so Hispanic.

24   COUNCILMAN JONES: What's the

25   percentage of females?

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

2   COMMISSIONER GIORLA: I don't

3   have percentages here, but I have

4   numbers, and I can tell you there are, as

5   of last night, there are 5,700 black

6   males and females in our population,

7   1,462 Hispanics, 947 whites, and 132 that

8   identify as other.

9   COUNCILMAN JONES: Now give me

10   the statistics on participation,

11   contracts.

12   COMMISSIONER GIORLA: Contract

13   participation? For?

14   COUNCILMAN JONES: Supplies,

15   services, and equipment.

16   COMMISSIONER GIORLA: Well, the

17   contracts we have are Keefe Commissary

18   Services, Aramark Food Services.

19   COUNCILMAN JONES: What's the

20   participation there?

21   COMMISSIONER GIORLA: The

22   participation for Keefe Commissary

23   Services is 20 percent minority, 10

24   percent WBE, and zero DSBE.

25   COUNCILMAN JONES: So who is

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

2   your MBE partner in the Aramark contract?

3   COMMISSIONER GIORLA: For the

4   subcontractors?

5   COUNCILMAN JONES: Yes.

6   COMMISSIONER GIORLA: I believe

7   one is Millwright Foods. And I'll ask my

8   contract services.

9   COUNCILMAN OH: I'm sorry.

10   Could I make a point of order -- I'm

11   sorry; point of information.

12   On this issue, I did speak with

13   the Budget Director, and I think we

14   agreed that these numbers are not

15   accurate or certainly curious, and she

16   will get the correct numbers.

17   COUNCILMAN JONES: I was

18   getting to curious. It gets curiouser

19   and curiouser, as they say.

20   COUNCILMAN OH: They're not

21   accurate, I would say.

22   COUNCILMAN JONES: And I'll

23   stop then. I'll yield on that part, but

24   I will go to my specific issue.

25   Aramark is a large Philadelphia

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

 2   company, and, yeah, I appreciate that.

 3   If you look at the demographics -- in

 4   another life, I was a procurement

 5   officer; in fact, the head of minority

 6   participation in the City of

 7   Philadelphia. So I kind of know this.

 8   And there are ways to discriminate that

 9   are written into the RFP and the bid, and

10   one of them is a process which I think

11   probably has merit, but it is

12   exclusionary by its impact, and it's

13   called food chill. Are you familiar with

14   that process?

15   COMMISSIONER GIORLA: Cook

16   chill?

17   COUNCILMAN JONES: Cook chill.

18   I'm sorry.

19   COMMISSIONER GIORLA: Yes.

20   COUNCILMAN JONES: Could you

21   explain cook chill?

22   COMMISSIONER GIORLA: Cook

23   chill is the process by which we prepare

24   foods at the facility. The foods are

25   prepared in large quantities, cooked and

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

2   then bagged and not frozen, but nearly

3   frozen. They're stored until they're

4   required as a menu component. They're

5   brought out. The bags are thawed,

6   heated. The food is trayed up. It's

7   sealed in a tray and then distributed

8   throughout our facilities.

9   COUNCILMAN JONES: Quickly, I

10   think the reason that we started that was

11   to be able to control from source to

12   distribution the quality of food-borne

13   illnesses to better control that and to

14   reduce cost.

15   COMMISSIONER GIORLA: I wasn't

16   involved in the initial development, but

17   I believe it was not only a sanitation

18   issue --

19   COUNCILMAN JONES: And money.

20   COMMISSIONER GIORLA: Portion

21   control for savings, yes, sir.

22   COUNCILMAN JONES: Because my

23   bell is going to ring. Therefore, I want

24   to get my points in.

25   So the process is by way of --

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

2   there's only one institution that

3   certifies people in that process of cook

4   chill, and if you then monopolize that

5   ability to provide that service, you

6   exclude a whole range of people who would

7   otherwise be able to participate on that

8   contract. So my point being is that when

9   you do that, you limit competition. You

10   exclude many different vendors, and by

11   virtue of its nature, it's

12   discriminatory.

13   So what I'm saying to you,

14   because my bell rung, is I want to look

15   into that process and I want to make sure

16   that enough individuals are certified

17   within cook chill processes so that it

18   doesn't exclude them from participating

19   in bids now and in the future within that

20   system.

21   And one other note. How much

22   do you spend on food at the Prison

23   annually? Could you say it into the mic,

24   please.

25   MR. BUCK: Jerry Buck,

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

2   Administrative Services Director. 13.7

3   million.

4   COUNCILMAN JONES: 13.7 million

5   out of -- what is your procurement

6   budget? How much do you spend annually

7   totally?

8   MR. BUCK: For Class 200? 108

9   million.

10   COUNCILMAN JONES: No; totally,

11   in all your classes.

12   MR. BUCK: 240 million.

13   COUNCILMAN JONES: 240 million.

14   So it represents a sizable portion.

15   Other than like personnel, it represents

16   a sizable portion of your total budget.

17   COMMISSIONER GIORLA: About 50

18   percent of our budget is contracted

19   services.

20   COUNCILMAN JONES: But food

21   represents how much of contracted

22   services?

23   MR. BUCK: Five percent.

24   COUNCILMAN JONES: So in light

25   of the demographics that you service, in

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

2   light of that, I want, as my colleague

3   always says, for your participation to

4   look like Philadelphia and look like

5   particularly your population, because but

6   for a job, but for that kind of

7   inclusion, you wind up with people on the

8   other end of that being in your custody.

9   So I'd like you to take a look at that

10   and report back to the Chair on whether

11   or not that in fact -- and as my

12   colleague Councilman Oh said, we'd want

13   accurate numbers.

14   COMMISSIONER GIORLA: Yes, sir.

15   COUNCILMAN JONES: All right.

16   Thank you, Mr. President.

17   COUNCIL PRESIDENT CLARKE:

18   Thank you.

19   MR. BUCK: Excuse me. Jerry

20   Buck, Administrative Services Director.

21   We will revise this chart to

22   make sure it's correct.

23   COUNCILMAN JONES: You got to

24   speak into the mic.

25   MR. BUCK: I'm sorry. We will

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

 2   revise this chart and make sure it is

 3   correct. The Keefe contract is a zero

 4   contract, make about 22 percent off that

 5   contract.

 6   COUNCILMAN JONES: See,

 7   Councilman Goode is not here, but my

 8   colleague Councilwoman Reynolds Brown is

 9   here, and they're the champions of

10   participation, but not today. Today it's

11   me, and I'm asking you for accurate

12   numbers and I'm insisting upon that.

13   Okay?

14   MR. BUCK: You will get them.

15   COUNCILMAN JONES: Thank you,

16   Mr. Chairman.

17   COUNCIL PRESIDENT CLARKE:

18   Thank you, Councilman.

19   The Chair recognizes Councilman

20   Oh.

21   COUNCILMAN OH: The matter was

22   addressed, but I just put on the record

23   that we are going to get numbers.

24   Perhaps they're written in a way we can't

25   understand, but I'd just like it in a way

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

2   that has been consistent with what's been

3   given to us in the past. So the Budget

4   Director will get us the numbers and they

5   will be given to Council President and

6   distributed to the rest of

7   Councilmembers.

8   Thank you very much.

9   COUNCIL PRESIDENT CLARKE: I'm

10   sorry.

11   COUNCILMAN OH: I'm done.

12   COUNCIL PRESIDENT CLARKE:

13   Okay. Thank you, Councilman.

14   The Chair recognizes Councilman

15   Johnson.

16   COUNCILMAN JOHNSON: Thank you,

17   Council President.

18   Commissioner, the program at

19   PICC that deals with juveniles, what's

20   the number of juveniles on State Road?

21   It's a good program, have a partnership

22   with Mothers in Charge. So I've been in

23   there to speak to the young people

24   before. I think it's sometimes

25   overlooked that there is a population of

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

2   juveniles sitting on State Road. And so

3   I do commend your efforts for partnering

4   with Mothers in Charge to bring a level

5   of support for these juveniles who are in

6   an adult environment, but if you can give

7   me the number of young people who are

8   sitting on State Road who will be tried

9   as adults and then just give me, for the

10   general public, a brief overview of the

11   type of programming that goes into

12   addressing this specific population of

13   young people.

14   I spoke at one of the

15   graduations and really had a chance to

16   see up close and personal really the

17   juvenile mind state of some of these

18   young people, their childish-like

19   behavior, some of them not really

20   recognizing that you probably will be

21   doing 20 to 30 years after you go

22   upstate. But it's something that's very

23   dear to me. Again, I commend you on your

24   efforts for letting outside organizations

25   come in and work with these group of

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

 2   young people.

 3   Just give us an overview of

 4   that particular population of young

 5   people and your actual approach in terms

 6   of your treatment for them.

 7   COMMISSIONER GIORLA:

 8   Councilman, in order -- juveniles

 9   adjudicated as adults is a special subset

10   of our population. They're housed

11   separate from adults in one of our

12   facilities. It's on State Road. The

13   Philadelphia Industrial Correctional

14   Center houses the adult -- I'm sorry; the

15   juvenile males. Riverside Correctional

16   Facility is a female facility. It houses

17   the juvenile females. As of yesterday,

18   we had 47 males and four females in

19   custody.

20   The program is a combination of

21   provided services, City-provided

22   services, but the healthcare; for

23   instance, because of their nutritional

24   needs, they get an additional snack in

25   the evening as opposed to the adult

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

2   population. They are compelled to attend

3   school. We have the Pennypack House

4   School, which is an arm of the

5   Philadelphia School District, that

6   conducts classes, high school-level

7   classes. We have a number of juveniles

8   who succeed in obtaining their diplomas

9   while in custody.

10   We don't house any sentenced

11   juveniles. Once they're sentenced or

12   they reach majority, turn 18, they either

13   move into the adult population or they go

14   to a state facility.

15   In addition to the educational,

16   we have a number of faith-based,

17   chaplaincy, the ministers to the juvenile

18   population. The Mothers in Charge

19   organization does two things. They

20   originally started as somewhat of a

21   counseling and an anger management

22   program. They've adopted a curriculum --

23   and they offer this in a number of our

24   facilities now, not just the juvenile

25   facility -- called Thinking for a Change,

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

2   which was developed and sanctioned by the

3   National Institute of Corrections. It's

4   a cognitive behavioral model that's

5   delivered in a series of lessons over

6   maybe a 10- to 12-week period. It tries

7   to change the decision-making, and that's

8   so much more critical in that juvenile

9   mind, like you stated. A lot of them are

10   unaware not only of the consequences of

11   their crime, what it may have caused, the

12   impact on their own families, the impact

13   on the victims, and the prospect of being

14   incarcerated for long periods of time.

15   It's extremely difficult. We try and

16   select a more mature and able staff to

17   assign to those areas, because when you

18   have to look in the eyes of a juvenile

19   that you know will probably be in jail

20   for the rest of their life, that takes a

21   difficult -- a more seasoned approach

22   from our staff.

23   The housing area where they're

24   confined is, for our standards, spacious.

25   We only occupy about half of the housing

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

2   areas -- half the housing area, but

3   they're still confined in cells just like

4   other inmates. So it's by no means a

5   comfortable place. We try and encourage

6   all the pro social behaviors, whether

7   it's respect for others, respect for the

8   staff, contact with the community and

9   their families, as we can, and we try and

10   fill their time with as much programming

11   as possible. If we can replicate what we

12   believe are normal respectable behaviors,

13   even though they'll be in custody for

14   some period of time, we hope that that

15   will influence them upon release.

16   COUNCILMAN JOHNSON: Thank you

17   very much.

18   COUNCIL PRESIDENT CLARKE:

19   Thank you.

20   The Chair recognizes

21   Councilwoman Reynolds Brown.

22   COUNCILWOMAN BROWN: Thank you.

23   Commissioner, I would like to

24   continue with Councilman Curtis Jones'

25   line of questioning and get additional

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

2   details with regards to Aramark. What's

3   the process for Aramark to renew its

4   contract? What happens?

5   COMMISSIONER GIORLA: I'm

6   sorry. I don't --

7   COUNCILWOMAN BROWN: What is

8   the process for Aramark to renew its

9   contract? Is it a three-year contract,

10   five-year contract?

11   COMMISSIONER GIORLA: It's a

12   one-year contract with four optional

13   renewals at the City's -- I'm sorry;

14   three renewals at the City's option.

15   COUNCILWOMAN BROWN: Restate

16   that for me.

17   COMMISSIONER GIORLA: It's a

18   one-year contract and the City has the

19   option to renew for three additional

20   years, for a total term of four years.

21   COUNCILWOMAN BROWN: Okay.

22   What's the -- so you answered the length

23   question. What's the size of the

24   contract?

25   COMMISSIONER GIORLA: Thirteen

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

2   million dollars.

3   COUNCILWOMAN BROWN: So it's

4      $13 million for one year?

5   COMMISSIONER GIORLA: Yes,

6   Councilwoman.

7   COUNCILWOMAN BROWN: And so

8   given that and as a followup to

9   Councilman Jones' questioning, state

10   again who the MBE or WBEs are with

11   Aramark.

12   MR. BUCK: Excuse me. I want

13   to make a correction on that contract.

14   It's actually for Fiscal '15, it's 14.2

15   million.

16   COUNCILWOMAN BROWN: It's 14

17   million for one year?

18   MR. BUCK: Yes.

19   COMMISSIONER GIORLA: The MBE

20   participation is 18 percent. The WBE is

21   7 percent.

22   COUNCILWOMAN BROWN: And help

23   me understand -- well, why is it that

24   number? Because if you can't find

25   anything else in the City of

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

2   Philadelphia, you can find hundreds of

3   persons who make their living by being

4   caterers. I know that there are certain

5   guidelines, stipulations that one must

6   comply with in order to be considered to

7   be an MBE/WBE. And I do also remember

8   asking at the very beginning of budget

9   hearings that for contracts over

10     $250,000, that I would not get only that

11   year, but I would get the last three

12   years so that I can see what the trends

13   are.

14   COMMISSIONER GIORLA:

15   Councilwoman, attached to the

16   testimony --

17   COUNCILWOMAN BROWN: Is that in

18   the testimony?

19   COMMISSIONER GIORLA: Attached

20   to this testimony are the FY13 and FY12

21   contracts as well.

22   COUNCILWOMAN BROWN: Okay. So

23   have the MBE/WBE numbers gone up or down

24   over the last three years?

25   COMMISSIONER GIORLA: For

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

2   Aramark, they were --

3   MR. DONOVAN: Councilwoman,

4   they've been -- for Fiscal '09, it was 29

5   percent. For Fiscal '10, it was 30

6   percent. Fiscal '11, it was 27 percent.

7   Fiscal '12, it was 23 percent. Excuse

8   me. I'm sorry. I apologize. They're

9   our overall ranges. I apologize.

10   COUNCILWOMAN BROWN: No

11   problem.

12   MR. DONOVAN: In Fiscal '13 --

13   in Fiscal '12, Aramark was 30 percent.

14   In Fiscal '13, they were 25 percent. In

15   Fiscal '14, we're projecting again 25

16   percent.

17   COUNCILWOMAN BROWN: So is

18   there an explanation for the decrease in

19   the amount of MBE/WBE participation?

20   Maybe there's some unknown factors not

21   evident in the testimony.

22   COMMISSIONER GIORLA: Yes,

23   Councilwoman. It's not quoted in the

24   testimony, but what we found was that

25   Aramark's billing practices in regard to

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

2   their subcontractors did not fulfill the

3   obligations of the MBE and the WBE

4   obligations, so we demanded that they

5   change them and that they give us more

6   accurate figures, and then we reset

7   the -- working with the Office of OEO, we

8   reset the participation rates and we

9   monitored them more closely.

10   COUNCILWOMAN BROWN: So should

11   they be entitled again to another

12   one-year contract with X number of years

13   options when they're not meeting one of

14   the very fundamental recurring themes,

15   topics, net kind of expectations of

16   members of Council in a city that is

17   majority minority when they're serving

18   young people and men and women who are

19   majority minority?

20   COMMISSIONER GIORLA: When we

21   look at contract awards and contract

22   renewals, the overall ability of other

23   agencies to supply -- for instance, we

24   renewed this contract last year, renewed

25   it for a one-year with three-year

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

2   options.

3   COUNCILWOMAN BROWN: Yes.

4   COMMISSIONER GIORLA: When we

5   put the RFP out for bid, we received two

6   competitive bids. The other organization

7   did not have the same level of minority

8   participation. They were not from

9   Philadelphia. Aramark is a locally

10   based --

11   COUNCILWOMAN BROWN: That would

12   matter to us.

13   COMMISSIONER GIORLA: And they

14   were not able to -- we didn't feel they

15   were able to meet the scope. We produce

16   27,000 meals a day. We didn't feel that

17   they were able to scale up given the size

18   of their business, their cash reserves.

19   There were other aspects that we felt

20   that they couldn't meet the demands. We

21   produce 27,000 meals a day.

22   At this scale, it's a limited

23   market. It's a limited market. We do

24   our best to hold the providers to our own

25   standards, and in business, you know,

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

 2   particularly large businesses, sometimes,

 3   you know -- that's why we have a

 4   contracts unit. That's why we work

 5   closely with OEO, because we know they

 6   may not either be able to or willing

 7   to --

 8   COUNCILWOMAN BROWN: Who is

 9   "they"?

10   COMMISSIONER GIORLA: -- meet

11   the standards.

12   Some big businesses that engage

13   in business with the City or with

14   government entities.

15   COUNCILWOMAN BROWN: Okay.

16   Well, I would have to study this more.

17   There's something wrong with this picture

18   on the surface, and it's disturbing,

19   quite frankly, to see this amount of

20   dollars that the City is spending. So

21   let's talk about the workforce of Aramark

22   and the Board of Aramark. Does anyone

23   know the composition of their Board?

24   COMMISSIONER GIORLA: Well, as

25   far as the staffing demographics of

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

2   Aramark --

3   COUNCILWOMAN BROWN: Do they

4   reflect Philadelphia, in your estimation?

5   COMMISSIONER GIORLA: African

6   American is 80.9 percent. White is 6.11

7   percent.

8   COUNCILWOMAN BROWN: Do we ask

9   residency? We do not.

10   COMMISSIONER GIORLA: We do not

11   ask residency of the contractors. We

12   don't have a residency requirement. We

13   know that a large proportion of the

14   workers, both in food service or medical

15   and mental health, are City residents.

16   COUNCILWOMAN BROWN: That

17   matters.

18   COMMISSIONER GIORLA: And we

19   don't -- but we know a large number of

20   them are. I don't have that material

21   here, but I could secure it.

22   COUNCILWOMAN BROWN: You should

23   know for the record in a follow-up

24   conversation with Angela Dowd-Burton, the

25   Administration has not yet executed the

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

2   implementation aspects of the Women on

3   Boards Bill, but as departments come

4   before us next year, that will be

5   required in the testimony. We need to

6   know what their Board looks like.

7   Because they don't deserve to do business

8   with the City if they don't have a Board

9   that looks like Philly. And they're a

10   national entity, so maybe there has to be

11   some relax in the requirements.

12   But, for example, Urban

13   Outfitters has an all-male Board.

14   Fortunately they don't do any business

15   with the City of Philadelphia. That

16   issue becomes highlighted when you look

17   at the millions of dollars that they are

18   being given and what appears to be on its

19   surface a response that doesn't speak

20   well to making sure that MBEs and WBEs

21   are in the mix. Twenty-five percent is

22   troubling.

23   The bell rung. I'll seize the

24   moment.

25   So know that that's an issue

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

 2   that's not going to go away.

 3   Let's talk about Corizon Health

 4   Services' contractual increase. What was

 5   the purpose for the increase?

 6   COMMISSIONER GIORLA: There was

 7   a new contract. It was primarily labor

 8   costs. It was a new contract with LPNs,

 9   nurses, and nurse practitioners.

10   COUNCILWOMAN BROWN: That makes

11   sense. There's also a contract for MHM

12   Correctional Services to provide

13   psychiatric services for the population.

14   Anything additional -- what services do

15   they provide or are they in and of the

16   same? What's the difference?

17   COMMISSIONER GIORLA: No.

18   Corizon provides physical health

19   services.

20   COUNCILWOMAN BROWN: Okay.

21   COMMISSIONER GIORLA: Including

22   intake screening, prescription, and acute

23   care, and they operate our infirmary on

24   State Road. MHM and the initials --

25   there are no meaning to the initials.

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

2   It's just MHM Behavioral Health Services.

3   They provide diagnostic, therapeutic,

4   prescription, and inpatient mental

5   healthcare at our inpatient unit on State

6   Road.

7   COUNCILWOMAN BROWN: Are these

8   non-profit outfits?

9   COMMISSIONER GIORLA: No.

10   They're for-profit corporations.

11   COUNCILWOMAN BROWN: Are they

12   really? Not knowing, do they have

13   Boards?

14   COMMISSIONER GIORLA: Yes, I

15   believe so.

16   COUNCILWOMAN BROWN: And so the

17   same question would be asked, what do

18   their Boards look like. Are they local?

19   COMMISSIONER GIORLA: I don't

20   have that information with me, but we had

21   submitted it, and I'll send it to the

22   Chair --

23   COUNCILWOMAN BROWN: Please.

24   COMMISSIONER GIORLA: --

25   tomorrow.

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

2   COUNCILWOMAN BROWN: Please.

3   Those become the repetitive ask of

4   members of Council. If you're getting

5   this type of money on the backs of people

6   who live in this town, then you got to

7   bring something else to the table than

8   the service that you provide.

9   On Page 9 in your budget list

10   of positions, there's an open position

11   for social work supervisor. Talk a

12   little bit about the recruitment

13   activities, recruitment processes for

14   your department.

15   COMMISSIONER GIORLA: I'm

16   sorry, Councilwoman, but on Page 9, this

17   represents the racial and gender

18   breakdown of those we've hired by

19   position.

20   COUNCILWOMAN BROWN: Got you.

21   COMMISSIONER GIORLA: These

22   aren't the vacancies. In order to

23   address those vacancies, what we've done

24   a couple of years ago, we developed what

25   we call a matrix, a post matrix for

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

2   social work and treatment staff like we

3   have for correctional officers. Each

4   assignment in the correctional facility

5   requires a certain level of staffing, the

6   number of full-time employees that would

7   be required to fill that position. We

8   monitor those vacancies just like we do

9   correctional officers. We have a

10   continuous hiring program. We hire at

11   social services -- social work services

12   manager position, which is entry level.

13   We hire social worker 1 and social worker

14   2. We also -- well, we don't recruit or

15   steal, but we take transfers from the

16   Department of Human Services. And as

17   those vacancies occur, we make every

18   effort to fill them.

19   COUNCILWOMAN BROWN: Are you

20   understaffed at this juncture?

21   COMMISSIONER GIORLA: We have

22   vacancies. We have retirements, people

23   out on extended medical leaves. If we're

24   ever at a hundred percent in any

25   position, there's a time that we have

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

2   that and then a vacancy occurs. We can't

3   fill the vacancy at a hundred percent. I

4   mean, we can't overstaff, so we have to

5   wait until the vacancy occurs.

6   COUNCILWOMAN BROWN: Of course.

7   I don't want to be repetitive.

8   Did we give discussion to Top of the

9   Clock for reentry services? Has there

10   been discussion with that already?

11   COMMISSIONER GIORLA: No, there

12   hasn't been during this.

13   COUNCILWOMAN BROWN: So then

14   what is the progress to date on the Top

15   of the Clock contract?

16   COMMISSIONER GIORLA: The Top

17   of the Clock contract has been forwarded.

18   I believe I forwarded --

19   MR. DONOVAN: Yes.

20   Councilwoman, I believe we're waiting for

21   financial approval. It should be in

22   process.

23   COUNCILWOMAN BROWN: Okay.

24   COMMISSIONER GIORLA: We've

25   processed it and forwarded it.

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

2   COUNCILWOMAN BROWN: So you're

3   in the pause mode waiting for others to

4   decide.

5   COMMISSIONER GIORLA: Yes.

6   COUNCILWOMAN BROWN: Okay.

7   COMMISSIONER GIORLA: I have

8   the employee figures on Corizon.

9   COUNCILWOMAN BROWN: Please.

10   COMMISSIONER GIORLA:

11   Sixty-eight percent of Corizon's

12   employees are minorities. Forty-nine

13   percent of MHM's employees are

14   minorities. Sixty-five percent of

15   Corizon's employees live in the City of

16   Philadelphia, and 55 percent of MHM

17   employees live in the City of

18   Philadelphia.

19   COUNCILWOMAN BROWN: Very

20   helpful. Thank you. Thank you for that.

21   Thank you, Mr. President.

22   COUNCIL PRESIDENT CLARKE:

23   Thank you, Councilwoman.

24   Councilman Jones, you had a

25   statement?

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

2   COUNCILMAN JONES: Yeah. What

3   I'd like to do is, I have a whole series

4   of questions that based on time and we

5   have the Fire Department next, I'd like

6   to submit it in writing. If you can

7   answer them, it won't require a callback.

8   If not, you know how much you like

9   spending time with us.

10   COMMISSIONER GIORLA: It's

11   always a pleasure, Councilman.

12   COUNCILMAN JONES: We'll just

13   bring you back. But we'll submit them in

14   writing.

15   COMMISSIONER GIORLA: Thank

16   you. We'll be glad to respond.

17   COUNCILMAN JONES: Thank you so

18   much, Mr. President.

19   COUNCIL PRESIDENT CLARKE:

20   Thank you, Councilman.

21   Thank you very much for your

22   testimony today.

23   COMMISSIONER GIORLA: You're

24   welcome, sir. Thank you.

25   COUNCIL PRESIDENT CLARKE: Next

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

2   up we'll have the Fire Department.

3   (Witnesses approached witness

4   table.)

5   COUNCILMAN JONES: Good

6   afternoon, Commissioner. How are you?

7   COMMISSIONER AYERS: Doing

8   fine, sir. Good to see you, Councilman.

9   COUNCILMAN JONES: Always a

10   pleasure. We're sorry for the delay, but

11   as you can see, we had a lot of questions

12   to ask, but I yielded just so that you

13   could get up and be able to testify, sir.

14   COMMISSIONER AYERS: Well, we

15   really appreciate it.

16   COUNCILMAN JONES: Before you

17   get started with your official testimony,

18   I'd like to say that it's my

19   understanding that this is your last time

20   before Council because you have decided

21   to move on and enjoy the fourth quarter

22   of your life in retirement, and I wanted

23   to put on the official record that it has

24   been an honor for me to work with you as

25   Commissioner of this department. Men who

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

2   wear your uniform are cut from a

3   different cloth, and I know that you

4   would run in any one of our members'

5   homes to save our life, and that is not a

6   natural instinct.

7   It's my understanding that you

8   became Commissioner in 2004 of the fifth

9   largest department in the nation and that

10   you have served under every title of

11   every rank within the Department. Is

12   that true, sir?

13   COMMISSIONER AYERS: That is

14   true, sir.

15   COUNCILMAN JONES: And I wanted

16   to say to you that I as a member and as

17   Majority Leader and as Chair of Public

18   Safety do appreciate your service to this

19   city. And I just wanted to say that on

20   the record before you even start your

21   testimony, sir.

22   COMMISSIONER AYERS: Well,

23   thank you very much, Councilman, and it

24   has absolutely been my pleasure to serve

25   the citizens and to serve this Council.

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

 2   COUNCILMAN JONES: Thank you.

 3   Begin your testimony.

 4   COMMISSIONER AYERS: I would

 5   like to say good afternoon to Council

 6   President Clarke, to all of the members

 7   of City Council. For the record, I am

 8   Fire Commissioner Lloyd Ayers, and with

 9   me is Deputy Fire Commissioner for

10   Administrative Services David Beatrice,

11   and other members of my executive team

12   and staff. It is our pleasure to testify

13   before this committee.

14   For Fiscal Year 2015, the

15   Department is requesting a total

16   operating budget of $228,909,967. The

17   budget break downs as follows:

18        $206,719,308, or 90 percent, from the

19   General Fund; $15,464,293, or 7 percent,

20   from the Grants Fund; and $6,726,366, or

21   3 percent, from the Aviation Fund. This

22   proposed budget remains the current -- at

23   the current service levels and includes

24        $4 million to complete Phase 2 of the

25   purchase of new state-of-the-art

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

2   self-contained breathing apparatus, or

3   SCBA. That brings the City's total

4   investment in purchasing this safety

5   equipment to $8 million.

6   For another year, the number of

7   fire fatalities has been at or near

8   record lows. Fiscal Year '13 ended with

9   25 fire fatalities as compared to 24 fire

10   fatalities in Fiscal Year '12, which had

11   set a new low record. Through March

12   23rd, there have been 19 fire fatalities

13   compared to 17 for the same timeframe in

14   Fiscal Year '13. Regretfully, last year

15   the Department lost one of its best when

16   Captain Michael Goodwin lost his life

17   battling a fire on April the 6th.

18   Captain Goodwin had 29 years of service

19   with the Fire Department, and he will be

20   missed every day by his family and his

21   friends.

22   In 2013, the Fire Department

23   accomplished the following: The Fire

24   Department continued to implement its

25   Community Risk Reduction program under

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

2   the Freedom from Fire theme. The theme

3   made its debut in 2008 and remains one of

4   the most effective tools for

5   disseminating fire safety information.

6   It gives the Department a means to

7   identify residents who are in the need of

8   smoke alarms, but lack the resources to

9   purchase one.

10   As a result, the Freedom from

11   Fire program -- as a result of the

12   Freedom from Fire program, the

13   Philadelphia Fire Department installed

14   7,317 ten-year lithium battery-powered

15   smoke alarms into 4,628 residences.

16   During the smoke alarm installations, the

17   Fire Department members also performed

18   free fire safety home inspections using

19   the Home Fire Safety Checklist.

20   The Department responded to

21   232,481 calls for emergency services.

22   That is for emergency medical services,

23   with 75 percent of those calls leading to

24   a transport to a hospital. As

25   Philadelphia continues to see an

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

 2   increasing need for the service in this

 3   area, the Department will continue to

 4   work with the challenges to providing

 5   medical services to the citizens and

 6   visitors of the City of Philadelphia.

 7   To increase oversight and

 8   provide additional direct support, the

 9   Department has hired its first Deputy

10   Commissioner for Emergency Medical

11   Services and has also established the new

12   position of Fire Deputy Chief. This is

13   Fire Paramedic Deputy Chief.

14   The Fire Department applied for

15   and was awarded a 16 million grant from

16   FEMA, or the Federal Emergency Management

17   Administration. The Staffing for

18   Adequate Fire and Emergency Response, or

19   SAFER grant, is funding the employment of

20   128 of our new firefighters. The

21   Department was also awarded a $2.5

22   million Assistance to Firefighter Grant,

23   or AFG grant. That grant will enable us

24   to provide an advanced level of training,

25   development, and fire service

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

2   certifications to our officers. A Deputy

3   Commissioner for Homeland Security

4   position was established and filled.

5   This position will direct the Department

6   in meeting national Homeland Security

7   preparedness goals that will help to

8   prevent and/or minimize the effects of an

9   attack, quicker mitigation, and recovery

10   and better inform our emergency personnel

11   of the trends in terrorism.

12   Thanks to the apparatus leasing

13   program of the Office of Fleet

14   Management, the Department took delivery

15   of two new ladder trucks and is awaiting

16   delivery of 15 new medic units and five

17   new command vehicles. Under the

18   direction of Public Property, a new

19   apparatus floor was installed at Engine

20   51 and a new apparatus floor is currently

21   being installed at Engine 62.

22   Needed repairs to Engine 66 and

23   Ladder 2 are underway, and we anticipate

24   having the two stations reopened in the

25   coming months.

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

2   I would like to take this

3   opportunity to thank Council not only for

4   its continued support, but for all of the

5   support it has given the Fire Department

6   in the past. Speaking on behalf of all

7   of the members, I would like to say that

8   your support is much appreciated. And

9   speaking for myself personally, it has

10   been my honor and privilege to have

11   worked so closely with this Council for

12   so many years. I am going to miss all of

13   you, and I want to say God bless you all

14   and thank you.

15   This concludes my testimony,

16   and I will be happy to answer any

17   questions and meet with the

18   Councilpersons further if they need any

19   other clarifications.

20   COUNCILMAN JONES: So as Chair,

21   what I'm going to do is preempt this by

22   asking Resnick to come up to the table

23   now. I just know before we get started

24   that -- and I'll tell you why I say that.

25   Because often, too often, questions are

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

 2   directed at a Commissioner when the

 3   policies often are above his pay grade.

 4   So what we're going to do is direct

 5   questions to where they can get answers

 6   from too.

 7   So with that, I'm not going to

 8   say anything else. I'm going to start

 9   with Councilman Oh.

10   COUNCILMAN OH: Thank you very

11   much, Mr. Chairman.

12   And thank you very much,

13   Commissioner, and wish you the best in

14   your future endeavors in the second half

15   of your life, not the fourth quarter.

16   But I have some questions.

17   There are directed to you or to whomever

18   can answer them, but actually they're

19   following the line of questioning that I

20   started with the HR department and may

21   finish with the Law Department, but in

22   the meantime, I'm going to ask you the

23   questions. If you cannot answer them,

24   that's perfectly fine. They may not be

25   in your realm of knowledge, but please

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

2   just say that you're unable to answer

3   them.

4   So the questions had to do with

5   the demotions of the firefighters who

6   were promoted pursuant to a court order.

7   And after they were promoted, there was

8   then a demotion based on the reversal.

9   There was an appeal and a reversal. And

10   my question to HR was on what legal basis

11   were you able to demote the promoted

12   firefighters under the Civil Service

13   regulations.

14   And so what was kind of

15   explained to me was that there was a list

16   of officers to be promoted. There was a

17   court order. In accordance with the

18   court order, there were promotions, but

19   the promotions were not done on a

20   temporary basis. Once the appeal was

21   made and the court reversed the lower

22   court, then the HR department kind of

23   looked at the situation, had three

24   options, and went with the third option

25   that was they reclassified them, kind of

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

2   back-doored it in as temporary promotions

3   and then demoted them under the theory

4   that they were in a probationary period

5   and that during that six months

6   probationary period, anyone could be

7   demoted, and that's what was stated on

8   the record.

9   Now, I'm not an expert in this

10   type of law. I know it can be very

11   complicated, but I thought it was very

12   helpful that I was directed to the City

13   of Philadelphia Office of Human Resources

14   14.01, Appointment from Eligible Lists,

15   and it states, All persons appointed from

16   open, competitive promotional or

17   preferred eligible lists shall be subject

18   to a probationary period of six months,

19   except as may be otherwise provided in

20   the regulations. And so that is what I

21   think was being referred, six months

22   probationary period.

23   But then when I look at Section

24   14.04, Rejection of Employee During

25   Probationary Period, it does not state

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

2   that you can just demote a promoted

3   employee for any reason. It has to be

4   actually for a specific reason. At any

5   time during the probationary period, the

6   appointing authority -- I'm going to skip

7   some parts so it doesn't sound too

8   legalese -- with the approval of the

9   Director may discharge or demote a

10   probationary employee if it is determined

11   that such employee is, number one, unable

12   or, number two, unwilling to perform

13   his/her duties satisfactorily or, three,

14   his/her habits and dependability do not

15   merit his or her continuance in City

16   service or, four, that information

17   revealed during the pre-employment

18   background investigation requires

19   removing the employee from the position.

20   There's no other mention of any

21   other basis for demoting someone who has

22   been promoted during a Civil Service

23   process. And so my question to really

24   the Administration at this point in time,

25   as I feel it is my obligation as an

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

2   elected official to provide oversight,

3   is, what is the legal basis to demote

4   promoted persons within the legality of

5   the Civil Service system? And if you

6   know, you can let me know, and if you

7   don't, that's fine. I'll move on to the

8   next witness on some other occasion.

9   MR. RESNICK: Michael Resnick,

10   Direct of Public Safety.

11   Councilman, I don't want to

12   speak for the Law Department or for HR,

13   but I think that the -- you have to go

14   back a little bit, and the problem

15   arises, I believe, from the fact that

16   those individuals were not promoted

17   according to the standard Civil Service

18   process. They were promoted by a court

19   order. And I don't think our regulations

20   have provision for what happens when

21   you're promoted pursuant to a court order

22   and then how to reverse that action of

23   the court.

24   So I would imagine we could get

25   an opinion by the Law Department or

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

2   someone from HR to explain that further,

3   but I believe -- that's my understanding

4   from when we were having these

5   conversations, that this was not a

6   promotion according to the regulation

7   that you initially read. It was a

8   promotion pursuant to a court order. So

9   we essentially followed a court order.

10   We didn't follow the Civil Service

11   process. So in order to undo that, there

12   was no Civil Service regulation to undo

13   the promotion from the court order.

14   So the Court of Common Pleas in

15   Philadelphia -- that decision was

16   reversed by the Commonwealth Court, I

17   believe. There was a further action. I

18   think it was either this week or last

19   week, but a precipe to settle,

20   discontinue, and end that action by the

21   Local 22 was filed. So as far as I know,

22   that litigation is over. But to further

23   address the specifics of your question, I

24   think we would need someone from the Law

25   Department or HR to address it. But my

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

2   understanding is, it was done outside the

3   regulations, so there's no regulation

4   that accounts for how to undo that.

5   COUNCILMAN OH: Okay. I know

6   the bell has rung, but I'd like to make

7   this statement for clarity's sake since

8   we're on the discussion.

9   Regardless of the lawsuit and

10   what happened to that, my concern as a

11   legislator is we have a Civil Service

12   system and that it should be abided by by

13   the government and includes a check and

14   balance of the City Council. Although

15   the promotion was court ordered and that

16   is unusual, but things happen when the

17   courts order us to do things and then we

18   do them, and if there's a reversal, if it

19   was a promotion under the Civil Service

20   system, just because the court reversed

21   the lower court, the promotions were

22   already made within the context of the

23   Civil Service system. That means the

24   list was moved forward. The officers

25   were then selected. They were promoted.

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

2   They were elevated. And there's nothing

3   in these rules that I can find that will

4   allow for the demotion.

5   And so I will be happy to talk

6   with the Law Department to see where in

7   these rules they're allowed to demote

8   them. It sounds like they're saying

9   because they didn't want to promote them

10   and they were ordered to promote them,

11   that it is somehow outside of the Civil

12   Service system, and I don't see that that

13   is true. But like I said, I'm not an

14   expert. I'm willing to listen, but I do

15   think it is our duty to ensure that the

16   Civil Service process is complied with.

17   So thank you very much.

18   COUNCILMAN JONES: Thank you,

19   Councilman.

20   The Chair now recognizes

21   Councilman O'Neill.

22   COUNCILMAN O'NEILL: Thank you,

23   Mr. Chair.

24   Commissioner, I also wish you

25   well. We'll miss you around here. And

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

2   I'm sorry to have to have the hearing on

3   such a sad anniversary today. I saw you

4   earlier in the day at the commemoration

5   ceremony, and I appreciate your words at

6   that ceremony as always, very heartfelt.

7   I have a question and it's not

8   about the budget per se and it's not

9   necessarily directed just to you. It's

10   sort of to the team, and that is

11   appropriate that Mr. Resnick be here and

12   maybe on a callback even the Deputy

13   Mayor. It's this: We didn't always have

14   a Director of Public Safety, a Deputy

15   Mayor of Public Safety. We had a

16   Managing Director over ten departments,

17   but pretty much we always got the

18   impression that it was Police, Police

19   Commissioner, Fire, Fire Commissioner.

20   It is a fairly new concept for us with

21   the Nutter Administration the last six

22   years or so with the public safety

23   umbrella over it. And I'm not

24   questioning better, worse or anything

25   like that. I think there are positives

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

 2   certainly that can be pointed out.

 3   But I do think that we can also

 4   look back on days when the Police

 5   Department, police officers, the rank and

 6   file and the Fire rank and file were

 7   never quite happy with things, but morale

 8   was decent at worst and better than that

 9   often. There is such a distinct

10   difference right now. Police morale is

11   real high. This is separate and apart

12   from just arbitration issues, because the

13   Fire Department continues in this way,

14   the Fire rank and file, since the

15   arbitration issues have largely been over

16   that were around for several years. So

17   I'm discounting that part of it, because

18   it continues. I thought it might change.

19   I thought it might change when the

20   battalion chief -- first time my time

21   here, a ranking officer became head of

22   the union at a critical point in time.

23   It doesn't seem to have changed any of

24   this. And yet both departments being

25   under the same public safety umbrella, I

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

2   would think in matters that have nothing

3   to do with fighting fires or chasing down

4   criminals, there is -- there should be --

5   I hope there has been -- this is really

6   where I'm getting at -- a discussion

7   within the public safety umbrella as to

8   what practices the Police Department

9   has -- what best practices they have

10   employed that could be borrowed in the

11   Fire Department. And I don't know if

12   those discussions occur. I would hope

13   that if they haven't, that you would

14   recommend on your exiting, because I'm

15   sure you'll be doing kind of a long

16   debriefing for your successor, that that

17   start. And this could be reversed in two

18   years or four years, because one

19   department can always be happier than the

20   other. But I don't see any improvement

21   in the bottom, can't-get-any-lower morale

22   in the Fire Department. And the Police,

23   while they're not giddy or anything,

24   they're pretty happy with things, and

25   that hasn't always been the case, but

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

 2   it's certainly been the case for a while

 3   now.

 4   Has there been any sharing of

 5   this best practice concept dealing with

 6   specifically management and labor, not

 7   necessarily on the arbitration awards or

 8   anything, but the day to day? That's it.

 9   And that goes to the team, not to

10   Commissioner.

11   COUNCILMAN JONES: Understood,

12   Councilman.

13   COMMISSIONER AYERS: I

14   appreciate your question, and I would say

15   that not all of the firefighters and

16   paramedics are unhappy. There are some

17   things that came forward as we moved

18   forward in time, like the contract and

19   other things, and you would expect that.

20   But also you have to expect that you're

21   going to have some people as we go

22   through change have issues, and sometimes

23   you'll see some behaviors that will be

24   not what you would think as far as

25   morale-wise where they should be. But I

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

2   submit to you that we have been going

3   through a lot of change in the Fire

4   Department, and much of what you see is a

5   change for the better.

6   Right now the morale among the

7   officers -- and we have them up at the

8   fire school and watching them train and

9   everything -- it's at a high level, and

10   they're coming back to their units more

11   motivated, because they're getting some

12   of the training that was missing and some

13   of the training that they need. And

14   we're also preparing to go through a

15   strategic plan and process where we will

16   stop and review what we've done over

17   these past years and then set it up for

18   the next Administration so that they can

19   move and do even better things.

20   But I submit to you that the

21   numbers that we see; in fact, how we

22   service the public, is important, not

23   just -- the employees are very important,

24   because they deliver those services.

25   Right now I've been a little nervous

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

2   because another firefighter has been

3   injured on the fire ground and I'm

4   getting ready to leave from here and go

5   and stand by their side with their

6   family, just like this morning, the same

7   thing, like we do.

8   So we hear a lot of outcries

9   and a lot of outbursts, but we just need

10   to get through our process and we'll be

11   fine in just a little bit as far as the

12   fire service. The numbers that count,

13   you can constantly see the fires going

14   down, and that's because they've been out

15   there doing the work. We have new

16   Community Risk Reduction-trained

17   firefighters that are out there. They're

18   new. They're happy. You need to talk to

19   all 300-and-some of them. They are very

20   happy. There's another group that we

21   find that are a little disgruntled with

22   some of the changes, but it's only --

23   it's not bad people. It's just people

24   going through a change, and they'll be

25   fine. And you stop, you look at the

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

 2   numbers, we've done well.

 3   COUNCILMAN O'NEILL: I

 4   appreciate your positive comments.

 5   Believe me, anything positive is well

 6   received here in terms of the Fire

 7   Department, but I didn't get an answer to

 8   my question.

 9   I'll ask Mr. Resnick, is there

10   any sharing of best practices when it

11   comes to things that result in good

12   morale, good communication, people

13   feeling they're part of something? And I

14   may only -- I rarely talk to a

15   firefighter who doesn't give me almost

16   the exact same story about things have

17   never been worse in terms of morale. I

18   have a ton of them in my district. Last

19   year I went door to door in a whole new

20   area and I spent six months on the ground

21   in the afternoons and early evenings

22   talking to a lot of people. A lot of

23   them are firefighters, and in their own

24   home where you're relaxed and you're

25   talking.

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

2   Is there any sharing going on,

3   anticipated, taking advantage of the

4   public safety umbrella as opposed to the

5   separate and apart?

6   MR. RESNICK: I appreciate the

7   observation, Councilman, and I think

8   you're correct when you say that I think

9   a lot of the issues may have originated

10   in the arbitration, the contract process,

11   and you would think that once that was

12   resolved, those matters would have gotten

13   better. But as the Commissioner stated,

14   there were a lot of new initiatives that

15   came down recently, and as you know,

16   change is difficult and people don't want

17   to accept change. We were challenged on

18   a lot of those matters. We've ultimately

19   prevailed on those matters. So I think

20   it's just a matter of getting used to the

21   new initiatives that are being

22   implemented, but your specific question

23   in terms of sharing best practice, I

24   don't know if this is going to get Joe

25   Schulle in trouble, but he and I have a

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

2   very good working relationship. Two

3   weeks ago he and I went to lunch

4   together. We talk regularly. We're

5   e-mailing constantly. We meet in my

6   office. We meet with the Commissioner.

7   We go over grievances. We're actually

8   meeting now. We've had a series of long

9   meetings to discuss a new disciplinary

10   code and policy for the Department. So

11   the union, Joe, and some other delegates

12   are very, very active in that work.

13   So I think, as you said, it's

14   just -- it's communication and realizing

15   I think that some validity to the

16   observation you made. When he was

17   elected, when Joe was elected, we reached

18   out. We had a series of meetings,

19   myself, Chief of Staff Gillison, to open

20   up that dialogue, to keep dialogue open,

21   to have open communication. And as I

22   said, I mean, on a regular basis we talk.

23   He has access to me. If I have a

24   question or issues, I can contact him.

25   And hopefully slowly with the opening of

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

2   that dialogue and addressing the issues

3   that are important to him and his members

4   and sort of seeing that we're receptive

5   to their problems and trying to solve

6   them for them, that the morale will get

7   better.

8   COUNCILMAN O'NEILL: Thank you.

9   COUNCILMAN JONES: Thank you.

10   COUNCILMAN O'NEILL: As the

11   Chair of the Committee, if you ever want

12   to delve deeper into this outside of the

13   budget, because it's beyond just the

14   budget question, you might want to do it

15   behind closed doors as well as in public.

16   Some of it is kind of sensitive.

17   COUNCILMAN JONES: Understood.

18   The Chair now recognizes

19   Councilman Kenney.

20   COUNCILMAN KENNEY: Thank you,

21   Mr. Chairman.

22   We've had literally hours and

23   hours and hours of testimony in this

24   Chamber, the Labor and Civil Service

25   Committee, about a myriad of issues that

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

 2   have been, in light of what Councilman

 3   O'Neill's line of questioning and

 4   Councilman Oh's questioning, have been an

 5   issue of morale and discipline and forced

 6   transfers and demotions that maybe were

 7   able to be made, but didn't have to be

 8   made, 230 paramedics in the Department,

 9   100 or so have been disciplined in a

10   short period of time. We could go on --

11   I mean, I'm not going to go on and on.

12   We've done this over and over and over

13   again, and I think we're beyond any

14   capacity to get any rational discussion

15   or rational cooperation. I still think

16   the genesis of this entire issue lays

17   with the Mayor. On two separate

18   occasions, he's told two separate people

19   who I trust immanently, both of them,

20   that the reason why the Fire Department

21   is being treated the way they're being

22   treated is because he can treat them the

23   way they're being treated, and I think

24   that's really what it comes down to.

25   So I have two areas of question

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

2   that I want to get into just for the

3   record. I'm not expecting -- I don't

4   want to rehash the hours and hours of

5   testimony and back and forth between the

6   Commissioner and Mr. Resnick and myself

7   and other members of Council relative to

8   those issues, because I think we're so

9   far down the road now that by the time we

10   resolve any of them, they'll be a new

11   Mayor and a new Fire Commissioner.

12   What I need to know for the

13   record is, how does the Fire Department

14   prioritize need of repairs at firehouses

15   and other facilities, and does the

16   Department have a comprehensive plan for

17   these needed repairs? And as anybody who

18   has been in a firehouse, they call it a

19   house for a reason, because people live

20   there, as opposed to a police station

21   where people come to work, come and go.

22   Firefighters live at a house, and the

23   houses are in disrepair. So I'm

24   wondering how the Department prioritizes

25   its needs and do they have a

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

2   comprehensive master plan for

3   rehabilitation and/or replacement.

4   COMMISSIONER AYERS: We work

5   closely with Capital, and it's

6   prioritized based on the budgets that's

7   allowed and also the life safety issues

8   within the firehouse.

9   COUNCILMAN KENNEY: When you

10   say "the budget that's allowed," allowed

11   by whom?

12   COMMISSIONER AYERS: The

13   Capital Program's.

14   COUNCILMAN KENNEY: So the

15   Mayor's suggested budget allocations for

16   Capital is what we're basing the

17   prioritized needs for the repairs on?

18   Put it this way: Is there a Capital

19   number that the Administration insists

20   upon not spending over and are there

21   prioritized needs that may in fact exceed

22   the Capital Budget allocation or

23   recommended allocation?

24   (Witness approached witness

25   table.)

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

2   COUNCILMAN KENNEY:

3   Ms. Rhynhart.

4   MS. RHYNHART: Good afternoon,

5   Councilman. I don't remember if I've

6   introduced myself yet this afternoon.

7   Rebecca Rhynhart, Budget Director.

8   The capital money is set aside,

9   is budgeted each year for fire stations.

10   COUNCILMAN KENNEY: Based on

11 what?

12   MS. RHYNHART: It is budgeted

13 each year based on our capacity for the

14 total Capital Budget as well as the

15 requests from the Department for funding.

16 I would say, though, that Public

17 Property -- and I had just met with them

18 this morning on this, and I think we're

19 actually meeting tomorrow on police and

20 fire stations.

21   COUNCILMAN KENNEY: Yeah.

22   MS. RHYNHART: So we'll

23 continue that discussion then.

24   COUNCILMAN KENNEY: I'm just

25 trying to figure out how we get to the

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

 2   number and how we get to the prioritized

 3   list and how does that interact.

 4   MS. RHYNHART: Okay. So the

 5   number is based on what the Department

 6   requested.

 7   COUNCILMAN KENNEY: And did the

 8   Department request that based on what

 9   analysis? Is there an analysis of the

10   need? Do they go out and look at the

11   station houses and say the cabinets are

12   falling off the wall or there's mold in

13   the bathroom or there's -- I mean, how do

14   they determine the need?

15   MS. RHYNHART: The Department

16   works with -- each department works with

17   Public Property.

18   COUNCILMAN KENNEY: Public

19   Property is a great department. I trust

20   them to look at things and say they

21   should be fixed or not. So do they send

22   a list of prioritized needs to the

23   Capital Budget Office and that's how the

24   budget develops?

25   MS. RHYNHART: We get a list,

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

2   yes.

3   COUNCILMAN KENNEY: And is the

4   list monetized or at least is there an

5   idea as to what the issues would cost?

6   MS. RHYNHART: Yes, and that's

7   the number we put into the budget.

8   COUNCILMAN KENNEY: So the

9   number that comes from Public Property

10   and the Fire Department to the Capital

11   Budget Office is the number that you guys

12   request every year?

13   MS. RHYNHART: Yeah. We put in

14   what was requested for Fire. With that

15   said, though -- and I do want to continue

16   this line -- that currently Public

17   Property through the preventative

18   maintenance group is going to every

19   police and fire station and will be

20   completed in three months to document the

21   needs of those stations.

22   COUNCILMAN KENNEY: When did

23   that process start?

24   MS. RHYNHART: A few months

25   ago.

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

 2   COUNCILMAN KENNEY: So it's

 3   relatively recent?

 4   MS. RHYNHART: It's relatively

 5   recent. It's with the new preventative

 6   maintenance team, and they are going

 7   around to document all of the stations,

 8   and then there is --

 9   COUNCILMAN KENNEY: But these

10   issues have been -- I'm sorry. I know I

11   interrupt, and I apologize.

12   MS. RHYNHART: No. I

13   understand.

14   COUNCILMAN KENNEY: But this is

15   not a six-month-old issue. This is

16   probably a ten-year-old issue.

17   MS. RHYNHART: Right, and I'm

18   trying to explain what we're doing,

19   though. I understand that the issue has

20   been here a long time. We also -- there

21   is funding also that from prior years

22   that is available for repairs on police

23   and fire stations.

24   COUNCILMAN KENNEY: Why would

25   we have money left over from prior years

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2       if we had the priorities and needs in
 3       that particular year?  Why would we have
 4       any money left over?
 5               MS. RHYNHART:  This gets into
 6       the issues around the speed and our
 7       processes that you have raised and that
 8       we have publicly agreed that there are
 9       issues that need to be worked through,
10       and that's one of the reasons we're
11       meeting tomorrow and we continue to
12       discuss this.
13               COUNCILMAN KENNEY:  Is there --
14       and I will end at this and then I'll come
15       back.
16               Is there ever an issue where an
17       issue is an emergency need --
18               MS. RHYNHART:  Yes.
19               COUNCILMAN KENNEY:  -- where I
20       don't have to find the 137 steps in seven
21       year to replace a toilet?  I mean, is
22       there something that --
23               MS. RHYNHART:  Yeah, there is
24       an emergency process.
25               COUNCILMAN KENNEY:  Why
```

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

2   couldn't most of that, with the money in

3   the pipeline from prior years, have been

4   programmed into an emergency response to

5   spend the money as opposed to sitting on

6   it and watching firehouses fall further

7   apart?

8   MS. RHYNHART: I'm not sure of

9   the exact requirements of an emergency

10   order, but I think that's worth --

11   COUNCILMAN KENNEY: Emergency

12   order is what the gentleman sitting next

13   to you or one of his deputies could make

14   a determination that the emergency

15   exists, and I would believe them based on

16   their qualifications.

17   MS. RHYNHART: I think

18   that's -- look, I think that you're

19   raising issues that are good ones and we

20   need to address it, and I think what you

21   just raised about qualifying as emergency

22   to skip some of the steps of the

23   procurement process is worthy to look at.

24   So point well taken.

25   COUNCILMAN KENNEY: Thank you,

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

2   Mr. Chairman. I'll be back. I just have

3   one more issue after this one. I'll be

4   back. Thank you.

5   COUNCILMAN JONES: Thank you,

6   Councilman.

7   The Chair now recognizes

8   Councilman Johnson.

9   COUNCILMAN JOHNSON: I just

10   wanted to just commend Commissioner Ayers

11   for your service. Thank you very much.

12   May God bless you as you retire. Thank

13   you.

14   COMMISSIONER AYERS: Thank you,

15   Councilman.

16   COUNCIL PRESIDENT CLARKE:

17   Councilman, are you still --

18   COUNCILMAN JOHNSON: I'm done.

19   COUNCIL PRESIDENT CLARKE:

20   Thank you, Councilman.

21   The Chair recognizes

22   Councilwoman Blackwell.

23   COUNCILWOMAN BLACKWELL: Thank

24   you, Mr. President.

25   I only wanted to take a moment

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

2   to thank our Commissioner, to wish him

3   well. We've had many issues over the

4   years with the Administration, like

5   brownouts and now we're trying to deal

6   with these stations, but through it all,

7   as we told the Commissioner earlier, he

8   is someone who we toured houses with.

9   We've accompanied him as they put in

10   smoke detectors in homes for seniors, you

11   and your team. We've watched you on TV

12   when houses were on fire, all in gear,

13   and you've just been excellent,

14   Commissioner. We want to thank you for a

15   lifetime of service and thank your team.

16   COMMISSIONER AYERS: Thank you,

17   Councilwoman.

18   COUNCILWOMAN BLACKWELL: Thank

19   you.

20   Mr. President, I'm finished.

21   Thank you.

22   COUNCIL PRESIDENT CLARKE:

23   Thank you, Councilwoman.

24   The Chair recognizes

25   Councilwoman Reynolds Brown.

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

 2   COUNCILWOMAN BROWN: Yes.

 3   Thank you, Mr. President.

 4   Not having spoken with

 5   Councilman Kenney about this at all, I

 6   was truly curious about the exact same

 7   concerns that were triggered in another

 8   hearing we were in with regards to a

 9   strategic plan about how we outfit the

10   Fire Department, period, and the

11   coordination with Fire and District

12   Councilpersons, the coordination with

13   Fire and Planning. So if we could ask

14   the Administration to please come back to

15   the table, please.

16   (Witness approached witness

17   table.)

18   COUNCILWOMAN BROWN: And so to

19   reflect and to repeat what I believe I

20   heard you say to Councilman Kenney, so X

21   number of months ago, various departments

22   got together, and that committee is

23   called what again?

24   MS. RHYNHART: What I had said

25   was that Public Property -- there was a

(215) 504-4622

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

2   preventative maintenance team. We added

3   positions over the last two years into

4   Public Property to ramp up the

5   maintenance of police and fire stations

6   as well as City Hall and one or two other

7   City buildings, and as part of that

8   process, that team, led by Joe Pallantino

9   in Property, is going around and

10   documenting the condition of each station

11   and what improvements are needed at each

12   one.

13   COUNCILWOMAN BROWN: And the

14   projected timeline for completion of that

15   process is when?

16   MS. RHYNHART: Three months

17   from now.

18   COUNCILWOMAN BROWN: Okay. And

19   so that puts us at June, probably

20   September when you factor in all the life

21   that gets in the way. And so what will

22   happen after that?

23   MS. RHYNHART: After that, then

24   I would think that we would look at what

25   the need is and prioritize that need and

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

2   develop -- I would think we would want to

3   develop a comprehensive plan for

4   addressing it. These are my thoughts at

5   this point, because I just met with them

6   this morning on this topic.

7   COUNCILWOMAN BROWN: And so you

8   would have to tell me -- should Planning

9   have a role? Should District

10   Councilpeople have a role? Should

11   District Councilpeople have a say?

12   Because when I think through how they

13   have a lot of say when it comes to rec

14   centers and what's happening in rec

15   centers and the like.

16   MS. RHYNHART: I would think

17   that, yes, we would definitely want

18   Councilmembers to be involved. One,

19   because you know your districts. So you

20   could also look at what the report

21   findings are and say, Hey, all of these

22   look right, but this one -- maybe there's

23   something that we missed and that you

24   could add. And if there's any desire to

25   contribute Council money, that could also

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

2   be welcomed.

3   COUNCILWOMAN BROWN: So given

4   the age of these buildings, is there some

5   place in the record that would tell us

6   the last time this type of comprehensive

7   strategic overall look-see has happened?

8   MS. RHYNHART: You know, there

9   had been a few other reports done. PICA

10   did a report many years back. I know the

11   Controller did a report in 2010 on

12   findings, and one of the items that came

13   out of my meeting with Property this

14   morning is that over 95 percent of those

15   negative findings in the Controller's

16   Office report have been remedied at this

17   point over the last year. So there is

18   some progress being made, but we have a

19   ways to go.

20   COUNCILWOMAN BROWN: Sure.

21   Councilman Kenney, who lives and breathes

22   this issue, along with O'Neill, are more

23   intimately connected to it, but just from

24   a planning standpoint as a city, I'm

25   surprised that we're not farther along

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

2   than we are. The good news is that you

3   started the process. So we'll look to

4   hear next year how far along you are and

5   what tangible improvements are being made

6   to those centers that are in most dire

7   need.

8   For example, I know in

9   Department of Parks and Rec, they

10   actually grade the centers based on X

11   number of criteria. So I would be

12   curious too to know on a board with all

13   the firehouses how you grade them, and it

14   gives us a sense as members of this body

15   those that are ready for the future and

16   those that really need more immediate

17   attention. So the ask would be that the

18   findings be shared with Council so that

19   we could have a better look-see too as to

20   what the big picture looks like.

21   MS. RHYNHART: Definitely. And

22   I would also add to that that we have

23   regular meetings with the Councilmembers

24   that have districts in terms of where

25   their Parks and Rec projects are. I

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

2   would say we shouldn't wait until next

3   year to have this conversation, and if we

4   did a quarterly update, then that might

5   also better the communication link.

6   COUNCILWOMAN BROWN: Sure. And

7   it's helpful for those who have to live

8   in those buildings to know that there is

9   brighter days ahead for whatever that

10   looks like.

11   MS. RHYNHART: Right. I agree.

12   COUNCILWOMAN BROWN: Thank you.

13   To the Commissioner, I want to

14   echo the sentiments of a number of

15   members of this body for the work that

16   you've done, for the, I would say,

17   sometimes thankless and unforgiving

18   challenges you face with dignity and

19   grace, and good luck to you in the next

20   chapter of your life.

21   COMMISSIONER AYERS: Thank you,

22   Councilwoman.

23   COUNCILWOMAN BROWN: You're

24   welcome.

25   Thank you, Mr. President.

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

2   COUNCIL PRESIDENT CLARKE:

3   Thank you, Councilwoman.

4   The Chair recognizes Councilman

5   Kenney.

6   COUNCILMAN KENNEY: Thank you,

7   Mr. Chairman.

8   I'd like to move for a

9   moment -- or Mr. President. I'd like to

10   move for a moment to emergency medical

11   services.

12   COUNCIL PRESIDENT CLARKE: Hold

13   on, sir.

14   COUNCILMAN KENNEY: Am I out of

15   line?

16   COUNCIL PRESIDENT CLARKE: I

17   missed the chart.

18   COUNCILMAN KENNEY: I'll get

19   back out.

20   COUNCIL PRESIDENT CLARKE: I

21   missed the chart here. It was Councilman

22   Jones was next.

23   COUNCILMAN JONES: That's all

24   right. I yield to Councilman Kenney, and

25   then if I could come back.

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

 2   COUNCILMAN KENNEY: Thank you,

 3   sir. I appreciate it.

 4   What's the level of training

 5   associated with the newly proposed

 6   iteration of the position of EMT within

 7   the Fire Department?

 8   COMMISSIONER AYERS: The level

 9   of training? Those members, those

10   candidates will come in as emergency

11   medical technicians. They'll receive

12   Fire Department training for

13   approximately five to six weeks.

14   COUNCILMAN KENNEY: For EMT

15   training.

16   COMMISSIONER AYERS: Yes, for

17   EMTs. You're talking about the new class

18   of employee?

19   COUNCILMAN KENNEY: The newly

20   proposed class that the Department is

21   trying to get a test together for as

22   quickly as possible.

23   Will EMTs be cross-trained as

24   firefighters?

25   COMMISSIONER AYERS: No.

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

2   COUNCILMAN KENNEY: Is there a

3   reason why?

4   COMMISSIONER AYERS: Because

5   they'll be EMTs.

6   COUNCILMAN KENNEY: Would it

7   not make sense to have, since they're at

8   the Fire Academy anyway --

9   COMMISSIONER AYERS: I beg your

10   pardon?

11   COUNCILMAN KENNEY: Since

12   they're at the fire training facility

13   anyway, while they're on site would it

14   not be propitious to train them as

15   firefighters cross-trained so that

16   they're capable in two areas of fire

17   service?

18   COMMISSIONER AYERS: Well, that

19   would take another 15 or so weeks, and

20   while they are on site, they'll graduate

21   from there and they'll go straight to the

22   EMT positions. We won't spend the money

23   to train them as firefighters.

24   COUNCILMAN KENNEY: But you see

25   no benefit in training or cross-training

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2     them?
 3             COMMISSIONER AYERS:  I beg your
 4     pardon?
 5             COUNCILMAN KENNEY:  You see no
 6     benefit in cross-training them as
 7     firefighters and EMTs?
 8             COMMISSIONER AYERS:  No.  We
 9     need EMTs, not firefighters.
10             COUNCILMAN KENNEY:  Would it
11     not be better to cross-train existing
12     personnel or hire additional firefighters
13     to do both jobs as opposed to create this
14     new category of EMT, which seems to be
15     somewhat EMT or firefighter lite,
16     L-I-T-E?  Would it not be better to take
17     some of our existing personnel and
18     cross-train them as EMTs since they're
19     firefighter trained to be begin with?
20             COMMISSIONER AYERS:  The
21     majority of our personnel are EMTs.
22             COUNCILMAN KENNEY:  With the
23     new proposed EMS guidelines of one EMT
24     plus one firefighter paramedic, has there
25     been discussions to follow what most
```

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

 2   other departments do in the creation of a

 3   paramedic engine company, including a

 4   cross-trained paramedic, an engine unit

 5   so they can assist on advanced life

 6   support calls when two paramedics are

 7   required?

 8   COMMISSIONER AYERS: We'll be

 9   piloting a program similar to that.

10   COUNCILMAN KENNEY: Do we have

11   a new Deputy Commissioner for Emergency

12   Services?

13   COMMISSIONER AYERS: Yes. You

14   would like to speak with him?

15   COUNCILMAN KENNEY: I'd like to

16   see what he has to say.

17   COMMISSIONER AYERS: That's

18   fine.

19   DEPUTY COMMISSIONER GALLAGHER:

20   Hi, everybody. For the record, I'm David

21   Gallagher.

22   COUNCILMAN KENNEY: Could you

23   just do us a favor and kind of introduce

24   yourself as to where you're from and what

25   you've done in the fire service of the

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

 2   past and where you've served and those

 3   kind of things, so we have an idea.

 4   DEPUTY COMMISSIONER GALLAGHER:

 5   Absolutely. My name is David Gallagher.

 6   I served in EMS and fire for the past 29

 7   years, served as a municipal fire chief

 8   in Allegheny County, served as an EMS

 9   chief.

10   COUNCILMAN KENNEY: What town

11   or city?

12   DEPUTY COMMISSIONER GALLAGHER:

13   Township. And worked as an EMS rescue

14   chief for the past 13 years prior to

15   coming here.

16   COUNCILMAN KENNEY: Okay. I

17   don't know if you heard my line of

18   questioning relative to cross-training of

19   personnel, EMTs, firefighter training,

20   EMT training, and the question that I had

21   relative to the one EMT and one

22   firefighter paramedic creating kind of a

23   paramedic engine company with everyone on

24   the apparatus cross-trained. Is there

25   any benefit to that or is there --

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

2   DEPUTY COMMISSIONER GALLAGHER:

3   There is a benefit, and we're looking at

4   a feasibility study to utilize some of

5   the paramedics that have crossed over to

6   see if there's a geographical benefit to

7   reduce our advanced life support response

8   times.

9   COUNCILMAN KENNEY: In the

10   departments you've served in in the past,

11   did you consider paramedics as also

12   firefighters or was that a separate and

13   distinct distinction?

14   DEPUTY COMMISSIONER GALLAGHER:

15   Separate. They're separate and distinct.

16   In Allegheny County, it's a mix. It's

17   not to the degree of which there's the

18   certainty of this large of an

19   organizational structure, because it's a

20   lot different of a government format.

21   COUNCILMAN KENNEY: Did

22   paramedics, in your past experience on

23   the fire ground, perform similar type

24   issues as firefighters, like dragging

25   hose or assisting with --

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

 2   DEPUTY COMMISSIONER GALLAGHER:

 3   No. I mean, everybody on a fire ground

 4   typically will assist in some capacity,

 5   but not in an official job

 6   classification, no.

 7   COUNCILMAN KENNEY: I'm not

 8   talking about job classification per

 9   Civil Service. I'm talking about the

10   practical nature of what you're doing on

11   the fire ground.

12   DEPUTY COMMISSIONER GALLAGHER:

13   Our goal for our EMS has always been to

14   separate them out so that they don't get

15   involved with that type of task, so that

16   they can maintain their readiness for the

17   firefighters primarily if there's no

18   victims of the fire.

19   COUNCILMAN KENNEY: And I don't

20   know -- I assume you've been involved in

21   this process, but the PFT has proposed

22   roving paramedic supervisor units in SUVs

23   in different sections in City. With over

24   150 ALS calls, advanced life support,

25   calls a day, can four units really be

```
 1        4/9/14 - WHOLE - BILL 140144, etc.
 2     effective in reaching all these calls?
 3               DEPUTY COMMISSIONER GALLAGHER:
 4     It can be effective because with us
 5     advancing the number of paramedic
 6     ambulances, there does not need or
 7     necessitate two paramedics on every call,
 8     sir.
 9               COUNCILMAN KENNEY:  What is the
10     level of safety that's lost if we have
11     one paramedic and one EMT in a medic unit
12     who responds to an advanced life saving
13     medical call?  So the paramedic unit
14     rolls up.  There's an EMT and a paramedic
15     and I need an ALS.  What is lost?
16     Anything?  As far as I'm having a heart
17     attack and I'm going to die.  Should I be
18     concerned that I don't have two
19     paramedics as opposed to a paramedic and
20     an EMT?
21               DEPUTY COMMISSIONER GALLAGHER:
22     I don't believe so.  I believe that on
23     some critical calls, two paramedics can
24     be beneficial.
25               COUNCILMAN KENNEY:  Two
```

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

 2   paramedics.

 3   DEPUTY COMMISSIONER GALLAGHER:

 4   Two paramedics. I believe that a

 5   qualified paramedic with a qualified EMT

 6   should be able to deliver extremely

 7   comparable care and I believe it's based

 8   on the level of the clinician, being the

 9   paramedic, to deliver it.

10   COUNCILMAN KENNEY: Do you know

11   where else in the country they do that?

12   DEPUTY COMMISSIONER GALLAGHER:

13   The majority of this state and we do a

14   fair amount of it here in Philadelphia.

15   COUNCILMAN KENNEY: Cities of

16   this size around the country.

17   DEPUTY COMMISSIONER GALLAGHER:

18   Phoenix does it, Memphis.

19   COUNCILMAN KENNEY: But the

20   comparable cities like New York, Chicago,

21   Boston do not, if you know?

22   DEPUTY COMMISSIONER GALLAGHER:

23   I can't answer that portion of it.

24   COUNCILMAN KENNEY: But you

25   know Memphis and Phoenix do do it?

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

2   DEPUTY COMMISSIONER GALLAGHER:

3   Yes.

4   COUNCILMAN KENNEY: But Memphis

5   has the paramedics on the engine

6   companies.

7   DEPUTY COMMISSIONER GALLAGHER:

8   That's correct, sir.

9   COUNCILMAN KENNEY: And that's

10   the potential model we're looking at.

11   DEPUTY COMMISSIONER GALLAGHER:

12   That's the correct model, yes.

13   COUNCILMAN KENNEY: And when do

14   you think that that due diligence would

15   be completed to determine whether that's

16   feasible?

17   DEPUTY COMMISSIONER GALLAGHER:

18   Right now the first outline for the

19   feasibility study is going to be

20   presented to the Commissioner in a

21   relative short period of time. We're

22   studying the amount of available fire

23   service paramedics on the suppression

24   side. We have to look at the length of

25   time that they've not served as a

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

2   paramedic and ensure that their clinical

3   skills are brought back up to speed. We

4   have to look at the impact of the

5   locations. We have to look at the impact

6   that it has on the fire suppression

7   response. There's very -- there's a list

8   of pros and cons. One of the things in a

9   fire-based EMS when you talk about

10   paramedic engine companies, you have to

11   consider that when that paramedic engine

12   company responds on that medical run,

13   they may not be available for suppression

14   efforts in their first area.

15   COUNCILMAN KENNEY: But we've

16   had that situation for a while now with

17   the first responder being an engine

18   company, correct?

19   DEPUTY COMMISSIONER GALLAGHER:

20   Correct, sir.

21   COUNCILMAN KENNEY: But the

22   fact that they're on the street, they're

23   not necessarily that far away. Unless

24   for various reasons of inability to deal

25   with the need, they may be further away

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

 2      than necessary.  I mean, we had a

 3      situation just the other day where the

 4      police officer was, I think, waiting 18

 5      minutes for a medic unit.

 6                DEPUTY COMMISSIONER GALLAGHER:

 7      I saw that case, sir.

 8                COUNCILMAN KENNEY:  And I

 9      understand that those things happen from

10      time to time, but 18 minutes seems to be

11      a bit of a stretch for either a regular

12      citizen or one of our first responders

13      who happened to be laying in the street

14      for 18 minutes.

15                I would wonder if either the

16      Commissioner or the Deputy Commissioner

17      or the Deputy Mayor could commit to

18      sharing that report with the Chairman of

19      the Public Safety Committee as soon as

20      possible, as soon as it has been reviewed

21      by the Commissioner, that it be shared

22      with at least the Chairman of that

23      committee so that he can advise the

24      Council as to his views or what has been

25      reported as a result of that
```

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

2   investigation. Is anybody there able

3   to --

4   MR. RESNICK: That will be

5   done.

6   COUNCILMAN KENNEY: Thank you.

7   Thank you, Mr. President.

8   Mr. President, I think Councilman Jones

9   ceded his time. Thank you. I appreciate

10   it.

11   COUNCIL PRESIDENT CLARKE:

12   Thank you, Councilman.

13   The Chair recognizes Councilman

14   Jones.

15   COUNCILMAN JONES: Thank you,

16   Mr. President.

17   Real quickly, rapid fire, if

18   you would. Can you give me the status of

19   Engine 66, when we can expect it to come

20   back online.

21   COMMISSIONER AYERS: Yes.

22   Engine 66, we're in the process of

23   several pieces of mitigation that we'll

24   be implementing, and I do have my Deputy

25   Commissioner here, Deputy Commissioner

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

 2   Costo, Technical Services, and he can

 3   fully explain it.

 4   (Witness approached witness

 5   table.)

 6   DEPUTY COMMISSIONER COSTO:

 7   Good afternoon. Deputy Commissioner

 8   Henry Costo, Technical Services.

 9   Councilman, this is probably in

10   some respects a repeat of the information

11   that I provided at the Capital Budget

12   hearing.

13   The issue with Engine 66 is, we

14   continue to monitor and to ensure and do

15   sampling within the station. We are in

16   the process working with Public Property

17   to have some mitigation put in, despite

18   the fact that repeated testing indicates

19   that the levels of chemicals that we've

20   identified are well below any threshold

21   levels that would be a threat to our

22   members.

23   Having said that, we're still

24   concerned that we haven't identified what

25   that source is. We are in the process of

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

2   removing a tank that was not being used

3   that is at the rear of the station, even

4   though we are virtually entirely sure

5   that it is not the issue or the cause,

6   but it serves no purpose. We're removing

7   it anyway.

8   Once the mitigation is put into

9   place -- and that's part of the process

10   working with Capital, getting out -- and

11   your procurement background has made you

12   familiar with this. When mitigation is

13   in place, we will then test the efficacy

14   of those efforts and then make the

15   determination as to when to put the

16   members back into that station, and that

17   should be -- our timeline, projected

18   timeline, is by the end of May that we

19   would be in a position to do that. That

20   is the projected timeline, provided we

21   don't find something unforeseen in our

22   continued sampling.

23   COUNCILMAN JONES: You said it

24   in a long round-about way, but I'm happy

25   with the answer, which is end of May.

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

 2   DEPUTY COMMISSIONER COSTO: I

 3   apologize for the long round-about way,

 4   but that's my way of trying to give

 5   you --

 6   COUNCILMAN JONES: I was going

 7   to stay with you until you got to the

 8   answer part. I appreciate that. Thank

 9   you for the update.

10   DEPUTY COMMISSIONER COSTO: All

11   right, Councilman.

12   COUNCILMAN JONES: Can you

13   explain to me what the personal escape

14   plan is? Is that directed at households?

15   COMMISSIONER AYERS: Yeah,

16   personal escape system. The Technical

17   Services Deputy can explain that as well.

18   It's for the safety of our firefighters.

19   COUNCILMAN JONES: I would like

20   to know about that. And you want to use

21   the training at -- I think it was the

22   report suggested that we do those kinds

23   of training in firehouses as well as at

24   the Academy.

25   COMMISSIONER AYERS: Well, we

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

 2   have a new vehicle, and he can explain

 3   the Academy.

 4   DEPUTY COMMISSIONER COSTO:

 5   Councilman, I'll explain at length as

 6   briefly as I can, but to give you a

 7   comprehensive answer.

 8   COUNCILMAN JONES: No. You can

 9   take your time on this one.

10   DEPUTY COMMISSIONER COSTO: The

11   personal escape system is a Class 2

12   harness system that will allow a

13   firefighter who finds himself in an

14   emergency set of circumstances trapped

15   above a fire to extricate themselves and

16   descend from above to below the fire in a

17   safe manner. The system is somewhat

18   complicated, and in order for our members

19   to feel comfortable using it, it's

20   necessary to have continuous training.

21   Given the other pressures that we have on

22   our training, whether it be EMS, HAZMAT,

23   special ops and all of the other issues

24   related to training, we felt that it

25   would be incumbent upon us to provide a

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

2   mobile delivery of that training. So we

3   worked with the Fire Academy, and we're

4   actually very proud of this vehicle.

5   It's a mobile delivery platform where we

6   will be able to conduct training and

7   perform actual descents from the roof of

8   this vehicle to the ground level. It

9   sets up with what mimics windows, and

10   we're actually able to do descent, and

11   then deliver that training out in the

12   field.

13   It won't be at each individual

14   firehouse because not every firehouse can

15   accommodate for parking and those types

16   of logistical considerations. So it will

17   be -- we're in the process of devising

18   the implementation plan. It will be

19   somewhat regional rather than each

20   individual firehouse, and we anticipate

21   that we should be able to do about one --

22   our target is to do two types of training

23   each year with each firefighter, but it

24   looks like it may be, to be realistic,

25   that may be overly ambitious, twice every

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

2   14 months that a firefighter will

3   actually be able to do a series of

4   descents and become more familiar with

5   the system and, therefore, more

6   comfortable in deploying that if they

7   find themselves in that set of

8   circumstances.

9   COUNCILMAN JONES: There's real

10   quick two Councilman Kenyatta Johnson

11   issues. One is the train wreck. We had

12   another train incident today, and I was

13   very concerned. In the photo in the

14   paper it said chemical.

15   COUNCILMAN JOHNSON: Acetone.

16   COUNCILMAN JONES: Acetone.

17   And one of the things in Councilman

18   Johnson's hearing we discovered, that the

19   CSX was very braggadocios about how they

20   train us, and then when we drilled down

21   into the issue, what we realized was that

22   they only train us on how to open their

23   cars.

24   What can we do when these

25   trains are going through our inner city

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

 2   in our neighborhoods, what can we do to

 3   better prepare our firefighters, first

 4   responders on this?

 5   COMMISSIONER AYERS: Well, one

 6   of the things that we do now is, we

 7   practice, we train, we keep our HAZMAT

 8   Task Force and our HAZMAT Unit aware of

 9   everything that could possibly come

10   through. We train at least once a year

11   making sure that we can cap devices, we

12   can fight fires related to different

13   chemical spills, and also the training

14   and education that we give our members,

15   all of our members, about how to use all

16   of the materials available to them so

17   that they can keep the citizens safe and

18   keep themselves safe as well. So that's

19   one of the things.

20   The other thing is to continue

21   the dialogue and the interaction with CSX

22   and making sure that we hold them to the

23   codes and everything that they have to be

24   held to. When we stop and we look at the

25   different things, a derailment in a

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

2   public street, things like that, what's

3   being done to keep up the infrastructure,

4   all of the things that was talked about,

5   we have to make sure that those things

6   are done, make sure the dollars and

7   resources are given so that we can make

8   all of the corridors safe, because we

9   know what Philadelphia and the northeast

10   corridor is as related to that. We have

11   communities that would and could be

12   affected by anything that would be unsafe

13   or that will cause that type of an

14   incident. We only have to look a little

15   to our south and see the kind of

16   accidents, injuries to firefighters that

17   responded that happened when that bridge

18   collapsed and we had that major chemical

19   spill.

20   So we're aware of it. Anything

21   that we need as far as resources, our

22   HAZMAT Administration Unit is going to

23   continue to keep us informed and support

24   everything that Council is doing here to

25   make sure that CSX remains responsible.

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

 2   COUNCILMAN JONES: So I know

 3   that Councilman Johnson recessed to the

 4   call of the Chair. I think I hear the

 5   Chair calling about reconvening that,

 6   because, once again, within six months

 7   after you raised this red flag, here we

 8   go again and we've had two. So I think

 9   there needs to be greater coordination

10   between the train company and our Fire

11   Department to prepare for this.

12   It was startling to think that

13   we don't know exactly what goes through

14   our city at any given point in time, and

15   we wanted to be made aware in some type

16   of electronic communications about what's

17   going through our railways. So I want to

18   kind of ask the Councilman to follow up

19   on that, if he would.

20   The final question I have is

21   about fire escapes. What role does the

22   Fire Department play in inspecting

23   multi-unit in particular buildings that

24   have fire escapes and to what degree do

25   you cooperate with L&I?

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

 2   COMMISSIONER AYERS: Well, one

 3   of the things that's happening now,

 4   especially with fire escapes and the

 5   event that happened where we saw the loss

 6   of a life, L&I, we'll coordinate with

 7   them to make sure that we, during our

 8   normal block checks, upgrade what our

 9   looks are, because right now our

10   authority is to take a look. If we see a

11   fire escape that looks like it's

12   dangerous, we'll turn that over to L&I.

13   So all of the things that L&I

14   are doing now to better their process,

15   we're going to be supportive of them, and

16   we are in talks with them about all of

17   those issues.

18   COUNCILMAN JONES: Because one

19   of the things that you mentioned in prior

20   testimony was that because of the

21   reduction in fires, you're now doing

22   outreach in the community to look for

23   prevention and prevention against

24   catastrophe, and I think as we approach

25   the fire escape hearings, that we might

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

2   want to take a look at how fire personnel

3   can be useful in not only that, but also

4   building inspections and things like that

5   that are related, because at the end of

6   the day, when something happens, it is

7   your members that wind up being the first

8   responders. So prevention -- an ounce of

9   prevention is worth a pound of cure.

10   COMMISSIONER AYERS:

11   Absolutely. And we have history with our

12   firefighters that support what you just

13   said.

14   COUNCILMAN JONES: Thank you,

15   Mr. President.

16   COUNCIL PRESIDENT CLARKE:

17   Thank you, sir.

18   COUNCILMAN JONES: Again, thank

19   you for your service to our city.

20   COMMISSIONER AYERS: Thank you,

21   Councilman.

22   COUNCIL PRESIDENT CLARKE:

23   Thank you, Leader.

24   The Chair recognizes Councilman

25   Johnson.

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

2   COUNCILMAN JOHNSON: Thank you,

3   Council President.

4   COUNCIL PRESIDENT CLARKE: No.

5   I'm sorry. I got a new guy up here. Got

6   to get in sync with him.

7   Recognizes Councilman O'Brien.

8   I'm sorry.

9   COUNCILMAN O'BRIEN: Thank you,

10   Mr. President.

11   Commissioner, how are you?

12   I'll just follow up on some questions

13   that Councilman Kenney was asking.

14   How many applicants are

15   currently on the paramedic hiring list?

16   COMMISSIONER AYERS: Say again,

17   please.

18   COUNCILMAN O'BRIEN: How many

19   paramedics -- how many applicants are

20   currently on the paramedic hiring list?

21   COMMISSIONER AYERS: How many

22   who?

23   COUNCILMAN O'BRIEN: How many

24   applicants.

25   COMMISSIONER AYERS: Okay.

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

2   Thank you. I didn't hear you clearly.

3   Right now I believe we have

4   approximately a little less than 70.

5   COUNCILMAN O'BRIEN: And how

6   many applicants are currently on the

7   firefighter hiring list?

8   COMMISSIONER AYERS: On the

9   firefighter hiring list? That's a fresh

10   list, so it's -- I couldn't tell you how

11   many. Quite a few.

12   COUNCILMAN O'BRIEN: Thousands?

13   COMMISSIONER AYERS: Yeah, it's

14   thousands at least.

15   COUNCILMAN O'BRIEN: So my

16   question is, why create a new position if

17   you have applicants for paramedics and

18   firefighters?

19   COMMISSIONER AYERS: We created

20   the new position because it's required to

21   run into our Philadelphia community to

22   give the highest and best service.

23   COUNCILMAN O'BRIEN: All right.

24   Is the Department allocating funds for

25   hands-on firefighting training?

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2               COMMISSIONER AYERS:  For
 3     hands-on firefighter training?  Yes.
 4               COUNCILMAN O'BRIEN:  Do you
 5     know what that number is in the budget
 6     request?
 7               COMMISSIONER AYERS:  I'd have
 8     to look at that to see how many classes
 9     it was.
10               COUNCILMAN O'BRIEN:  And how
11     much money is the Fire Department asking
12     to replace apparatus?
13               COMMISSIONER AYERS:  I'm not
14     certain what's in that budget, but I know
15     their budget has been increased by
16     Finance, and hopefully we're going to
17     have a larger amount to purchase
18     apparatus in this fiscal year.
19               COUNCILMAN O'BRIEN:
20     Commissioner, can you tell me how many
21     employees your department suspended last
22     year?
23               COMMISSIONER AYERS:  I don't
24     have that, but I can supply that to you.
25               COUNCILMAN O'BRIEN:  So I guess
```

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2      if I asked the next question what the
 3      total number of hours of suspension time
 4      was, you couldn't give me that either?
 5              COMMISSIONER AYERS:  No.  I can
 6      supply you with that if that's what you
 7      need.
 8              COUNCILMAN O'BRIEN:  Does 2,000
 9      sound correct?
10              COMMISSIONER AYERS:  I can
11      supply you with the exact number.
12              COUNCILMAN O'BRIEN:  Do you
13      know what the estimated overtime for
14      replacing those members was?
15              COMMISSIONER AYERS:  I can
16      supply you with that as well.
17              COUNCILMAN O'BRIEN:  Can you
18      tell me why Lieutenant Bapps (ph) was
19      assigned to the Fire Academy for over ten
20      months without any responsibilities?
21              COMMISSIONER AYERS:  Why
22      Lieutenant Bapps was assigned to the Fire
23      Academy without any responsibilities?
24              COUNCILMAN O'BRIEN:  For ten
25      months.
```

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

2   COMMISSIONER AYERS: I think he

3   had some responsibilities up there. He

4   didn't go up there and sit down, I'm

5   sure.

6   COUNCILMAN O'BRIEN: Are you

7   sure?

8   COMMISSIONER AYERS: I'm pretty

9   sure.

10   COUNCILMAN O'BRIEN: Pretty

11   sure?

12   COMMISSIONER AYERS: Yes, sir.

13   COUNCILMAN O'BRIEN: Okay. Do

14   you know how much it cost the City in

15   overtime to replace Lieutenant Bapps?

16   COMMISSIONER AYERS: Well, I

17   can get that calculation for you as well.

18   COUNCILMAN O'BRIEN: Was it

19   about 75,000, do you think?

20   COMMISSIONER AYERS: I will get

21   you the calculation, sir.

22   COUNCILMAN O'BRIEN: I'm not in

23   the habit of answering my own questions,

24   but I reflect back to a letter on August

25   8th where I asked three pages of

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

2   questions and you said you would get back

3   to me and then you said you'd get back to

4   me on this letter, and I still haven't

5   gotten any response.

6   Has the brownout resulted in

7   increased response times?

8   COMMISSIONER AYERS: Please

9   repeat your question.

10   COUNCILMAN O'BRIEN: Has the

11   brownout resulted in increased response

12   times?

13   COMMISSIONER AYERS: I'm not

14   sure if there is a large increase in

15   response time, but we'd have to calculate

16   that.

17   COUNCILMAN O'BRIEN: Do you

18   think the brownouts --

19   COMMISSIONER AYERS: The areas

20   where we have brownouts, we have looked

21   at those times and they've been within

22   national standard.

23   COUNCILMAN O'BRIEN: Do you

24   think the brownout of Engine 57

25   contributed to the fire death at 5723

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

 2   Poplar Street?

 3   COMMISSIONER AYERS: I'd have

 4   to look at that, but I do believe we did

 5   look at that, and I don't believe that

 6   57's brownout was responsible for the

 7   fire death.

 8   COUNCILMAN O'BRIEN: The fire

 9   at 3rd and Market today, it's my

10   understanding that the closest firehouse

11   has been closed for the last six months

12   because of a brownout. Is it the

13   intention of the Fire Department to open

14   that firehouse again or is it the

15   intention of the Fire Department to sell

16   that property?

17   COMMISSIONER AYERS: Well,

18   first, that property, as you may very

19   well remember, we had an unfortunate fire

20   in that location. That location has now

21   been looked at for renovation. We have

22   had engineers in there. We're in the

23   process of putting funds together so that

24   we can reopen the firehouse, and it is --

25   it's not a brownout firehouse. It has

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

2   never been.

3   COUNCILMAN O'BRIEN: Thank you,

4   Commissioner.

5   COUNCIL PRESIDENT CLARKE:

6   Thank you, Councilman.

7   The Chair recognizes

8   Councilwoman Reynolds Brown.

9   COUNCILWOMAN BROWN: Thank you.

10   I'd like to move to the

11   technology side of the equation, and the

12   question is, how has the Fire Department

13   utilized technology to achieve greater

14   efficiencies, Part A, and Part B would

15   be, in your dream scenario -- and all

16   department heads have one -- what three

17   technological implementations would you

18   like to have to help your department

19   operate more efficiently?

20   COMMISSIONER AYERS: The

21   technology that we have used recently is

22   one that we have analyzed, our CAD

23   system. We look at the calls and we

24   pretty much find out as to whether or not

25   people are getting out the doors on time,

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

2   all those types of things. So we analyze

3   it.

4   COUNCILWOMAN BROWN: When you

5   say "people," you mean your staffers,

6   your firemen?

7   COMMISSIONER AYERS: Fire

8   Communications Center.

9   COUNCILWOMAN BROWN: All right,

10   then.

11   COMMISSIONER AYERS: And they

12   give me information on response times,

13   things like that. And also when we have

14   to, say -- like Engine 62 now, we're

15   putting a new apparatus floor in.

16   They'll use the technology to find out

17   what the closest companies are, where we

18   should relocate companies, things like

19   that, and we'll use that data to make the

20   proper relocations.

21   My dream scenario would be to

22   have our deckhand software in, our new

23   CAD software in --

24   COUNCILWOMAN BROWN:

25   Commissioner, you're talking technology

```
 1          4/9/14 - WHOLE - BILL 140144, etc.
 2     and acronyms that -- I'm a layperson.
 3               COMMISSIONER AYERS:  Well, we
 4     have a software --
 5               COUNCILWOMAN BROWN:  CAD means
 6     what?
 7               COMMISSIONER AYERS:
 8     Computer-aided dispatch.  And we have a
 9     software that will come in, take that
10     information, and give us information as
11     to what the geographic footprint should
12     be in Philadelphia for fire stations, for
13     medic units and those types of things,
14     and it will give us the best array so
15     that we'll know how to run more
16     effectively and efficiently.
17               The other software is the full
18     implementation of our priority dispatch
19     software, which we are putting in
20     currently, and hopefully within the next
21     couple of months, maybe before I leave,
22     we'll have it operational, and it's going
23     to better direct our emergency medical
24     services.  So all of that build-out that
25     we're doing now, the new hires, all of
```

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

 2   those things come together to give a

 3   better, more efficient and effective

 4   service to all of our citizens.

 5   COUNCILWOMAN BROWN: How long

 6   have you been with the Department,

 7   Commissioner?

 8   COMMISSIONER AYERS: Well, it

 9   will be 40 years in June, June 3rd.

10   COUNCILWOMAN BROWN: And in

11   that time, do you recall a moment in time

12   when the Administration during any of

13   those 40 years made a decision to do a

14   strategic look-see at the firehouses,

15   structures, if you will?

16   COMMISSIONER AYERS: Yes, many

17   times through many Administrations. The

18   technology was not so much the same as it

19   is today. And also they took looks and

20   firehouses were closed because they were

21   not needed, and in some instances,

22   there's not funding to, say, relocate or

23   rebuild a firehouse. But we have rebuilt

24   firehouses. When we stop and think about

25   23rd Street in South Philadelphia next

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

2   to -- there was a police station and a

3   new firehouse built there. That's where

4   our HAZMAT is at, Engine 60, Ladder 19.

5   So we have done those types of

6   things. Engine 38, a new firehouse that

7   this Administration put up. That was a

8   relocation of a firehouse into a needed

9   location. So several things kind of like

10   supported that. Like we had to close one

11   firehouse because of 95 being expanded,

12   but it gave us the opportunity to find

13   another location for that firehouse,

14   which is now open. So we're going to be

15   doing those things, and the future is

16   going to be great.

17   COUNCILWOMAN BROWN: Okay.

18   COMMISSIONER AYERS: It's a

19   good vision for the future.

20   COUNCILWOMAN BROWN: With

21   respect to the improper use of 9-1-1

22   emergency systems, give us an example of

23   what an improper use could or would be.

24   COMMISSIONER AYERS: Of the

25   9-1-1 emergency?

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

2   COUNCILWOMAN BROWN: Yes.

3   COMMISSIONER AYERS: A good use

4   and proper use would be auntie or uncle

5   is on the floor in the kitchen, a phone

6   call, they're unconscious, and we're

7   going to send someone to assist that

8   person right away. A bad use would be, I

9   need my medication and I don't have

10   anyone to get it for me, I need to call

11   9-1-1 so I can get my meds, because to me

12   it's important that I have my medicine.

13   So it's not really an emergency, but it's

14   absolutely urgent that the person get

15   their medication. So that person would

16   do better using a relative, a neighbor or

17   having some system that was set in up in

18   the community so that they could get

19   their medication properly, not by 9-1-1.

20   COUNCILWOMAN BROWN: So is it

21   fair to say that many of those type of

22   calls might be seniors?

23   COMMISSIONER AYERS: There are

24   a lot of calls that are seniors. There

25   are a lot of calls where we have folks

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

2   with chronic diseases that need

3   attention. One of the things that our

4   new Deputy Commissioner is absolutely

5   taking a look at is how we can supply new

6   services to all of those citizens so that

7   they can be served and to build out a

8   system where we can get the right

9   resource to the right person.

10   COUNCILWOMAN BROWN: That would

11   be my follow-up question or

12   recommendation, what then becomes the

13   link to either the Mayor's Office of

14   Aging or the Philadelphia Corporation of

15   Aging. And so some trigger or queue, if

16   you will, needs to be in place for that

17   to happen so that we still serve them,

18   but we serve them in a way that doesn't

19   tax the Fire Department.

20   COMMISSIONER AYERS:

21   Absolutely. We've been on the fire side,

22   we've been working with the Department of

23   Aging. We've been working with all of

24   those great folks to get smoke alarms in

25   the homes of seniors. And I've looked at

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

2   the list of our Deputy, and he's got all

3   of those people on his list to sit down,

4   have conversations with them, and find

5   out how we can better cooperate to get

6   those services to our seniors.

7   COUNCILWOMAN BROWN: So that's

8   working?

9   COMMISSIONER AYERS:

10   Absolutely. It's in process now.

11   COUNCILWOMAN BROWN: The bell

12   has rung, so I need to honor it, and I

13   got a couple more questions to finish up.

14   COUNCILMAN JONES: Do you have

15   more questions, Councilwoman?

16   COUNCILWOMAN BROWN: Just a

17   couple more.

18   We've talked about the repair

19   issue I think ad nauseam. Okay.

20   It's always useful as a manager

21   or a leader of a department to know where

22   we stand nationally with other

23   municipalities on a particular issue. So

24   with regards to response time, in FY13

25   our response time was within 9 minutes 66

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

2   percent of the time, and as of the second

3   quarter of FY14, we're within 9 minutes

4   65 percent of the time. Now, that's only

5   1 percent, but if you follow the trends,

6   you want to make sure they're going the

7   right way.

8   COMMISSIONER AYERS:

9   Absolutely.

10   COUNCILWOMAN BROWN: So what

11   would you attribute that to?

12   COMMISSIONER AYERS: Well, I

13   would attribute it to an increase in

14   calls, and right now we're in the process

15   of remedying that. The plans that we

16   have now through the diligence and the

17   hard work of our new Deputy Commissioner,

18   I believe that we're going to see those

19   times turn around. So we've looked at

20   some other cities in this country, looked

21   at some of the solutions that they've

22   had, and we're also looking at

23   Philadelphia proper. And I believe that

24   we'll have an opportunity not just to

25   look at other cities and benchmark

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

2   ourselves against them, but we challenged

3   ourselves to benchmark ourselves against

4   ourselves and to be the best service.

5   COUNCILWOMAN BROWN: Other

6   cities, for example?

7   COMMISSIONER AYERS: Memphis,

8   Houston. Especially Memphis is

9   surprisingly close to how we look and

10   we're running our resources.

11   COUNCILWOMAN BROWN: Okay. So

12   in closing, what word of caution, what

13   recommendation, what rays of hope would

14   you leave with us as we look to next year

15   when your successor is sitting at that

16   table?

17   COMMISSIONER AYERS: I would

18   say that we've had an opportunity to look

19   at the resources that we have, look at

20   the strategic elements that we've

21   developed over the years, and that we

22   should trust the process so that we can

23   go forward, to trust the process that's

24   being laid out currently by this Fire

25   Administration and our future leaders in

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

 2   the Fire Administration. And it takes

 3   faith. It takes believing, vision,

 4   communication, all of those things. And

 5   I will say to Council, it's a good thing,

 6   you should trust the process.

 7   Absolutely. Scare tactics, not

 8   to be afraid. There's a boogieman around

 9   every corner now, you know, and it's just

10   not so. We've proved it over and over

11   again, and let's do our citizens a good

12   thing and work for them. We need to work

13   for our citizens.

14   COUNCILWOMAN BROWN: Well, to

15   you and all the members of the Fire

16   Department as first responders, the work

17   that you do is priceless. It really is.

18   COMMISSIONER AYERS: Well, I'll

19   tell you, every man and woman on a fire

20   truck or medic unit or in service down at

21   FAB, whether they're sitting there

22   calculating pay or whatever, they do a

23   good job.

24   COUNCILWOMAN BROWN: Thank you.

25   COMMISSIONER AYERS: They work

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

 2      for us.

 3              COUNCILWOMAN BROWN:  Thank you,

 4      Mr. Chairman.

 5              COUNCILMAN JONES:  Thank you,

 6      Councilwoman, for that commentary.

 7              And I will say as Chair of

 8      Public Safety, I had the honor of sitting

 9      at your last graduating class's

10      ceremonies and, you know, I looked out

11      with a sense of pride as to what the

12      product that you continue to produce, and

13      I think they could go toe-to-toe with any

14      firefighting force in the world.  So

15      thank you for that contribution.

16              Are there any other questions

17      for this witness?

18              (No response.)

19              COUNCILMAN JONES:  Seeing none,

20      I want to thank you for your testimony.

21              There being none, the Committee

22      will stand at recess until Tuesday, April

23      15th, 10:00 a.m., at which time we will

24      reconvene in Room 400, City Hall.

25              Thank you.
```

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

2   COMMISSIONER AYERS: Thank you,

3   Councilman.

4   (Committee of the Whole

5   recessed at 5:55 p.m.)

6   - - -

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1

2   CERTIFICATE

3   I HEREBY CERTIFY that the

4   proceedings, evidence and objections are

5   contained fully and accurately in the

6   stenographic notes taken by me upon the

7   foregoing matter, and that this is a true and

8   correct transcript of same.

9

10

11

12

13   --------------------

14   MICHELE L. MURPHY

15   RPR-Notary Public

16

17

18

19   (The foregoing certification of this

20   transcript does not apply to any reproduction

21   of the same by any means, unless under the

22   direct control and/or supervision of the

23   certifying reporter.)

24

25

56:10 147:18
213:8 222:6
326:3
advantageous
268:10
advantages 23:21
advertise 32:5
43:14
advertisement
32:2
advertising 42:21
advise 358:23
Advisory 102:25
103:8,14 104:16
105:7,15,22
111:18
advocacy 149:23
advocate 82:24
advocates 254:23
affairs 19:20
107:5,11,16,25
108:6,18 109:2
111:14,17 127:5
244:16,21
afford 35:15,16
38:18 156:2
affordable 66:14
145:2 146:14
204:17
AFG 308:23
afloat 150:6
afraid 7:9 259:9
388:8
African 13:11,13
13:21 32:24,25
33:4 65:9
272:16 294:5
afternoon 128:9
128:12,13 159:7
159:8 194:19,24
195:2 231:5,7
238:3 240:17
255:19,21 258:5
303:6 305:5
332:4,6 360:7
afternoons
325:21

after-school
175:2 189:13,22
age 12:14 27:10
37:8,12 272:13
272:14 343:4
agencies 49:3,19
106:2,6 119:4
173:9 229:20
244:2 291:23
agency 19:16
106:17 113:17
230:24
aggressive 32:11
143:15 144:17
aging 16:9 384:14
384:15,23
ago 66:8 78:11
82:20 101:11,16
105:14 116:4
121:15 134:10
136:17 139:5
143:19 150:21
152:4 154:15
157:23 158:11
182:24 228:5
245:23 254:24
298:24 327:3
334:25 340:21
agree 27:16
150:10 345:11
agreed 67:3
274:14 336:8
agreeing 105:10
Agreement 3:6
ahead 65:2
144:21 154:5
166:7 345:9
aid 62:8
ails 88:25
aiming 258:21
aims 198:16
airbrush 175:25
airport 55:14
180:9,11
alarm 307:16
alarming 102:22
alarms 307:8,15

384:24
alcohol 252:12,21
253:3
alert 60:13
alignment 178:14
allegations 103:2
Allegheny 351:8
352:16
Allen 83:2
allocating 372:24
allocation 331:22
331:23
allocations
196:22 331:15
allow 41:6 191:21
204:13 216:14
218:2 220:7
318:4 363:12
allowed 90:19,19
318:7 331:7,10
331:10
allowing 119:18
120:12
allows 208:15
215:5 262:20
alluding 84:11
122:14
all-male 295:13
alma 25:4 65:10
Aloud 143:23
ALS 353:24
354:15
alternative
204:12
amazing 48:6
ambitious 364:25
Ambrose's
219:14
ambulances
354:6
amendments
63:23
American 13:11
13:14,22 32:24
32:25 33:4 44:4
44:7,8 65:9 74:5
74:7 178:23

272:16 294:6
Americans 133:9
amount 73:7
138:15 225:23
233:10 290:19
293:19 355:14
356:22 373:17
amped 145:14
Amtrak 46:23
Anacostia 26:22
analogy 30:2
analysis 87:24
90:10,15 333:9
333:9
analyst 116:24,24
analysts 116:23
analyze 13:17
21:24 96:11
115:19 117:3
379:2
analyzed 378:22
ancillary 239:21
ANDERSON
105:2,5,23
106:24 107:21
108:11,15 109:9
109:19,23 110:3
110:12,17 111:4
111:8,11,20
113:24
and/or 58:21
309:8 331:3
391:22
Angela 236:2
294:24
anger 284:21
angles 29:16
anniversary
167:21 319:3
annual 75:5
155:11 263:25
annually 277:23
278:6
answer 39:7
40:11 49:15
81:19 95:14
105:19 133:16

141:2 154:11
205:17 250:21
261:15,17 263:9
271:6 302:7
310:16 311:18
311:23 312:2
325:7 355:23
361:25 362:8
363:7
answered 4:9
287:22
answering 375:23
answers 311:5
Anthony 119:25
120:11
anticipate 79:23
239:19 309:23
364:20
anticipated
202:20 326:3
anticipation 42:9
98:21 99:9
anybody 151:13
191:21 330:17
359:2
anymore 69:13
188:10 227:21
anyway 348:8,13
361:7
apart 69:14
320:11 326:5
337:7
apologize 199:2
214:9 290:8,9
335:11 362:3
apparatus 306:2
309:12,19,20
351:24 373:12
373:18 379:15
appeal 312:9,20
appear 239:7
269:24
appearance 52:11
appeared 268:4
appears 295:18
applicants 14:12
14:17 371:14,19

attributable 58:21
attribute 185:13 386:11,13
attrition 77:13 266:13 267:3
audience 104:15 180:2
auditorium 179:20
audits 78:11
augment 78:20
August 375:24
auntie 383:4
austere 131:25
author 155:22
authority 3:4,4,10 53:19 142:11,17 142:21,23 143:11,14 144:11 264:2 270:20 314:6 369:10
authorized 3:6 80:11
authors 179:18
auto 91:17
automated 97:17 98:13 99:20 100:6 197:6 264:21 265:4
available 101:13 104:18 122:16 139:13 144:19 198:13 204:5 220:19 222:7 335:22 356:22 357:13 366:16
avenue 28:6 224:2 224:6 255:9
average 79:20 107:19 110:18 195:21 196:3,4 206:4 226:6 227:23 267:10
averaged 195:18
Aviation 305:21

avoid 87:22 112:19 253:18
awaiting 196:12 309:15
Award 138:2
awarded 308:15 308:21
awards 291:21 322:7
aware 19:14 42:21 47:17 50:15 62:18 366:8 367:20 368:15
awareness 47:18
awful 56:12
Ayers 303:7,14 304:13,22 305:4 305:8 322:13 331:4,12 338:10 338:14 339:16 345:21 347:8,16 347:25 348:4,9 348:18 349:3,8 349:20 350:8,13 350:17 359:21 362:15,25 366:5 369:2 370:10,20 371:16,21,25 372:8,13,19 373:2,7,13,23 374:5,10,15,21 375:2,8,12,16 375:20 376:8,13 376:19 377:3,17 378:20 379:7,11 380:3,7 381:8 381:16 382:18 382:24 383:3,23 384:20 385:9 386:8,12 387:7 387:17 388:18 388:25 390:2
a.m 1:7 389:23

——————
B
——————
B 378:14

babies 144:2
back 9:13 12:14 37:23 43:7 48:7 48:8,8,13 63:20 79:8 83:8,9,11 84:14 100:7,14 109:25 115:21 119:12 123:4,20 124:15 125:2 129:13 134:11 134:23 142:13 143:9 144:6 146:25 150:20 153:20 154:9 157:16 166:20 183:25 189:3 198:23 200:24 206:16 210:16 211:5 213:21 219:8 236:4 249:8 251:18 252:2 261:7 264:6 266:8,24 270:13,24 271:2 279:10 302:13 315:14 320:4 323:10 330:5 336:15 338:2,4 340:14 343:10 346:19,25 357:3 359:20 361:16 375:24 376:2,3
backed 35:13
background 11:24 19:4,21 37:17 71:16 243:3,5 314:18 361:11
backgrounds 19:13
backs 298:5
backslide 13:24
back-doored 313:2
back-end 168:17
bad 95:18,19 324:23 383:8

bag 52:19
bagged 276:2
bags 276:5
bail 100:13 122:4 122:11 123:14 196:13 226:8
bailed 226:8
bails 225:4 226:6 226:15,16 227:13 238:23 269:23
balance 12:12 74:17,18 168:17 234:20 317:14
balanced 150:9
balances 168:13
ball 57:24 84:23 85:12
Baltimore 10:12 54:22 55:4,7 59:20 64:25 242:7
bank 140:11 151:5 181:12
Bapps 374:18,22 375:15
barber 112:17
barrier 250:18
barriers 183:15 183:16,17,18 252:24
barrier-free 132:2
base 155:2
based 15:10,11 19:17 30:11 39:11,14 41:14 77:4 80:16,17 90:9 248:4 252:18 292:10 302:4 312:8 331:6 332:10,13 333:5,8 337:15 344:10 355:7
baseline 216:12
bases 42:20
basic 22:11 91:9

basically 41:17 234:7
basing 331:16
basis 45:13 46:25 77:22 78:13 94:9 95:2 155:11 163:8 216:15 312:10 312:20 314:21 315:3 327:22
Bass 1:10 36:9 44:18,19,23 45:2 46:6 47:8 48:25 50:2,6,19 54:11,24 95:22 114:3,4 115:23 117:7
bathroom 333:13
bathrooms 208:11
battalion 320:20
battery-powered 307:14
battling 306:17
bear 88:11
Beatrice 305:10
beats 87:15 89:22
beautiful 63:5 136:18,20 178:13
becoming 22:17
bed 197:24 241:23
beef 90:11
beg 348:9 349:3
began 77:14 130:3 134:12
beginning 11:10 202:16 289:8
begins 247:25 248:4
begun 257:3
behalf 134:2 310:6
behavior 282:19
behavioral 199:23 252:21

320:1 321:1
322:1 323:1
324:1 325:1
326:1 327:1
328:1 329:1
330:1 331:1
332:1 333:1
334:1 335:1
336:1 337:1
338:1 339:1
340:1 341:1
342:1 343:1
344:1 345:1
346:1 347:1
348:1 349:1
350:1 351:1
352:1 353:1
354:1 355:1
356:1 357:1
358:1 359:1
360:1 361:1
362:1 363:1
364:1 365:1
366:1 367:1
368:1 369:1
370:1 371:1
372:1 373:1
374:1 375:1
376:1 377:1
378:1 379:1
380:1 381:1
382:1 383:1
384:1 385:1
386:1 387:1
388:1 389:1
390:1
billing 290:25
bills 1:18 2:5,8
biologists 34:4
birds 24:2
bit 8:19 29:11
31:10 46:8 76:2
77:14 106:4
121:25 157:15
186:11 193:13
225:12 298:12
315:14 324:11

358:11
black 273:5
Blackburn 5:6
39:20,25 40:5
40:10 44:6
70:20,22 71:2
71:17 72:6 73:2
74:3,9 75:8,15
76:9 77:7 79:14
79:17 81:18
Blackwell 1:11
175:8,9 176:9
176:12 182:23
338:22,23
339:18
blah 149:12,12,12
bless 310:13
338:12
Blessed 245:17
blight 50:24 51:4
52:5 54:2
blight-related
51:11
block 369:8
BLONDELL
1:15
blurred 193:13
board 113:17
127:20 128:19
133:23 141:17
144:11 157:16
159:18 160:4,9
160:14 165:3
168:4,7,25
293:22,23 295:6
295:8,13 344:12
boards 65:25
141:15,24
160:11 295:3
297:13,18
Bob 133:18
body 7:5 344:14
345:15
Bologna 7:13
bolster 77:20
bond 122:3
bono 32:3

boogieman 388:8
book 150:21
151:5,10,18
156:3,12,25
157:3,8 185:21
186:2,5,7,11
214:15 272:8
books 143:23
150:18,22 151:3
151:15,17
154:23
boost 199:10
boots 124:2
border 148:15
borrow 186:2,2
borrowed 321:10
Boston 355:21
bottom 10:18
101:23 131:12
321:21
bounce 61:22
Boy 69:5,9
Boys 65:10,18
66:4
braggadocios
365:19
brain 175:14
brainstorm 182:6
branch 139:8
155:9 159:13,14
170:18,19 172:4
branches 28:13
187:17
brand 101:17
break 52:23
183:17 211:11
248:24 251:4
305:17
breakdown
197:10 205:14
237:21 298:18
breaking 232:22
breathes 343:21
breathing 306:2
Breeze 82:25
BRIAN 1:15
bridge 68:8

367:17
brief 5:13 24:13
282:10
briefing 10:14
briefings 115:11
briefly 54:16
264:17 363:6
brighter 345:9
bring 17:14 38:10
102:25 112:18
129:13 146:10
165:16 170:4
172:5 179:19
190:16 217:24
282:4 298:7
302:13
bringing 15:14
76:23 77:3
89:15 100:14
152:17 180:3
266:2
brings 306:3
Broad 63:9 174:8
174:10
brochures 32:5
broken 215:22
brought 43:8
92:18,20 125:6
176:20 198:23
239:10 241:7
252:8 276:5
357:3
Brown 1:15 61:4
61:5,9,14 63:15
64:14,18,23
67:6 68:2 69:4
69:17 70:25
71:13 72:3,24
73:9 74:7 75:18
75:22 76:3
95:21,23 97:25
98:20 99:3
101:2 102:5
159:5,6,9
160:21 161:12
161:16 162:12
163:15 164:23

165:13,20 166:2
166:9,13,22,23
167:3,6 176:17
176:18 177:3,14
180:5,13 182:22
183:5,21,25
184:6,10,17,25
185:23 186:17
187:4,8 188:15
188:22 189:24
190:4,7,12
193:16,20,24
194:6 255:17,18
255:22 256:24
257:4,13,18
258:4,8 259:3
259:12 260:2,14
261:10,21
262:11 263:6,17
264:5 280:8
286:21,22 287:7
287:15,21 288:3
288:7,16,22
289:17,22
290:10,17
291:10 292:3,11
293:8,15 294:3
294:8,16,22
296:10,20 297:7
297:11,16,23
298:2,20 299:19
300:6,13,23
301:2,6,9,19
339:25 340:2,18
341:13,18 342:7
343:3,20 345:6
345:12,23 378:8
378:9 379:4,9
379:24 380:5
381:5,10 382:17
382:20 383:2,20
384:10 385:7,11
385:16 386:10
387:5,11 388:14
388:24 389:3
brownout 376:6
376:11,24 377:6

377:12,25
brownouts 339:5
376:18,20
Bruce 257:22,25
Buck 238:2,2,5,8
238:11 277:25
277:25 278:8,12
278:23 279:19
279:20,25
280:14 288:12
288:18
bud 33:6
budget 2:15,17
6:18 16:6
105:24 106:3,9
129:12,19
138:15 150:3
155:16,17 173:3
185:9 195:7
196:15,21
197:11 206:11
206:11 226:5
235:7 236:23
267:14 274:13
278:6,16,18
281:3 289:8
298:9 305:16,17
305:22 319:8
328:13,14
331:10,15,22
332:7,14 333:23
333:24 334:7,11
360:11 373:5,14
373:15
budgetary 28:18
219:18
budgeted 31:5
201:4 332:9,12
budgeting 106:14
budgets 105:25
331:6
build 101:25
384:7
building 98:22
99:5,9 101:3,10
121:3 131:14
132:13 144:3

152:8 178:20
188:11 370:4
buildings 136:18
136:20 152:4
341:7 343:4
345:8 368:23
build-out 380:24
built 207:23
210:21 382:3
bulk 90:8 184:22
bullet 123:2
bull's 192:18
193:4
bumping 224:18
burglary 8:22
57:9 91:16
bushes 203:15
busiest 155:8,9
business 54:3
61:25 62:15
157:4 178:24
234:18 248:7
292:18,25
293:13 295:7,14
businesses 57:3
155:25 293:2,12
busy 180:12

—————————
C
—————————

cabinets 333:11
CAD 378:22
379:23 380:5
cadet 23:18
cadre 116:25
201:16
cafeteria 48:10
calculate 81:5
376:15
calculating
388:22
calculation
375:17,21
calendar 202:20
204:9 205:6
California 106:15
call 7:14 46:13
61:22 83:21

97:3,4 98:12
111:16 116:14
142:18 175:25
186:8 188:3
190:22,22
298:25 330:18
354:7,13 368:4
383:6,10
callback 302:7
319:12
called 26:25 39:2
39:8 56:25
95:25 120:5
143:23 157:18
172:3 262:18
271:10 275:13
284:25 340:23
calling 249:7
368:5
calls 97:2 118:18
307:21,23 350:6
353:24,25 354:2
354:23 378:23
383:22,24,25
386:14
Cambria 203:5
224:3
camera 56:3
57:25 58:12
59:15 60:12
62:13,15 63:4
64:10
cameras 54:19
55:11,12,13,16
55:16 56:8 57:5
57:14,18 58:10
59:10,13,19,22
61:25 62:4,4
campaign 42:24
157:19
campaigns 126:6
candid 159:21
candidates
347:10
can't-get-any-lo...
321:21
cap 366:11

capabilities
100:17
capability 96:15
97:9 100:11
116:9,18
capable 99:17,19
137:10 348:16
capacity 161:13
200:14 224:8,10
224:14 271:7
329:14 332:13
353:4
capital 2:11,15
137:5 158:8
331:5,13,16,18
331:22 332:8,14
333:23 334:10
360:11 361:10
captain 7:13 66:2
91:18 306:16,18
captains 5:24 7:7
7:11 45:11 86:7
86:15
capture 210:24
captured 59:16
car 25:20
cards 132:17,22
care 52:12 141:12
145:2 146:14
149:21 204:17
249:10 262:22
270:12 296:23
355:7
career 13:5 14:9
27:11 28:15
65:16 244:14
carefully 87:24
134:4
caregivers 143:25
cares 120:23
Carl 142:14 143:6
Carnegie 136:19
157:11 158:3
Carolina 210:21
carry 124:24
cars 51:21 52:10
365:23

case 96:8 112:14
230:21 252:22
262:12 269:12
321:25 322:2
358:7
cases 62:25 74:23
80:3 86:18
108:25 109:3,10
109:12,14
111:11,13,20
112:3 121:23
225:22 226:14
241:19 243:20
262:23
cash 292:18
Castor 4:4
catastrophe
369:24
categories 216:18
category 8:8,23
214:12 227:12
349:14
caterers 289:4
caught 57:21
244:4
cause 200:12
361:5 367:13
caused 103:24
134:14 285:11
causes 200:15
causing 10:19
86:15 102:17,20
238:13
caution 387:12
CCP 65:21
ceasing 185:6
ceded 359:9
celebrating
167:21
cell 7:8 206:21
207:7 227:6
242:10,10
cells 207:2,23
286:3
census 206:5
cent 209:7
center 10:15 28:6

46:14,15,18,19
46:21 48:20,24
54:20 55:2,9
56:10 57:16
59:8 60:9,21,22
63:21 114:16,20
115:18,24 116:4
116:20 175:24
203:5,13 246:22
262:3 283:14
379:8
centers 180:16,19
183:8 203:23,24
204:2 229:9,22
262:2 342:14,15
344:6,10
Central 178:16
179:18,19,20
centralized 96:18
century 99:15
131:18 132:5
136:13,25
137:14,17 153:2
157:14 158:2
178:10 182:10
ceremonies
389:10
ceremony 319:5,6
certain 29:17 52:2
86:12 90:16
126:3 216:21
250:3,10,11
263:20 266:17
289:4 299:5
373:14
certainly 39:6
43:25 54:8
55:20 66:13
67:23 69:16
78:5 95:7 98:2
122:11 141:3
253:6 274:15
320:2 322:2
certainty 352:18
certificate 41:9
391:2
certification

391:19
certifications
309:2
certified 144:24
145:11 249:25
277:16
certifies 277:3
CERTIFY 391:3
certifying 391:23
cetera 190:20
206:20 208:11
238:23
CFO 161:15
Chair 28:19,22
36:8 44:17 61:3
73:14 76:4 92:6
95:20 104:15
114:2 117:12
121:10 124:13
128:18 133:23
153:14 159:4
175:7 176:16
210:25 212:19
217:12 230:5
240:11 255:16
264:10 265:16
271:24 279:10
280:19 281:14
286:20 297:22
304:17 310:20
318:20,23
328:11,18 338:7
338:21 339:24
346:4 359:13
368:4,5 370:24
378:7 389:7
Chairman 4:25
9:18 17:6 28:25
36:5,11 44:12
54:13 61:6
67:20 76:7 92:9
98:24 102:6
280:16 311:11
328:21 338:2
346:7 358:18,22
389:4
challenge 65:8

136:24 158:16
158:18 187:10
200:11
challenged 26:24
102:15 224:16
326:17 387:2
challenges 65:5
105:16 159:16
190:21,23 253:4
308:4 345:18
challenging 162:8
Chamber 328:24
Chambers 6:21
champions 280:9
chance 4:7 103:14
241:5 282:15
change 11:21
15:12 27:9 37:6
119:15 131:21
131:23,23 132:5
132:8 162:10
177:18 178:19
218:2 219:19,19
219:22 221:11
238:14 259:10
270:8 284:25
285:7 291:5
320:18,19
322:22 323:3,5
324:24 326:16
326:17
changed 10:19
12:20 14:19
119:11 121:12
121:24 259:7
320:23
changes 2:25 10:2
10:7 25:24
115:8,9 259:8
324:22
changing 115:10
157:18
chaplaincy
284:17
chapter 345:20
charge 65:24
81:13 112:18,20

112:21 185:14
233:15 281:22
282:4 284:18
charged 186:10
241:22
charging 81:9
185:6 186:21
Charles 5:2
chart 205:10,14
279:21 280:2
346:17,21
Charter 65:19
218:2 219:8
chasing 321:3
check 19:19,19,21
25:20 37:18
57:17 60:16
62:17 84:9
118:17 230:15
317:13
Checklist 307:19
checks 99:22
243:3,5,6
263:19 369:8
chemical 365:14
366:13 367:18
chemicals 360:19
chemists 34:4
chemotherapy
88:24
Cheyney 12:23
13:2
Chicago 23:18
34:19 55:4,9
355:20
Chicago's 101:20
chief 23:8 86:16
161:14 258:2
308:12,13
320:20 327:19
351:7,9,14
chiefs 10:9 30:14
30:16 86:6
92:13
child 181:9 182:3
182:14 185:15
251:11

childcare 180:16
180:19 182:25
183:8
childhood 130:19
143:21 180:25
181:15,16,20,23
184:20
childish-like
282:18
children 92:20
132:18,24 144:4
168:17 181:5
182:19 186:22
251:19
children's 171:8
171:10,15
chill 275:13,16,17
275:21,23 277:4
277:17
Chinese 83:6
chip 52:19
choice 30:5
choices 247:14
choose 170:3
Christmas 44:4
chronic 56:7
384:2
chronically
204:20,25
256:21,22
cigarettes 242:12
CINDY 1:10
circulated 185:19
circulation
185:18 187:23
circulations
155:10
circumstances
8:16 363:14
365:8
cities 29:14,14,19
29:21,24 30:3
34:18 35:2
101:4,7 355:15
355:20 386:20
386:25 387:6
citizen 93:16

226:25 230:20
247:3 249:15
254:20 256:2,23
257:10,12 261:7
264:6 267:8,13
271:2 282:25
295:3 310:22
330:21,21
336:14 340:14
346:25 347:10
359:19 366:9
380:9 381:2
comes 25:22 47:3
47:21 83:9 98:9
107:18 239:19
253:14 325:11
329:24 334:9
342:13
comfort 183:19
comfortable
52:13 221:11
286:5 363:19
365:6
comforting 7:17
coming 22:22
23:2 32:4 42:8
52:13 66:10
73:13 83:2
85:15,19 90:12
96:25 183:19
184:13 212:4
239:14 242:3
309:25 323:10
351:15
comingle 222:10
222:11
command 55:8
115:9 309:17
commemoration
319:4
commend 119:18
120:10 138:23
224:23 282:3,23
338:10
comment 29:11
commentary
389:6

comments 6:13
129:22 241:5
325:4
Commissary
273:17,22
Commission
105:8,16 106:24
113:18
commissioner
3:14 4:6,19,21
4:24 5:2,4,6
6:13,15,23 8:2,6
10:6 14:15 15:2
15:25 17:13
18:5 19:8,12
20:6 22:9 26:5
29:2,3 30:12
33:10 34:16
36:4,12,13,25
37:11 38:2,4,22
39:20,25 40:5
40:10,19 41:24
42:16 44:2,5,13
45:19 46:4,12
47:10 49:17
50:3,8 51:16
55:6 56:24
58:13 59:2 60:3
60:19 61:12
62:10,21 63:18
64:3,15,21
65:22 67:11
68:3 69:10
70:20,21 71:2
71:17 72:6 73:2
74:3,9 75:8,15
76:9 77:6 79:17
79:18 80:10
81:18 84:3
85:20 87:6
89:23 90:4,20
90:25 93:14
94:14 95:13
96:6 98:4 99:11
101:6,15 102:10
103:19 104:2,4
104:5,19 114:14

116:2 117:16,20
117:24 118:12
121:6 122:6
125:18 127:13
128:3 194:25
195:4 206:12,25
207:5,13,16,22
208:5 209:3,13
209:23 210:10
210:23 211:21
212:3,18 213:17
215:4 219:14,15
220:5,8,21
221:14 222:14
223:20 224:9
225:13 227:7
228:4,20 229:10
230:13,19 232:5
232:8 233:3
237:10,19
238:17 240:7,15
240:16 241:12
242:19 243:4,9
244:22,25
245:12,13 248:2
248:13 249:8
252:2 253:6
254:12,16
255:20 256:7
257:2,5,15,20
261:16,23
262:13 263:13
263:22 264:14
264:18 265:7
266:7 268:2
269:18 270:16
271:20 272:7,12
272:19,22 273:2
273:12,16,21
274:3,6 275:15
275:19,22
276:15,20
278:17 279:14
281:18 283:7
286:23 287:5,11
287:17,25 288:5
288:19 289:14

289:19,25
290:22 291:20
292:4,13 293:10
293:24 294:5,10
294:18 296:6,17
296:21 297:9,14
297:19,24
298:15,21
299:21 300:11
300:16,24 301:5
301:7,10 302:10
302:15,23 303:6
303:7,14,25
304:8,13,22
305:4,8,9
308:10 309:3
311:2,13 318:24
319:19,19
322:10,13
326:13 327:6
330:6,11 331:4
331:12 338:10
338:14 339:2,7
339:14,16
345:13,21 347:8
347:16,25 348:4
348:9,18 349:3
349:8,20 350:8
350:11,13,17,19
351:4,12 352:2
352:14 353:2,12
354:3,21 355:3
355:12,17,22
356:2,7,11,17
356:20 357:19
358:6,16,16,21
359:21,25,25
360:6,7 362:2
362:10,15,25
363:4,10 366:5
369:2 370:10,20
371:11,16,21,25
372:8,13,19
373:2,7,13,20
373:23 374:5,10
374:15,21 375:2
375:8,12,16,20

376:8,13,19
377:3,17 378:4
378:20 379:7,11
379:25 380:3,7
381:7,8,16
382:18,24 383:3
383:23 384:4,20
385:9 386:8,12
386:17 387:7,17
388:18,25 390:2
commissioners
36:16
Commissioner's
220:3 248:6
commit 191:19
358:17
commitment
69:18 143:21
224:5
committed
159:22 238:22
committee 1:3 2:4
41:12,13 104:16
105:22 111:18
195:3 305:13
328:11,25
340:22 358:19
358:23 389:21
390:4
committing
123:18
common 92:18
112:17 124:8
179:2 225:19
316:14
commonality
179:3
Commonwealth
18:24 85:4
156:24 316:16
communicate
202:3
communication
49:19 325:12
327:14,21 345:5
388:4
communications

368:16 379:8
communities
124:25 129:7
130:7 132:7
133:14 135:23
135:24 136:3
140:16 179:8,8
179:14 367:11
community 5:19
23:24 32:21
43:25 44:9 52:3
53:9 66:6,14
67:2 94:11
119:21 120:22
120:25 124:3
131:5 132:3,4,8
132:10,14
133:13 136:3,6
152:14 153:6
158:6 167:19
171:24 172:4,6
172:11,15
178:14,25 180:3
183:2 192:5
202:24 203:5,21
221:23 254:18
255:7 262:2,4,5
286:8 306:25
324:16 369:22
372:21 383:18
community-bas...
152:10,15 172:7
companies 356:6
357:10 379:17
379:18
company 275:2
350:3 351:23
357:12,18
368:10
comparable
355:7,20
compare 9:4
34:13 211:9
compared 55:3
306:9,13
comparison 232:7
compelled 284:2

compensated
189:25 190:3
competing 31:9
competition
30:11 277:9
competitive 292:6
313:16
competitors
30:10
complainant's
108:18
complaint 107:19
108:2
complaints 103:3
104:9 106:22,25
107:6,22 108:10
108:16 109:7,22
110:2,5,7,18
112:24 113:22
complete 96:8
200:2 201:25
202:12 204:23
305:24
completed 94:2
96:16 98:14
334:20 356:15
completely
193:19
completion 97:5
341:14
complexities
219:12
complexity
220:16
complicated
313:11 363:18
complied 318:16
comply 289:6
component 67:24
146:13 276:4
composition
293:23
compound 223:22
comprehension
11:19
comprehensive
120:21 330:16

331:2 342:3
343:6 363:7
comprise 48:23
compute 232:11
232:18
computer 33:19
203:24 259:6,11
computers 130:14
142:20
Computer-aided
380:8
conceal 52:15
concealed 52:25
Conceivably
251:23
concept 23:10
24:13 60:20
136:8 181:7
319:20 322:5
concepts 182:12
concern 32:14,20
49:7 108:2,7
139:15 185:5
317:10
concerned 55:23
108:5 110:22
153:10 180:15
244:11,12
354:18 360:24
365:13
concerns 103:3
170:6 252:21
340:7
concerted 201:2
266:14 269:2
conclude 166:8
concluded 210:15
concludes 310:15
conclusions
111:22
Concourse 180:9
condition 15:22
341:10
conducive 178:14
conduct 242:22
243:10,11,15,24
364:6

conducted 241:25
conducts 263:24
284:6
conference 210:8
conferencing
100:10
confined 285:24
286:3
confinement
197:19
confiscate 125:11
conflicts 125:15
confused 83:25
confusing 233:18
234:6
congratulations
9:22 176:25
connect 55:21
84:25 151:2
253:9,21
connected 192:4
248:23 255:7
343:23
connectedness
183:7
connecting 49:11
84:18 183:7
251:11 254:4
261:12
connection
183:12
connectivity
54:20 151:19
connector 180:8
cons 357:8
conscious 266:12
consequences
35:5,23 94:19
250:8 285:10
consider 17:22
26:3 164:2
352:11 357:11
consideration
26:16 37:25
65:6 67:25
80:13 81:22
82:2

considerations
364:16
considered 40:20
69:7 199:5
289:6
considering 56:11
229:8
consistent 200:5
228:21 236:19
281:2
consistently 200:4
constant 192:13
192:14
constantly 12:12
35:22 47:25
117:2,3 182:20
224:18 324:13
327:5
constituency
152:19 181:17
constituents
150:15 153:19
constrictions
108:23
consulting 80:25
consumer 130:18
contact 64:13
125:14 211:7
243:17 264:24
286:8 327:24
contacting 51:25
contained 391:5
contempt 239:8
269:24
contend 125:24
context 252:7,12
317:22
continuance
314:15
continue 8:19
9:23 85:4 98:7
118:14,21 129:8
138:24 194:10
196:2 206:5
249:7 256:18
260:16 286:24
308:3 332:23

360:14 366:20
367:23 389:12
continued 118:15
198:14 306:24
310:4 361:22
continues 239:11
260:19 307:25
320:13,18
continuing 9:3,7
9:9
continuity 249:10
258:22
continuous
299:10 363:20
continuum
248:17
contraband
240:23 241:14
241:20 242:9,10
244:5
contract 15:12
71:15 200:15
205:8,12 209:5
209:7 216:8
223:23 230:23
231:9,13,24
232:3,4,15,23
232:24,25 233:5
233:10,19,24
234:3,14 235:12
235:22 236:7,9
273:12 274:2,8
277:8 280:3,4,5
287:4,9,9,10,12
287:18,24
288:13 291:12
291:21,21,24
296:7,8,11
300:15,17
322:18 326:10
contracted
200:17 278:18
278:21
contracting 70:19
contractor 201:19
251:14
contractors

205:13 294:11
contracts 70:11
71:7,7,10,10,18
72:10,18 73:19
75:6,7,14
196:21 230:20
237:3,7,9,15
273:11,17 289:9
289:21 293:4
contractual 296:4
contribute 95:8
139:19 177:21
256:5 258:15
342:25
contributed
376:25
contribution
139:10 140:20
141:4,18,23
389:15
contributions
139:6 140:3
142:5
control 83:16
196:8 276:11,13
276:21 391:22
Controller 343:11
Controller's
343:15
controlling
241:14
convene 180:24
convenience
204:13
convenient 27:23
convening 181:18
Convention
246:22
conventional
260:24
conversation
14:21 16:2 23:6
36:22 82:18
95:8 140:18,23
143:11 185:5
222:25 294:24
345:3

conversations
64:5 316:5
385:4
convert 208:7
converted 206:20
convicted 195:11
conviction 56:22
58:22
convictions 58:8
250:8,17
cook 275:15,17,21
275:22 277:3,17
cooked 275:25
cooperate 368:25
385:5
cooperation 3:4,6
240:2 329:15
cooperative 7:20
62:24
coordinate 369:6
coordinated
53:20
coordination
340:11,12 368:9
cope 256:10
cops 31:23
copy 220:24
core 163:6
Corizon 230:11
232:15,16,23
233:6 296:3,18
301:8
Corizon's 231:13
301:11,15
corner 215:24
261:7 388:9
corporal 26:8
corporate 173:23
Corporation
384:14
corporations
173:5 297:10
correct 18:22
51:20 53:19
79:10 223:6
243:3 274:16
279:22 280:3

326:8 356:8,12
357:18,20 374:9
391:8
correction 240:20
259:24 262:2,20
288:13
correctional
195:9 197:3
201:4,14 203:13
203:25 204:8
208:25 209:24
220:16 243:16
244:7,18 267:7
283:13,15
296:12 299:3,4
299:9
corrections 89:16
240:21 244:21
263:24 285:3
correctly 151:10
correspond 155:5
corridor 63:11
367:10
corridors 367:8
corruption
243:20
COs 240:25
cost 81:7 197:2,4
206:10 208:24
209:11 233:11
234:2 251:25
267:22 276:14
334:5 375:14
Costo 360:2,6,8
362:2,10 363:4
363:10
costs 81:6 196:20
200:13 209:12
227:3 231:14
234:19 235:3
237:2,15,16
239:21,24 296:8
Council 1:2,10
2:20 3:7 5:21
24:10 41:11
84:20 103:2,8
103:14 105:25

117:10,15 121:8
124:12,15,16
127:17 128:5,8
128:14,15
133:19,21,22
134:9,18 135:17
136:14,15 137:3
138:15,18,21
139:24 140:24
141:25 142:7
143:13 144:8,14
145:4,10,24
146:17 147:9
148:11,16
150:10 153:14
159:2 165:24
166:5,11,16
168:3,7 169:5
171:24 175:5
176:14 194:7,15
194:18,23
205:19 206:23
207:3,10,14,19
208:3,21 209:10
209:15,19 210:7
210:12 211:12
211:25 212:13
213:4,19 214:7
214:11 215:10
217:6,8,10
226:4 228:25
229:5 230:3
240:3,9,14
246:11 247:22
250:21 252:6
255:14 264:8
265:14 271:22
279:17 280:17
281:5,9,12,17
286:18 291:16
298:4 301:22
302:19,25
303:20 304:25
305:5,7 310:3
310:11 317:14
330:7 338:16,19
339:22 342:25

344:18 346:2,12
346:16,20
358:24 359:11
367:24 370:16
370:22 371:3,4
378:5 388:5
Councilman 1:11
1:12,12,13,13
1:14,14,15,16
2:2 3:11,16,18
3:20 4:13,14,15
4:16,18,20 6:12
6:20,25 8:4 9:11
9:12,16,17,21
11:8 14:11,24
15:20 16:24
17:3,4,5,7 18:6
19:10,23 21:25
24:16 27:25
28:2,23,24 29:5
33:8 34:8 36:3,6
36:7,8,10,15,18
37:3,24 38:3,9
39:23 40:3,15
40:22 41:25
43:20 44:15,16
44:21 54:14,23
54:23 56:16
58:4,11,17
59:17 60:17,24
61:11,15,24
70:4 73:11,12
73:14,16,18
75:2,10,17,20
75:24,25 76:4,5
76:6 80:20,21
80:21,22,23
82:4,7 84:4 85:6
87:8 89:20,25
90:18 92:2,4,5,6
92:8 93:20
95:11,16,18
98:25 101:12
102:8,12 103:22
104:3,14,20,24
105:3,9 106:21
107:17 108:9,12

109:6,17,20,24
110:6,14,21
111:6,9,16,23
113:13,14,25
117:12,14
119:16 121:9,10
121:12 122:8
123:5,10 124:10
124:13,14,18,19
125:3,7 126:10
126:19,20
127:15,18 148:5
148:6,12,14,19
149:5,15,19
151:14,24
152:21 153:13
153:17,24 154:6
155:4,12 156:13
156:21 157:10
158:7,24 159:3
166:19,21,25
167:4,8,16
172:16,24
173:10 175:3,6
176:5 194:2,4
217:12,14,23
218:10,20,25
219:25 220:6,23
223:3,7,13
224:7,17 227:5
227:24 228:18
228:22 229:3,7
229:24 230:5,7
230:14 231:6,7
231:11,15,22
232:6,9,19
233:5,14 234:24
235:4,17 236:5
236:17 237:12
237:13 238:3,6
238:10,13
239:23 240:10
240:11,13,18
241:13 242:13
243:2,7 244:20
244:23 245:3,11
245:15,17,19

247:8,18,20
252:4 254:9,13
254:15 255:10
255:12,15
264:10,12 265:5
265:11,15,16,18
267:15 269:4
270:6 271:18,23
271:24 272:2,10
272:17,21,24
273:9,14,19,25
274:5,9,17,20
274:22 275:17
275:20 276:9,19
276:22 278:4,10
278:13,20,24
279:12,15,23
280:6,7,15,18
280:19,21
281:11,13,14,16
283:8 286:16,24
288:9 301:24
302:2,11,12,17
302:20 303:5,8
303:9,16 304:15
304:23 305:2
310:20 311:9,10
315:11 317:5
318:18,19,21,22
322:11,12 325:3
326:7 328:8,9
328:10,17,19,20
329:2,4 331:9
331:14 332:2,5
332:10,21,24
333:7,18 334:3
334:8,22 335:2
335:9,14,24
336:13,19,25
337:11,25 338:5
338:6,8,9,15,17
338:18,20 340:5
340:20 343:21
346:4,6,14,18
346:21,23,24
347:2,14,19
348:2,6,11,24

349:5,10,22
350:10,15,22
351:10,16 352:9
352:21 353:7,19
354:9,25 355:10
355:15,19,24
356:4,9,13
357:15,21 358:8
359:6,8,12,13
359:15 360:9
361:23 362:6,11
362:12,19 363:5
363:8 365:9,10
365:15,16,17
368:2,3,18
369:18 370:14
370:18,21,24
371:2,7,9,13,18
371:23 372:5,12
372:15,23 373:4
373:10,19,25
374:8,12,17,24
375:6,10,13,18
375:22 376:10
376:17,23 377:8
378:3,6 385:14
389:5,19 390:3
councilmanic
5:22
Councilmember
214:16
Councilmembers
147:13 281:7
342:18 344:23
Councilpeople
342:10,11
Councilpersons
310:18 340:12
Councilwoman
1:10,11,15 36:9
44:18,19,23
45:2 46:6 47:8
48:25 50:2,6,19
54:11,15,24
61:4,5,9,14
63:15 64:14,18
64:23 67:6 68:2

69:4,17,24
70:25 71:13
72:3,24 73:9
74:7 75:18,22
76:3 95:21,21
95:23 97:25
98:20 99:2,3
101:2 102:5,9
114:3,4 115:23
117:7,11 159:5
159:6,9 160:21
161:12,16
162:12 163:15
164:23 165:13
165:20 166:2,7
166:9,13,23
167:3,6 175:8,9
175:15 176:9,12
176:15,17,18
177:3,14 179:4
180:5,13 182:22
182:23 183:5,21
183:25 184:6,10
184:17,25
185:23 186:17
187:4,8 188:15
188:22 189:24
190:4,7,12
193:16,20,24
194:6 255:17,18
255:22 256:8,24
257:4,13,18
258:4,8 259:3
259:12 260:2,14
261:10,15,17,21
262:11 263:6,17
264:5 280:8
286:21,22 287:7
287:15,21 288:3
288:6,7,16,22
289:15,17,22
290:3,10,17,23
291:10 292:3,11
293:8,15 294:3
294:8,16,22
296:10,20 297:7
297:11,16,23

298:2,16,20
299:19 300:6,13
300:20,23 301:2
301:6,9,19,23
338:22,23
339:17,18,23,25
340:2,18 341:13
341:18 342:7
343:3,20 345:6
345:12,22,23
346:3 378:8,9
379:4,9,24
380:5 381:5,10
382:17,20 383:2
383:20 384:10
385:7,11,15,16
386:10 387:5,11
388:14,24 389:3
389:6
Council's 138:13
counseling 284:21
counselors 145:20
147:2,6
count 324:12
counting 75:14
country 10:9
30:16 47:19
95:3 106:3
118:5 130:25
186:16 355:11
355:16 386:20
counts 79:6
county 18:12
264:4 270:22
351:8 352:16
couple 7:2,22
10:13 20:15
22:14 26:7 37:4
45:3 64:5 67:4
67:19 76:13
78:2 84:6
105:13 112:16
121:14 139:3
140:2 142:3
147:12 150:14
150:19 168:20
205:21 221:16

232:13 269:19
270:17 298:24
380:21 385:13
385:17
coupled 56:4
200:6
course 24:7 43:13
44:6 68:2 70:3
77:25 128:20
147:8 178:9
189:7 201:6
216:3 221:17
238:25 251:2
300:6
courses 27:5
court 40:8 78:13
80:6 149:6
249:16 251:9
271:4,9,10,11
312:6,17,18,21
312:22 315:18
315:21,23 316:8
316:9,13,14,16
317:15,20,21
courts 89:15
100:11 225:6,18
226:13 228:5,6
239:5 266:17
271:4,5,13
317:17
court's 123:23
court-stipulated
254:21
coverage 204:19
208:19 248:15
256:17 257:8,11
258:20,22
260:23,24
261:13 262:7,8
covering 2:23
co-locate 255:2
co-located 46:21
49:20
CPR 248:11
crack 31:3
craft 63:23
crannies 44:11

create 25:9 65:13
65:14 153:5
178:25 181:6
183:14 241:2
349:13 372:16
created 78:10
171:24 219:9
263:10 271:4
372:19
creates 52:5
208:17
creating 23:10
173:18 183:11
351:22
creation 350:2
credit 27:4 74:20
203:2 253:5
crime 5:18 7:23
8:3,4,8,23,23
9:23 10:14,14
46:18 52:6
53:12 56:14
57:16 59:8,11
60:9,22 62:7
78:15 80:7,9,17
80:17 87:18
88:25 90:9,15
90:23,24 91:5
91:16,20 96:10
96:11 114:16,18
114:20 115:11
115:14,15,17,24
116:3,20,24
117:6 196:10
225:2 238:21
239:24 246:14
247:16 285:11
crimes 123:19
127:2
crime-reporting
119:13
criminal 27:5,11
46:25 51:2 53:4
53:23 229:16
243:5,24 252:18
criminals 52:13
321:4

criteria 344:11
critical 53:24
115:18 168:12
220:22 285:8
320:22 354:23
critically 14:3
137:17
cross 174:6,10
crossed 153:8
352:5
crossover 219:18
cross-train
349:11,18
cross-trained
347:23 348:15
350:4 351:24
cross-training
348:25 349:6
351:18
Crown 35:9
crux 187:22
crystal 57:24
CSI 83:10
CSX 365:19
366:21 367:25
cultivate 203:14
cultural 130:6,20
160:15 162:21
culture 163:9
curators 130:22
cure 370:9
curious 46:9
65:20 163:24
274:15,18 340:6
344:12
curiouser 274:18
274:19
current 70:17
93:15 196:18
204:7 259:21
305:22,23
currently 26:8
41:15,20 70:21
70:23 129:16
170:13 200:16
213:8 215:17
248:5 309:20

334:16 371:15
371:20 372:6
380:20 387:24
curriculum 25:10
28:7 66:12
284:22
Curtis 1:13
124:19 286:24
custodial 251:18
custody 196:12
198:8,23 199:22
201:12 224:2
225:25 226:11
226:12,19
256:15,23 257:9
257:12 271:2
279:8 283:19
284:9 286:13
customer 145:16
customers 130:13
137:12 146:16
cut 85:17 212:14
238:9 304:2
cutbacks 134:14
cuts 134:20,22
cycle 16:19
260:18 267:5

D

D 180:9 223:24
DA 86:3 225:17
daily 195:18,21
196:3 206:3
240:22
dangerous 369:12
Daniel 4:2 231:8
DARRELL 1:10
data 80:17 104:13
160:24 379:19
database 155:15
databases 155:23
date 185:20
248:21 300:14
David 1:14 65:11
65:18 305:10
350:20 351:5
Dawn's 271:10

day 89:11 123:8
129:21 169:15
191:15 206:19
213:12 229:8,19
229:22 241:25
247:9 292:16,21
306:20 319:4
322:8,8 353:25
358:3 370:6
days 10:13 39:14
129:14,16 168:2
169:5,9,10
196:11 204:5
220:17 226:11
226:12 227:23
256:16 261:2,4
320:4 345:9
day-to-day
219:17,24
DA's 85:25
122:10 123:8,24
DC 26:24 34:20
106:8,10
deadline 200:3
deal 7:17 18:16
71:18 73:4 85:5
87:3,4 88:13
89:12 91:20
108:24 118:9
119:5 339:5
357:24
dealing 84:15,17
87:10 122:20
137:10 322:5
deals 71:20
117:18 252:10
271:11 281:19
dealt 108:3 109:2
Dean 181:22
dear 282:23
death 376:25
377:7
debate 185:5
debating 29:9
92:15
Deborah 65:23
debriefing 321:16

debut 307:3
decade 150:20
decent 320:8
decentralize
131:6
decide 301:4
decided 95:6,10
191:8 303:20
Decimal 167:14
decision 94:15
103:15 107:7
316:15 381:13
decision-making
131:7 285:7
deckhand 379:22
decline 13:12
195:20 196:20
205:24 206:3
237:2,16 238:18
239:12,21
declined 200:8
239:16
declines 197:22
206:15,22
208:13
declining 195:24
decrease 196:17
206:6 236:23
238:20 265:23
266:2 270:15
290:18
decreased 239:24
239:24 258:21
dedicated 138:8
138:11 182:11
182:12 244:11
dedication 3:25
4:3
deducted 230:23
231:21
deem 110:8
deemed 22:5
108:13 109:7
110:24 112:4,22
deems 113:10
deep 133:13 153:5
deeper 29:11

328:12
deeply 138:13
149:21 192:4
defendants
226:17 239:2
Defender 225:17
deferring 167:5
deficit 171:14
define 39:11
130:23 170:12
defined 248:21
defining 181:15
183:16
definitely 7:8
184:16 236:4
269:10 342:17
344:21
definition 39:12
39:18 119:11
degree 22:3 41:20
148:24 149:25
352:17 368:24
Delaware 46:13
48:19,22,24
60:21
delay 303:10
delegates 327:11
deliberation
63:25
deliver 133:11
136:10 178:22
193:6,8 323:24
355:6,9 364:11
delivered 285:5
delivering 129:4
delivery 181:20
248:3 249:13,17
309:14,16 364:2
364:5
delve 328:12
demand 29:16
129:6 267:3
demanded 291:4
demands 129:19
292:20
demographics
205:10,12 272:5

275:3 278:25
293:25
demonstrated
69:19
demote 312:11
314:2,9 315:3
318:7
demoted 313:3,7
demoting 314:21
demotion 312:8
318:4
demotions 312:5
329:6
Denise 32:6
DENNIS 1:14
denominator
124:9
department 5:3
5:15 12:10,11
13:21 17:13
18:10 24:15
28:5 33:25
36:19 38:17
41:16 42:15
43:3,23 45:4,25
46:16,24 47:23
49:5,9 51:9,14
68:21 69:8 70:6
70:16 78:12
83:10 93:7,7,19
96:2 99:8 113:6
119:20 120:24
122:3 194:20
197:14 198:14
202:14 211:13
218:4,18 219:9
220:20 221:4
240:20 246:18
247:15,15
254:10 259:24
260:10,12 262:6
262:19 263:24
268:8 298:14
299:16 302:5
303:2,25 304:9
304:11 305:15
306:15,19,22,24

307:6,13,17,20
308:3,9,14,21
309:5,14 310:5
311:20,21
312:22 315:12
315:25 316:25
318:6 320:5,13
321:8,11,19,22
323:4 325:7
327:10 329:8,20
330:13,16,24
332:15 333:5,8
333:15,16,19
334:10 340:10
344:9 347:7,12
347:20 368:11
368:22 372:24
373:11,21
377:13,15
378:12,16,18
381:6 384:19,22
385:21 388:16
departmental
70:18
departments
28:12 31:17
63:22 97:8
163:21 220:11
220:12 265:25
268:21 269:6
295:3 319:16
320:24 340:21
350:2 352:10
Department's
70:13
dependability
314:14
depending 87:9
88:12,24
depends 13:8
29:21
deploy 24:20 91:4
deployed 39:4,22
39:24 40:6,12
deploying 365:6
deployment 96:13
202:19

deputies 29:6 219:16 220:9 337:13

deputy 5:4,6 23:7 36:15 39:20,25 40:5,10 44:3,5 62:11,21,22 64:7,16,21 70:20,21 71:2 71:17 72:6 73:2 74:3,9 75:8,15 77:7 79:14,17 81:18 84:3 85:20 89:10 91:12 104:5 115:5,6 117:19 118:12 122:6 125:18 127:13 128:20 305:9 308:9,12,13 309:2 319:12,14 350:11,19 351:4 351:12 352:2,14 353:2,12 354:3 354:21 355:3,12 355:17,22 356:2 356:7,11,17 357:19 358:6,16 358:17 359:24 359:25 360:6,7 362:2,10,17 363:4,10 384:4 385:2 386:17

Deputy's 117:4

derailment 366:25

descend 363:16

descent 364:10

descents 364:7 365:4

describe 264:17

deserve 260:18 295:7

design 163:6 175:25 224:10

designated 207:8

designed 207:25

218:13 223:17 224:8,19

designee 63:18

designing 178:2

desire 342:24

desk 46:22

desktops 59:9

desperately 150:17

despite 360:17

detail 46:8 79:15

detailed 77:8

details 9:15 79:8 287:2

detainers 226:9

detains 195:10

detect 241:20

detected 255:25

detection 71:21

detectives 57:19 57:19 63:6 77:24 86:14 116:21

detector 243:8

detectors 339:10

detention 248:5 248:16,20,25 249:14

determination 337:14 361:15

determine 84:10 235:14 333:14 356:15

determined 123:13 232:10 314:10

deterrence 86:21 87:13 88:16 122:19

Detroit 101:10,16

develop 131:9,15 143:5 182:9 213:13 342:2,3

developed 178:12 182:7 216:16 285:2 298:24 387:21

developing 66:11 143:16

development 130:19 171:18 177:12 180:25 181:24 276:16 308:25

develops 121:2 333:24

devices 366:11

devising 364:17

devote 77:21

devoted 14:5

Dewey 167:14

DHS 218:8 219:6

diagnostic 297:3

dialogue 327:20 327:20 328:2 366:21

DiBerardinis 128:21

die 354:17

difference 7:21 89:6 133:15 193:11 266:6 296:16 320:10

different 12:25 13:4 19:2 27:13 29:20 30:13 37:10 49:3,16 50:13,22 51:17 53:18 75:13 77:19 89:12 90:17 93:23 94:17 100:16 112:11 229:15 229:16 236:11 238:15 240:2 241:8 246:19 272:4 277:10 304:3 352:20 353:23 366:12 366:25

difficult 20:3 211:6 285:15,21 326:16

difficulty 59:18

190:22

dig 29:10 161:22

digital 130:11,12 146:10 152:20 175:24 180:11

dignity 345:18

diligence 356:14 386:16

Dilworth 138:2

dimensions 192:2

diminish 186:20

dip 196:3

diplomas 284:8

dire 158:4 344:6

direct 308:8 309:5 311:4 315:10 380:23 391:22

directed 87:19 145:19 311:2,17 313:12 319:9 362:14

directing 42:13

direction 58:19 94:24,25 97:10 102:13 121:13 169:25 177:22 213:23 272:5 309:18

directly 24:15 108:17 220:13 261:18

director 105:7 128:16 132:21 137:23 142:23 174:3 211:24 214:8 218:23 235:7 244:16 253:7 257:21 274:13 278:2 279:20 281:4 314:9 319:14,16 332:7

disappears 185:21 186:7,11

discarded 151:15

discharge 204:25 314:9

discharged 104:10 222:16

disciplinary 108:21 110:10 111:2,10 112:6 198:6 327:9

discipline 103:21 108:3 109:15 110:20 243:22 329:5

disciplined 329:9

disclosure 103:6

discontinue 316:20

discounting 320:17

discover 172:11

discovered 126:21 365:18

discretionary 78:14

discriminate 275:8

discriminatory 277:12

discuss 70:16 327:9 336:12

discussed 65:13

discussing 4:8 29:8 221:2

discussion 80:24 98:23 223:4 300:8,10 317:8 321:6 329:14 332:23

discussions 10:10 183:22 224:21 321:12 349:25

diseases 384:2

disgruntled 324:21

dismiss 243:22

disorder 53:13

dispatch 97:4 380:8,18

disposal 97:21 150:22

381:3
effectively 96:11
   380:16
effectiveness
   77:18
effects 309:8
efficacy 361:13
efficiencies
   378:14
efficiency 96:3
efficient 199:16
   381:3
efficiently 225:22
   378:19 380:16
effort 42:19 44:7
   119:14 132:23
   205:4 256:12
   257:7 269:2
   299:18
efforts 6:3 42:5
   43:25 117:22
   120:7,11 121:5
   132:19 282:3,24
   357:14 361:14
egregious 244:3
eight 260:25
either 55:13 77:2
   99:25 118:24
   141:5 214:2
   220:8,22 225:21
   256:13 262:5,9
   284:12 293:6
   316:18 358:11
   358:15 374:4
   384:13
elaborate 180:23
   207:4
elected 17:12
   315:2 327:17,17
electronic 54:19
   97:15 155:10,15
   156:3 202:11,15
   228:6 368:16
electronically
   96:8,17 98:14
   185:20
element 51:2

elements 387:20
elevated 318:2
eligible 23:22
   37:20 39:2
   41:16 93:24
   94:5 313:14,17
eliminate 12:8
eloquent 218:24
emergency
   307:21,22
   308:10,16,18
   309:10 336:17
   336:24 337:4,9
   337:11,14,21
   346:10 347:10
   350:11 363:14
   380:23 382:22
   382:25 383:13
emotions 127:5
emphasize 53:12
employed 211:16
   321:10
employee 230:22
   232:25 233:4
   301:8 313:24
   314:3,10,11,19
   347:18
employees 138:8
   145:8 201:7,20
   233:7 234:4
   266:2 268:19
   299:6 301:12,13
   301:15,17
   323:23 373:21
employer 41:8
employers 41:22
   217:5
employment
   12:18 23:5
   130:16 203:22
   212:8 215:14
   216:4,8,18
   217:4 243:6
   246:20 247:7,9
   247:13 249:21
   250:6,16,18,20
   251:12,15,25

308:19
EMS 349:23
   351:6,8,13
   353:13 357:9
   363:22
EMT 347:6,14
   348:22 349:14
   349:15,23
   351:20,21
   354:11,14,20
   355:5
EMTs 347:17,23
   348:5 349:7,9
   349:18,21
   351:19
enable 179:13
   308:23
enables 206:15
enclosed 201:20
encourage 222:5
   286:5
encouraged 57:2
encouraging 17:9
endeavor 28:10
endeavors 311:14
ended 306:8
energetic 38:15
enforcement 13:6
   14:10 25:10,17
   45:22 49:9
   50:15
engage 132:6
   221:22 293:12
engagement
   133:14
engages 120:24
engaging 120:8
engine 309:19,21
   309:22 350:3,4
   351:23 356:5
   357:10,11,17
   359:19,22
   360:13 376:24
   379:14 382:4,6
engineers 377:22
engraving 210:3
enhanced 133:13

enjoy 303:21
enroll 203:7
   256:13
enrolled 199:7,12
enrollment
   204:15 257:3
   259:19
ensure 131:13
   181:5,17 318:15
   357:2 360:14
ensuring 258:10
enter 170:8
enterprise 242:10
enthusiastic
   246:2
entire 21:11,23
   164:10 329:16
entirely 204:10
   208:15 361:4
entities 38:13
   53:18 293:14
entitled 291:11
entity 174:16
   224:24 295:10
entrepreneurs
   155:25
entry 98:15
   299:12
environment 52:6
   52:14 103:23
   195:10,14 241:2
   243:17 282:6
envisioned 67:10
equal 263:10
equally 66:16
   108:5 168:8
equation 378:11
equip 202:8
equipment 71:19
   273:15 306:5
equipped 208:10
equity 171:12
equivalent 106:19
Erie 223:24
Erik 143:18
error 20:21
escalate 127:11

escape 362:13,16
   363:11 369:11
   369:25
escapes 368:21,24
   369:4
especially 60:10
   80:18 87:21
   91:4 369:4
   387:8
essentially 129:22
   131:21 316:9
establish 143:20
   167:25 173:12
   174:14
established
   117:18 119:21
   140:6 142:22
   180:10 189:5
   199:24 308:11
   309:4
establishing 86:4
   173:21
estimated 76:16
   196:18 374:13
estimation 294:4
et 190:19 206:19
   208:11 238:23
ethical 243:14
ethnic 162:22
   201:13
Eurocopter 74:6
   74:10
European 41:14
evaluators 255:3
   255:5
evening 119:19,23
   120:4 283:25
evenings 325:21
event 44:4 47:4
   66:8 369:5
events 78:17 80:5
eventually 98:7
everybody 33:18
   89:17 141:21
   169:21 193:11
   350:20 353:3
everybody's

193:14
evidence 258:17
  391:4
evident 290:21
evolution 152:6
evolve 149:10
evolving 59:25
exact 110:7
  114:18 125:19
  222:19,19
  272:18 325:16
  337:9 340:6
  374:11
exactly 10:18 46:9
  58:2 59:10
  146:20 222:13
  222:18 368:13
exam 34:23
examine 226:13
examiners 34:5
examining 229:11
example 12:13,22
  13:20 25:2
  33:22 34:18,22
  35:5 47:4,16
  48:4 77:15
  78:16 106:3,8
  109:11 138:7
  216:8 225:3
  231:24 248:18
  261:9 295:12
  344:8 382:22
  387:6
exceed 215:20
  331:21
excellent 18:14
  22:10 210:11
  339:13
exceptional 84:17
exceptionally
  251:3
excess 72:10
  81:24 235:3
exchange 135:20
excited 60:18
  135:12 159:11
  162:17,25 176:3

excitement 99:4
exciting 27:15
  28:14 128:22
  176:22
exclude 277:6,10
  277:18
excluded 73:20
  74:5 75:6
exclusion 73:21
  73:24,25 75:3
exclusionary
  275:12
exclusions 229:15
excuse 139:25
  259:13 279:19
  288:12 290:7
executed 294:25
executive 13:9
  103:9 105:6
  112:10 113:5,9
  129:11,23 161:2
  214:8 305:11
exempt 220:9
exhibited 211:19
exist 263:11
existed 219:8
existing 145:8
  349:11,17
exists 113:9
  151:19 219:7
  337:15
exiting 321:14
expand 26:10
  27:21 187:12
  203:9 221:15
  224:13 228:6,11
  230:25 257:22
  271:8
expanded 382:11
expanding 155:13
expansion 147:17
  202:23 248:15
expansive 131:10
expect 63:23
  206:5 242:21
  243:14 322:19
  322:20 359:19

expectation
  242:21
expectations
  291:15
expecting 330:3
expense 81:25
  219:18
expensive 214:18
  227:2
experience 30:6
  35:7 37:10
  38:14,21 43:17
  62:6 90:16
  189:10,16 193:9
  216:16 352:22
experiencing
  213:8
experiment 178:7
expert 181:20
  313:9 318:14
experts 182:25
explain 168:21
  266:5 275:21
  316:2 335:18
  360:3 362:13,17
  363:2,5
explained 312:15
explanation
  230:22 290:18
exploration 92:11
Explorer 22:10
  22:14 23:14
  24:18 25:12
  26:19 27:21
  38:7 67:16
Explorers 22:3,8
  22:20,23 23:12
  23:12 25:23
  26:10 38:6 67:8
  67:12,18 68:6
  69:12
expose 163:13
expressed 242:24
expungement
  250:14
extend 199:14
  222:11

extended 154:9
  299:23
extensive 19:13
  84:8
external 87:4
extra 27:3 34:21
  34:22
extract 20:25
extracted 74:17
extraordinarily
  160:8,13 162:20
extraordinary
  144:7 145:15
  189:5
extremely 216:5,6
  251:10 285:15
  355:6
extricate 363:15
ex-offenders
  216:12
eye 192:18 193:4
eyebrow 173:17
eyes 55:22 59:18
  285:18
e-book 186:2
e-books 156:3
e-mailing 327:5

———————————
      F
———————————
FAB 388:21
face 345:18
faced 105:17
  159:16
facilities 16:5,9
  100:20 101:19
  101:21 128:24
  133:12 200:13
  200:18 202:2,18
  204:2 207:6,7
  207:17,23
  208:20 210:9
  219:12 221:21
  221:25 223:21
  237:6 241:17,22
  242:3 244:19
  248:7 249:2
  263:14,15,25

265:3 276:8
  283:12 284:24
  330:15
facility 99:12,13
  100:21,22
  116:11 198:10
  201:16 203:7
  204:8 208:8
  223:24,25 224:3
  224:4,5 265:2,2
  275:24 283:16
  283:16 284:14
  284:25 299:4
  348:12
facing 65:5
fact 7:3 22:10
  33:12 53:22
  62:23 63:8
  81:23 105:21
  114:10,11 119:9
  145:5 159:18
  185:14 186:20
  187:11 191:20
  239:15 248:22
  254:24 275:5
  279:11 315:15
  323:21 331:21
  357:22 360:18
factor 18:18
  56:21,25 125:22
  199:5 239:13
  268:22,23
  341:20
factories 82:25
factors 19:25
  30:13 115:16
  196:9 228:9
  256:9 290:20
factory 211:17
fail 11:15
failures 239:7
  269:24
fair 256:6 263:12
  355:14 383:21
fairly 31:12 55:10
  182:9 221:10
  319:20

faith-based 172:8 284:16
fall 101:4 200:9 337:6
fallen 239:9
falling 157:7 333:12
false 112:21
falsely 112:13
familiar 42:17 164:24 235:23 275:13 361:12 365:4
families 93:11 132:25 285:12 286:9
family 118:6 181:7,10 251:9 306:20 324:6
Fantastic 142:6
far 5:17 8:7 9:25 18:12 19:9 44:4 57:13 59:7 66:14 70:9 84:24 94:12 95:5 97:10 115:3 131:4 134:11 140:21 192:4 200:8,25 201:7 260:12 293:25 316:21 322:24 324:11 330:9 344:4 354:16 357:23 367:21
farther 343:25
farthest-reaching 128:25
fast 57:3
faster 119:6
fatalities 306:7,9 306:10,12
Fatherhood 248:8
fathers 248:9
fatigue 268:22
favor 350:23
favorite 141:18

FBI 47:25 49:6
fears 253:13
feasibility 352:4 356:19
feasible 356:16
February 169:9
federal 172:20 173:7 176:8 221:20 262:24 308:16
fee 251:15,16
feedback 5:25
feel 52:13 81:14 137:16 193:16 292:14,16 314:25 363:19
feeling 325:13
feet 163:8
felony 247:5
felt 177:23 292:19 363:24
FEMA 308:16
female 72:21,25 160:6 202:16 203:7 224:4 283:16
females 13:14 33:2 272:16,25 273:6 283:17,18
festivals 78:17
fewer 21:15
field 27:11 28:10 33:15,16,23 41:9 60:14 96:9 96:17 99:23,24 100:8 114:23 115:21 364:12
fifth 304:8
Fifty-seven 109:23
fight 48:10 366:12
fighting 5:18 9:23 62:7 114:18 321:3
figure 18:16 36:21 44:7 94:23 143:7

144:5 237:23 332:25
figured 107:9
figures 79:13 231:12 232:12 265:8 267:13 291:6 301:8
file 76:19 320:6,6 320:14
filed 316:21
files 226:15
fill 220:14,22 228:21 268:25 286:10 299:7,18 300:3
filled 20:20 187:14 197:24 267:6 309:4
filling 188:13
final 368:20
finalist 137:25 138:6
finally 42:4 43:22 134:25 158:21
Finance 189:17 268:7 373:16
financial 2:22 300:21
financially 168:16
find 23:2,5 27:15 59:10 68:12 83:4,11,14,17 83:18,20 92:24 112:12,14,20 113:17 160:12 162:2 163:2 218:6 228:19 247:6 288:24 289:2 318:3 324:21 336:20 361:21 365:7 378:24 379:16 382:12 385:4
finding 179:5
findings 342:21 343:12,15 344:18

finds 363:13
fine 140:5 186:13 186:21 232:19 233:16 236:18 303:8 311:24 315:7 324:11,25 350:18
fines 185:7,12,15 185:17,22 186:9 186:10
finest 113:23
finger 99:25 133:6
fingerprint 83:11 99:22 100:6
finish 20:8 146:24 177:8 311:21 385:13
finished 339:20
FIR 254:15,16,17 262:6
fire 18:9 28:4,12 93:7 100:21 163:9 172:7 302:5 303:2 305:8,9 306:7,9 306:9,12,17,19 306:22,23 307:2 307:5,11,12,13 307:17,18,19 308:12,13,14,18 308:25 310:5 319:19,19 320:6 320:13,14 321:11,22 323:3 323:8 324:3,12 325:6 329:20 330:11,13 332:9 332:20 334:10 334:14,19 335:23 339:12 340:10,11,13 341:5 347:7,12 348:8,12,16 350:25 351:6,7 352:23 353:3,11 353:18 356:22

357:6 359:17 363:15,16 364:3 368:10,21,22,24 369:4,11,25 370:2 373:11 374:19,22 376:25 377:7,8 377:13,15,19 378:12 379:7 380:12 384:19 384:21 387:24 388:2,15,19
firearms 34:5 121:16 123:18 125:11,16,22
firefighter 3:24 4:2 308:22 324:2 325:15 349:15,19,24 351:19,22 363:13 364:23 365:2 372:7,9 373:3
firefighters 3:25 308:20 312:5,12 322:15 324:17 325:23 330:22 347:24 348:15 348:23 349:7,9 349:12 352:12 352:24 353:17 362:18 366:3 367:16 370:12 372:18
firefighting 372:25 389:14
firehouse 4:4 330:18 331:8 364:14,14,20 377:10,14,24,25 381:23 382:3,6 382:8,11,13
firehouses 330:14 337:6 344:13 362:23 381:14 381:20,24
firemen 379:6

fires 321:3 324:13
366:12 369:21
fire-based 357:9
first 3:20 5:4 6:21
7:7 36:18 44:3
47:11 61:10,14
61:23 62:11,21
62:22 63:8 64:7
64:21 65:23
84:3 85:20
86:24 89:10,11
99:12 115:5
117:4 122:6
125:13,18
127:13 134:6
157:19,24 165:7
167:10 170:3,25
171:20 181:3,4
184:4 191:7,9
192:17 195:17
197:23 202:10
227:7 230:10
255:23 270:18
308:9 320:20
356:18 357:14
357:17 358:12
366:3 370:7
377:18 388:16
fiscal 2:12,15,17
2:23,25 9:4,6
70:12 71:5
79:22 81:20
129:10 195:6
196:5 197:13
200:22 202:23
205:9 206:7
209:4 214:19
228:5 237:20
288:14 290:4,5
290:6,7,12,13
290:14,15
305:14 306:8,10
306:14 373:18
fit 189:20 228:15
fitness 11:11
five 2:22 16:14
106:5 129:16

134:10 136:5
177:6 200:21
245:2,4 249:20
261:3 270:21
278:23 309:16
347:13
five-year 177:5
287:10
fix 223:12
fixed 333:21
flag 368:7
flagship 128:24
flat 16:18 34:24
flattened 197:21
Fleet 309:13
flocking 135:7
floor 309:19,20
379:15 383:5
flow 97:7
fly 51:22
flyers 249:7
253:11
focus 53:12,16
54:5 115:11
122:22 130:4
255:23
focused 86:21
87:12 88:16
122:19 130:12
143:2 182:2
focusing 31:21
129:25 213:22
folded 219:5
folks 15:19 53:8
63:4 107:5
122:14 126:9,11
163:10 183:2
193:16 246:21
383:25 384:24
follow 17:8 54:17
61:23 64:19
94:24 95:10
142:3,9 238:19
242:6 316:10
349:25 368:18
371:12 386:5
followed 113:22

316:9
following 82:5
111:14 124:19
196:23 306:23
311:19
follows 305:17
followup 54:22
254:5 288:8
follow-up 82:8
294:23 384:11
food 57:3 200:12
209:5 273:18
275:13 276:6
277:22 278:20
294:14
foods 274:7
275:24,24
food-borne
276:12
foot 87:15,17 90:6
90:7
footage 57:20
62:19
foothold 52:7
footprint 380:11
forays 229:12
force 31:13 32:21
84:13 91:3
97:11 366:8
389:14
forced 32:16
329:5
forces 29:15 42:9
foregoing 391:7
391:19
foremost 167:10
forensic 27:12
33:21 254:13
forensics 71:23
foreseeable 99:18
forget 178:16
forklift 246:23
form 218:7 236:8
format 352:20
former 65:7 149:5
formerly 117:20
forms 147:12,13

formulas 232:9
232:18
Fort 47:16
forth 27:4 42:23
48:7,8,8,13
50:14 59:5
60:16 78:4
96:18 97:13
100:15 101:18
101:23,25
104:11 330:5
Fortunately 4:6
295:14
fortune 159:10
Forty-nine
301:12
forward 8:20 9:10
100:19 102:4
136:11 138:25
150:13 210:25
212:19 241:11
317:24 322:17
322:18 387:23
forwarded 300:17
300:18,25
for-profit 297:10
found 13:7 21:12
66:18 83:5
102:18 108:22
121:15 188:6
228:9 229:13
253:5 290:24
Foundation 140:6
141:6 157:17
173:2
foundations
158:22,22 173:5
four 8:18 14:24
15:2 71:10,18
74:4 101:10,16
106:18 116:8
136:5 157:24
170:14 199:25
212:25 223:23
249:20 283:18
287:12,20
314:16 321:18

353:25
fourth 303:21
311:15
Fox 117:20
118:12
Francis 65:23
frankly 90:10
156:22 293:19
free 81:14 128:11
128:16,19,23
129:9 132:17,21
133:24 138:8
140:12 141:8
149:22 189:11
307:18
Freedom 307:2
307:10,12
frequent 249:7
253:11
fresh 90:3 372:9
Friday 169:18
friends 140:8,11
140:15,19,20
141:3,8,10,11
149:20 306:21
frightening 25:15
126:25
fringe 81:8
Fromhold 204:8
front 11:6 21:3,5
45:14 137:11
175:13 249:9
frozen 276:2,3
fruit 203:14
frustrating 84:21
85:2
FTI 80:24
fulfill 291:2
full 28:6 103:6
107:2 109:4
132:25 202:19
380:17
fullest 86:18
fully 4:9 19:14
360:3 391:5
full-time 14:4
40:17 46:25

151:7,8 152:7
154:5 157:3
159:14 166:6
172:20 179:15
179:21 187:3
188:17,18,20
189:3 214:13
223:16 238:7
248:25 253:16
266:8 270:4
272:4 274:24
282:21 284:13
296:2 315:13
322:21 323:14
324:4 327:7
329:10,11
330:21 333:10
343:19 348:21
368:8 375:4
387:23 389:13
goal 12:9 38:17
70:7,10,13,14
71:3,5,25 72:9
171:23 181:17
251:4 353:13
goals 31:4 181:3
309:7
God 261:6 310:13
338:12
goes 86:23 95:5
123:4 170:3,3
221:6 240:20
255:24 282:11
322:9 368:13
going 4:5 9:11
10:4 11:20 14:5
14:7 15:24
19:24 23:9,23
24:12 26:11,12
42:10 45:24
47:13,14 48:12
50:16 54:22,25
56:15 57:21
60:13 71:4,25
72:8 75:24 77:7
83:7,21 84:14
85:4 88:4,23

89:2,17 90:13
102:12 111:24
111:24 113:5,11
117:5 124:20
127:3,21,24
128:9 136:10
143:7 146:25
149:9 150:11,13
154:8 155:18,21
156:17 157:6
158:12,21,23
162:16 163:4,11
165:22 166:18
171:18 177:9
178:20 182:13
184:14 186:23
191:5,8,20
192:20 194:19
199:14 204:23
205:4 212:15
236:25 237:4
238:7 251:4
252:2,5 266:24
269:16 276:23
280:23 296:2
310:12,21 311:4
311:7,8,22
314:6 322:21
323:2 324:13,24
326:2,24 329:11
334:18 335:6
341:9 354:17
356:19 362:6
365:25 367:22
368:17 369:15
373:16 380:22
382:14,16 383:7
386:6,18
Goldfinch 156:7
good 2:2 3:13,14
4:25 7:4 9:19,20
17:3,11 27:8
29:2,3,5 35:12
36:12,13,17
41:24 43:12
44:19,21,24,25
49:20 50:19,20

51:7 52:24
54:11 61:6,7,8
64:7,11 67:12
68:24 75:23
82:6 84:5,14
86:3 87:5 89:19
94:10 95:14,17
104:24 105:2
117:7 123:21
128:8,12,13
136:15 137:4
149:7 151:25
157:7 159:7,8
159:10 182:15
182:16 192:9
194:10,18,23,25
210:9 214:23
217:11 231:5,7
238:3 239:23
240:16 245:20
255:19,20
256:15 258:4
281:21 303:5,8
305:5 325:11,12
327:2 332:4
337:19 344:2
345:19 360:7
382:19 383:3
388:5,11,23
Goode 1:11 28:3
28:23,24 29:5
33:8 34:8 36:3
70:4 73:11,15
73:18 75:2,10
75:17 280:7
goods 75:3
Goodwin 306:16
306:18
gotten 185:2
326:12 376:5
government
38:12 173:7
218:15 262:24
293:14 317:13
352:20
Governor 146:19
147:20

grace 345:19
grade 11:16,19
54:18 55:3
94:16 311:3
344:10,13
grades 132:18
gradual 200:6
graduate 22:25
348:20
graduating 18:20
33:13 389:9
graduations
282:15
grandfathered
19:5
grant 74:11
158:13 308:15
308:19,22,23,23
grants 172:17,20
173:6 305:20
grassroot 141:7
grassroots 119:22
120:25 140:6
gravity 86:11
great 7:11 36:22
36:24 45:5,12
50:7 66:15
82:13 86:2 89:8
128:2 138:21
140:4 190:8
213:9 240:4
265:11 333:19
382:16 384:24
greater 24:25
25:11,23 72:23
96:3 368:9
378:13
greatest 200:11
Green 149:5
Greene 142:14
Greenlee 1:12
9:12,16,17,21
14:11 15:20
16:24 17:5
54:23 58:11
126:20 264:11
264:12 265:5,11

grew 167:13
grid 91:12,15
grids 91:24
grievances 327:7
gross 112:2 232:2
ground 124:2
162:15 203:12
324:3 325:20
352:23 353:3,11
364:8
groundbreaking
129:2 133:4
grounds 255:4
group 20:17
23:15 43:8
67:15 80:25
141:10 146:11
162:20 163:7,24
165:4 171:19
184:14 201:13
226:24 282:25
324:20 334:18
grouping 135:18
groups 136:4
140:15,19,20
141:12 149:20
149:24 272:13
grow 55:25 56:2
161:23 270:15
grows 155:18
guard 38:10,14
38:20,23,24
39:9 40:6,17
43:5
guards 162:24
193:6
guess 7:2 39:15
56:18 58:4
76:23 104:17
105:11 134:11
148:22 221:10
228:4 270:10,11
373:25
guidelines 289:5
349:23
gun 82:13,21,25
83:4,8,9,11,16

83:19,19,23
84:8,13,19,22
85:23 124:5
126:15,17 225:4
guns 83:2,15 84:7
85:3,15,18
124:24
gunshot 71:20
GunStat 82:11
87:11 122:17
guy 214:19
253:14 371:5
guys 52:17 215:12
215:17 216:4
217:4 248:5,16
249:13,22 250:9
251:11 253:21
254:2 334:11

H

H 5:2
habit 375:23
habits 314:14
hair 243:11
half 56:11 127:23
129:13 136:16
158:11 177:10
195:17 197:23
199:21 266:16
272:14 285:25
286:2 311:14
halfway 261:11
261:19,24 263:8
263:9 270:24
hall 1:6 119:23
120:4,4 341:6
389:24
hand 18:15 120:9
Handbags 120:6
handed 108:4
handgun 121:18
handle 48:17
88:14 96:23
118:2
handled 258:14
hands 141:11
handshake 225:5

hands-on 372:25
373:3
hang 88:7 112:16
hanging 170:20
happen 6:24 53:8
93:21 121:24
143:7 165:3
178:20 181:19
189:22 192:20
317:16 341:22
358:9 384:17
happened 48:12
110:25 123:25
143:9 191:7
265:24 266:6,14
317:10 343:7
358:13 367:17
369:5
happening 45:25
51:2 70:5 108:7
128:22 130:2
159:12 179:17
180:19 342:14
369:3
happens 25:3
28:17 65:25
83:13 94:18
99:6 111:15,19
144:9 191:23
219:23 243:21
287:4 315:20
370:6
happier 321:19
happy 6:17
133:16 153:23
195:19 310:16
318:5 320:7
321:24 324:18
324:20 361:24
hard 36:21 45:17
85:22 167:11
386:17
Hardy 65:11,18
119:25
hard-working
244:10
harness 363:12

Harris 120:2
Harrisburg
156:15
Hart 211:23
212:2,4,14
214:7,8 215:10
217:8,16 245:7
245:16,17 247:7
247:18,24
252:15 255:12
harvest 203:11
hat 65:7 94:8
hate 272:7
havoc 124:24
HAZMAT 363:22
366:7,8 367:22
382:4
head 17:13 79:12
118:20 164:17
165:10 219:3
275:5 320:21
heading 117:20
headquarters
99:13 101:9,17
101:20 116:5
heads 5:7 44:6
104:6 249:20
378:16
health 130:18
144:25 146:14
147:7 199:23
202:14 230:11
232:15 248:19
252:8,13 253:8
254:11 260:17
262:7 271:9
294:15 296:3,18
297:2
healthcare 283:22
297:5
healthy 38:15
172:14
hear 60:25 63:17
69:25 84:16
128:10 229:4
324:8 344:4
368:4 372:2

heard 16:2 29:11
49:8 340:20
351:17
hearing 2:4 11:7
24:11 98:24
105:14 182:24
219:2 226:5
319:2 340:8
360:12 365:18
hearings 196:12
289:9 369:25
hears 179:10
heart 127:6
354:16
heartfelt 319:6
heated 276:6
heavily 12:19
heck 48:11
height 149:3
Heim 128:18
133:21,23 161:8
161:11 179:4
190:10 194:14
held 258:13
366:24
helicopter 74:11
75:12
help 16:3,4 43:18
51:20 66:12
91:22 107:11
129:19 130:23
136:7 145:6,18
151:13 164:7
173:20 188:4,12
239:25 246:3
270:13 288:22
309:7 378:18
helped 5:20 86:5
96:9 188:8,12
262:17 269:21
helpful 6:3 17:18
81:4 144:21
153:18,21
301:20 313:12
345:7
helping 63:13
122:11,12,22

123:8
helps 86:8
Henry 28:6 360:8
Herdman 257:22
257:25 258:2,6
258:17 259:5,16
260:7,20 261:14
262:15
hey 190:9 342:21
He'll 237:22
Hi 350:20
HIDTA 46:19
high 22:7,25 23:3
24:23,23 25:3,9
26:22 27:3,6
41:17 46:20
66:22 68:10
72:22 78:4
175:17 199:18
215:25 238:23
242:21 243:14
256:22 266:9
284:6 320:11
323:9
higher 22:21,22
37:8 68:7 122:3
122:4,11 123:14
173:14 199:10
225:4 233:8
269:23
highest 250:24
372:22
highlight 7:25
highlighted
295:16
highly 33:23
220:18
Highway 91:2
high-impact
90:24
hindsight 185:11
hire 37:15 169:22
187:10,16
188:16 267:19
299:10,13
349:12
hired 116:22

201:7,15 243:13
266:15 267:5
298:18 308:9
hires 201:19
205:15 380:25
hiring 42:21
77:12 187:19
200:6 201:2
266:15,24
299:10 371:15
371:20 372:7,9
Hirsh-Pasek
181:22
Hispanic 201:12
201:14,17
272:23
Hispanics 13:15
33:3 273:7
historically
114:12 266:8
history 107:10
108:22 157:16
218:11 370:11
his/her 314:13,14
hit 216:23
Hite 132:15
hitting 122:7
266:22
hold 163:8 292:24
346:12 366:22
holding 123:17
157:12
holds 156:6,10,10
holidays 141:16
holistic 224:24
home 124:5 218:2
227:25 246:6
307:18,19
325:24
homegrown
162:2
Homeland 46:17
47:24 49:5
50:13 309:3,6
homes 51:4
144:17 304:5
339:10 384:25

homicide 8:17
57:15 118:25
homicides 8:9,18
116:17 118:16
hone 130:23
honest 63:3
honor 166:4
303:24 310:10
385:12 389:8
honored 7:3
138:5
Hood 47:16
hope 169:12
184:21 202:22
236:18 286:14
321:5,12 387:13
hopeful 195:25
hopefully 98:6
327:25 373:16
380:20
hoping 147:21
169:24
horticulture
203:10,18,19
212:10,12
hose 352:25
hospital 261:8
307:24
hospitalization
263:3
hospitals 262:21
hot 82:16 87:17
hotspot 142:18
143:10 152:5
153:3
hotspots 60:11
152:9
hour 127:23
253:17
hours 10:20 21:13
22:12 37:13
38:5 66:13
67:18 154:3,7,9
154:12,15,16
198:16 199:25
200:2 227:8
266:3 328:22,23

328:23 330:4,4
374:3
house 40:25 52:23
284:3,10 330:19
330:22
housed 200:17
283:10
households
362:14
housekeeping
230:9
houses 143:2
261:11,19,24
263:8,10 283:14
283:16 330:23
333:11 339:8,12
housing 142:10
142:16,21,23
143:11,14
144:10 196:21
200:16 206:17
206:20,24 207:2
207:8,11,15
208:12 224:13
224:15 237:3,9
237:15 285:23
285:25 286:2
Houston 387:8
HR 189:17 311:20
312:10,22
315:12 316:2,25
huge 87:18 94:17
118:4
hugely 155:22,23
human 17:25
130:8 131:10
299:16 313:13
humane 195:14
humanitarian
218:14
hundred 14:24
15:3 21:9 202:6
299:24 300:3
hundreds 145:22
145:22 289:2
hurt 123:16 185:9
HVAC 136:21

hypothesis 185:8

I

idea 23:8 65:17
76:18 93:5
103:4 117:21
168:22 170:24
172:18 192:21
241:9 246:4
247:17 334:5
351:3
ideal 251:19
ideas 61:21 65:6
101:22 135:21
identification
100:4,6
identified 56:6,6
165:8 360:20,24
identify 51:20
91:14 119:3
122:13 248:20
252:20 273:8
307:7
identifying
205:10 254:4
ill 199:19 204:20
205:2 256:21,21
256:22
illegal 121:18
195:11
illness 255:24
illnesses 276:13
imagination
249:23
imagine 94:25
256:4 315:24
immanently
329:19
immediate 199:22
252:25 344:16
immediately
253:9,22
immensely 86:6
122:23
immigration
92:21
impact 20:2 28:18

35:24 50:18
87:18 95:3
114:17 120:19
122:5 123:15,21
124:4 154:7
185:22 246:7
275:12 285:12
285:12 357:4,5
impacted 58:8
77:23 122:2
186:12 225:6
impactful 153:12
impacting 18:19
56:23
impacts 77:11
224:25 225:2
impediments
258:9 259:15
imperative
183:11
implement
306:24
implementation
204:16 295:2
364:18 380:18
implementations
378:17
implemented
115:9 326:22
implementing
78:15 359:24
implications
94:17
important 13:25
14:2,4 25:14
53:2 61:17 89:5
112:8 117:25
135:9 137:17
161:25 177:15
179:3 182:9,21
199:5 323:22,23
328:3 383:12
importantly
61:18 73:20
120:5 122:12
135:22 246:10
imposed 126:22

417

impress 243:13
impression
319:18
improper 382:21
382:23
improve 16:4
98:19 108:20
improved 198:20
improvement
16:22 123:3
136:9 161:18
321:20
improvements
6:9 15:23 16:20
158:4 341:11
344:5
inability 256:10
256:11 357:24
incarcerated
195:15 285:14
incarceration
199:18
incident 365:12
367:14
include 37:17
40:4 66:11 81:7
183:7 203:15
included 197:9
201:23 233:13
233:21 240:3
includes 129:17
132:14 196:22
233:11,20
305:23 317:13
including 11:23
196:9 223:18
296:21 350:3
inclusion 279:7
inclusive 2:13
incoming 241:17
inconsistent
234:5
incorporating
2:24
incorrect 230:12
increase 8:10
13:13,14 32:25

33:2 129:12
134:8 154:14
155:20 167:25
197:2,4,24
200:12 208:24
209:8,9,11
237:9 259:18
267:23 296:4,5
308:7 376:14
386:13
increased 21:13
81:21 196:22
197:14 201:16
266:25 373:15
376:7,11
increases 200:11
200:18 267:22
increasing 308:2
incredible 185:9
incredibly 138:11
incremental 98:3
incrementally
268:14
incumbent
363:25
independent
218:3,17 221:5
index 99:25
Indian 44:3
indicated 79:19
indicates 360:18
indication 17:12
indicators 84:11
individual 99:24
107:18 173:4
226:14 364:13
364:20
individuals 18:23
86:12 120:8
124:23 125:14
130:14 144:20
210:15 211:11
212:17 215:2
220:19 221:19
226:17 238:22
239:8 243:18,23
244:11 246:6,20

268:11 277:16
315:16
Industrial 203:12
283:13
industries 209:24
215:24 250:10
250:24
infirmary 296:23
inflation 209:14
209:16
influence 286:15
inform 309:10
information
20:11,24 21:2
43:13 47:3,15
47:20 66:4 67:8
73:10 96:24
97:6 114:22
115:19,20,21
116:22 124:11
236:15 260:11
264:24,25
274:11 297:20
307:5 314:16
360:10 379:12
380:10,10
information-sh...
50:11
informed 58:23
367:23
infrastructure
16:10 99:16
158:4 367:3
ingrown 88:22
initial 276:16
initially 316:7
initials 296:24,25
initiate 260:23
initiated 202:18
203:6
initiative 131:13
131:19 132:6
135:17 136:13
136:25 153:3,4
157:15,21 158:2
158:16 163:12
168:24 169:11

169:13 176:3,8
178:8,10 181:13
182:10 185:16
239:5 248:9
initiatives 129:3
135:16 143:22
161:25 201:22
202:22 269:22
270:18 326:14
326:21
injured 324:3
injuries 367:16
inmate 195:18,21
197:2,5,20
202:11 205:23
206:4,5 208:24
209:5 225:21
264:25
inmates 195:19
196:12 197:15
197:16 198:2,4
198:5,15 199:7
199:11,13,17
200:17,20
201:12 202:16
203:3,4,8,17,21
204:19,20 206:6
207:9,25 208:14
209:22,25 210:5
211:3,15 213:14
219:11 228:14
238:12 240:25
242:23 254:19
270:21 286:4
inner 30:3 365:25
innovation
176:21
innovations
178:17
innovative 129:3
inordinate 225:23
inpatient 262:22
262:23 297:4,5
inside 55:22 57:7
133:11 207:17
220:19 229:21
249:19

insignificant
147:5
insisted 225:4
insisting 123:25
280:12
insists 331:19
inspect 241:25
inspecting 368:22
inspection 263:25
inspections
307:18 370:4
Inspector 120:11
installation 58:15
58:15
installations
307:16
installed 307:13
309:19,21
instance 171:7
226:2 236:14
283:23 291:23
instances 107:9
126:16 381:21
instinct 304:6
institute 27:2
173:8 175:17
185:16 186:25
190:15 264:21
285:3
institution 66:17
277:2
institutions
173:13
instruction 221:7
instrumental 32:7
119:10
insurance 35:16
145:2 258:19,22
intake 199:16
200:2 202:16
296:22
integrated-orie...
131:11
integrity 148:24
intelligence 46:14
47:2,20 48:20
60:21

285:20 303:22
304:5 306:16
311:15 331:7
341:20 345:20
350:5 352:7
353:24 354:12
369:6
lifetime 339:15
light 211:18
240:22 241:7
278:24 279:2
329:2
lights 35:9 157:18
limit 277:9
limited 131:7
203:20 204:4
292:22,23
limited-duty 60:6
limits 199:24
line 101:23
131:12 286:25
311:19 329:3
334:16 346:15
351:17
linear 170:18
lines 193:12 248:8
link 212:8 345:5
384:13
links 183:8
list 10:22 20:13
20:16,18 153:14
187:10 206:10
216:23 233:18
298:9 312:15
317:24 333:3,22
333:25 334:4
357:7 371:15,20
372:7,9,10
385:2,3
listen 154:23
318:14
lists 313:14,17
lite 349:15
literacy 130:12,20
147:4,7 152:20
153:10 181:7
literally 59:24

98:8 328:22
lithium 307:14
litigation 316:22
little 12:6 13:16
27:22 29:10
31:10 32:10
46:7 49:23
68:15 75:25
106:4 107:22
121:25 139:17
150:12 157:15
250:21 269:14
298:12 315:14
323:25 324:11
324:21 367:14
372:4
live 14:19 15:7
18:3 53:8 59:18
111:13 190:19
298:6 301:15,17
330:19,22 345:7
lives 144:18
343:21
living 289:3
Lloyd 305:8
lobby 28:21
local 24:23 94:20
95:4 140:16
141:4,10 145:19
182:18 221:20
297:18 316:21
locale 131:25
locales 140:20
locally 217:2
292:9
locate 67:21
located 45:7
59:11 116:5
152:10 203:25
223:21 224:5
255:4
location 19:19
25:5,6 27:22
55:22 57:22,22
67:22 96:18
141:13 153:5
377:20,20 382:9

382:13
locations 12:25
13:4 44:2 56:5,9
144:16 147:15
152:5 153:8,15
357:5
lock 208:2
lodge 113:21
logical 127:3
logistical 364:16
long 21:7 26:4
56:13 76:23
113:10 115:24
135:4 176:24
227:14 241:25
260:22 285:14
321:15 327:8
335:20 361:24
362:3 381:5
longer 68:15
118:13 123:14
185:14 186:21
243:10
long-term 16:13
look 12:3 15:5,10
16:15 19:24
20:7 26:6 27:20
35:22 39:6
41:13 59:13
60:13 62:14,19
63:8 67:23 69:2
69:16 99:4,6
105:12,24 112:9
113:2,7 134:4
138:25 143:20
147:2 182:7
211:3,8 225:20
227:9 229:23
233:21 236:7,8
236:19 239:17
241:5 247:14
250:23 253:7,25
265:25 269:20
270:3 275:3
277:14 279:4,4
279:9 285:18
291:21 295:16

297:18 313:23
320:4 324:25
333:10,20
337:18,23
341:24 342:20
342:22 344:3
356:24 357:4,5
366:24 367:14
369:10,22 370:2
373:8 377:4,5
378:23 384:5
386:25 387:9,14
387:18,19
looked 81:2 226:3
226:6 270:2
312:23 376:20
377:21 384:25
386:19,20
389:10
looking 12:2
15:17 16:14
20:4 32:12
55:18 75:5 78:5
79:21 85:12
145:17 146:5
177:24 187:15
216:21 217:3
227:11 231:23
231:24 232:6
236:20 246:11
252:19 256:20
352:3 356:10
386:22
looks 64:6 65:12
295:6,9 344:20
345:10 364:24
369:9,11 381:19
look-see 343:7
344:19 381:14
Lori 164:16
lose 11:13,25
13:23 15:19
68:13 78:19
134:12
losing 12:5 13:8
21:4 177:20
loss 15:6 186:20

369:5
lost 15:11 83:19
83:23 134:12
144:4 199:3
306:15,16
354:10,15
lot 5:25 10:10
20:23 21:2 27:5
27:13 30:13
31:14,15 33:12
33:13,14 35:10
35:14 38:14
43:4,12 45:14
48:4 50:22,22
52:10,20 57:6
77:19 78:23
87:17 88:9
90:22 94:17,21
97:8 98:18
100:16 101:7,21
103:13 112:15
115:16 123:3,9
126:13,15
135:15 143:3
147:6 151:20
154:13 159:10
167:17 177:11
179:5 185:4
187:2 210:20
216:25 218:5
243:25 246:3
253:5,12 254:19
285:9 303:11
323:3 324:8,9
325:22,22 326:9
326:14,18
342:13 352:20
383:24,25
lots 171:17,19
Lou 195:4
love 58:5 154:22
154:23 158:14
low 21:10 31:12
114:12 200:23
215:25 224:2
306:11
lower 184:7,8

226:16 266:18
312:21 317:21
lowered 12:14
lowest 8:14 74:24
106:8 250:25
lows 306:8
low-level 271:14
LPNs 296:8
luck 345:19
lucky 163:25
lucrative 242:9
lunch 327:3
L&I 51:13 53:17
54:9 368:25
369:6,12,13
L-I-T-E 349:16

M

MA 204:19
MAC 25:19
machine 25:19
Mackenzie 41:3
magazines 42:22
main 159:13
maintain 13:18
32:13 77:17
156:25 198:17
204:18 225:9
264:23 353:16
maintaining
136:17,20
maintenance
197:6 334:18
335:6 341:2,5
major 8:22 30:14
30:16 35:2
173:13,16
203:25 223:21
247:10 367:18
majority 39:9
159:24 244:10
284:12 291:17
291:19 304:17
349:21 355:13
making 42:20
96:19 98:2
102:3 103:7

115:7 133:15
146:15 178:18
183:7 187:12
193:10 246:16
295:20 366:11
366:22
male 160:6
202:18 203:4
224:2
males 13:11 32:24
33:4 272:15
273:6 283:15,18
man 83:7 388:19
manage 140:12
managed 216:13
253:2
management
78:10 96:14
99:21 160:2,25
161:2 198:6
284:21 308:16
309:14 322:6
manager 189:4
201:9 230:20
299:12 385:20
managers 252:23
managing 170:16
319:16
manifestation
131:19
manipulative
243:18
manner 363:17
Manns 164:18
165:9 189:3
manpower 90:9
Mantua 143:2
manual 20:25
manufacture
210:4
manufacturing
211:18 216:22
216:25
many-hour
145:13
map 59:7,12
96:10

marathons 216:9
March 195:23
206:2 306:11
marches 120:16
Maria 69:24
Marion 192:16
MARK 1:16
market 215:24
292:23,23 377:9
marketing 31:20
32:3
markets 216:22
marvelous 174:2
Maryland 48:23
mason 201:9
master 331:2
mastery 17:20
match 217:3
matching 250:4
mater 25:4 65:10
material 73:6
155:10,15
222:20 294:20
materials 129:19
155:16,17
187:24 366:16
mathematician
161:4
matriculate
123:20
matriculation
67:9
matrix 298:25,25
matter 189:19
254:24 280:21
292:12 326:20
391:7
matters 165:14,21
294:17 321:2
326:12,18,19
mattresses 210:5
mature 285:16
maximum 224:8
Mayor 3:2,8 23:7
113:10,11,16
128:20 129:11
134:7,21 137:3

138:16 149:25
152:2 158:9,10
164:6 167:23
168:9 169:6
319:13,15
329:17 330:11
358:17
Mayor's 23:7
168:4 245:7,22
331:15 384:13
ma'am 64:4
260:20
MBE 234:11
274:2 288:10,19
291:3
MBEs 295:20
MBE/WBE 70:6
233:13 289:7,23
290:19
McCann 86:25
McPeak 132:20
137:23
meal 209:7
meals 197:2
208:24 292:16
292:21
mean 20:22 35:3
35:8,11 48:6
52:8,10,16 63:3
67:12 84:4 85:3
86:2 87:10
94:15 96:25
98:16 100:8
101:8 112:7
118:15,25 122:7
122:8,21 125:20
125:22,24
146:18 147:10
156:10 213:20
217:16 224:20
236:6 237:17
246:15 267:16
269:12 300:4
327:22 329:11
333:13 336:21
353:3 358:2
379:5

meaning 54:19
119:24 296:25
means 17:16
21:21 26:14
226:22 232:20
260:4 263:10
286:4 307:6
317:23 380:5
391:21
measure 197:21
244:6
measured 199:13
253:23
measuring 198:21
253:14
mechanics 107:14
media 12:20
31:25 32:8 48:4
48:6 242:6
medic 309:16
354:11 358:5
380:13 388:20
Medicaid 204:15
256:13 257:11
258:11 261:13
medical 197:5
199:23,25
200:12 202:11
204:24 248:15
248:23 257:21
258:2,19 259:19
262:21 294:14
299:23 307:22
308:5,10 346:10
347:11 354:13
357:12 380:23
Medicare 147:17
medication
256:18 261:2,4
261:6 383:9,15
383:19
medicine 383:12
meds 253:15
383:11
meet 20:19 45:13
129:19 153:7
163:7 171:20,22

230:14 231:7,11
231:15,22 232:6
232:19 233:5,14
234:24 235:4,17
236:5,17 237:13
238:3,6,10,13
239:23 274:9,20
279:12 280:20
280:21 281:11
311:9,10 317:5
Oh's 61:15 329:4
okay 4:12 16:24
38:3 40:22
48:25 63:15
64:18 69:17
73:9 92:2
110:21 113:25
115:23 117:8
119:16 142:2
145:25 148:3
153:20 156:13
161:16 163:15
165:20 167:9
184:25 187:8
188:23 190:12
194:6 208:22
214:19 217:7
218:19 220:23
234:16 235:4
236:5,17,22
238:10 259:14
263:17 264:6
267:15 271:18
280:13 281:13
287:21 289:22
293:15 296:20
300:23 301:6
317:5 333:4
341:18 351:16
371:25 375:13
382:17 385:19
387:11
old 22:16 23:3
68:11 98:17
116:8 157:5,13
190:17
old-fashioned

135:24
Omega 74:15
once 17:20 89:17
116:6,9 154:12
172:5 192:14
210:15 241:23
249:10,14,16
252:22,22
253:10,24
284:11 312:20
326:11 361:8
366:10 368:6
ones 16:16 72:4,7
74:5,16 109:3
110:9,25 112:3
112:5 165:6
337:19
one-third 126:23
one-year 254:5
287:12,18
291:12,25
ongoing 221:9
online 188:17,19
250:3,4 264:23
359:20
on-duty 202:8
open 49:23 51:12
56:10 109:10,12
131:13,14 132:2
135:5,8,11
136:24 168:2
169:10,18
178:13 188:8
298:10 313:16
327:19,20,21
365:22 377:13
382:14
opened 101:8,17
114:7,10 207:6
207:7 245:24
opening 154:16
168:24 264:15
327:25
operate 200:14
205:13 221:17
296:23 378:19
operated 221:17

operating 2:17
106:19 129:16
195:7 220:11
222:4 229:22
234:2 305:16
operation 48:21
50:5 82:9
115:25
operational 116:7
380:22
operations 219:13
219:17 220:17
258:2 264:4
opinion 94:7
118:22 216:24
315:25
opportunities
33:14 41:13
65:12 70:19
72:12 139:18
188:17 203:23
204:18 222:22
246:21 268:11
opportunity
18:14 19:17
24:20 28:14
42:11 52:15
54:21 93:10
105:12 147:22
163:5 176:7
186:8,9,10
193:5 197:16
224:20 232:11
232:17 236:2
268:16 310:3
382:12 386:24
387:18
opposed 34:23
283:25 326:4
330:20 337:5
349:13 354:19
opposing 88:5
opposite 266:4
ops 363:23
opt 65:15
optimistic 102:2
option 287:14,19

312:24
optional 287:12
options 291:13
292:2 312:24
oral 65:25
orchard 203:9,16
order 20:11 31:5
43:18 77:17,20
95:25 103:9
112:10,19 113:6
113:9 129:8
141:10 235:14
274:10 283:8
289:6 298:22
312:6,17,18
315:19,21 316:8
316:9,11,13
317:17 337:10
337:12 363:18
ordered 317:15
318:10
orders 125:8
126:22
ordinance 2:11,14
2:16 3:7 217:25
Oregon 49:24
organic 252:15
organization 88:5
119:15 120:5
161:23 162:4,9
163:10 165:2
284:19 292:6
organizational
130:4 352:19
organizations
42:12 118:9,11
119:9,22 120:25
152:11 172:8,8
172:12 282:24
organization's
152:16
orientation 10:25
11:4,11
oriented 91:11
158:6
original 224:10
originally 20:13

39:13 219:5
284:20
originated 326:9
Orleans 242:8
ounce 370:8
outbursts 324:9
outcomes 111:3
outcries 324:8
outer 192:19,23
outfit 340:9
outfits 297:8
Outfitters 295:13
outgoing 42:13
outlaw 25:21
outlets 28:16
outline 356:18
outlived 150:22
outpatient 270:12
outreach 152:22
153:11 369:22
outside 10:5
14:17 47:5
50:17 94:12
95:12 196:21
207:21 220:20
224:14 229:21
237:3,6,15
238:7 251:13
282:24 317:2
318:11 328:12
outstanding 5:16
36:20 44:15
76:12
out-of-prison
270:12
overall 79:6
108:21 110:13
199:6 212:21,24
238:18 239:16
239:18 254:7
264:19 290:9
291:22 343:7
Overbrook 25:3
overcome 35:25
overlooked
281:25
overly 364:25

203:19 259:24
262:19 264:20
Pennypack 284:3
pension 267:24
268:5,9,10,14
pensions 268:13
people 10:24
11:13,15,25
12:4,5,8,10,10
12:15 13:5 14:8
14:22 15:7,13
17:24 19:15
20:12,15,16,17
21:4,8,10,15,15
21:20,22 22:13
22:20 24:22
25:18,21 27:9
28:7 29:18 30:2
30:4,20 31:22
32:9 33:24 34:3
38:24 39:9
42:23,25 43:11
43:16,18 48:2
51:6 52:11
62:23 66:12,17
68:9 77:2 78:18
78:25 86:9
88:15 89:9 93:9
94:22 100:14
103:25 114:23
120:15,17
122:13 123:17
124:4 126:14
131:22 139:18
139:19 140:2
144:24 145:6,23
147:3,14,22
149:21 151:17
152:17 153:7
154:22 160:5
163:7 164:15,16
171:4 173:17
174:6,10 177:10
179:13,25 180:4
181:21 183:19
185:7 187:5,16
188:5 190:17

191:13,22
192:10 213:24
215:5 218:5
221:9 228:10,24
229:18 237:5
246:3 247:3
252:13 261:2,3
265:9 267:19,20
270:11 277:3,6
279:7 281:23
282:7,13,18
283:2,5 291:18
298:5 299:22
322:21 324:23
324:23 325:12
325:22 326:16
329:18 330:19
330:21 378:25
379:5 385:3
percent 8:10,24
9:2,6 10:24
11:15 13:12,21
13:22,23 33:5
52:4 70:8,14,15
71:3,6 72:2,23
75:14 80:3
102:19,21
154:16 160:4
161:3 173:3
198:15 199:7,21
200:8 212:23
230:16,16,17,18
234:8,14,17,22
235:18,19
257:10 262:24
263:2 266:10
267:11 272:20
272:23 273:23
273:24 278:18
278:23 280:4
288:20,21 290:5
290:6,6,7,13,14
290:16 294:6,7
295:21 299:24
300:3 301:11,13
301:14,16
305:18,19,21

307:23 343:14
386:2,4,5
percentage 10:23
21:10 22:21,22
58:7 68:7 89:21
172:19 197:15
199:19,20
231:18 232:2
233:24,25
234:12 236:10
236:11 272:25
percentages
232:10,22 273:3
percolate 61:21
perfect 64:12
144:13
perfectly 311:24
perform 314:12
352:23 364:7
performance
198:17
performed
307:17
peril 107:12
period 24:5 77:12
94:3 131:2
186:5,6 195:23
198:22 205:25
226:25 227:17
254:2,6 267:9,9
267:12 285:6
286:14 313:4,6
313:18,22,25
314:5 329:10
340:10 356:21
periods 285:14
peripherals
196:25
permanent 73:24
75:3 94:5 103:9
permission 5:10
108:19 257:17
permitting
133:25
person 64:8 83:5
83:18,20 93:15
125:13 148:23

157:5 178:24
191:14 192:8,9
192:10 220:4
222:15 247:12
258:18 383:8,14
383:15 384:9
personal 45:21
221:23 241:3
282:16 362:13
362:16 363:11
personally 12:25
14:7 16:13
28:19 310:9
personnel 10:23
11:7 14:21
20:10 32:18
90:8,14 91:8
132:22 169:22
188:3 222:10
231:13 233:11
234:19 235:3,13
278:15 309:10
349:12,17,21
351:19 370:2
persons 195:11,15
199:21 289:3
313:15 315:4
person's 108:2
227:3
perspective 25:22
25:24 125:10,13
220:3 249:4
250:16
PFAs 127:8
PFT 353:21
ph 374:18
PHA 49:12
phase 12:3 178:18
305:24
Philacor 209:24
215:12
Philadelphia 1:2
1:6 2:21,23 5:3
5:15 6:11 14:12
14:18 15:8,9,15
18:3 23:13
24:21,22 25:5,6

36:20 41:7
42:14 43:2
48:21 66:7 67:2
67:14 68:23
82:23 83:17
95:5 101:5
119:20 120:23
128:11,17,20,23
142:10 149:23
151:5,9,12
159:17 163:18
165:2 167:13,18
171:2 184:4,13
184:15 186:14
189:7,11 190:25
202:24 203:12
214:2 217:5
218:5 223:22
245:25 253:20
261:25 269:8
274:25 275:7
279:4 283:13
284:5 289:2
292:9 294:4
295:15 301:16
301:18 307:13
307:25 308:6
313:13 316:15
355:14 367:9
372:21 380:12
381:25 384:14
386:23
Philadelphians
68:22 133:10
Philadelphia's
44:8 251:9
philanthropic
218:14
Philly 24:15 87:13
120:3 148:9
295:9
philosophy 69:9
Phoenix 355:18
355:25
phone 7:8 64:2
86:24 89:10
383:5

163:14 192:3
356:10
pound 370:9
PPS 197:20
198:11 200:16
261:7
practical 353:10
practically
141:19
practice 185:6
190:16 322:5
326:23 366:7
practices 113:7
170:10 196:11
246:9,17 247:24
251:8 254:3
290:25 321:8,9
325:10
practitioners
180:24 296:9
pre 13:10
precipe 316:19
preclude 250:9
precursor 103:23
predatory 243:19
predicted 149:7
predicting 149:9
predominance
189:12,20
predominantly
165:17
preempt 310:21
preface 102:14
prefer 30:3,4
preferred 313:17
preparation
226:5
prepare 195:14
275:23 366:3
368:11
prepared 218:25
275:25
preparedness
309:7
prepares 28:8
preparing 323:14
prescription

296:22 297:4
PRESENT 1:9
presentation 13:3
presented 201:11
356:20
presents 200:10
preservation
158:8
President 1:10
3:23 30:14 66:8
117:9,10,15
121:8 123:12
124:12,15,16
127:16,17 128:4
128:5,8,14,16
133:19,21
136:14 138:18
139:24 140:24
141:25 142:7
143:13 144:8,14
145:4,10,24
146:17 147:9
148:7,11,16
150:16 158:25
159:2 165:24
166:5,11,15,16
175:5,10 176:14
176:19 193:25
194:7,15,18,23
195:2 205:19
206:23 207:3,10
207:14,19 208:3
208:21 209:10
209:15,19 210:7
210:12 211:12
211:25 212:13
213:4,19 214:7
214:11 215:10
217:6,9,10,15
217:20 221:6
225:3 228:24,25
229:5,25 230:3
230:8 240:9,14
247:22 250:22
252:6 255:14
264:8,13 265:13
265:14,19

271:22 272:3
279:16,17
280:17 281:5,9
281:12,17
286:18 301:21
301:22 302:18
302:19,25 305:6
338:16,19,24
339:20,22 340:3
345:25 346:2,9
346:12,16,20
359:7,8,11,16
370:15,16,22
371:3,4,10
378:5
pressure 85:18
pressures 363:21
pretrial 196:11
199:11,15
227:17,21
238:25
pretty 23:19
34:25 36:24
86:22 95:14
135:13 145:21
162:7,16,25
210:9 214:23
245:20 249:21
252:16 265:6
319:17 321:24
375:8,10 378:24
prevailed 326:19
prevent 309:8
preventative
334:17 335:5
341:2
prevention
246:14 369:23
369:23 370:8,9
previous 123:4
209:6 259:22
pre-employment
314:17
pre-release 270:9
pre-service
242:25
priceless 388:17

pride 389:11
primarily 91:7,10
272:13,13,16,18
296:7 353:17
primary 211:22
principal 150:16
principals 165:12
print 99:25 100:3
printed 241:6
printing 210:4
prior 18:4 37:25
229:12 256:13
258:12 335:21
335:25 337:3
351:14 369:19
priorities 336:2
prioritize 330:14
341:25
prioritized 331:6
331:17,21 333:2
333:22
prioritizes 330:24
priority 175:18
380:18
prison 195:5
219:7 222:16
225:14 228:7
240:4,24 258:3
270:13 277:22
prisons 194:20
195:8 197:8
201:3 202:13
204:23 205:13
214:18 215:4
218:3,13 219:5
219:15,16
220:13 223:17
231:10 255:2
261:20,24,25
265:23 268:21
269:14 270:22
Prison's 200:10
201:25 203:10
private 56:2 57:2
62:2,7 137:7
172:19 173:4
204:19 263:16

private-sector
139:6
privilege 310:10
pro 32:3 286:6
proactive 48:16
246:15
proactively 17:11
probably 20:2
45:11 51:24
63:2 85:13
101:22 105:19
107:22 110:4,19
116:4 136:16
143:19 147:23
151:6,19 153:11
158:10 160:10
179:10 186:22
211:20 216:3
218:6 246:25
263:4 272:19
275:11 282:20
285:19 335:16
341:19 360:9
probation 225:17
239:3
probationary
313:4,6,18,22
313:25 314:5,10
problem 10:19
12:6 17:14
30:18,21 31:6,9
31:11 48:18
86:10,16 89:2
103:12 118:4
122:18 156:4
167:5 201:11
236:6 244:18
290:11 315:14
problems 10:16
29:20 53:13
56:7 90:17
102:17,21
103:24 242:4,7
328:5
procedures 187:2
proceed 6:14
proceedings

391:4
process 11:3,23
16:7 19:6,24
20:8 21:5,11,16
21:23 22:8,17
35:18 37:19
73:21 75:5
79:19 83:25
94:6 108:6,19
132:7 139:22
146:22,24
161:21 165:5
169:8 188:21
189:9 198:12,14
237:8 252:16
275:10,14,23
276:25 277:3,15
287:3,8 300:22
314:23 315:18
316:11 318:16
323:15 324:10
326:10 334:23
336:24 337:23
341:8,15 344:3
353:21 359:22
360:16,25 361:9
364:17 369:14
377:23 385:10
386:14 387:22
387:23 388:6
processed 300:25
processes 277:17
298:13 336:7
processing 107:20
199:16 200:2
227:6
procurement
16:7 74:21
275:4 278:5
337:23 361:11
procuring 75:4,12
produce 50:12
292:15,21
389:12
product 18:19
50:12 155:16
389:12

productive 179:7
213:25
products 73:6
209:25
professional 85:9
104:6 160:15
162:23 171:18
177:12 242:22
256:4
professionalism
243:15
professionals
182:25
professions 160:7
profile 92:14
prognosis 257:14
program 2:11
22:3,10,14
23:11,14,17,18
24:19,24 26:19
26:20 27:8,21
38:7 42:17
56:25 66:24
67:8,12,17
68:24,25 69:15
88:21 93:25
117:17 143:22
148:2 153:12
162:5 171:17
173:18 179:24
189:13,13,23
193:6,7,8
198:12,13 199:4
199:8 201:3
202:25 203:4,6
203:18 205:5
209:20,21 211:8
212:9,11 213:6
215:5 228:11,14
228:17,21 246:2
254:14,25
264:16,19,19
266:15,24
271:10 281:18
281:21 283:20
284:22 299:10
306:25 307:11

307:12 309:13
350:9
programmed
337:4
programming
198:2 200:20
282:11 286:10
programs 41:23
42:6,7 122:15
171:13 174:24
195:12 197:18
198:6 199:12
203:11 211:4
212:6,7,12
213:11,23 215:8
222:3,19 254:22
262:5 270:9,10
270:25
Program's 331:13
progress 9:4,8
69:21 96:19
97:24 118:15
201:24 300:14
343:18
project 131:11
146:6 163:3,12
178:16,19
202:12 203:9
269:20
projected 79:21
196:20 237:2
341:14 361:17
361:20
projecting 290:15
projects 344:25
promise 125:5
promising 65:16
promote 318:9,10
promoted 312:6,7
312:11,16 314:2
314:22 315:4,16
315:18,21
317:25
promoting 77:2
promotion 220:14
316:6,8,13
317:15,19

promotional
313:16
promotions
312:18,19 313:2
317:21
prone 123:17
proper 379:20
383:4 386:23
properly 107:12
108:3 258:15
383:19
properties 16:15
52:9
property 16:6
53:6,14,15,22
54:4 62:2
115:14 309:18
332:17 333:17
333:19 334:9,17
340:25 341:4,9
343:13 360:16
377:16,18
propitious 348:14
proportion
294:13
proposal 168:5,9
propose 168:6
proposed 2:24
196:15 222:24
228:5 305:22
347:5,20 349:23
353:21
proposing 134:7
223:9
pros 357:8
prosecute 86:17
243:24
prosecution 86:5
prosecutors 89:16
prospect 285:13
prospective 69:6
72:4,7
prostitution
271:11
protection 125:7
protective 198:7
proud 45:9 50:9

132:19 364:4
proved 388:10
proven 50:10 58:2
116:12
provide 53:21
68:16 94:23
132:17 137:13
153:14 195:9,12
200:19 201:15
204:7,11 215:8
235:11 236:15
256:19 277:5
296:12,15 297:3
298:8 308:8,24
315:2 363:25
provided 197:3,7
197:16 203:21
208:25 213:9
221:23 283:21
313:19 360:11
361:20
provider 209:6
providers 254:19
263:16 292:24
provides 114:22
132:24 174:18
202:25 211:14
264:3 296:18
providing 2:20
93:9 308:4
provision 315:20
proximity 148:18
psychiatric 261:8
296:13
psychologists
72:19,20,21
Psychology
181:23
public 2:3 16:6
28:20 55:17,23
87:19 93:12
131:24 138:2,12
144:25 170:8
173:6 174:12
215:16 218:23
220:10 221:18
247:11 249:4

253:12,19 254:8
282:10 304:17
309:18 315:10
319:14,15,22
320:25 321:7
323:22 326:4
328:15 332:16
333:17,18 334:9
334:16 340:25
341:4 358:19
360:16 367:2
389:8 391:15
publicly 152:7
336:8
public-private
137:2,18
publish 244:3
published 260:21
pull 25:20 57:19
61:12 78:18
91:7 226:14
pulled 235:13,24
pulls 214:15
pulse 133:6
punishment
270:24
purchase 58:15
74:10 305:25
307:9 373:17
purchased 202:7
214:13
purchasing 84:16
306:4
purpose 296:5
361:6
purposes 119:13
purses 120:9
pursuant 3:5
312:6 315:21
316:8
pursue 83:7
push 8:20 9:9
158:23
pushing 33:21
167:25
put 20:18 22:19
23:9 24:12

30:21 39:4
57:10,11 68:4
79:2 80:13
87:16,20 89:21
90:3,13 100:25
101:24 124:21
141:6 142:18
144:6 151:22
153:18 157:17
158:9,10,18
162:15 168:9
169:23 170:21
170:22 178:7
193:3 202:22
222:23 223:11
280:22 292:5
303:23 331:18
334:7,13 339:9
360:17 361:8,15
382:7
puts 106:6 341:19
putting 24:4 31:2
58:9 65:7
142:15 377:23
379:15 380:19
p.m 390:5

___

Q

qualifications
22:4 337:16
qualified 147:16
228:15 355:5,5
qualifying 337:21
quality 12:11 14:2
34:3 66:17
214:20,21
271:12 276:12
quantifiable
58:22
quantified 112:11
quantities 275:25
quarter 71:8
172:5 303:21
311:15 386:3
quarterly 345:4
Queen 167:17
question 11:8

15:21 19:6
21:18 22:2 30:8
40:11 50:20
61:25 77:9 82:8
82:21 84:5,7
85:14,24 105:11
106:22 114:5
123:4 125:4,5
147:11 172:17
187:14 190:13
209:17 210:13
214:10,24
228:23 235:10
236:3 250:19
255:23 258:6
263:9 265:21
287:23 297:17
312:10 314:23
316:23 319:7
322:14 325:8
326:22 327:24
328:14 329:25
351:20 368:20
372:16 374:2
376:9 378:12
384:11
questioning
121:14 286:25
288:9 311:19
319:24 329:3,4
351:18
questions 4:8,11
5:12 6:16 7:22
9:13 17:4 45:3
50:23 54:17
61:24 76:13
127:22 133:17
139:4 150:14
157:11 167:7
168:20 179:25
205:17,22 226:4
302:4 303:11
310:17,25 311:5
311:16,23 312:4
371:12 375:23
376:2 385:13,15
389:16

queue 384:15
quick 7:22 139:3
206:24 230:9
365:10
quicker 7:16
118:5,7 309:9
quicker-oriented
218:12
quickly 55:21
162:3 217:24
264:14 276:9
347:22 359:17
Quinones-Sanc...
69:24
quite 27:7 90:10
152:12 156:22
293:19 320:7
372:11
quoted 290:23

___

R

race 201:18
205:11
races 216:9
racial 298:17
RACP 158:13
radio 196:24
201:23
railways 368:17
raise 18:9 84:4
124:24 140:22
173:16 268:13
raised 12:13 84:5
336:7 337:21
368:7
raises 173:2
268:23
raising 140:17
178:9 337:19
rallies 120:17
ramp 341:4
Ramsey 3:14 4:24
5:2 6:15,23 8:2
8:6 10:6 14:15
15:2,25 18:5
19:8,12 20:6
22:9 26:5 29:3

30:12 33:10
34:16 36:13,25
37:11 38:2,4,22
40:19 41:24
42:16 44:13
46:4,12 47:10
49:17 50:3,8
51:16 55:6
56:24 58:13
59:2 60:3,19
62:10 64:3,15
65:22 67:11
68:3 69:10 77:6
79:18 87:6
89:23 90:4,25
93:14 94:14
95:13 96:6 98:4
99:11 101:6,15
102:10 103:19
104:2,4,19
114:14 116:2
117:24 121:6
128:3
ran 66:7 146:6
Randolph 28:5
rang 166:3 229:2
229:6
range 109:13
132:25 155:2
277:6
ranges 74:22
290:9
ranging 201:8
rank 76:19
304:11 320:5,6
320:14
ranking 320:21
ranks 77:23
rape 119:11
rapes 116:17
rapid 359:17
rarely 325:14
rate 67:9 70:21,23
81:9,11 93:3
114:11 187:10
196:10,10
197:20 198:25

210:14,24 211:2
211:9,10 215:7
246:8,25 250:25
253:23 258:20
266:10,25
rates 198:19,21
216:2 291:8
rational 329:14
329:15
raw 143:4
rays 387:13
reach 4:17 43:19
65:17 71:5,25
72:9 135:22
144:11 179:7
201:3 202:25
249:16 284:12
reached 327:17
reaching 10:5
31:4 42:19
44:10 136:2
137:6 354:2
reactivate 260:23
read 2:8 5:10
42:22 143:25
151:18 186:5
223:8,8 232:20
233:17 252:23
272:8 316:7
readers 97:18
readiness 353:16
reading 11:14,19
182:16
Reads 151:6,12
ready 76:2 131:16
181:6 324:4
344:15
readying 162:8
real 35:18 60:17
125:23 206:23
211:15 264:14
320:11 359:17
365:9
realistic 71:4
364:24
reality 98:21
159:22 187:6

219:23
realize 45:23
59:17 84:22
101:13 153:6
206:8 269:11
realized 153:4
214:4 365:21
realizing 327:14
reallocating
198:12
really 13:16,18
23:25 26:18
31:21 32:5,8,19
37:5 38:18 45:9
45:14 46:3
50:10,25 52:4
53:3,12 54:5
60:23,23 86:9
86:17 91:24
96:22 101:18
116:12 120:18
124:22 137:15
138:23 145:14
145:19 152:12
160:18 161:22
164:6 172:10
177:25 178:3,5
191:19 211:6,6
213:12,15,24
222:11 224:16
225:25 227:20
228:11,14 241:6
246:3 247:16
256:12 269:15
282:15,16,19
297:12 303:15
314:23 321:5
329:24 344:16
353:25 383:13
388:17
realm 311:25
Realtime 10:14
46:18 57:16
59:8 60:8,22
114:16,20
115:17,24 116:3
116:20

rear 361:3
Reardon 128:13
128:15 139:23
140:4 141:2
142:6,13 143:17
144:13 145:3,9
145:12 146:21
149:14,18 151:4
151:23 152:9,23
153:16,23 154:4
154:11 155:7,14
157:9,13 158:9
159:8 160:3
161:6,9,14,20
162:14 164:5,25
165:15 167:15
169:4 172:22,25
173:24 175:15
176:11 177:2,7
177:16 180:7
181:2 183:4,10
183:23 184:5,8
184:12,21
185:12,25
186:19 187:7,19
188:18 189:2
190:2,6,9,11
191:4 193:18,23
194:12
reason 10:21
12:15 22:23
25:13 66:24
81:13 93:11
150:23 156:22
259:5 276:10
314:3,4 329:20
330:19 348:3
reasons 19:15
20:23 31:18
152:7 235:15
258:25 268:6
336:10 357:24
reassure 177:19
Rebecca 81:14
235:6 332:7
reborn 143:15
rebuild 144:15

381:23
rebuilding 144:17
144:18
rebuilt 381:23
rec 342:13,14
344:9,25
recall 8:12 139:7
381:11
recapturable 81:5
81:11
receive 14:17
20:14 106:23
109:18,22 110:2
110:8 112:3
347:11
received 106:25
129:24 141:22
141:22 158:16
158:20 169:6
226:4 292:5
325:6
receiving 78:2
168:14,15
receptive 328:4
recess 194:16,17
389:22
recessed 368:3
390:5
recession 77:11
recidivate 252:14
254:2
recidivism 199:6
204:22 212:16
212:21 246:8
252:2 253:23
254:7 256:6
258:16,20
reclassified
312:25
recognition 123:7
138:4
recognizance
226:21
recognize 86:11
114:3 148:5
166:18
recognizes 28:22

36:8 44:17 61:3
73:14 76:5 92:6
95:20 117:12
121:10 124:13
159:4 175:7
176:16 217:12
230:5 240:11
255:16 264:10
265:16 271:24
280:19 281:14
286:20 318:20
328:18 338:7,21
339:24 346:4
359:13 370:24
371:7 378:7
recognizing
282:20
recommend
321:14
recommendation
110:20 228:13
384:12 387:13
recommendatio...
74:21 115:8
recommended
70:9 73:22,23
109:15 138:16
331:23
recommends
132:11
reconnection
192:14
reconvene 389:24
reconvening
368:5
record 3:17 4:22
5:9 8:13 56:14
103:12,16 105:4
149:13 202:11
216:17 218:21
220:2 223:11
280:22 294:23
303:23 304:20
305:7 306:8,11
313:8 330:3,13
343:5 350:20
records 96:14

340:19 360:10
376:9
repeated 360:18
repeatedly 61:19
repetitive 298:3
300:7
replace 204:10
336:21 373:12
375:15
replaced 16:12
replacement
187:24 331:3
replacing 3:23
16:18 374:14
replicate 286:11
report 80:25 97:5
97:22 111:25
113:3 195:19
234:5 279:10
342:20 343:10
343:11,16
358:18 362:22
reported 236:10
236:12 358:25
reporter 391:23
reporting 195:22
205:25 229:8,19
229:22 233:13
reports 96:8,16
151:18 343:9
report's 82:5
representative
41:3 47:23
120:2 160:11
representatives
46:23 225:16
260:10
represented
72:15 160:9
represents 196:17
234:17,22,25
238:11 278:14
278:15,21
298:17
reproduction
391:20
request 129:12,17

139:9 169:23
333:8 334:12
373:6
requested 333:6
334:14
requesting 129:9
196:16 305:15
requests 332:15
require 262:7
302:7
required 18:18
37:15 51:14
62:3 134:14
276:4 295:5
299:7 350:7
372:20
requirement
11:17 22:15
34:19 35:13
37:22,23 93:15
171:22 212:9
294:12
requirements
13:10 20:20
21:13 22:11
35:23 37:21
40:21 295:11
337:9
requires 11:5,9
98:15 199:22
220:17 262:21
299:5 314:18
requiring 10:20
reread 190:13
rescue 351:13
research 186:24
reserved 197:25
reserves 292:18
reservists 43:5
reset 291:6,8
residences 307:15
residency 18:17
94:5 294:9,11
294:12
residents 14:13
15:16 23:13
67:15 253:20

294:15 307:7
resistance 216:3
251:2
Resnick 217:19
218:9,19,22,23
222:13 223:6,12
253:7 310:22
315:9,9 319:11
325:9 326:6
330:6 359:4
resolution 1:18
2:6,9,19 41:11
resolve 107:5,23
330:10
resolved 108:14
110:10 259:25
326:12
resource 130:11
132:9 146:11
203:23,24 204:2
222:20 384:9
resources 18:2
26:13 77:21
91:21 105:20
130:9 131:8
133:2 135:21
170:21,22 171:3
171:5 172:13
222:11 246:16
253:22 256:11
307:8 313:13
367:7,21 387:10
387:19
resourcing 176:2
respect 2:25
210:13 286:7,7
382:21
respectable
286:12
respective 91:18
respects 360:10
respond 129:7
302:16
responded 307:20
367:17
responder 357:17
responders

358:12 366:4
370:8 388:16
responds 354:12
357:12
response 116:15
123:23,24
139:11 226:3
235:11 257:14
295:19 308:18
337:4 352:7
357:7 376:5,7
376:11,15
379:12 385:24
385:25 389:18
responsibilities
64:16 374:20,23
375:3
responsibility
104:7 163:2,11
193:14 215:3
221:24
responsible
173:23 220:4
367:25 377:6
responsive 61:19
131:5
responsiveness
130:5 160:19
178:15
rest 55:13 174:9
281:6 285:20
Restate 287:15
restaurants 57:4
restore 134:20,22
137:9
restored 262:9
result 100:7 112:5
122:9 196:19
200:5 201:2
239:2 307:10,11
325:11 358:25
resulted 59:5 97:3
97:4 110:25
266:20 376:6,11
resulting 58:25
198:3
results 62:25

108:6 110:19
111:10 229:12
retaliate 88:6
retaliation 87:22
88:4
retention 216:2
250:25 251:16
retire 338:12
retired 59:23
118:13
retirement
303:22
retirements
299:22
retreat 89:18
retrospect 150:7
return 78:24 79:3
251:17
returned 7:14
104:11
returning 222:5
246:6 251:24
revealed 314:17
revenue 186:13
reversal 312:8,9
317:18
reverse 315:22
reversed 312:21
316:16 317:20
321:17
review 73:25
109:3 117:2
232:13 323:16
reviewed 358:20
reviewing 12:13
revise 279:21
280:2
Revised 2:21
reworking 130:3
Reynolds 1:15
159:5 176:17
255:17 280:8
286:21 339:25
378:8
re-awarded 209:4
re-enroll 204:18
re-shifting 32:18

re-upped 38:13
RFP 275:9 292:5
Rhynhart 235:6,7
  235:20 236:13
  332:3,4,7,12,22
  333:4,15,25
  334:6,13,24
  335:4,12,17
  336:5,18,23
  337:8,17 340:24
  341:16,23
  342:16 343:8
  344:21 345:11
Rich 62:20 86:15
Richard 5:5 82:25
Richardson
  137:25
richer 21:21
ride-along 22:7
  45:20
ridiculous 192:20
right 5:4 16:25
  18:5 26:10 27:6
  27:23 32:4,23
  34:17 38:22
  39:7 40:2,23
  49:24 55:11
  57:11,16 58:12
  58:14,17,19
  64:8 66:22
  69:11 80:20
  84:4,23 100:12
  104:2,17 109:24
  111:8,10 113:15
  113:23 116:20
  116:21 120:19
  122:7 142:2
  148:4 149:3,13
  149:16 151:4
  161:17 162:13
  166:19 170:17
  183:4 186:18
  187:7 192:7,21
  213:5 214:20
  216:22 227:10
  227:17 236:13
  237:8 238:8

245:4 255:10
257:2 272:11
279:15 320:10
323:6,25 335:17
342:22 345:11
346:24 356:18
362:11 369:9
372:3,23 379:9
383:8 384:8,9
386:7,14
rights 112:23
rigid 131:24
ring 192:19,23
  276:23
ringing 194:5
rise 200:9,14
  205:3 206:18
  208:8 211:23,24
  214:9 215:15
  217:16,17
  221:16 222:12
  222:17 252:16
  257:6
risen 239:3
Risk 306:25
  324:16
Rittenhouse
  139:8
Riverside 203:7
  283:15
road 27:24 137:20
  158:13 281:20
  282:2,8 283:12
  296:24 297:6
  330:9
rob 127:3
robbery 8:22 57:8
Robert 4:3 128:18
  133:23
rock 52:21
role 51:10 95:12
  181:14 247:10
  261:11 342:9,10
  368:21
roles 50:22
rolling 65:2
rollout 184:19

190:14,20 191:2
rolls 354:14
roof 364:7
room 1:6 123:3
  225:10 389:24
rooms 206:19
  208:9,10
Ross 5:5 62:21,22
  64:17,21 76:9
  84:3 85:20
  86:15 122:6
  125:18 127:13
roster 248:19
rotate 188:5
rotating 154:2,7
rougher 29:23
roughly 106:18
  135:19
round 76:2 167:9
  230:2 255:23
  264:7
round-about
  361:24 362:3
round-robin
  75:23
roving 353:22
RPR-Notary
  391:15
RST 252:17
rule 14:18 218:2
rules 268:10
  318:3,7
run 84:10 99:24
  151:7 219:16
  258:9 304:4
  357:12 372:21
  380:15
rung 264:6
  277:14 295:23
  317:6 385:12
running 164:8
  165:19 175:17
  204:3 212:22
  219:12 387:10
runs 261:20,25
Ryan 41:3

S

sad 319:3
safe 6:4 195:13
  363:17 366:17
  366:18 367:8
SafeCam 57:2,6
  59:6
safer 253:12
  308:19
safety 28:20
  215:16 218:23
  220:10 244:12
  247:11 249:4
  253:19 254:8
  304:18 306:4
  307:5,18,19
  315:10 319:14
  319:15,22
  320:25 321:7
  326:4 331:7
  354:10 358:19
  362:18 389:8
sake 234:21 317:7
salaries 230:22
  231:18,21 232:4
  233:2,4,20,22
  234:4
salary 233:7
sampling 360:15
  361:22
sanctioned 285:2
Sandra 181:25
sanitation 276:17
Sara 146:5
sat 64:5
satellites 223:23
satisfactorily
  314:13
satisfied 9:8
Saturday 135:6,8
  135:11 169:16
  169:19
Saturdays 134:17
save 5:11 97:12
  267:20 269:10
  304:5
saved 247:23

263:2 268:20
SAVIN 197:8
  264:18
saving 354:12
savings 206:10
  276:21
savvy 250:3
saw 59:20 126:9
  150:21 223:10
  269:25 319:3
  358:7 369:5
saying 27:17
  102:14 136:6
  151:10 192:23
  235:21 277:13
  318:8
says 17:23 18:2
  18:13 156:24
  160:25 193:21
  214:15 235:18
  279:3
scale 228:12
  239:4 292:17,22
scan 59:14 62:15
  74:13,15
Scare 388:7
SCBA 306:3
scenario 378:15
  379:21
scene 59:11
  116:21
scenes 116:16
scheduled 66:5
  196:25 208:23
schizophrenic
  261:5
school 22:7,25
  23:3,23 24:4,23
  24:23 25:3,8
  26:21,22 27:3,6
  27:18 41:6,23
  47:6 48:10 49:4
  49:13 65:11,19
  66:23 68:10,18
  93:12 102:18,20
  102:22 132:18
  132:24 163:18

163:22 164:21
165:9 180:15
181:6 182:17
185:14 284:3,4
284:5 323:8
schools 25:9
41:17 48:3,5
49:4 102:15
103:20 132:15
151:2,21 163:19
163:24 164:3,8
164:10 168:14
168:15
school-age 182:19
school-level 284:6
Schulle 326:25
Schwarz 254:11
science 27:13
150:16
sciences 33:22
scope 292:15
Scouts 69:5,9
screen 179:16
256:2
screening 199:25
296:22
scrutinized 19:2
se 319:8
sealed 276:7
seamless 222:9,15
search 250:2
searches 241:16
241:19,24
searching 241:23
242:17
seasonal 188:4,12
seasoned 285:21
seats 121:13
second 15:21
74:13 76:2
158:20 170:4
171:20 201:10
201:13 311:14
386:2
seconds 253:17
Secretary 259:23
section 5:7 313:23

sections 353:23
sector 93:13
217:2
sectors 216:21
secure 100:17
195:9 294:21
security 46:17
47:24 49:5
50:13 201:5
244:8 267:7
309:3,6
see 6:9,10 12:3
16:16 18:7 20:4
22:21 24:13
25:19 44:3
45:24 48:14
50:5 51:3,4
53:21 56:18
57:10,17,20
58:6 59:14
62:15 68:6 69:2
104:15 115:6
118:17 129:24
135:4,6 137:13
138:5,9 142:17
151:15 155:13
173:15 176:23
179:16,24
180:12 206:9,9
206:13 213:16
213:21 226:15
239:14 259:25
263:6,19 264:5
267:12,21 269:5
270:3 280:6
282:16 289:12
293:19 303:8,11
307:25 318:6,12
321:20 322:23
323:4,21 324:13
348:24 349:5
350:16 352:6
367:15 369:10
373:8 386:18
seeing 21:17
153:25 186:15
267:9 328:4

389:19
seeking 130:16
199:9 203:21
seen 10:2,7 43:25
45:20 55:7
154:9,14 195:20
213:7 216:24
238:18 242:5
sees 17:14
segregation 198:7
seize 295:23
select 285:16
selected 74:24
163:25 317:25
selection 165:5
self-contained
306:2
sell 242:11 377:15
selling 52:17
semester 10:20
22:12 37:13
Senate 41:2
Senator 119:24
send 41:7 120:22
297:21 333:21
383:7
sending 270:13
sends 120:14
senior 195:5
seniority 220:14
seniors 26:25 27:3
339:10 383:22
383:24 384:25
385:6
sense 22:24 35:7
52:8 97:6,12
110:23 123:17
190:18 267:16
296:11 344:14
348:7 389:11
sensitive 328:16
sent 96:17 100:7
162:17
sentenced 197:15
199:7,13 211:11
212:6 248:21
284:10,11

sentences 269:25
270:21
sentencing 196:10
210:16 239:7
sentiments
345:14
separate 69:14,15
81:23 241:3
283:11 320:11
326:5 329:17,18
352:12,15,15
353:14
SEPTA 46:23
49:3,12 55:13
September
341:20
sequence 184:3
184:11
series 9:13 155:22
167:7 179:17
285:5 302:3
327:8,18 365:3
serious 47:4
118:24 125:25
225:11 227:15
seriously 126:5
serious-minded
94:22
servants 138:12
serve 32:22 92:22
92:23 93:12
134:3,3 136:7
222:12 304:24
304:25 384:17
384:18
served 43:6 203:4
304:10 351:2,6
351:7,8 352:10
356:25 384:7
serves 79:10
361:6
service 37:25
39:13,19 42:25
53:10 76:10
93:6,6 94:3 97:3
118:19 119:4
128:2 129:14,21

138:3 144:19
145:7 170:8
171:12 175:2
182:6 187:13,18
188:20 248:3
249:12,17 272:6
277:5 278:25
294:14 298:8
304:18 305:23
306:18 308:2,25
312:12 314:16
314:22 315:5,17
316:10,12
317:11,19,23
318:12,16
323:22 324:12
328:24 338:11
339:15 348:17
350:25 353:9
356:23 370:19
372:22 381:4
387:4 388:20
services 5:7 51:19
51:25 75:4 91:3
118:6 129:4,6
133:11 136:10
145:14 165:11
173:8 178:21
181:15,21 182:2
189:4,19 195:12
197:3,5,7 201:9
203:2,22 205:3
209:2,5 221:22
222:2,8 230:24
232:15 233:6,11
237:20 248:18
248:23 249:21
253:10 257:21
273:15,18,18,23
274:8 278:2,19
278:22 279:20
283:21,22 296:4
296:12,13,14,19
297:2 299:11,11
299:16 300:9
305:10 307:21
307:22 308:5,11

solution 88:17
solutions 386:21
solve 63:2 88:24
  328:5
solving 56:14
somebody 18:11
  83:22,22 120:23
  148:25 237:18
someone's 112:23
somewhat 197:21
  261:17 270:23
  284:20 349:15
  363:17 364:19
son 30:24
soon 66:6 89:18
  130:9 179:12
  256:17 257:12
  358:19,20
sorry 3:18 40:8
  109:19 111:5
  165:25 199:2
  207:18 237:11
  258:7 274:9,11
  275:18 279:25
  281:10 283:14
  287:6,13 290:8
  298:16 303:10
  319:2 335:10
  371:5,8
sort 37:18 49:15
  51:6 100:13
  114:8 130:15
  143:6 160:17
  161:22 163:13
  170:2 184:14
  213:14 265:24
  270:10,11
  319:10 328:4
sorts 46:10 172:6
sought 268:8
sound 314:7
  374:9
sounds 49:2 58:14
  98:2 318:8
source 276:11
  360:25
sources 139:7

south 24:21 25:6
  87:13 167:18
  170:15 184:12
  184:15 367:15
  381:25
Southern 48:22
Southwest 245:25
space 55:17,23
  87:19 131:23
  143:4 152:13
  179:2 182:11
  183:13,13,20
  197:25 206:21
  207:8 224:15
spaces 131:21
  132:9 154:19
  158:5 159:11
  178:13,25
spacious 285:24
speak 29:22 40:9
  56:17 70:17
  71:15 104:20
  105:10 120:3
  222:9 263:23
  274:12 279:24
  281:23 295:19
  315:12 350:14
speaking 215:14
  310:6,9
speaks 212:14
spearheading
  181:13
special 80:5 198:5
  283:9 363:23
specialists 130:11
  130:13,19,21
  146:11 201:10
specialized 71:19
  91:10,23
specialty 271:4,13
specific 42:17
  51:9 72:18 75:6
  91:12 104:12
  139:10 214:12
  236:14 274:24
  282:12 314:4
  326:22

specifically 43:9
  82:12 97:21
  148:12 206:2
  215:11 322:6
specifics 180:20
  235:24 316:23
spectrum 151:16
speculating
  259:17
speech 181:24
  182:15
speed 336:6 357:3
spend 78:7 80:8
  96:4 106:16
  168:18 226:10
  277:22 278:6
  337:5 348:22
spending 79:23
  233:12 235:3
  293:20 302:9
  331:20
spent 80:16
  167:16 244:14
  325:20
spill 367:19
spills 366:13
spiritual 160:16
split 76:25
spoke 27:6 80:10
  188:23 282:14
spoken 340:4
spot 57:25
Square 139:8
Squilla 1:16
  265:17,18
  267:15 269:4
  270:6 271:18
stabbed 47:11
stabilized 154:12
staff 14:4 23:8
  76:9 77:3 106:5
  106:9,14,18
  131:15 134:18
  135:3 143:24
  144:10,23 146:8
  147:25 161:14
  162:17,20

164:16,17 170:8
  170:19 177:17
  178:6 181:19
  187:17,20
  191:10 192:14
  192:18,22 193:3
  193:7 195:6
  198:12 201:17
  205:11,12,16
  208:16 219:10
  222:2,3 241:18
  242:17,20
  243:19 244:4,8
  244:24 250:15
  266:11 285:16
  285:22 286:8
  299:2 305:12
  327:19
staffer 222:25
staffers 379:5
staffing 26:7
  67:24 76:14
  91:9 130:9
  154:13 188:9
  200:25 201:4
  239:20 266:19
  293:25 299:5
  308:17
stage 184:24
staggering 126:25
stand 85:10
  122:14 324:5
  385:22 389:22
standard 34:24
  35:4 315:17
  376:22
standards 10:20
  12:6 34:9,11,13
  35:3 37:7
  263:20 264:4
  285:24 292:25
  293:11
standpoint
  162:21,22,23
  171:13 343:24
start 8:16 16:19
  20:8 26:21 39:3

45:4 48:5,14
  58:6 90:5,16
  100:19 128:9
  169:25 181:6
  182:16 194:19
  256:16 304:20
  311:8 321:17
  334:23
started 26:22
  91:13 115:5
  116:3 137:4,20
  146:23 157:14
  184:3 192:17
  228:16 239:5
  266:14,23 267:8
  276:10 284:20
  303:17 310:23
  311:20 344:3
starting 82:14
  84:6 124:21
startling 368:12
starts 17:15 48:7
  261:6
stat 58:10,24
state 3:17 4:21
  11:5,9,17 12:23
  27:24 41:3
  82:23 94:20
  95:4 105:4
  119:24,25 126:2
  172:20 173:9
  220:24 221:20
  229:21 257:8
  258:23,25
  260:25 261:9
  262:2,21 263:12
  263:14,24 264:3
  270:7,23 281:20
  282:2,8,17
  283:12 284:14
  288:9 296:24
  297:5 313:25
  355:13
stated 285:9
  313:7 326:13
statement 5:13
  19:7 125:2

129:23 150:3
166:22 301:25
317:7
states 174:24
313:15
stateside 40:17
state's 257:14
state-contracted
263:15
state-of-the-art
101:9,18 305:25
stating 71:14
station 330:20
333:11 334:19
341:10 360:15
361:3,16 382:2
stations 309:24
332:9,20 334:21
335:7,23 339:6
341:5 380:12
statistic 102:23
112:8
statistically
103:11,17
statistics 102:16
104:8 113:4
260:22 273:10
stats 7:24 125:19
status 39:5 227:12
359:18
stay 93:12 127:9
168:2 217:18
226:7 227:12,14
227:16,18,22
239:17 362:7
stays 123:14
steady 212:24
steal 299:15
STENOGRAP...
40:8
stenographic
391:6
stepped 120:7
steps 102:4
336:20 337:22
stipulated 249:16
stipulations 289:5

stolen 84:23
stone 24:3 201:8
stop 99:23 274:23
323:16 324:25
366:24 381:24
stops 88:8 98:11
98:12
store 57:8 62:17
83:6
stored 276:3
story 76:23
240:22 325:16
straight 348:21
straightforward
159:21
strategic 133:5
152:14 181:5
215:18,21
216:20 217:2
323:15 340:9
343:7 381:14
387:20
strategically 56:8
80:16 215:23
216:10
strategies 82:12
87:9 88:15
115:4 187:15
strategy 12:21
52:3 66:10
70:17 88:12
89:3 115:10
180:21 184:2,20
188:7,12 190:16
225:8 238:15
250:23 252:10
straw 84:16
street 60:7 63:10
77:18 89:22
98:11 174:9,10
221:21 357:22
358:13 367:2
377:2 381:25
streets 6:4 51:13
strength 31:6
77:16 78:19,21
80:12

strengthen 69:2
stress 268:23
stretch 249:23
358:11
Strike 91:2
strip 241:18
242:16
strong 56:9 82:24
119:8 120:14
141:20
stronger 49:22
68:21
strongly 135:14
struck 65:4
structural 162:10
structure 130:4
352:19
structures 381:15
struggling 10:8
10:12 32:23
stuck 83:13
student 133:3
students 41:7
47:11 165:18
174:19,23,25
189:21
study 13:9 293:16
352:4 356:19
studying 356:22
stuff 45:20 52:16
267:21
subcommittee
225:15
subcontractors
274:4 291:2
subject 313:17
subjective 70:9
submit 74:20
232:12 302:6,13
323:2,20
submitted 3:2 5:8
187:9 260:5,8
297:21
subsequent
200:23
subset 283:9
subsets 225:20,24

227:10
subsidiary 218:8
substantial 200:9
213:3
substantially
155:18
suburb 30:20
suburbs 31:10,14
succeed 243:20
284:8
success 87:12,15
112:11,12,15
115:3 191:6
192:25 215:6
260:12 262:16
successes 113:7
successful 66:19
97:19 112:10
140:16 192:12
193:15 216:5,6
251:10
successfully 21:17
94:4
succession 162:10
successor 321:16
387:15
successors 220:9
succinctly 247:20
suck 31:15
suffer 252:11
suggest 65:17
247:25 254:3
suggested 331:15
362:22
suggestions 82:6
suitable 200:19
228:10 229:19
summary 13:10
129:23
summer 91:4
summertime
78:16
Superintendent
132:16
supervised
261:18 263:11
supervise/run

263:8
supervision
195:13 391:22
supervisor 298:11
353:22
supervisors 77:25
201:5 202:9
supervisory 76:20
supplies 73:6
273:14
supply 29:16
200:13 202:7
264:24 291:23
373:24 374:6,11
374:16 384:5
support 5:7 6:8
38:19 42:2 53:3
68:16 99:16
129:18 130:8
133:3 134:18
137:19 138:14
138:15 139:2,21
141:9 145:18
151:13 158:14
158:15 168:4,13
168:16 169:13
169:13 172:14
173:4 176:8
187:25 189:15
195:6 211:14
216:14 246:17
251:12 282:5
308:8 310:4,5,8
350:6 352:7
353:24 367:23
370:12
supported 382:10
supportive 6:2
160:13 246:12
369:15
supports 182:17
211:14
supposed 81:24
108:20
suppression
356:23 357:6,13
sure 13:18 21:3

32:20 50:2 78:6
80:22 88:8
100:22 104:19
108:25 123:16
127:7,22 146:13
146:15 151:23
152:16,18
153:16 169:20
170:6,7 182:14
183:18 185:2
213:24 218:22
246:16 255:6
262:14 277:15
279:22 280:2
295:20 321:15
337:8 343:20
345:6 361:4
366:11,22 367:5
367:6,25 369:7
375:5,7,9,11
376:14 386:6
surface 293:18
295:19
surprised 218:6
343:25
surprisingly
387:9
surrounding
18:12 31:14
surveillance
54:19
suspend 257:8
258:23
suspended 373:21
suspension 374:3
sustained 77:22
SUVs 353:22
Sweeney 4:2
swell 269:25
sworn 27:12 34:2
77:15
sync 371:6
system 41:5 62:5
71:21 91:13
96:14 99:21
100:7 108:21
130:25 149:22

150:25 164:10
167:12,14
169:11 170:5
172:23 173:13
173:22 174:20
177:8 182:5
187:11 188:6
201:23 202:17
212:21 219:7
224:19 240:24
254:21 256:3
258:13 259:6,11
263:7,23 268:9
268:10 271:5
277:20 315:5
317:12,20,23
318:12 362:16
363:11,12,17
365:5 378:23
383:17 384:8
systems 20:24
98:18 136:21
170:9 227:25
382:22
systemwide
157:20,21 202:4

————————
T
————————
table 81:17
104:23 168:10
194:22 197:10
210:8 212:4
214:6 217:20,22
230:21 231:4
237:25 245:8,10
257:24 272:8
298:7 303:4
310:22 331:25
340:15,17 360:5
387:16
tables 201:18
205:8
tablet 186:3
tact 244:2
tactics 242:15
388:7
take 6:16 11:22

12:3 26:14 28:8
39:6 43:14
49:25 50:4
59:13 60:12
68:25 69:16
84:22,24 89:7
95:12 100:23
102:13 103:15
107:8,22 108:17
118:7 125:4,25
137:21 141:12
147:3,18 148:20
169:21 177:9
178:6 182:14
222:6 244:2
250:12 279:9
299:15 310:2
338:25 348:19
349:16 363:9
369:10 370:2
380:9
takeaways 191:2
taken 26:6 51:24
57:7 72:11
196:19 231:19
233:23 337:24
391:6
takes 181:14
260:22 285:20
388:2,3
talent 130:3
131:10 162:2
216:12 218:12
talk 4:7 43:9
49:12,12,13,14
76:22 120:20
125:5,8,21
138:10 151:11
173:17 180:17
205:23 209:2
218:16 246:14
250:6 258:8
259:4 293:21
296:3 298:11
318:5 324:18
325:14 327:4,22
357:9

talked 7:4 34:9
66:9 109:20
125:9 144:23
145:5 152:3
166:14 180:14
181:12 208:23
265:22 367:4
385:18
talking 26:18
103:21 142:14
149:11 172:22
207:17 241:13
261:6 325:22,25
347:17 353:8,9
379:25
talks 112:2
369:16
tally 199:11
tangible 344:5
tank 361:2
tap 91:24
target 52:5 77:19
192:22 216:21
243:19 364:22
targeted 70:10,13
78:23
targeting 31:20
32:11
Tartt's 156:7
task 84:13 91:19
353:15 366:8
tax 384:19
taxes 173:19
teach 30:3
teacher 29:25
teachers 132:24
151:8
team 29:6 32:7
63:25 76:12
117:4 163:6
171:21 305:11
319:10 322:9
335:6 339:11,15
341:2,8
teams 165:16
tech 33:15 130:10
249:22

technical 33:23
360:2,8 362:16
technicians
347:11
technological
99:7 137:10
378:17
technology 33:16
55:5 58:9 95:25
96:2,9,21 97:20
100:24 116:12
157:23 188:2
259:13 260:11
378:11,13,21
379:16,25
381:18
techy 156:16
teed 166:6
teeth 163:3
tell 86:20 124:2
135:25 140:14
140:17 152:24
166:17 188:24
192:15 212:20
244:17 273:4
310:24 342:8
343:5 372:10
373:20 374:18
388:19
telling 234:13
Temple 55:14
172:9 173:14
174:2,11,13,18
181:25
temporary
312:20 313:2
ten 21:8 100:3
110:18 111:7
244:15 253:17
319:16 374:19
374:24
tended 203:17
tenure 213:15
ten-year 16:14
307:14
ten-year-old
335:16

term 176:24
287:20
terminate 258:24
terms 5:18 8:13
11:19 12:21
16:4,16 27:21
29:17,22 30:5
34:14 35:2 42:4
42:13 48:16
49:8 50:10,24
51:10 56:13
62:12 75:3 80:2
82:8 85:10 86:4
94:10 95:3
96:10 97:21
104:8 106:14
115:10 139:5,20
172:17 177:4
180:20 213:10
214:25 219:10
231:16 237:8
246:5 251:17
283:5 325:6,17
326:23 344:24
terrific 67:6
134:19 136:9
137:6 166:10
179:21
terrorism 309:11
test 11:14 18:16
28:8 347:21
361:13
testified 70:7
testify 195:6
303:13 305:12
testimony 4:23
5:9,11 7:24 70:3
70:12 127:21
128:10 129:25
138:19 144:22
159:20 180:17
180:22 183:3
187:9 188:24
194:10 197:9
201:21 205:7,22
208:23 218:24
248:14 265:20

289:16,18,20
290:21,24 295:5
302:22 303:17
304:21 305:3
310:15 328:23
330:5 369:20
389:20
testing 243:12
360:18
tests 243:8,10
text 4:17
textiles 210:2
thank 3:11 4:15
4:18,19,20 5:14
5:19 6:7,12 9:17
15:20 16:25,25
17:5 28:24 36:3
36:5,6,10,25
40:23 43:20
44:9,12,13,23
45:16 46:3,4
54:12,13,14
61:5,16 63:16
64:19 69:18
75:17 76:3,6,8
76:10 92:3,4,8
95:11,17,23
102:7,8,10
105:9 114:4
117:8,9,11,14
119:17 121:5,6
121:9 123:11
124:14,17
127:15,18,20,25
128:3,10 133:20
133:20,24 134:7
138:17,19 142:2
142:9 148:6
149:2,14,18
158:24 159:3,6
163:16 166:20
166:20 167:3,11
167:23 175:3,6
175:9 176:9,12
176:15,18 177:2
193:22,23,24
194:8,9,12,12

194:14 205:20
213:20 217:7,8
217:14 220:6
230:4,7 231:11
239:25 240:6,10
240:13 245:11
246:18 255:11
255:12,15,18
264:7,9,12
265:12,13,15,18
265:20 271:19
271:23 272:2
279:16,18
280:15,18 281:8
281:13,16
286:16,19,22
301:20,20,21,23
302:15,17,20,21
302:24 304:23
305:2 310:3,14
311:10,12
318:17,18,22
328:8,9,20
337:25 338:4,5
338:11,12,14,20
338:23 339:2,14
339:15,16,18,21
339:23 340:3
345:12,21,25
346:3,6 347:2
359:6,7,9,12,15
362:8 370:14,17
370:18,20,23
371:2,9 372:2
378:3,6,9
388:24 389:3,5
389:15,20,25
390:2
thanked 61:17
thanking 45:4
thankless 345:17
thanks 129:11
169:5 309:12
thawed 276:5
theft 91:17
theme 307:2,2
themes 291:14

theoretical 92:10
theory 93:23
269:9 313:3
therapeutic 297:3
thereof 113:8
thing 20:3 37:18
48:9 53:15 63:5
82:6 107:10
114:19 124:7
126:12 164:19
175:22 226:24
324:7 366:20
388:5,12
things 7:2 8:18
11:24 17:17,22
21:14 26:7,11
28:3 29:25 32:6
32:17 33:17
34:5 37:4 45:23
46:11 48:15
49:7 50:16
51:17,21 52:2
53:3,7 54:7 57:4
63:8,9 74:2 79:9
80:19 81:3,6
86:3 87:23 88:9
88:10 89:4
92:17,18 93:8
100:9 113:3
114:21 116:17
117:25 122:9
123:7,13 126:3
126:10 128:22
134:15 136:23
148:22 149:7
150:2,8 152:25
164:2 179:11
190:18 227:11
238:19 249:3
253:18 266:14
268:3 284:19
317:16,17 320:7
321:24 322:17
322:19 323:19
325:11,16
333:20 351:3
357:8 358:9

365:17 366:6,19
366:25 367:2,4
367:5 369:3,13
369:19 370:4
379:2,13,18
380:13 381:2
382:6,9,15
384:3 388:4
think 6:20 7:21
15:5 16:13
17:24 21:19
24:24 25:10,14
25:23,25 26:4
27:17 28:16
34:16 49:6,14
49:18 51:23
52:7 53:3 55:9
56:2,9,12 57:5
58:10 68:7,25
69:11,13 76:11
79:10 81:4,19
88:10,16 94:9
97:16 100:18,19
103:12 110:3
112:8,21 113:2
113:19 114:8,15
115:2,5,15
122:21 123:6,21
124:6 134:8,25
135:13 136:8,13
136:15 138:6
139:7,11,14
140:5 146:4,8
146:12 153:17
157:2 160:7,10
160:16 161:24
162:19 168:8
173:24 174:15
175:16,22 176:4
176:7 177:20,22
178:4,5 179:3,6
180:2 182:21
185:18 191:5
192:11 193:10
215:19 221:5
222:25 223:18
228:16 230:11

235:8,9 244:9 257:9 259:16 260:21 268:2,6 268:14 269:4,8 269:11 271:16 274:13 275:10 276:10 281:24 313:21 315:13 315:19 316:18 316:24 318:15 319:25 320:3 321:2 322:24 326:7,8,11,19 327:13,15 329:13,15,23 330:8 332:18 337:10,17,18,20 341:24 342:2,12 342:16 356:14 358:4 359:8 362:21 368:4,8 368:12 369:24 375:2,19 376:18 376:24 381:24 385:19 389:13

thinking 178:12 284:25

third 71:8 203:3 312:24

Thirteen 230:15 234:13 287:25

thorough 252:16

thought 27:8 35:12 39:13 313:11 320:18 320:19

thoughtful 94:22

thoughts 93:5 342:4

thousand 20:15 72:15 227:4

thousands 241:24 372:12,14

threat 360:21

three 7:10 35:6 37:9 45:6 99:7 109:15 110:15

111:25 116:4,8 158:2 184:15 196:5 198:24 201:24 206:7 212:24 247:2 249:20 253:24 287:14,19 289:11,24 312:23 314:13 334:20 341:16 375:25 378:16

three-year 198:22 198:25 287:9 291:25

threshold 224:18 360:20

threw 23:8

throw 148:8

thumb 99:25

thumbing 157:6

Thursday 121:21 171:20

tickets 97:15

tier 216:17 251:7

tight 12:7

tilt 60:11

time 5:11 12:16 21:7 24:5 29:12 30:9 35:20 37:14 39:10 45:12 50:18 54:2 64:11 66:3 75:19,21 77:13 78:8 84:7,16 94:4 96:4 97:12 107:15,15,20 139:11,14 142:25 143:6,23 145:13 147:19 157:19 167:17 168:18 169:22 170:5 180:20 184:18,22 186:4 186:6,13 194:16 204:12,21 205:16 225:24 226:25 227:17

229:14 247:19 247:25 253:25 258:24 262:10 266:10,16 267:4 268:24 285:14 286:10,14 299:25 302:4,9 303:19 314:5,24 320:20,20,22 322:18 329:10 330:9 335:20 343:6 356:21,25 358:10,10 359:9 363:9 368:14 374:3 376:15 378:25 381:11 381:11 385:24 385:25 386:2,4 389:23

timeframe 306:13

timeline 341:14 361:17,18,20

times 90:17 103:13 112:16 133:8 134:10 177:19 190:19 259:7 260:8 352:8 376:7,12 376:21 379:12 381:17 386:19

timing 182:8

title 104:17 264:2 304:10

titles 2:8 156:6

today 4:7 13:22 37:10 47:6 65:25 77:15 127:25 128:18 212:20 219:7,24 236:7 280:10,10 302:22 319:3 365:12 377:9 381:19

today's 195:25

toenail 88:23

toe-to-toe 389:13

toilet 336:21

told 156:16 242:20 329:18 339:7

tomorrow 297:25 332:19 336:11

ton 325:18

tool 115:18 123:18 267:2

tools 307:4

top 79:12 99:7 118:20 122:14 126:20 127:9 175:19 219:3 247:2 300:8,14 300:16

topic 223:16 342:6

topics 291:15

Torresdale 224:5

total 58:14 72:16 79:6 102:19 104:8 161:2 191:5 195:25 230:16,23 231:13 232:23 233:19,24,25 235:12 262:25 263:3 278:16 287:20 305:15 306:3 332:14 374:3

totally 69:14 152:23 182:11 266:4 278:7,10

touch 10:8 30:15 221:8

touches 248:2

tough 29:12 30:9 34:14 224:25

toughening 34:10

tougher 141:21 269:14

tour 29:22 49:25 94:3 156:17

toured 142:16 339:8

town 119:23

120:3 298:6 351:10

Township 351:13

track 20:3,7 83:11 127:9 216:16

tracking 58:6 62:8

Traditionally 248:10

trafficking 46:20 244:5

trailer 255:3

trailers 223:19

train 130:13 211:3 323:8 348:14,23 365:11,12,20,22 366:7,10 368:10

trained 144:24 145:11 146:13 170:9 203:17 220:18 349:19

training 41:5 145:13 152:19 162:18 171:18 177:11 192:13 197:17 212:10 213:10,22 215:7 215:13 221:24 242:25 308:24 323:12,13 347:4 347:9,12,15 348:12,25 351:19,20 362:21,23 363:20,22,24 364:2,6,11,22 366:13 372:25 373:3

trains 365:25

trajectory 135:14

transcript 391:8 391:20

transfer 191:11 191:12,22,23

transferred 100:5

198:10 265:2
transfers 19:9,11
  299:15 329:6
transition 170:11
translation 147:7
transparencies
  191:22
transport 307:24
transportation
  46:22
trapped 363:14
trash 51:4 52:10
traveled 156:14
tray 276:7
trayed 276:6
treat 329:22
treated 329:21,22
  329:23
treatment 197:18
  248:24 249:4,6
  255:8 256:19
  283:6 299:2
trees 203:14,16
tremendous
  69:21 138:3
tremendously
  188:13
trend 196:2 213:2
trends 90:15
  96:12 269:21
  289:12 309:11
  386:5
tried 228:6
  250:20 269:19
  269:20 282:8
tries 285:6
trigger 384:15
triggered 340:7
triggering 160:17
triple 8:17
trouble 151:3
  166:18 326:25
troubled 26:23
  151:15
troubling 295:22
truck 388:20
trucks 309:15

true 121:15
  148:17 150:25
  259:20 268:22
  269:5 304:12,14
  318:13 391:7
truly 28:4 340:6
trust 121:3
  150:12 329:19
  333:19 387:22
  387:23 388:6
Trustee 160:9
trustees 128:19
  133:24 134:2
  135:2 157:17
  160:5
truth 185:10
try 15:19 16:8
  18:14 28:20
  42:24 54:5
  63:10 87:2 89:7
  98:13 134:20
  148:23 150:5
  164:7 219:2
  243:13 256:16
  258:14 270:4
  285:15 286:5,9
trying 10:17 13:4
  30:19 42:2
  48:16 67:21
  85:17 87:22
  88:13 122:24
  150:17 218:16
  233:16 241:2
  247:5 249:19,24
  258:23 328:5
  332:25 335:18
  339:5 347:21
  362:4
Tuesday 121:19
  222:17 389:22
tuition 23:21
  68:17
turn 180:18
  284:12 369:12
  386:19
turned 12:17
turnover 151:20

215:25 250:25
Turpin 104:5
TV 57:10 64:10
  339:11
Twenty-five
  295:21
twice 364:25
two 3:25 7:10
  22:19 24:2 26:9
  29:25 30:20
  37:8 38:7 51:17
  66:8 68:5 72:17
  74:16 81:23
  82:20 109:11
  116:13 121:4
  131:2 154:4,17
  158:11 161:8,10
  174:7 181:3,4
  183:2 184:15
  198:24 228:5
  238:5,6,21
  249:18 266:13
  284:19 292:5
  309:15,24
  314:12 321:17
  327:2 329:17,18
  329:25 341:3,6
  348:16 350:6
  354:7,18,23,25
  355:4 364:22
  365:10 368:8
two-way 196:24
  201:23
two-week 186:4,6
  267:12
type 29:18 42:12
  50:13 53:13
  71:15 73:5,25
  143:10 168:15
  173:21 210:18
  282:11 298:5
  313:10 343:6
  352:23 353:15
  367:13 368:15
  383:21
types 21:14
  111:22 115:12

154:17 364:15
  364:22 379:2
  380:13 382:5
typically 46:14
  215:25 353:4

___

U

ultimately 94:18
  95:6,9 118:24
  326:18
umbrella 319:23
  320:25 321:7
  326:4
unable 312:2
  314:11
unattractive 53:6
unaware 285:10
uncle 383:4
uncluttered 132:2
unconscious
  383:6
underestimated
  192:11
understaffed
  105:20 299:20
understand 28:17
  105:18 124:4
  126:4 135:8
  138:22 150:6
  207:12 208:4
  215:2 232:20
  233:16 235:15
  235:18 242:14
  242:18 270:14
  280:25 288:23
  335:13,19 358:9
understandably
  177:17
understanding
  18:22 71:16
  96:22 267:17
  303:19 304:7
  316:3 317:2
  377:10
understood 37:7
  192:2,3 322:11
  328:17

underway 309:23
undo 316:11,12
  317:4
undocumented
  92:17,19 93:2
uneven 13:16
unevenness
  139:20
unforeseen
  361:21
unforgiving
  345:17
unfortunate 8:15
  228:8 229:12
  377:19
unfortunately
  47:9 96:7 133:8
  243:16,22
  259:20
unhappy 322:16
uniform 119:13
  304:2
uniforms 219:21
uninitiated
  254:17
unintended 35:5
union 320:22
  327:11
unions 191:24
  221:9
unique 130:22
  186:14
unit 47:2 51:19
  78:10 117:21
  150:22 230:20
  293:4 297:5
  350:4 354:11,13
  358:5 366:8
  367:22 388:20
United 174:23
units 60:14 91:6
  91:10,23 114:24
  196:24 202:2,6
  309:16 323:10
  353:22,25
  380:13
universe 72:9

191:10,17 193:5
194:9 212:2
213:16,21
222:14 235:15
235:17 245:5
246:4 276:23
277:14,15 279:2
279:12 288:12
300:7 310:13
315:11 318:9
326:16 328:11
328:14 330:2,4
334:15 339:14
342:2,17 345:13
362:20 368:17
370:2 386:6
389:20
wanted 3:21 6:6
45:3,16 60:25
103:4,10 105:17
121:4 124:25
168:10 175:11
191:6,15 215:23
217:24 220:2,24
221:12 223:10
228:12 229:17
230:14 240:19
241:9 268:12
303:22 304:15
304:19 338:10
338:25 368:15
wanting 31:23
135:3
wants 33:18 54:25
132:10 172:9
214:16 247:4
wardens 241:22
warrants 196:13
wars 39:3
Washington
26:24 34:20
106:8 120:12
wasn't 95:14
266:11 276:15
Watch 46:19,21
watched 11:6
339:11

watching 323:8
337:6
way 7:23 11:16,25
13:17 19:2
24:14 26:4
56:13 59:7
67:10 68:14
81:12 93:8
94:16 100:23
103:7 105:13
107:3 108:24
114:21 120:20
136:9 148:20
151:2 153:20
163:13,23
173:22 178:12
180:2 190:17
222:8 223:15
234:5 253:13
266:5 276:25
280:24,25
320:13 329:21
329:23 331:18
341:21 361:24
362:3,4 384:18
386:7
ways 16:14,23
96:20 112:12
129:3 179:7
199:9 258:13
275:8 343:19
WBE 273:24
288:20 291:3
WBEs 288:10
295:20
wealthy 148:8
weapon 126:24
weapons 269:23
wear 304:2
wearing 94:8
web 250:2
website 59:4
154:22
Wednesday 1:7
121:20
week 10:13 86:23
249:18,18,21

260:13 316:18
316:19
weekend 48:7
224:4
weekends 80:18
weekly 270:3
weeks 66:8 67:4
82:20 249:20
260:25 327:3
347:13 348:19
welcome 124:15
128:6 176:11
240:8 245:14
271:21 302:24
345:24
welcomed 343:2
Welfare 260:11
went 13:2,12
21:16 33:4
37:22 66:22,23
149:4,5 266:4
266:19 267:4
312:24 325:19
327:3
WePAC 164:22
166:14
weren't 228:9,15
228:18
west 24:21 25:5
148:9 165:2
170:16 174:8
175:23
Wetzel 259:23
we'll 6:23 8:19
20:3,7 27:20
50:4 62:16
64:19 67:23
94:24 166:4,20
167:20 169:24
190:22 223:12
226:14 267:20
302:12,13,16
303:2 318:25
324:10 332:22
344:3 350:8
359:23 369:6,12
379:19 380:15

380:22 386:24
we're 6:17 8:7 9:3
9:7,8,9 10:17
12:2,4,12 14:16
15:13,17,18
19:14,24 20:10
26:12 30:18
31:4 32:12,22
34:17,25 47:17
48:15 49:22
50:8 53:24,24
54:22,25 55:10
55:14,17,23
58:9,18,18 60:4
60:17 63:19
64:23 71:4,25
72:8 75:24 78:5
80:10,14 81:9
82:14 83:21
85:4 87:10,21
88:13 89:2,17
90:13 96:19
97:9 98:5 99:17
102:3,12 106:7
106:13,19
107:24 108:5
111:14 113:5
119:23 122:17
122:20,24
124:20 128:9
134:5,23 135:11
135:18 138:4
143:9,17 147:17
154:8 155:21
160:18 169:23
176:3 178:12,18
178:21 179:5,11
182:13 186:21
186:23 188:9,10
194:19 195:19
195:25 196:16
198:20 199:9,14
213:22 216:21
218:16 227:11
229:10,23
231:16 232:22
233:23 236:20

246:4 248:5,10
251:4 252:17,19
256:19 257:6,6
258:21 267:5,9
267:13 290:15
299:23 300:20
303:10 311:4
317:8 323:14
327:4,7 328:4
329:13 330:8
331:16 332:18
335:18 336:10
339:5 343:25
352:3 356:10,21
359:22 360:23
361:6 364:3,10
364:17 367:20
369:15 373:16
377:22 379:14
380:25 382:14
383:6 386:3,14
386:18,22
387:10
we've 10:7,10
12:24 13:8,16
15:7 26:6 30:25
31:21,22,24
32:2,10,24 33:2
33:20 45:19
57:9,12,12
63:20 68:8
72:11 77:19
87:11 89:18
90:10 97:14,17
98:12 107:9
116:9 119:7
135:13 137:6
151:20 153:12
154:14 158:16
180:14 195:20
199:13 216:4,5
223:4 224:13,14
232:14 238:17
251:3 258:22
260:7,9 262:16
263:2 267:5,6
269:2,18,20

298:18,23
300:24 323:16
325:2 326:18
327:8 328:22
329:12 339:3,9
339:11 357:15
360:19 368:8
384:21,22,23
385:18 386:19
387:18,20
388:10
what-have-you
57:9
White 294:6
whites 273:7
wider 120:22
wildly 156:9
William 1:12 5:6
70:22 181:11
Williams 82:19
119:25
willing 6:16 28:20
35:25 42:25
148:10 293:6
318:14
WILSON 1:11
win 18:15 91:19
wind 39:3 279:7
370:7
windows 136:22
364:9
winds 112:14
wings 178:7
winter 239:13
wired 99:14
wireless 96:23
97:23
wirelessly 100:5
wisdom 260:24
wish 191:13
311:13 318:24
339:2
witness 81:16,16
104:22,22
194:21 214:5,5
217:21,21 231:3
231:3 237:24,24

245:8,9,9
257:23,23 303:3
315:8 331:24,24
340:16,16 360:4
360:4 389:17
Witnesses 194:21
303:3
woman 388:19
women 5:14
23:16 67:13
69:7 71:9
117:18 118:10
119:9 120:9
256:2 260:15
263:21 291:18
295:2
won 15:12 209:6
wonder 35:10
121:22 358:15
wondered 38:20
wonderful 126:8
138:12 162:6
179:18
wondering 30:7
48:11 213:10
236:22 330:24
word 32:9 387:12
words 40:16
231:23 234:7,8
319:5
work 7:12 16:6
29:18 32:2 41:9
42:12 45:17
51:13 61:17
65:14 68:8 77:4
84:12 85:7,22
86:7,13 87:2
94:10 96:5
97:23 98:10,18
107:4,15 117:22
130:24 131:11
131:22,22 133:4
133:5,5,7,8
134:4 138:23
142:24 143:8,24
144:2 147:5
160:18,19 164:4

164:5,7 165:7
167:12 168:11
170:9 177:12,24
178:2 180:18
187:22 189:10
189:12 193:5
194:11 210:11
213:7,9,13
216:15,16
217:11 220:13
223:24 240:5
241:3,4 246:21
248:4,11 250:11
250:13 254:10
254:22 255:5
262:3 268:12
269:21 282:25
293:4 298:11
299:2,11 303:24
308:4 324:15
327:12 330:21
331:4 345:15
386:17 388:12
388:12,16,25
worked 134:21
163:20 164:14
164:15 202:13
221:25 310:11
336:9 351:13
364:3
worker 210:16
299:13,13
workers 76:24
130:21 241:3
254:22 294:14
workforce 13:25
14:3 15:14
221:8 293:21
working 5:24 7:4
20:10 25:7,8
27:17 36:23
38:19 45:5,12
51:10 55:14
65:21 66:25
67:10 89:13,19
98:13 107:24
108:22 118:8

133:11 134:19
139:2 143:6,18
146:15 172:15
174:4 181:16
216:6,13 248:6
250:10 257:6,7
259:23 260:3
291:7 327:2
360:16 361:10
384:22,23 385:8
workplace 34:7
works 88:20 89:5
107:4 181:23
190:11 254:18
333:16,16
workshop 215:13
work-study
165:17 174:19
174:22 189:21
world 95:24 180:6
210:17 251:20
389:14
worse 319:24
325:17
worst 320:8
worth 16:17
151:21 337:10
370:9
worthy 337:23
wouldn't 219:20
222:21
wow 138:10
153:20 180:13
186:18
wrap 166:23
252:5
wrapped 167:2
wrapping 166:22
wreck 365:11
wrecks 35:8
writing 97:22
260:5,8 302:6
302:14
written 7:24 78:3
275:9 280:24
wrong 18:23
148:25 149:16

293:17
Wynnefield
159:13

X

X 291:12 340:20
344:10

Y

yeah 47:8 56:2
59:2 60:19
122:7 162:14
207:13 221:14
237:13 265:7
275:2 302:2
332:21 334:13
336:23 362:15
372:13
year 2:18,22,25
5:17,17 8:7,10
8:11,12,12,13
8:24,25 9:4,6,6
11:17 14:20
17:19,20 18:4
45:11 49:24
56:11 61:20
68:11 70:12
71:5 72:2 75:11
79:7,11,22 81:2
81:20 82:14,15
90:7,17 91:14
97:2 99:5 106:4
106:23 107:23
109:14,18,21,22
109:25 114:12
115:2,3,7
129:10 130:3
132:15 141:16
141:19 154:15
154:20 155:3
161:18 169:6,24
177:9 184:18,21
184:24 185:4,10
188:7 196:6
197:13 198:24
200:22,24 201:6
202:23 203:3
204:9 205:6

76:1 77:1 78:1	178:1 179:1	272:1 273:1	366:1 367:1	**1992** 3:8
79:1 80:1 81:1	180:1 181:1	274:1 275:1	368:1 369:1	
82:1 83:1 84:1	182:1 183:1	276:1 277:1	370:1 371:1	**2**
85:1 86:1 87:1	184:1 185:1	278:1 279:1	372:1 373:1	**2** 102:19 299:14
88:1 89:1 90:1	186:1 187:1	280:1 281:1	374:1 375:1	305:24 309:23
91:1 92:1 93:1	188:1 189:1	282:1 283:1	376:1 377:1	363:11
94:1 95:1 96:1	190:1 191:1	284:1 285:1	378:1 379:1	**2,000** 374:8
97:1 98:1 99:1	192:1 193:1	286:1 287:1	380:1 381:1	**2.2** 234:9,14,22,24
100:1 101:1	194:1 195:1	288:1 289:1	382:1 383:1	235:19
102:1 103:1	196:1 197:1	290:1 291:1	384:1 385:1	**2.3** 169:11
104:1 105:1	198:1 199:1	292:1 293:1	386:1 387:1	**2.8** 97:2
106:1 107:1	200:1 201:1	294:1 295:1	388:1 389:1	**2:30** 194:16
108:1 109:1	202:1 203:1	296:1 297:1	390:1	**20** 109:12 157:23
110:1 111:1	204:1 205:1	298:1 299:1	**140145** 1:18 2:5	266:10 273:23
112:1 113:1	206:1 207:1	300:1 301:1	2:14	282:21
114:1 115:1	208:1 209:1	302:1 303:1	**140146** 1:18 2:6	**20th** 49:24
116:1 117:1	210:1 211:1	304:1 305:1	2:16	**200** 106:15 228:16
118:1 119:1	212:1 213:1	306:1 307:1	**140159** 1:18 2:6	228:17,19,21
120:1 121:1	214:1 215:1	308:1 309:1	2:19	278:8
122:1 123:1	216:1 217:1	310:1 311:1	**15** 109:12,14,16	**2004** 304:8
124:1 125:1	218:1 219:1	312:1 313:1	155:2 164:9	**2007** 13:20
126:1 127:1	220:1 221:1	314:1 315:1	206:11,14 259:7	**2008** 16:21 134:24
128:1 129:1	222:1 223:1	316:1 317:1	288:14 309:16	198:20 270:19
130:1 131:1	224:1 225:1	318:1 319:1	348:19	307:3
132:1 133:1	226:1 227:1	320:1 321:1	**15th** 389:23	**2009** 76:15 77:10
134:1 135:1	228:1 229:1	322:1 323:1	**150** 30:19 244:8	**2010** 77:10 266:23
136:1 137:1	230:1 231:1	324:1 325:1	353:24	343:11
138:1 139:1	232:1 233:1	326:1 327:1	**1563-A** 3:9	**2011** 262:19
140:1 141:1	234:1 235:1	328:1 329:1	**16** 13:12 33:4	**2012** 109:13 110:2
142:1 143:1	236:1 237:1	330:1 331:1	308:15	110:3,5,12,15
144:1 145:1	238:1 239:1	332:1 333:1	**162** 15:6	119:12 205:9
146:1 147:1	240:1 241:1	334:1 335:1	**17** 23:3 68:10	**2013** 70:12 76:15
148:1 149:1	242:1 243:1	336:1 337:1	306:13	106:25 114:7,10
150:1 151:1	244:1 245:1	338:1 339:1	**17th** 224:3	119:12 239:6
152:1 153:1	246:1 247:1	340:1 341:1	**179** 77:15 80:11	306:22
154:1 155:1	248:1 249:1	342:1 343:1	**18** 23:3 68:10	**2014** 1:7 2:25
156:1 157:1	250:1 251:1	344:1 345:1	266:10 272:14	70:8 109:13
158:1 159:1	252:1 253:1	346:1 347:1	272:15 284:12	195:23 202:19
160:1 161:1	254:1 255:1	348:1 349:1	288:20 358:4,10	202:20 205:5
162:1 163:1	256:1 257:1	350:1 351:1	358:14	206:2
164:1 165:1	258:1 259:1	352:1 353:1	**19** 12:15 22:16	**2015** 2:12,15,18
166:1 167:1	260:1 261:1	354:1 355:1	23:4 37:12,23	2:23 129:10
168:1 169:1	262:1 263:1	356:1 357:1	306:12 382:4	195:7 305:14
170:1 171:1	264:1 265:1	358:1 359:1	**19th** 7:12,13	**2019** 2:24
172:1 173:1	266:1 267:1	360:1 361:1	128:24	**2020** 2:12
174:1 175:1	268:1 269:1	362:1 363:1	**1967** 8:14	**21** 12:14,17 106:9
176:1 177:1	270:1 271:1	364:1 365:1	**1990s** 157:16	**21st** 99:14 131:18

132:5 136:12,25
137:14,17 153:2
157:14,25
178:10 182:10
218 55:12
219 227:22
22 134:2 262:18
280:4 316:21
220 80:14
23 60:4 290:7
23rd 306:12
381:25
230 329:8
232,481 307:21
24 198:16 199:25
227:7 306:9
24-hour 200:3
240 278:12,13
25 79:10 107:2
108:12 109:7
290:14,15 306:9
250 266:15
27 290:6
27,000 292:16,21
28 199:20
29 290:4 306:18
351:6

3

3 11:15 187:9
209:7 305:21
3rd 3:8 377:9
381:9
3,000 58:11
3,500 126:23
3,800 106:11
3.4 236:24 237:14
30 202:5 230:17
256:16 261:2
282:21 290:5,13
30-day 260:16
300-and-some
324:19
315 76:16,20
317 15:4
33 13:22
34 13:21

35 30:23 144:23
145:7,25 147:24
192:23 272:14
272:15
35th 45:8
360 215:17
37 264:2
38 30:23 382:6
39 30:22 68:5
80:13 129:14
169:14
39th 7:11 45:9

4

4 120:6
4,000 20:16
4,628 307:15
4/9/14 3:1 4:1 5:1
6:1 7:1 8:1 9:1
10:1 11:1 12:1
13:1 14:1 15:1
16:1 17:1 18:1
19:1 20:1 21:1
22:1 23:1 24:1
25:1 26:1 27:1
28:1 29:1 30:1
31:1 32:1 33:1
34:1 35:1 36:1
37:1 38:1 39:1
40:1 41:1 42:1
43:1 44:1 45:1
46:1 47:1 48:1
49:1 50:1 51:1
52:1 53:1 54:1
55:1 56:1 57:1
58:1 59:1 60:1
61:1 62:1 63:1
64:1 65:1 66:1
67:1 68:1 69:1
70:1 71:1 72:1
73:1 74:1 75:1
76:1 77:1 78:1
79:1 80:1 81:1
82:1 83:1 84:1
85:1 86:1 87:1
88:1 89:1 90:1
91:1 92:1 93:1

94:1 95:1 96:1
97:1 98:1 99:1
100:1 101:1
102:1 103:1
104:1 105:1
106:1 107:1
108:1 109:1
110:1 111:1
112:1 113:1
114:1 115:1
116:1 117:1
118:1 119:1
120:1 121:1
122:1 123:1
124:1 125:1
126:1 127:1
128:1 129:1
130:1 131:1
132:1 133:1
134:1 135:1
136:1 137:1
138:1 139:1
140:1 141:1
142:1 143:1
144:1 145:1
146:1 147:1
148:1 149:1
150:1 151:1
152:1 153:1
154:1 155:1
156:1 157:1
158:1 159:1
160:1 161:1
162:1 163:1
164:1 165:1
166:1 167:1
168:1 169:1
170:1 171:1
172:1 173:1
174:1 175:1
176:1 177:1
178:1 179:1
180:1 181:1
182:1 183:1
184:1 185:1
186:1 187:1
188:1 189:1

190:1 191:1
192:1 193:1
194:1 195:1
196:1 197:1
198:1 199:1
200:1 201:1
202:1 203:1
204:1 205:1
206:1 207:1
208:1 209:1
210:1 211:1
212:1 213:1
214:1 215:1
216:1 217:1
218:1 219:1
220:1 221:1
222:1 223:1
224:1 225:1
226:1 227:1
228:1 229:1
230:1 231:1
232:1 233:1
234:1 235:1
236:1 237:1
238:1 239:1
240:1 241:1
242:1 243:1
244:1 245:1
246:1 247:1
248:1 249:1
250:1 251:1
252:1 253:1
254:1 255:1
256:1 257:1
258:1 259:1
260:1 261:1
262:1 263:1
264:1 265:1
266:1 267:1
268:1 269:1
270:1 271:1
272:1 273:1
274:1 275:1
276:1 277:1
278:1 279:1
280:1 281:1
282:1 283:1

284:1 285:1
286:1 287:1
288:1 289:1
290:1 291:1
292:1 293:1
294:1 295:1
296:1 297:1
298:1 299:1
300:1 301:1
302:1 303:1
304:1 305:1
306:1 307:1
308:1 309:1
310:1 311:1
312:1 313:1
314:1 315:1
316:1 317:1
318:1 319:1
320:1 321:1
322:1 323:1
324:1 325:1
326:1 327:1
328:1 329:1
330:1 331:1
332:1 333:1
334:1 335:1
336:1 337:1
338:1 339:1
340:1 341:1
342:1 343:1
344:1 345:1
346:1 347:1
348:1 349:1
350:1 351:1
352:1 353:1
354:1 355:1
356:1 357:1
358:1 359:1
360:1 361:1
362:1 363:1
364:1 365:1
366:1 367:1
368:1 369:1
370:1 371:1
372:1 373:1
374:1 375:1
376:1 377:1

378:1 379:1
380:1 381:1
382:1 383:1
384:1 385:1
386:1 387:1
388:1 389:1
390:1
40 137:24 226:10
 381:9,13
400 1:6 58:24
 200:17 215:19
 251:4,23 389:24
400-and-some
 72:14
42 232:7 234:18
 235:12
43 187:20
45 83:5 193:2
450 57:13
46,000 72:16
4601 100:21
47 238:12 283:18
48 30:25 171:4,21
 192:22 193:3
48-A's 98:12
49 30:25 175:19
491 57:5

─────────────
5
─────────────
5 130:2 144:22
 234:8 235:19
5th 7:11 148:13
5,001 226:11
5,700 273:5
5:55 390:5
50 10:24 72:23
 110:4 175:21
 262:24 263:2,2
 278:17
500 59:6 156:5,10
 156:10
51 309:20
52 226:12
52nd 175:23
55 160:4 301:16
550 262:23
57 106:25 108:10

109:6 212:23
 376:24
57's 377:6
5723 376:25
58 212:23 230:16
580,000 106:11
59 187:17

─────────────
6
─────────────
6 130:2 154:20
 230:10 257:10
6th 306:17
6,500 80:12
6,900 224:11
6.11 294:6
60 10:20 21:13
 22:11 37:12
 38:5 66:12
 67:17 204:5
 382:4
60-hour 34:19
600 155:9 223:25
600,000 185:19
62 309:21 379:14
642 74:19
65 386:4
65,000 93:3
66 309:22 359:19
 359:22 360:13
 385:25

─────────────
7
─────────────
7 288:21 305:19
7th 97:16
7,317 307:14
7,500 200:23
 266:22
7.9 70:24,25 71:3
70 272:20 372:4
700 251:24
71 230:16
75 162:17 199:6
 307:23
75,000 375:19

─────────────
8
─────────────
8 8:24 70:11
8th 45:7 375:25

8,373 195:25
8,500 196:4 206:6
8,600 195:24
 206:4
80.9 294:6
800 228:13,15
 251:24

─────────────
9
─────────────
9 1:7 154:24
 298:9,16 385:25
 386:3
9th 11:16
9,000 200:24
9,028 195:19
 206:4
9,800 266:9
9-1-1 382:21,25
 383:11,19
9.3 13:12 33:5
90 26:9 67:13
 80:3 305:18
947 273:7
95 102:20 343:14
 382:11
98,000 132:22