

Committee Of The Whole
April 20, 2016

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, April 20, 2016
10:32 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN CINDY BASS
COUNCILWOMAN JANNIE L. BLACKWELL
COUNCILMAN ALLAN DOMB
COUNCILMAN DEREK S. GREEN
COUNCILMAN WILLIAM K. GREENLEE
COUNCILWOMAN HELEN GYM
COUNCILMAN BOBBY HENON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DAVID OH
COUNCILMAN BRIAN J. O'NEILL
COUNCILWOMAN CHERELLE L. PARKER
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ
COUNCILMAN MARK SQUILLA
COUNCILMAN AL TAUBENBERGER

BILLS: 160170, 160171, 160172
RESOLUTIONS: 160180

Strehlow & Associates, Inc.
(215) 504-4622

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

1 - - -

2 COUNCIL PRESIDENT CLARKE: Good morning.
3 We are going to start now.

4 This is the Public Hearing of the
5 Committee of the Whole regarding Bills No.
6 160170, 160171, 160172, and Resolution No.
7 160180. Mr. Stitt, please read the titles
8 of the bills and resolution.

9 THE CLERK: Bill No. 160170: An
10 ordinance to adopt a Capital Program for the
11 six Fiscal Years 2017-2022 inclusive.

12 Bill No. 160171: An ordinance to adopt
13 a Fiscal 2017 Capital Budget.

14 Bill No. 160172: An ordinance adopting
15 the Operating Budget for Fiscal Year 2017.

16 Resolution No. 160180: A resolution
17 providing for the approval by the Council of
18 the City of Philadelphia of a Revised Five
19 Year Financial Plan for the City of
20 Philadelphia covering Fiscal Years 2017
21 through 2021, and incorporating proposed
22 changes with respect to Fiscal Year 2016,
23 which is to be submitted by the Mayor to the
24 Pennsylvania Intergovernmental Cooperation
Strehlow & Associates, Inc.

(215) 504-4622

1 Authority (the "Authority") pursuant to the
2 Intergovernmental Cooperation Agreement,
3 authorized by an Ordinance of this Council
4 approved by the Mayor on January 3, 1992
5 (Bill No. 1563-A), by and between the City
6 and the Authority.

7 COUNCIL PRESIDENT CLARKE: Thank you.
8 Today we continue the Public Hearing of
9 Committee of the Whole to consider the bills
10 just read by the clerk that constitute
11 proposed and operating capital spending
12 measures for Fiscal 2017 and Capital Program
13 and forward looking capital plan for Fiscal
14 2017 through Fiscal 2022.

15 Today we will hear testimony from the
16 following departments: The Chief
17 Administrative Office, Public Property,
18 Procurement, Human Resources and Fleet
19 Management.

20 The first person to testify from the
21 Administration is?

22 THE CLERK: Rebecca Rynhart.

23 (Panel approaches Table.)

24 COUNCIL PRESIDENT CLARKE: Good morning.
Strehlow & Associates, Inc.

(215) 504-4622

1 Please state your name for the record and
2 proceed with your testimony.

3 MS. RHYNHART: Good morning, Council
4 President and Members of City Council. I'm
5 Rebecca Rhynhart, Chief Administrative
6 Officer. I'm pleased to provide testimony
7 on the Office of the Chief Administrative
8 Office Fiscal 17 Operating Budget.

9 The CAO is a newly created cabinet level
10 position responsible for improving the way
11 that the City allocates resources, acquires
12 goods and services and the way it hires and
13 develops employees. This CAO's office
14 directly supervises the operations of Public
15 Property, IT, Procurement, Fleet Management,
16 Records, OAR, the Contracting Unit and the
17 BAA. In addition, the CAO coordinates with
18 the Office of HR.

19 The CAO has an emphasis on improving
20 efficiency and effectiveness across the
21 government and ensuring accountability in
22 the performance of government departments
23 through implementation of City-wide
24 performance management. The CAO's office is
Strehlow & Associates, Inc.

(215) 504-4622

1 overseeing many initiatives that will
2 modernize processes and will bring about a
3 more efficient government. A few of those
4 initiatives are procurement reform and
5 modernization, implementing changes to make
6 our capital projects get done faster and
7 within budget.

8 The newly created HR and Talent function
9 within the CAO's office will assist
10 departments with recruiting, provide
11 training for employees and work on process
12 improvements so that departments can hire
13 and retain the most talented and diverse
14 workforce. A new performance management
15 process to replace PhillyStat focused on
16 collaborative problem solving and sharing
17 best practices and increasing open data,
18 supporting innovation and focusing on core
19 IT systems.

20 The proposed Fiscal 17 General Fund
21 Budget totals 4.6 million. While the budget
22 is new for Fiscal 17, the vast majority of
23 the budget came from transfers from other
24 departments. Funding was transferred from
Strehlow & Associates, Inc.

(215) 504-4622

1 Finance in the amount of 3.2 million and
2 from MDO in the amount of 1 million. Total
3 new General Fund Dollars proposed in the '17
4 Budget is 432,000. The new General Fund
5 spending by class is Class 100, 244,000;
6 180,000 in Class 200; and 8,000 in Class 3
7 and 400.

8 This concludes my testimony. A longer
9 testimony has been provided to you on the
10 record. And with me are representatives
11 from the CAO's office and the departments
12 that report up to the CAO to answer any
13 questions.

14 COUNCIL PRESIDENT CLARKE: Thank you.

15 Just briefly, you state in your
16 testimony that the new Chief Administrative
17 Office is a cabinet level position?

18 MS. RHYNHART: That's right.

19 COUNCIL PRESIDENT CLARKE: How is that
20 done? Is that done by charter or by
21 executive order?

22 MS. RHYNHART: Oh. Well, there -- the
23 Mayor has -- the Mayor has a cabinet that is
24 official -- that is officially part of his
Strehlow & Associates, Inc.

(215) 504-4622

1 cabinet. By charter, I think there are
2 three members of the Charter Cabinet. But
3 by practice, the Mayor establishes a cabinet
4 that has other people in it. I don't know
5 how legally that's done, but it's the
6 practice.

7 COUNCIL PRESIDENT CLARKE: Say executive
8 order.

9 MS. RHYNHART: Okay. Executive order.

10 COUNCIL PRESIDENT CLARKE: That gets you
11 around the rules.

12 MS. RHYNHART: Okay. That's a good
13 answer then.

14 COUNCIL PRESIDENT CLARKE: The charter
15 changed to create the Office of Planning and
16 Development, which was a charter required by
17 charter so we don't normally get to do that
18 at will.

19 Let me ask you about -- on the executive
20 branch of government, particularly the
21 executive staff, does the -- does the
22 department head have anything to do with --
23 let me start out by asking, how many exempt
24 positions do you have in your department?

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. RHYNHART: In just the CAO office?

2 COUNCIL PRESIDENT CLARKE: Yeah. If you
3 have that information on other departments
4 that fall under your jurisdiction.

5 MS. RHYNHART: Okay.

6 COUNCIL PRESIDENT CLARKE: I'll just ask
7 you about your.

8 MS. RHYNHART: For mine, the direct
9 employees -- we have ten exempt employees.

10 COUNCIL PRESIDENT CLARKE: I'm sorry?

11 MS. RHYNHART: Ten exempt employees.

12 COUNCIL PRESIDENT CLARKE: Okay. So
13 basically, they are people that are just
14 hired without Civil Service requirements or
15 exams or things of that nature?

16 MS. RHYNHART: That's right.

17 COUNCIL PRESIDENT CLARKE: You had broad
18 latitude in terms of who you hire?

19 MS. RHYNHART: Right.

20 COUNCIL PRESIDENT CLARKE: Right? And
21 in the hiring practices -- let me follow up
22 on the other earlier question.

23 Do you have that information on the
24 other departments that fall under your
Strehlow & Associates, Inc.

(215) 504-4622

1 jurisdiction?

2 MS. RHYNHART: For how many exempts are
3 in Property and Fleet, I think -- I don't
4 have it right on hand. I'm sure maybe the
5 commissioners could come up and answer that,
6 or I could get it to you.

7 COUNCIL PRESIDENT CLARKE: When they
8 testify?

9 MS. RHYNHART: Yeah. And their
10 testimony's later today. They could answer
11 that if that makes sense.

12 COUNCIL PRESIDENT CLARKE: All right.
13 I'm just, you know -- I'm just trying to get
14 a sense of -- I understand transitions as
15 relates to one administration to the next.
16 You know, one of the things that we in the
17 government have been good about is making
18 sure that we had diversity throughout the
19 ranks particularly when opportunities
20 present themselves, i.e., exempt positions
21 that you do have flexibility to hire people.
22 I just want to see what your perspective is
23 on that.

24 MS. RHYNHART: Sure.
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: And in terms
2 of the hiring practices not only of your
3 office for exempt executive staff, but in
4 other particular offices.

5 MS. RHYNHART: I mean, obviously, I
6 think diversity within the City is a very,
7 very important topic and one that needs to
8 be worked on. I think that having the most
9 talented and diverse workforce is a goal.
10 And to that end, you know, we've been
11 working closely with Nolan Atkinson, the new
12 Diversity Officer, as well as we just signed
13 a contract yesterday, I believe, with Pew
14 Charitable Trust. And they are going to be
15 looking at all of our hiring and promotional
16 practices, exempt and civil service, to make
17 recommendations for how we have a more
18 diverse workforce in all ranks of government
19 including the leadership and executive
20 level.

21 So I think that, you know, we need to
22 make -- put an emphasis on it and work
23 towards it. Absolutely.

24 COUNCIL PRESIDENT CLARKE: So when did
Strehlow & Associates, Inc.
(215) 504-4622

1 you come to this determination that you
2 needed to put an emphasis on that?

3 MS. RHYNHART: When did I come to the
4 determination? I think this is an
5 emphasis --

6 COUNCIL PRESIDENT CLARKE: I'm just
7 asking. I mean, there is a change in
8 administration -- there is bunch of new
9 people that get hired and the change in
10 administration normally.

11 MS. RHYNHART: I mean, I've always --
12 I've always thought it's important
13 personally if it's an personal question.

14 COUNCIL PRESIDENT CLARKE: My question
15 is, if it's -- if it's important, which I
16 believe you believe it is and the
17 Administration, there are opportunities to
18 make a statement with respects to the hiring
19 practices pretty much day one. And I'm
20 hearing you talk about having the need to go
21 to Pew and other entities to make
22 determinations. I got to tell you, I have a
23 number of people work for me. I never
24 called Pew or any other agency, and I found
Strehlow & Associates, Inc.

(215) 504-4622

1 talented people. We have what I believe to
2 be a pretty diverse workforce in City
3 Council. And I don't know why people have
4 to figure out a way to do that.

5 MS. RHYNHART: Well, I think if we're
6 going to go about actual -- any type of code
7 changes or civil service reg changes, we
8 should have, you know, an entity.

9 COUNCIL PRESIDENT CLARKE: I'm not
10 talking about civil service. I'm talking
11 about --

12 MS. RHYNHART: Exempts.

13 COUNCIL PRESIDENT CLARKE: Exempt staff.

14 MS. RHYNHART: I agree.

15 COUNCIL PRESIDENT CLARKE: You have
16 flexibility to hire whoever you want to
17 hire.

18 MS. RHYNHART: Right. I agree. I mean,
19 we're talking about the diversity in the
20 CAO's office, the Deputy for HR and Talent
21 is an African-American woman. She can come
22 up and talk to you. I have Liza Rodriguez
23 who is an Hispanic woman. There are several
24 new hires that do represent diversity in
Strehlow & Associates, Inc.

(215) 504-4622

1 our -- in my group. I do think that we can
2 do better. We obviously can do better, but
3 there is -- there is diversity.

4 COUNCIL PRESIDENT CLARKE: All right.
5 So I have a sheet, and it may be inaccurate.
6 Under the departments that fall under your
7 jurisdiction -- I'm not just picking on you.

8 MS. RHYNHART: Okay.

9 COUNCIL PRESIDENT CLARKE: Just happen
10 to be the person up here right now. I have
11 this information. So under the various
12 departments that's under the Chief
13 Administrative Office, executive staff which
14 is probably exempt, there is 22 percent
15 minority and 78 percent White.

16 MS. RHYNHART: Let me just pull it up.
17 22 percent, yes. Right.

18 COUNCIL PRESIDENT CLARKE: So, that
19 clearly doesn't represent the demographics
20 of the City.

21 MS. RHYNHART: Right. I mean, overall
22 I'm looking at staff demographics, 3 out of
23 9 executive staff members are minority. And
24 I agree with you that doesn't --

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Overall? So
2 my numbers are incorrect?

3 MS. RHYNHART: Well, I'm trying to --
4 matching those.

5 COUNCIL PRESIDENT CLARKE: If my numbers
6 are wrong --

7 MS. RHYNHART: You know what, the
8 22 percent of the total, that's of the 9 --
9 I think you are looking on page 9. That's
10 the two men out of the nine people because
11 we have fewer men than women in our office.

12 COUNCIL PRESIDENT CLARKE: All right.

13 MS. RHYNHART: But it's still --

14 COUNCIL PRESIDENT CLARKE: If you want
15 to get me a more up-to-date, more accurate
16 list.

17 MS. RHYNHART: Sure. It's still at
18 33 percent. It's lower than the City.

19 COUNCIL PRESIDENT CLARKE: Okay.

20 MS. RHYNHART: Okay. Thank you.

21 COUNCIL PRESIDENT CLARKE: I will come
22 back.

23 MS. RHYNHART: Okay. Great.

24 COUNCIL PRESIDENT CLARKE: Chair
Strehlow & Associates, Inc.

(215) 504-4622

1 recognizes Councilman Domb.

2 COUNCILMAN DOMB: Thank you, Council
3 President and good morning.

4 MS. RHYNHART: Good morning, Councilman.

5 COUNCILMAN DOMB: Just two or three
6 quick questions.

7 MS. RHYNHART: Sure.

8 COUNCILMAN DOMB: I'm not clear yet who
9 the right person to ask this question. I
10 will ask it to you.

11 I'm only been in this position, I think,
12 for 105 days so far. So from a public
13 sector -- coming from the private sector,
14 one of my concerns in the public sector is
15 the way everyone operates independently and
16 nothing gets tied together from the
17 computerization standpoint. And the
18 equipment that we are using as a City of
19 Philadelphia, that seems super-antiquated to
20 me. It seems like in the private sector you
21 would never tolerate this. You would have
22 up-to-date information which would make your
23 goals easier to accomplish, by the way.

24 And my question is, is it your
Strehlow & Associates, Inc.

(215) 504-4622

1 department's responsibility to look at
2 software that we can use as a City that ties
3 Revenue, Finance, L&I together on a handheld
4 device where we have access to information?
5 That's one -- I'm not sure who the right
6 person is, so I'm asking you that question.

7 MS. RHYNHART: Yes. That's my short
8 answer. I think that what you are talking
9 about is an IT software and application that
10 ties together a few different departments,
11 right, Finance, Revenue and L&I.

12 COUNCILMAN DOMB: Well, really
13 everything. I am trying to look for a
14 package that ties everything.

15 MS. RHYNHART: Right. It would fall
16 under my office in terms of bringing that
17 together. And IT reports to the CAO, but
18 then it's also the coordination with other
19 departments. And I would like to say that
20 IT does have a project called Alpha for our
21 website to try to tie together so that a
22 business owner when going to the City's
23 website in the future would be able to
24 access and pay L&I permits at the same time
Strehlow & Associates, Inc.

(215) 504-4622

1 as tax bills, et cetera. So, it wouldn't be
2 siloed by department.

3 COUNCILMAN DOMB: Are we currently
4 looking at what other cities are using
5 whether it's Austin or New York or other
6 markets to see if they have software that we
7 can adopt?

8 MS. RHYNHART: Yes. I believe that the
9 IT department, those vendors constantly
10 coming in to show what they have. And we do
11 look at, you know, what other City's use.

12 I think part of it is even a challenge
13 for governments for us and for governments
14 across the country is that we probably need
15 to bridge the gap better between the private
16 sector and the public sector because I think
17 governments overall are behind with
18 technology. And we might need to look
19 outside of the governmental sphere in order
20 to get the best practices we need.

21 COUNCILMAN DOMB: Do you have people in
22 your department who you can assign or look
23 at the issue of what is -- I'm using Austin,
24 Texas as an example, or what does New York
Strehlow & Associates, Inc.

(215) 504-4622

1 use or how could it apply to Philadelphia?
2 That in six months from now we can say, you
3 know what, there is a package out there. We
4 got six different locations. This could
5 work for Philadelphia. This is the cost.
6 We are not reinventing the wheel. This is
7 the cost. This is how we implement it.

8 MS. RHYNHART: Can definitely look at it
9 and we can definitely work on it. Yes.

10 COUNCILMAN DOMB: Okay. I will come
11 back to you can with some more questions.

12 Thank you.

13 MS. RHYNHART: Sure.

14 COUNCIL PRESIDENT CLARKE: Thank you,
15 Councilman. Chair recognizes Councilman Oh.

16 COUNCILMAN OH: Thank you very much,
17 Council President. I'd like to congratulate
18 you in your new position and --

19 MS. RHYNHART: Thank you.

20 COUNCILMAN OH: New administration and a
21 new day and all that.

22 MS. RHYNHART: Thank you very much.

23 COUNCILMAN OH: I had questions kind of
24 on the same lines as Councilman Allan Domb.
Strehlow & Associates, Inc.

(215) 504-4622

1 They are not really questions but just
2 because you're new and you haven't really
3 had a chance to do things, but I -- I am
4 very much interested in your -- how you plan
5 on integrating the technology that I think
6 is critical to better services and more
7 efficiency and cost savings and, you know,
8 making our services available more on an
9 24-hour, seven-day a week basis.

10 And I know it's a challenge because of
11 the money, but I am sure you're going to put
12 a plan together. I would also like to say
13 that I see that the Administration is much
14 more global in its perspective, which I
15 appreciate. And there are some cities that
16 have top notch technology as part of the
17 government services and the satisfaction
18 that they provide to their citizens. And I
19 would say that some of them and many of them
20 are not in the U.S. So if you can take a
21 look at, you know, better systems and things
22 like that.

23 I have found it kind of frustrating, you
24 know, for example, you know, bringing
Strehlow & Associates, Inc.

(215) 504-4622

1 company that would provide Plexiglass screen
2 doors between the riders and the subway
3 tracks, better lighting and television
4 monitors and all kind of things that we
5 wouldn't have to pay for. Was a -- they
6 captured in advertising costs. But SEPTA
7 already signed a contract with Titan. It is
8 no way comparable to the safety, the air
9 quality, you know, of that type of thing.
10 And I just, you know, would not like to see
11 what's the -- you know, what's the state of
12 the art when it's not globally state of the
13 art, best practices in the world, you know,
14 that are tried and true and tested and
15 everything.

16 So we have had some issues in City
17 Council. I had explained before that, you
18 know, I was trying to get a resume from one
19 of my friends who is an attorney at Pepper.
20 He is a Lieutenant Commander Navy Seal. And
21 I found eventually that my emails and his
22 emails, our emails are blocked but nobody
23 told me that. We didn't know kind of what
24 was going on. When I was dealing with
Strehlow & Associates, Inc.

(215) 504-4622

1 Korea, we tried to do some research and the
2 entire nation of Korea was blocked from
3 access. We kind of reported it, but
4 couldn't get access.

5 And I think it's just a reflection that
6 if we had better technology, we can get a
7 lot more work done, citizens could interface
8 with us better.

9 How would you approach that?

10 MS. RHYNHART: I think there are a few
11 questions in there.

12 COUNCILMAN OH: Yes.

13 MS. RHYNHART: The mention of Korea
14 being blocked, I know that our CIO Charlie
15 Brennan came to talk to you that South Korea
16 is definitely not blocked.

17 COUNCILMAN OH: I am going to say again,
18 it was blocked. He wasn't here at the time.
19 It's a ridiculous thing.

20 MS. RHYNHART: Okay.

21 COUNCILMAN OH: The entire country was
22 blocked. The Korea Times, the newspapers.
23 It's a democratic country in South Korea.
24 We have Hyundai Rotem. I got a lot of smart
Strehlow & Associates, Inc.

(215) 504-4622

1 people. And when we can't get through to
2 Korea, we can't get through. So what I said
3 to him is let's not argue about what I did
4 and my staff did who are all intelligent,
5 have masters degree, graduated from Harvard
6 and, you know, Brown and all that. We could
7 not get through because it said you can't
8 get through. So that's --

9 MS. RHYNHART: Okay.

10 COUNCILMAN OH: -- not even worth
11 arguing about.

12 MS. RHYNHART: With that said, the state
13 of our technology definitely needs
14 improvements. And that is something that
15 we've very focused on in this
16 administration. One of the reasons, you
17 know, that we are putting this big focus on
18 it is because departments need to have IT
19 systems in order to operate better. Charlie
20 Brennan, the head of IT, is putting a lot of
21 focus and energy onto making our systems
22 work better.

23 So, it's a big priority and we need to
24 be better at it. And I think that's
Strehlow & Associates, Inc.

(215) 504-4622

1 something that we are moving towards. I
2 mean, there is various projects that are
3 underway in IT to modernize systems.

4 COUNCILMAN OH: Have you put a working
5 group together? Are you think about putting
6 like, you know, some of our best folks with,
7 you know, the IT head but also reaching out
8 to our private and academic sectors?

9 I mean, what -- and the challenges on,
10 you know, budget and all that. But do you
11 have a working plan at this time?

12 MS. RHYNHART: A working plan to address
13 IT needs?

14 COUNCILMAN OH: Yes.

15 MS. RHYNHART: Is that what -- there is
16 a plan in place that -- for IT to be
17 reaching out to the departments to address
18 need and then to prioritize need. There
19 will be a working group within the City
20 established for that. We are also
21 contemplating having an external working
22 group to get some best practice advise from
23 the private sector.

24 COUNCILMAN OH: Okay. Fantastic. And I
Strehlow & Associates, Inc.

(215) 504-4622

1 would just, you know, say that I would hope
2 that the City would take a leadership role
3 with our authorities and even with some of
4 our public utilities like our taxicabs and,
5 you know, those type of entities. I am
6 always jealous when I look at Hong Kong and
7 you take your phone out and you get a cab or
8 bus or train.

9 MS. RHYNHART: Right.

10 COUNCILMAN OH: Whatever you need and
11 you purchase an item off of your smartphone.
12 I wonder if we could look at those types of
13 systems as well and all the other
14 information captured. It's, you know,
15 convenient that way.

16 But if we don't push SEPTA, they have a
17 much broader sense of what their
18 responsibilities are. And sometimes they
19 conflict with our interests.

20 MS. RHYNHART: Right. Absolutely. I
21 think there is a lot of opportunity there.
22 And we do need to take a lead.

23 COUNCILMAN OH: All right. Thank you
24 very much.

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Thank you,
2 Councilman.

3 Chair recognizes Councilman Green.

4 COUNCILMAN GREEN: Thank you, Council
5 President.

6 Ms. Rhyhart, good morning and welcome.

7 MS. RHYNHART: Good morning, Councilman.

8 COUNCILMAN GREEN: You were talking
9 about in response to the Council President's
10 questions in reference to diversity and some
11 of your goals both from a personal
12 perspective and administration's perspective
13 in reference to making sure you have a
14 diverse staff within the agencies under your
15 departments under your umbrella. And
16 diversity in reference to recruitment is
17 important but also in reference to
18 retention.

19 Can you talk about the perspective of
20 trying to retain diverse employees within --
21 although your office is new, for some of the
22 departments that are under your umbrella.

23 MS. RHYNHART: Sure. I think that
24 employee retention and employee promotion is
Strehlow & Associates, Inc.

(215) 504-4622

1 very important topic that we don't always do
2 well as a City in terms of that there's room
3 for improvement in our promotion/retention
4 strategies. But I think that for minority
5 employees, as well -- I mean, as well as the
6 larger employee pool, we want to promote
7 growth opportunities for them. And I think
8 we need to, you know, probably do that more.

9 So it something that we'll emphasize and
10 I will emphasize within the departments that
11 report up to me.

12 COUNCILMAN GREEN: Okay. And also,
13 earlier in the testimony when the Mayor's
14 office testified in reference to Rebuild
15 concept as well as universal -- well, let me
16 focus on Rebuild.

17 My understanding that the process of
18 bringing in contractors for the Rebuild
19 Project would go through a either new entity
20 or an entity outside of Procurement?

21 MS. RHYNHART: In this -- this falls
22 under the Managing Director. But my
23 understanding from that testimony and from
24 conversations with them is that it would
Strehlow & Associates, Inc.

(215) 504-4622

1 fall outside perhaps of the Public Property
2 structure, yes. It would perhaps be through
3 PAID.

4 COUNCILMAN GREEN: So, it would not go
5 through the traditional procurement
6 structure?

7 MS. RHYNHART: I don't know if that's --
8 it wouldn't go through the traditional
9 structure. But the word procurement, I'm
10 not sure exactly how it would be
11 configured --

12 COUNCILMAN GREEN: Okay.

13 MS. RHYNHART: -- at this point.

14 COUNCILMAN GREEN: Okay.

15 COUNCIL PRESIDENT CLARKE: Thank you,
16 Councilman.

17 Chair recognizes Councilwoman Reynolds
18 Brown.

19 COUNCILWOMAN REYNOLDS-BROWN: Good
20 morning, Mr. President. Thank you very
21 much.

22 Good morning.

23 MS. RHYNHART: Good morning.

24 COUNCILWOMAN REYNOLDS BROWN: Okay. I
Strehlow & Associates, Inc.
(215) 504-4622

1 want to take a step back and get your
2 professional and/or personal opinion on a
3 couple of things. And it's clear that --
4 that Mayor Kenney is leading by example in
5 that he has taken a very actionable,
6 tangible step in appointing Mr. Nolan
7 Atkinson as the Chief Diversity and
8 Inclusion Officer. And so, leadership for
9 sure makes a difference when it comes to
10 this big elephant known as diversity and
11 inclusion.

12 And in a City where again we were
13 44 percent African-American, 13 percent
14 Hispanic and Latino, 7 percent Asian, please
15 tell me your philosophy -- what is your view
16 on diversity?

17 MS. RHYNHART: I think the City -- the
18 City's workforce should represent the
19 diversity of the City. I think that we have
20 improvements that need to be made. I think
21 we need to do better. I think that we're --
22 we, as an Administration, are taking steps
23 towards that with the creation of the Chief
24 Diversity Officer, with the work that our
Strehlow & Associates, Inc.

(215) 504-4622

1 office, the CAO's office, is doing with the
2 Diversity Officer. And I did mention Pew.
3 I know that Pew Charitable Trust, before you
4 walked in, that they've been brought on
5 board to do a study over the next year on
6 what changes we need to make both in our
7 practice and in regulation and perhaps even
8 in City code to establish modern, best
9 practices to create a more diverse
10 workforce. So -- and then we plan to
11 implement on those.

12 So I guess in a nutshell, I view it as
13 very important. And I think we have work to
14 do.

15 COUNCILWOMAN REYNOLDS BROWN: Do you
16 think that it matters?

17 MS. RHYNHART: I think absolutely it
18 matters.

19 COUNCILWOMAN REYNOLDS BROWN: Why does
20 it matter?

21 MS. RHYNHART: It matters because the
22 City represents -- the workforce of the City
23 represents the people of the City; and
24 therefore, should look like and understand
Strehlow & Associates, Inc.

(215) 504-4622

1 the community.

2 COUNCILWOMAN REYNOLDS BROWN: And so
3 with that said, how many persons -- how many
4 professionals report to you that are Civil
5 Service?

6 MS. RHYNHART: Directly report to me is
7 just exempt -- like, you're talking about
8 within all the departments?

9 COUNCILWOMAN REYNOLDS BROWN: Yes. I
10 want to separate it out.

11 MS. RHYNHART: Okay. I can get that. I
12 don't have it with me.

13 COUNCILWOMAN REYNOLDS BROWN: Can
14 someone get that now during this hearing?

15 MS. RHYNHART: I think so. We can try,
16 yes.

17 COUNCILWOMAN REYNOLDS BROWN: How many
18 exempt staff report to you?

19 MS. RHYNHART: Are you talking about in
20 all the departments? We will get that to
21 you, as well.

22 COUNCILWOMAN REYNOLDS BROWN: All of
23 those departments that report to you.

24 MS. RHYNHART: We will get that for you,
Strehlow & Associates, Inc.

(215) 504-4622

1 as well.

2 COUNCILWOMAN REYNOLDS BROWN: Okay. And
3 then of the exempt staff, I would like to
4 see it broken down demographically all those
5 departments that report to you?

6 MS. RHYNHART: Demographically, okay.
7 Yes.

8 COUNCILWOMAN REYNOLDS BROWN: In looking
9 at this chart here -- Public Property,
10 Procurement, Fleet, OIT and CAO -- define
11 minority as depicted on this chart?

12 MS. RHYNHART: What chart are you -- are
13 you looking in the CAO testimony?

14 COUNCILWOMAN REYNOLDS BROWN: Got it.
15 First of all, define minority for me in
16 your view?

17 MS. RHYNHART: Well, I'm sure there's an
18 official definition. But minority would be
19 African-American, Hispanic, Asians, anything
20 other than White/Caucasian.

21 COUNCILWOMAN REYNOLDS BROWN: Okay. So
22 based on the homework done by our offices,
23 in Procurement, in Public Property, there
24 are no people of color in executive
Strehlow & Associates, Inc.

(215) 504-4622

1 position. I think that --

2 MS. RHYNHART: I think that the Public
3 Property Commissioner you might want to
4 address that directly.

5 COUNCILWOMAN REYNOLDS BROWN: Does she
6 report to you?

7 MS. RHYNHART: She does, yes.

8 COUNCILWOMAN REYNOLDS BROWN: Okay.

9 MS. RHYNHART: And I think that might
10 get to some of the challenges of the people
11 coming from the trades background.

12 COUNCILWOMAN REYNOLDS BROWN: Forgive
13 me. What did you say?

14 MS. RHYNHART: It might speak to the
15 challenges in that industry in Public
16 Property, Trades, Construction. But
17 absolutely, there is work to do there.

18 COUNCILWOMAN REYNOLDS BROWN: In Fleet
19 there are no women. Does Fleet report to
20 you?

21 MS. RHYNHART: Yes, it does.

22 COUNCILWOMAN REYNOLDS BROWN: Help me
23 understand why we have to go to an outside
24 external authority? Is the -- will they --
Strehlow & Associates, Inc.

(215) 504-4622

1 are they doing this free to the City?

2 MS. RHYNHART: Yes, they're -- it's
3 free.

4 COUNCILWOMAN REYNOLDS BROWN: Help me
5 understand why we have to go to a third
6 party to help us in government where we have
7 very smart people figure it out.

8 MS. RHYNHART: I think there are some
9 steps we can take on our own. Keep in mind,
10 the structure is new. This structure and
11 the departments reporting up to the CAO is
12 only a few months, you know, in the making,
13 right? So we are just starting to look at
14 all this in this Administration to take next
15 steps. But there are certain things that we
16 can do within the Administration.

17 COUNCILWOMAN REYNOLDS BROWN: Such as?

18 MS. RHYNHART: I think we can add -- we
19 can look at recruiting. I think that's an
20 emphasis that we have started within CAO.
21 We established a new unit, a new function
22 called HR and Talent which is going to focus
23 on recruitment and training, two areas that
24 are sorely needed here. And Jackie Linton
Strehlow & Associates, Inc.

(215) 504-4622

1 who is here today, is Deputy CAO, is going
2 to be leading that effort. And one of the
3 big emphasis on that will be on recruiting.
4 And often, we don't have good enough
5 recruiting to recruit the candidates,
6 minority candidates, to fill those roles.
7 We need to get better at that. And that is
8 one of the ways that we are going about that
9 right now.

10 I'm sure she would be happy to come up
11 and talk to you about some of her --

12 COUNCILWOMAN REYNOLDS BROWN: Does she
13 report to you?

14 MS. RHYNHART: She does, yes. Would you
15 like her to come up?

16 COUNCILWOMAN REYNOLDS BROWN: Please.

17 MS. RHYNHART: Sure.

18 COUNCIL PRESIDENT CLARKE: And
19 Ms. Rynhart?

20 MS. RHYNHART: Yes.

21 COUNCIL PRESIDENT CLARKE: Is it
22 possible that Mr. Atkinson can come?

23 MS. RHYNHART: Sure. We will contact
24 him.

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: He's the
2 person that you've indicated that you talked
3 to --

4 MS. RHYNHART: Okay.

5 COUNCIL PRESIDENT CLARKE: -- as it
6 relates to that.

7 MS. RHYNHART: We're calling him now.

8 MS. LINTON: Good morning. Jackie
9 Linton, Deputy Chief Administrative Officer
10 for Human Resources and Talent.

11 COUNCILWOMAN REYNOLDS BROWN: The bell
12 has rung, but I will ask you to please brief
13 us briefly, because the bell has rung, on
14 what one, two, three priorities you have to
15 achieve between now and June.

16 MS. LINTON: Sure. So one of the first
17 things we are trying to do is understand the
18 current landscape.

19 COUNCILWOMAN REYNOLDS BROWN: Please
20 speak into the mic.

21 MS. LINTON: Sorry. One of the first
22 things that we are trying to do is
23 understand the current landscape. Like
24 what -- what is represented in the City
Strehlow & Associates, Inc.

(215) 504-4622

1 right now from a number of perspectives:
2 Exempt, Nonexempt, Civil Service, department
3 by department so we kind of put together a
4 number of different looks, views of the way
5 the City population currently looks. So
6 once we kind of know where there are big
7 pockets, then we want to go and find out
8 why.

9 One of the other things that we are
10 doing is, we're going to be doing an
11 employee engagement survey that will include
12 some diversity-related questions so that we
13 can better understand what it looks and
14 feels like for diverse employee in the City,
15 and what kinds of environmental things there
16 may be that impact our ability to attract
17 and retain diverse employees. So, that's
18 something that we are going to be doing this
19 summer.

20 And then finally, we want to make sure
21 that we target those departments where there
22 are opportunities and where there is a need.
23 You know, some of them are because we have
24 certain practices that we can't change in
Strehlow & Associates, Inc.

(215) 504-4622

1 the short term, so we really want to focus
2 our efforts on those things we can do sooner
3 rather than later so we can have as much of
4 an impact as we can.

5 COUNCILWOMAN REYNOLDS BROWN: Are you
6 Civil Service or exempt?

7 MS. LINTON: I'm exempt.

8 COUNCILWOMAN REYNOLDS BROWN: So before
9 this hearing is over, I would like to have
10 that demographic information, Ms. Rhyhart.

11 MS. RYHART: Yes. It's being worked
12 on right now.

13 COUNCILWOMAN REYNOLDS BROWN: Terrific.
14 And I will wait till the next round.

15 Thank you, Mr. President.

16 COUNCIL PRESIDENT CLARKE: Thank you,
17 Councilwoman.

18 Chair recognizes Councilman Henon.

19 COUNCILMAN HENON: Thank you, Council
20 President.

21 Good morning.

22 MS. RYHART: Good morning, Councilman.

23 COUNCILMAN HENON: I got to say for the
24 record that I -- I have a list of questions
Strehlow & Associates, Inc.

(215) 504-4622

1 to ask, and I'm going to ask them. But I'm
2 excited about the new role. And I think
3 it's an actual positive change. And I think
4 it's critical to the success of delivering
5 efficiencies if it's executed. And I think
6 that's what we all struggle with as Council
7 is the execution of programs and systems and
8 communications. But I'm excited about it,
9 and look forward to the execution of it.

10 MS. RHYNHART: Great.

11 COUNCILMAN HENON: Let me get into some
12 of the questions that I have.

13 Can you explain the difference --
14 differences and responsibilities between the
15 Procurement and the Contracting Unit, and
16 typically, the challenges that each office
17 faces when trying to resolve the length of
18 time between a contract and when the -- the
19 contract is awarded and the RFP process?

20 MS. RHYNHART: Sure. The Contracting
21 Unit previously reported to Finance. That
22 unit contracting does professional services.
23 So by having it report to me now, both
24 Procurement which handles the bidding
Strehlow & Associates, Inc.

(215) 504-4622

1 processes for Public Works and supplies
2 SS&E, is reporting to me. And also, the
3 professional services contracting is
4 reporting to me. So, that's the difference
5 in terms of what they do.

6 In terms of the challenges they face
7 and -- can you repeat the challenges,
8 specifically what was it related to?

9 COUNCILMAN HENON: Just typical the
10 challenges that face the office when trying
11 to resolve the length of time.

12 MS. RHYNHART: Length of time.

13 COUNCILMAN HENON: Between --

14 MS. RHYNHART: Absolutely.

15 COUNCILMAN HENON: -- when the City
16 executes the contract and when its RFP is
17 initially issued.

18 MS. RHYNHART: Yes. So that's a very
19 good question, and it's a big issue. So, it
20 currently takes a long time. On -- we have
21 a working group right now that's been
22 working on reducing the length of time.

23 So under Procurement, it has gone down,
24 I believe, by about 20 or so days in the
Strehlow & Associates, Inc.

(215) 504-4622

1 last few months. So we've been cutting --
2 we've been working on reducing that by doing
3 things such as having, you know, looking at
4 the processes and some things are as simple
5 as, you know, contract being mailed before
6 by snail mail now goes by email saving 15
7 days. That type of thing.

8 So, we are going through those process
9 to look at what could shorten that time.

10 COUNCILMAN HENON: Are they on the same
11 system, those two offices?

12 MS. RHYNHART: Well, it's interesting.
13 No, they're not. But Procurement is
14 currently paper based.

15 COUNCILMAN HENON: I mean, they should
16 be on the same system, correct?

17 MS. RHYNHART: I think a best practice
18 without, like, knowing the specifics of it,
19 yes. I think we have had several studies
20 come tell us the best practice would be to
21 have the functions combined, as well. So
22 that's something that we're looking at,
23 functions and the system.

24 COUNCILMAN HENON: Well, especially with
Strehlow & Associates, Inc.

(215) 504-4622

1 the crossover of the data information and
2 the sharing --

3 MS. RHYNHART: Right.

4 COUNCILMAN HENON: -- of the
5 information.

6 MS. RHYNHART: Yeah.

7 COUNCILMAN HENON: You were saying that
8 the -- the one office still operates with
9 paper?

10 MS. RHYNHART: So Procurement.

11 COUNCILMAN HENON: Procurement?

12 MS. RHYNHART: Which is changing. But
13 currently Procurement does all of its
14 bidding by paper. So yes, but we are
15 changing that. There is going to be an
16 eProcurement system.

17 COUNCILMAN HENON: Can we go all the way
18 back to, like, 2000 Presidential Election
19 and say hanging chads? We still have
20 hanging chads in our City's Procurement
21 Office?

22 MS. RHYNHART: We are trying to make
23 progress. We are going forward. We are
24 going forward. It is paper based, but we
Strehlow & Associates, Inc.

(215) 504-4622

1 are moving with the eProcurement system over
2 the next year. We will be moving to an
3 actual system where vendors will be able to
4 submit bids online. This doesn't sound
5 revolutionary, obviously. But right now
6 they are submitting either by walking into
7 our office or by faxing it in. So if you
8 think about the billions of dollars of
9 business we do, this is important.

10 COUNCILMAN HENON: It's very important.

11 MS. RHYNHART: And it will -- we will
12 have the system up and running within six to
13 nine months.

14 COUNCILMAN HENON: Six to nine months.

15 MS. RHYNHART: You can hold me to that.

16 COUNCILMAN HENON: I'm going to mark
17 that down.

18 MS. RHYNHART: You can do that.

19 COUNCILMAN HENON: Okay. What are the
20 other functions that the staff works on in
21 the Contracts Unit serve if not solely
22 focused on contracts themselves?

23 MS. RHYNHART: Well, they are focused on
24 both -- they are focused on the contracts,
Strehlow & Associates, Inc.

(215) 504-4622

1 but also the implementation of 17-400. I
2 don't want to be messing this up right
3 now -- 17-1400 of the Code. It's about
4 contributions and other legal requirements
5 in terms of who is eligible for bidding.
6 And they have to look at that, as well.

7 COUNCILMAN HENON: You think it would
8 make sense to consolidate the two offices so
9 that it would be easier?

10 I mean, just as you had mentioned, you
11 made a statement that it's easier for
12 vendors to, you know, points of contact and,
13 you know, for work flow instead of having
14 them separated.

15 MS. RHYNHART: I think there's a good
16 argument to be made. And that's something
17 that I'm looking at right now.

18 COUNCILMAN HENON: On page 5 of your
19 testimony, there is a breakdown of the
20 performance measures of the Contracts
21 Legislation Unit.

22 MS. RHYNHART: Yes.

23 COUNCILMAN HENON: What specific steps
24 are we taking to increase the competition
Strehlow & Associates, Inc.

(215) 504-4622

1 between vendors and to move the average
2 vendor response time, you know, from five
3 per FRP to the goal of eight?

4 MS. RHYNHART: On the RFPs to --

5 COUNCILMAN HENON: Or the RFP.

6 MS. RHYNHART: Right. To move from five
7 to eight. I think -- I don't know if T.
8 David has anything to add to this. Is he
9 here? I will have T. David speak to that in
10 terms of -- and then there's also the issue
11 of what we're doing on the Procurement side
12 which I can address, too.

13 COUNCILMAN HENON: Okay.

14 MR. WILLIAMS: Good morning, Council
15 President, Members of City Council. My name
16 is T. David Williams. I'm the Deputy
17 Director of Finance. And I am the Director
18 of the Contracts Legislation Unit, which we
19 refer to as the Professional Services Unit.

20 COUNCILWOMAN REYNOLDS BROWN: Talk into
21 the mic.

22 MR. WILLIAMS: I'm sorry. One of the
23 things that we are -- couple of things we
24 are doing in regard to increasing or
Strehlow & Associates, Inc.

(215) 504-4622

1 attempting to increase the number of vendors
2 that respond to those opportunities is
3 working -- one of the things we do
4 constantly is work with departments to make
5 sure that the RFPs that they are putting out
6 are clear, have defined goals, defined scope
7 of work so that the vendors can understand
8 it.

9 The second thing that we do, we work
10 with Ms. Angela Dowd-Burton with her doing
11 business with the City. And we present
12 there along with Procurement and other
13 departments. And another specific thing
14 that we are doing, we have a system that we
15 just installed probably within the past
16 eight months called eNotification. And that
17 system is triggered by some of the
18 requirements in Chapter 17-1400 of the Code.
19 And we take those email notifications and we
20 now allow vendors who are registered on
21 eContract Philly to sign up and to receive
22 eNotifications.

23 What that system does is it gives them
24 an email every single day that tells them if
Strehlow & Associates, Inc.

(215) 504-4622

1 an RFP has posted, gives them a description
2 of the RFP, gives them the department, gives
3 them a time that the RFP is opening and
4 closing and allows them to click right on
5 the link in the email and go right to the
6 opportunity details for that RFP. And then
7 from that point, they can begin to complete
8 their application.

9 When we started, we had probably about a
10 thousand vendors that signed up. We
11 recently did an email blast. And that -- as
12 a result of that blast or I should say
13 within a couple of days of sending that
14 blast out we increased to about 1300. Since
15 then, one of the things that we've been
16 doing, we have sent that blast out to a
17 couple of the various chambers. So the
18 Hispanic Chamber, the Asian-American
19 Chamber, the Filipino-American Chamber. We
20 have sent that blast out to the LGBT Chamber
21 and the African-American Chamber.

22 And then, we are working with OEO and
23 Ms. Angela Dowd-Burton to make sure that
24 that blast also goes out to her list of
Strehlow & Associates, Inc.

(215) 504-4622

1 women and minority-owned businesses who are
2 registered and certified with her.

3 COUNCILMAN HENON: Was there -- Council
4 President, just a subset to that question,
5 all right, and then I will turn it over for
6 the next round.

7 COUNCIL PRESIDENT CLARKE: Understand,
8 Councilman.

9 COUNCILMAN HENON: Is there lack of
10 information flow to the perspective contract
11 or to the perspective contractors? And how
12 do we reach -- I mean, you just answered
13 some of it, right, I mean a part of it with
14 the email.

15 In addition to reaching out via email to
16 the perspective Chambers and their
17 constituency, are there other ways to
18 communicate so we can have a better
19 information flow for the vendors and give
20 them opportunities to bid on procurements?

21 MR. WILLIAMS: Okay. So, the other way
22 I did mention was working with -- doing
23 business with the Philadelphia with
24 Ms. Dowd-Burton. And then Ms. Rynhart and
Strehlow & Associates, Inc.

(215) 504-4622

1 Commissioner Day actually had an in-person
2 meeting with the Greater Philadelphia
3 Chamber of Commerce. And we can surely
4 continue those meetings with the other
5 Chambers of Commerce. And one that I forgot
6 to mention, the Greater Northeast Chambers
7 also one we reached out to.

8 COUNCILMAN HENON: Great. I appreciate
9 that. So thank you. I mean, you are taking
10 steps. And you're going to refine it as we
11 go along. You can see the measurements,
12 right? And I think that's what you're
13 ultimately trying to accomplish, right?

14 MS. RHYNHART: Yes.

15 COUNCILMAN HENON: More people access
16 via communication the correct information,
17 the proper information.

18 MR. WILLIAMS: Correct.

19 COUNCILMAN HENON: More of an electronic
20 way.

21 MR. WILLIAMS: The other thing that we
22 encourage departments to do when the RFP
23 post on eContract Philly, is to then take
24 that posting and email to vendors that they
Strehlow & Associates, Inc.

(215) 504-4622

1 may know that are interested. So, that's
2 just another route to get the information
3 out.

4 COUNCILMAN HENON: My last suggestion is
5 please communicate with, you know -- and you
6 have -- with my office when it would -- and
7 a few other members that I know in
8 Procurement. But it's been an issue, I
9 think, of this body making sure that, you
10 know, the communities and the businesses
11 that we come across in the groups
12 disseminate the information properly and
13 efficiently. So if you could communicate
14 with the Council President's office.

15 MR. WILLIAMS: Definitely.

16 COUNCILMAN HENON: Continue to
17 communicate with Councilmembers here to help
18 you, you know, reach out to vendors and
19 opportunities.

20 MR. WILLIAMS: I think we are happy to
21 go with you and meet your vendors if vendors
22 in your areas, if that's helpful.

23 COUNCILMAN HENON: It will be helpful.

24 Thank you.
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Thank you,
2 Councilman.

3 Chair recognizes Councilman Domb.

4 COUNCILMAN DOMB: Thank you, Council
5 President.

6 In the testimony that you provided, you
7 talked about Performance Philly. I'm just
8 wondering what you think the timeline is for
9 the implementation of that program and when
10 it might go live and be usable?

11 MS. RHYNHART: I will have Liza
12 Rodriguez, who is the Deputy in charge of
13 Performance Philly, to come up here.

14 MS. RODRIGUEZ: Good morning. Liza
15 Rodriguez, Director of Performance
16 Management.

17 Can you please repeat the question?

18 COUNCILMAN DOMB: Sure. The question is
19 you have a new program called Performance
20 Philly. What do you think the timeline is
21 for the implementation of the program? When
22 will it go live and be usable?

23 MS. RODRIGUEZ: So, we want to do a few
24 test sessions this summer, June and July,
Strehlow & Associates, Inc.

(215) 504-4622

1 with some programs and departments. We are
2 going to do a lot of preparation with them
3 and support, not just sort of developing the
4 data but also the facilitation of the
5 conversation. So by in the fall, meaning
6 between September and December, we -- it
7 should be already in a cycle. You know, we
8 hope to have additional sessions there, you
9 know, between September and December that
10 are, you know, already formal, not test
11 sessions. And then we will have actually a
12 schedule in Calendar Year 2017 of the
13 different programs and areas that we'll be
14 focusing on.

15 COUNCILMAN DOMB: Will this also --
16 will -- as that also relates to the
17 eProcurement system, electronic document
18 retention in the City departments, do you
19 have any idea when that implementation
20 occur?

21 MS. RHYNHART: The eProcurement -- those
22 are different areas. The eProcurement
23 System, that's when I had mentioned to
24 Councilman Henon is about six to nine
Strehlow & Associates, Inc.

(215) 504-4622

1 months, rough estimate. Records, we have a
2 brand new Records Commissioner, Jim Leonard.
3 Joan Decker retired about two weeks ago. We
4 are just starting to look at how best to
5 look at going to electronic record
6 retention. I don't know if you've ever been
7 down to the Records storage facility at
8 Drexel's -- Drexel's campus. But it is a
9 lot of paper, and we're trying to move away
10 from that.

11 COUNCILMAN DOMB: One last question for
12 now. I'm sure this is in your department or
13 not, but I feel like the City should have a
14 "how to" for all different businesses that
15 want to open in the City. How to open a
16 restaurant, all the steps to do it; how to
17 open a law firm, all the steps to do it.
18 You know, how to do anything. How to open a
19 dental office in the City, how to open a
20 supermarket, how to open a grocery store,
21 whatever it is.

22 Is that in conjunction with Commerce?
23 If we had a website, we can just click on
24 "how to", you go to that and find out all
Strehlow & Associates, Inc.

(215) 504-4622

1 the forms you need, all the rules you have
2 to follow and all the detail. Is that
3 something we could --

4 MS. RHYNHART: Yeah. That's a great
5 idea. I will look into that and talk to the
6 Commerce Director about it.

7 COUNCILMAN DOMB: There is somebody who
8 used to work here before, I think her name
9 is Alli Pearlman. You may want to contact
10 her. I think she has a lot of that
11 information.

12 MS. RHYNHART: Okay, great. Thank you.

13 COUNCIL PRESIDENT CLARKE: Thank you,
14 Councilman.

15 Chair recognizes Councilwoman Gym.

16 COUNCILWOMAN GYM: Hello, Ms. Rhynhart.

17 MS. RHYNHART: Good morning.

18 COUNCILWOMAN GYM: I wanted to join my
19 voice with other Councilmembers who've also
20 raised concerns about issues of disparity,
21 racial disparity within the -- not only the
22 departments that are under your control in
23 particular, but also overall. I'm
24 wondering, like, if you have any types of
Strehlow & Associates, Inc.

(215) 504-4622

1 measures or an approach that will help track
2 and analyze, you know, progress in this area
3 for the coming year?

4 MS. RHYNHART: I think at this point
5 we've been collecting the data. And then
6 the performance in terms of if we -- any of
7 our ratios have moved for minorities in
8 executive staff or anything like that,
9 that's something that we'll be working on.
10 So, not there yet. But definitely, we'll be
11 working on that. And be happy to talk to
12 you more about it.

13 COUNCILWOMAN GYM: Sure. I think that
14 the important thing is the City does have a
15 ton of data. And what we're not seeing as
16 much of is an ability to utilize it and
17 analyze it to the purposes for which data is
18 collected.

19 MS. RHYNHART: Right.

20 COUNCILWOMAN GYM: And if there's a way
21 in particular that you can be documenting
22 trends within departments or particular
23 areas, highlighting or flagging things for
24 departments that are needing to see

Strehlow & Associates, Inc.

(215) 504-4622

1 improvement, you know, I think that in this
2 particular area, a lot of people do need
3 some advice on how to make this happen. And
4 to the extent that those of us on Council
5 can be supportive of that, I think that's
6 also extremely important.

7 MS. RHYNHART: Okay. Great. Thank you.

8 COUNCILWOMAN GYM: The other area -- and
9 you know, again, to emphasize, I think a lot
10 of us on Council are very concerned about
11 what we're seeing in terms of both disparity
12 in terms of hiring but also in terms of
13 wages. And I do think we are going to need
14 some strong guidance and some strong and
15 clear performance measures on how
16 departments can and have to improve.

17 MS. RHYNHART: That's something we can
18 work with you on that.

19 COUNCILWOMAN GYM: A follow up on my
20 colleague's question about Performance
21 Philly, and in particular about how you'll
22 be working with the Office of Immigrant
23 Affairs to ensure that the language access
24 mandate is being met by all the different
Strehlow & Associates, Inc.

(215) 504-4622

1 departments.

2 MS. RODRIGUEZ: Liza Rodriguez.

3 I am glad you asked that question
4 because we just -- we started working with
5 them last week. You know, they have a draft
6 plan, language access plan. And we've
7 already identified some draft measures for
8 the first year. And so, we are going to
9 help them put a document together.

10 So, we already started collaborating
11 with that office on sort of defining the
12 short term and long term goals and then
13 identifying measures that are in
14 intermediate and then longer term.

15 COUNCILWOMAN GYM: I think what I'm also
16 interested in, in not only defining goals
17 but how you're tracking departments to see
18 whether and how they are actually
19 implementing the language access mandate.

20 MS. RODRIGUEZ: So, we don't have the
21 details on that, but that's part of the
22 measurement plan. So each department is
23 going to be putting a plan together. And
24 the Office of Immigrant Affairs has already
Strehlow & Associates, Inc.

(215) 504-4622

1 developed a template. And that is going to
2 be shared with departments very soon. It
3 hasn't, you know, been requested yet.

4 And then the format of that plan is --
5 they're going to be pulling data from those
6 plans at least for the first year to create
7 kind of like a comprehensive picture. So,
8 the data is going to come from departments.
9 But the details about how we're going to
10 measure each department versus the larger
11 goals, we are still working on that.

12 COUNCILWOMAN GYM: Do you have a
13 timeline for when the departments are
14 supposed to submit the plans?

15 MS. RODRIGUEZ: It's probably going to
16 be, like, eight weeks from the time they
17 receive the request, something like that.

18 COUNCILWOMAN GYM: Okay. Great. Would
19 love to also continue to work with you on
20 that.

21 MS. RODRIGUEZ: Yes. Absolutely.

22 COUNCILWOMAN GYM: One thing that became
23 clear yesterday, it's not -- it's not
24 entirely clear that a lot of departments
Strehlow & Associates, Inc.

(215) 504-4622

1 understand how the use LanguageLine. And I
2 think that that's a very essential,
3 important and very easy start to all of
4 this.

5 MS. RODRIGUEZ: Yes. And one of the
6 components of the process is going to be
7 training that the Office of Immigrant
8 Affairs is going to provide to the
9 departments. Having a language access
10 coordinator in each department, that's going
11 to be like the point -- a senior level
12 language access coordinator.

13 And so, that person in CAO, that's going
14 to be me. And that -- so that person is
15 going to be working very closely with the
16 Office of Immigrant Affairs to make
17 sure that -- you know, the training is
18 provided, scheduling, all those things.

19 COUNCILWOMAN GYM: And to the extent
20 that, you know, your office -- seems like
21 OIA should be involving heavily with
22 training, goal setting, advice and all of
23 that. But it seems like your office
24 might -- Performance Philly might be
Strehlow & Associates, Inc.

(215) 504-4622

1 involved with monitoring, reviewing,
2 analyzing data. And one of the things that
3 I think is strong about LanguageLine is that
4 it will be very clear and evident about
5 which departments actually use it, which
6 languages they use it for, and which ones
7 actually never use it.

8 MS. RODRIGUEZ: They actually already
9 generate reports. LanguageLine is a great
10 tool because -- it's a great tool to use but
11 also because it collects data behind it.

12 COUNCILWOMAN GYM: One other thing that
13 our office introduced legislation earlier
14 this year that would require reporting and
15 tracking of our economic development subsidy
16 programs. And in particular, to make sure
17 that we're tracking jobs and how the
18 subsidies actually result in jobs to
19 residents here and quality jobs in
20 particular. And a key component of that
21 bill is going to be able to ensure that
22 there's an online interface that allows for
23 the public to actually easily access it,
24 access the information and for the public to
Strehlow & Associates, Inc.

(215) 504-4622

1 be able the view it.

2 So one of the questions that I had was
3 whether our office could work with
4 Performance Philly to make sure and review
5 the legislation that we're proposing so that
6 it can work in the best practices of
7 performance management and also to ensure
8 that, you know, again, we really do want
9 this to be very easily accessible to the
10 public. They should be able to input an
11 address or the name of a company, understand
12 how much subsidy they receive, the types of
13 jobs that are created as a result, and a
14 number of details about the types of jobs
15 that came out of the -- of the economic
16 subsidy.

17 MS. RODRIGUEZ: No, that would be great.
18 We would love to work with you. I guess is
19 the Commerce Department the other
20 department?

21 COUNCILWOMAN GYM: Yes.

22 MS. RODRIGUEZ: Absolutely.

23 COUNCILWOMAN GYM: Thank you.

24 COUNCIL PRESIDENT CLARKE: Thank you,
Strehlow & Associates, Inc.

(215) 504-4622

1 Councilwoman.

2 Chair recognizes Councilwoman Blackwell.

3 COUNCILWOMAN BLACKWELL: Thank you,
4 Mr. President.

5 I've heard the conversation with regard
6 to the immigrant community, and I always say
7 this. Eleven years ago we started the
8 Mayor's Commission of African-American and
9 Caribbean Immigrant Affairs. Twenty years
10 ago we started Echos of Africa. We
11 represent 35 countries from Africa and the
12 Caribbean. We deal with everything. We had
13 the Cameroonians in for 45 day. They just
14 went back, I guess, Monday. And we have a
15 lot of -- we have people who speak the
16 languages. People in programs. We are
17 involved in the Mayor's soccer program.
18 We're there. All you have to do is just use
19 us. And what in exchange we want is our
20 flags on the Parkway that I keep talking
21 about, hopefully before the Democratic
22 National Convention.

23 It's embarrassing when people come and
24 don't see their flag. Many have worn off,
Strehlow & Associates, Inc.

(215) 504-4622

1 blown off. And we only had maybe six or
2 eight more. But they -- you know, they
3 usually change them a couple times a year,
4 make sure they're cleaned up. But really,
5 that should not be something that's so
6 difficult to get done. So, that's my
7 statement on the immigrant community.

8 And also, we are -- I'll wait for you on
9 another community meeting. We are working
10 on for the community center.

11 MS. RHYNHART: Okay.

12 COUNCILWOMAN BLACKWELL: I will leave
13 that be. You know what that is.

14 MS. RHYNHART: Uh-huh.

15 COUNCILWOMAN BLACKWELL: And the last
16 thing I want to mention is that everybody
17 knows about the big projects, the
18 3.9 billion which is just one project I got
19 in West and Southwest. I'm trying to keep
20 up with the President in North Philly, but
21 I'm just doing the best I can.

22 And but, you know, they have -- I
23 remember the years when we talked about
24 20-year plans, maybe 30-year. But we heard
Strehlow & Associates, Inc.

(215) 504-4622

1 yesterday about a 60-year plan for out
2 there. And what I'm saying is that as we
3 live and work hard at these projects, we
4 have to have a system where we check what
5 the work is. You know, we talk about it.
6 But the City's job is not just to create
7 programs, projects, work with the private
8 community, government programs, but it is
9 this issue of monitoring to make sure that
10 the citizens who vote for us know that they
11 have a chance at these programs to work
12 there, to -- to be involved in opening
13 offices there, to have a bite at legitimate
14 homes so that they don't just feel that they
15 are being gentrified as they do.

16 So, we have got to do it all at one
17 time. And if we don't do it, we are not
18 going to be successful and our City won't
19 survive in the way we are trying to go. We
20 can't just deal with it from development
21 narrowly and see all retail and commercial
22 investments and industrial stuff. We have
23 got to deal with it from the every day John
24 and Jane Q Public who want to be involved.

Strehlow & Associates, Inc.

(215) 504-4622

1 I raised that issue again.

2 I know I said it many times. At least,
3 colleagues, you can't say I mentioned Water
4 Department. I didn't yet. I didn't talk
5 about all those people, 34 at our last
6 count, who haven't been -- the number goes
7 up who have not been taken care of on North
8 52nd Street. I just slid that in.

9 But these are the issues that affect me
10 and that I think affect our City and all of
11 us directly or indirectly. So we are
12 hope -- we appreciate you. I know that you
13 are sincere and you are trying to help our
14 City the best you can. And I only ask you
15 to be involved in those five things up
16 front.

17 MS. RHYNHART: Okay. Thank you.

18 COUNCILWOMAN BLACKWELL: Thank you,
19 Mr. President. I'm done.

20 COUNCIL PRESIDENT CLARKE: Thank you,
21 Councilwoman.

22 Chair recognizes Councilwoman
23 Quinones-Sanchez.

24 COUNCILWOMAN QUINONES-SANCHEZ: Thank
Strehlow & Associates, Inc.
(215) 504-4622

1 you. Good morning, folks.

2 MS. RHYNHART: Good morning.

3 COUNCILWOMAN QUINONES-SANCHEZ: One of
4 the things I would like to you for you to
5 articulate for me, particularly on this
6 Performance Philly, is how is this going to
7 help to get us to the zero-based budgeting
8 piece?

9 How is this going to help generate the
10 direction that we are moving into?

11 MS. RHYNHART: I would say that
12 Performance Philly is an -- is a program to
13 use performance measures to assist in
14 accountability. So right now, we're going
15 through a process under Liza who spoke
16 earlier, Liza Rodriguez, that we are looking
17 at all of the departments' performance
18 measures to see which ones are the best
19 performance measure.

20 In program or zero-program based
21 budgeting, there is many names. Basically,
22 what it is, is it's saying what services
23 does each department provide, and then
24 attaching that to performance measures.

Strehlow & Associates, Inc.

(215) 504-4622

1 What service does it provide, what service
2 does, for example, the Streets Department
3 provide and then what performance measures
4 best judge the performance of that service.

5 So, it will assist and go also hand in
6 hand. So, it will assist in the move
7 towards program-based budgeting by
8 establishing the best, most accurate outcome
9 based performance measures. It also,
10 though, will be in addition to the budgeting
11 change. It will be a change in the program
12 to ensure accountability.

13 So, the way we see it is as departments
14 and programs will have a meeting where
15 performance measure -- their recent
16 performance measures are discussed. And we
17 can work with a department to identify the
18 problems that they are having and what they
19 need to get better.

20 COUNCILWOMAN QUINONES-SANCHEZ: And then
21 how is this going to interface with 311
22 which is the most frustrating part of some
23 of this?

24 MS. RHYNHART: That's a good question.
Strehlow & Associates, Inc.

(215) 504-4622

1 And I have a meeting coming up with the new
2 director of 311 to talk about that. I think
3 at this point, it might be a little bit
4 premature for me to answer it. But it's
5 something definitely on our radar.

6 COUNCILWOMAN QUINONES-SANCHEZ: Yeah. I
7 think it's important that we put that at the
8 front end. Ultimately, you know, we want to
9 get to a place where our budgeting is based
10 on needs that is based on responses to the
11 interfacing that we are doing with our
12 customers which are the residents.

13 MS. RHYNHART: Absolutely.

14 COUNCILWOMAN QUINONES-SANCHEZ: We
15 should kind of put that in the front end.
16 Because one of the things that we are really
17 interested in seeing is because of the
18 frustration, is sort of like what does it
19 cost, you know, to do the things that people
20 are asking for? You know, are we budgeting
21 for 14,000 potholes when we have 20?

22 MS. RHYNHART: Right.

23 COUNCILWOMAN QUINONES-SANCHEZ: And how
24 do you get there? And then how do you
Strehlow & Associates, Inc.

(215) 504-4622

1 incentivize departments to want to fully
2 cooperate and be honest about what we need
3 to do, so that it's not just a tool -- it's
4 a tool for accountability. But there's an
5 incentive to get people to become more
6 efficient and effective.

7 Do you know what I mean?

8 MS. RHYNHART: I do.

9 COUNCILWOMAN QUINONES-SANCHEZ: I'm
10 interested in that. I just want to make
11 sure that -- that this doesn't -- this
12 doesn't act as a silo to all of the other
13 things that the Administration wants to do
14 moving forward.

15 MS. RHYNHART: Right.

16 COUNCILWOMAN QUINONES-SANCHEZ: From the
17 very beginning, it's kind of connected.

18 Obviously, for me that's important. And
19 systematically because on the language
20 access piece, I really want to see
21 departments in their budgets reflect their
22 responsibility. I don't want to see
23 language access get regulated to an isolated
24 office.

Strehlow & Associates, Inc.

(215) 504-4622

1 I think --

2 MS. RHYNHART: Right.

3 COUNCILWOMAN QUINONES-SANCHEZ: --

4 departments need to be held accountable and
5 they need to have a plan that's reflected in
6 their budget. If they don't feel it and
7 measure it, then they are not going to own
8 it. And the reason you see the disparity
9 about the utilization, whether it's
10 LanguageLine or -- is because up to now,
11 it's been an isolated source.

12 So to me, if we're committed to
13 following the law which requires a plan in
14 June, then it has to be reflected in every
15 department. So, this has to help people
16 build that in on what it looks. And again,
17 not being punitive. How you incentivize
18 people to do the right thing to be inclusive
19 in that way. You know, because I don't want
20 people to say, you know, now I'm responsible
21 for something else.

22 There has to be an incentive, a hook to
23 get it notwithstanding that it's the law.

24 MS. RHYNHART: Right. It's also about
Strehlow & Associates, Inc.

(215) 504-4622

1 providing the best customer service.

2 COUNCILWOMAN QUINONES-SANCHEZ: Right.

3 MS. RHYNHART: And to provide the best
4 customer service as a City, we need to make
5 things accessible in more than one language.

6 COUNCILWOMAN QUINONES-SANCHEZ: Yeah.
7 And particularly, since you have this new
8 structure allows you to look at some of the
9 key components around HR and hiring
10 practices. Because again, the great thing
11 about data is not what you say. It's what
12 you do.

13 MS. RHYNHART: Right.

14 COUNCILWOMAN QUINONES-SANCHEZ: And so,
15 people say it. But if the numbers don't
16 reflect that, then, you know, at some point
17 it's going to catch up to you. First year
18 budget is one thing. Second year is totally
19 different thing.

20 MS. RHYNHART: Right.

21 COUNCILWOMAN QUINONES-SANCHEZ: So, I'm
22 interested in seeing kind of the connections
23 to that. I have some other questions around
24 Procurement and stuff, but I just wanted to
Strehlow & Associates, Inc.

(215) 504-4622

1 make sure. Because I think this is an
2 important tool to get us to those things. I
3 want to make sure we put some of these
4 things in the front end of this.

5 MS. RHYNHART: Just to add one thing, we
6 are going to be conducting a citizen survey.
7 So, that's something that will also be used
8 to inform where we are doing a good job as a
9 City and where we are not.

10 COUNCILWOMAN QUINONES-SANCHEZ: Yeah.
11 And I think the data -- again, we have
12 different systems. Every department is
13 doing their data systems. You know, really
14 figuring out early on how some of those
15 things interface in a way that -- that can
16 allow us to be more proactive.

17 It's a challenge. I mean, I see it as
18 we work on Eclipse at L&I. You know, you
19 don't want Eclipse to be an enhanced version
20 of Hanson. You really want Eclipse to do
21 what it has the capacity to do. That we are
22 investing in the front end for that data --
23 that data sharing that we need as opposed to
24 then, like, building out systems, you know,
Strehlow & Associates, Inc.

(215) 504-4622

1 and then backtracking to where we want to
2 go, which is eventually perform-based
3 budgeting or whatever you want, the newer
4 term is.

5 Thank you, Mr. Chair.

6 - - -

7 (Councilman Henon sits in as Chair.)

8 - - -

9 COUNCILMAN HENON: Thank you,
10 Councilwoman.

11 Chair recognizes Councilman
12 Taubenberger.

13 COUNCILMAN TAUBENBERGER: Thank you,
14 Mr. Chairman. I do have a question.

15 And correct me if I'm wrong, as I'm
16 freshmen and may make an error. I think
17 we -- I think I have an understanding.

18 The contracts for DHS, they would come
19 under somehow you at some point?

20 MS. RHYNHART: Right. The contracts for
21 DHS would go through a contracting process,
22 so yes.

23 COUNCILMAN TAUBENBERGER: And -- and --
24 and the ones I'm specifically interested in
Strehlow & Associates, Inc.

(215) 504-4622

1 are the ones for nonprofits to manage the
2 day-to-day care of foster children.

3 MS. RHYNHART: Okay.

4 COUNCILMAN TAUBENBERGER: My question to
5 you is, why do these contracts last only for
6 one year when these types of services
7 usually require contracts for longer periods
8 of time?

9 MS. RHYNHART: Okay. I think --

10 COUNCILMAN TAUBENBERGER: You can get
11 back to me on this.

12 MS. RHYNHART: I can answer it generally
13 that contracts -- I hear what you're saying,
14 though, about foster -- about foster care.
15 Maybe I can get back to you on that.

16 COUNCILMAN TAUBENBERGER: I would like
17 that. And let me fill you on the second
18 part of this.

19 MS. RHYNHART: Sure.

20 COUNCILMAN TAUBENBERGER: So you're
21 prepared for the larger scope.
22 Unfortunately, we have heard that some of
23 these contracts take four months or so to be
24 renewed, thus leaving these nonprofits many
Strehlow & Associates, Inc.

(215) 504-4622

1 times have difficulty. I worked for a
2 nonprofit. And making the budget in four
3 months without income can be very difficult.
4 Taking four months to recover costs for that
5 time, and basically I like to know from your
6 department, when you can answer this to the
7 full committee, is what steps are being
8 taken to address the length of time of these
9 contracts? Unless I am in error and have
10 been told wrong, but I have heard that the
11 Procurement process on renewal, on renewal,
12 takes up to four months.

13 MS. RHYNHART: That doesn't surprise me.
14 It's a problem.

15 COUNCILMAN TAUBENBERGER: Okay.

16 MS. RHYNHART: I would say -- and this
17 isn't just a DHS contract issue, this is a
18 City-wide contracting issue that it takes
19 way too long to establish a contract or
20 renew a contract. So, we are reviewing that
21 right now. It's not just -- it's a multi
22 cross-departmental issue. It's like
23 un-peeling an onion to fix it.

24 COUNCILMAN TAUBENBERGER: Okay.
Strehlow & Associates, Inc.
(215) 504-4622

1 MS. RHYNHART: And we are doing that.
2 So obviously, it's a big problem. And it's
3 something that in the outreach that I have
4 done since being here in my role, business
5 after business has said I can't do
6 business -- the reason I don't -- I don't
7 respond, it's especially small businesses,
8 minority, women-owned, local businesses.

9 COUNCILMAN TAUBENBERGER: Sure.

10 MS. RHYNHART: They say I don't
11 respond -- I can't do City business because
12 the City doesn't pay me fast enough. And
13 the reason the City doesn't pay fast enough
14 is because the City doesn't contract fast
15 enough. And that's something that if we're
16 going to really increase competition and
17 increase local business, minority,
18 women-owned businesses and also just be a
19 better run business as a City --

20 COUNCILMAN TAUBENBERGER: Ourselves,
21 yeah.

22 MS. RHYNHART: -- we need to fix that.
23 That is something we are actively working on
24 right now.

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN TAUBENBERGER: I thank you
2 for that answer. But I would still ask you
3 to take a look at the DHS contracts.

4 MS. RHYNHART: Yes, we will.

5 COUNCILMAN TAUBENBERGER: Because you
6 are talking about foster children and you're
7 talking about nonprofits have a small scope
8 of budget, a couple months can hurt them
9 greatly.

10 And the second part of that is, I don't
11 think any of those contractors want to turn
12 these children away.

13 MS. RHYNHART: No.

14 COUNCILMAN TAUBENBERGER: These are
15 children in need and have difficulty in
16 their lives.

17 MS. RHYNHART: Absolutely.

18 COUNCILMAN TAUBENBERGER: We don't want
19 our bureacracy getting in the way of their
20 lives any worse than they already have it.

21 MS. RHYNHART: I a hundred percent agree
22 with you.

23 COUNCILMAN TAUBENBERGER: Mr. Chairman,
24 I am finished. Ms. Rynhart, thank you very
Strehlow & Associates, Inc.

(215) 504-4622

1 much.

2 MS. RHYNHART: Thank you.

3 COUNCIL PRESIDENT CLARKE: Thank you,
4 Councilman.

5 Chair recognizes Councilwoman Reynolds
6 Brown.

7 COUNCILWOMAN REYNOLDS BROWN: Thank you.

8 I wanted to get some additional detail
9 regarding the Pew study. When is the
10 anticipated start date or kick off for that
11 effort?

12 MS. RHYNHART: Let me have Jackie Linton
13 speak on that since she'll be leading that.

14 COUNCILWOMAN REYNOLDS BROWN: Okay.

15 MS. LINTON: Good morning, again. The
16 Pew Study, we will actually be sending Pew
17 the data to begin their study this week.
18 The data will be sent over a period of time
19 based on how easily it is to be able to be
20 collected out of the system. And they will
21 begin their work immediately.

22 The goal is for them to give us updates
23 throughout the process on specific areas
24 that they discover rather than waiting until
Strehlow & Associates, Inc.

(215) 504-4622

1 the end of the survey, at the end of the
2 study to give us all of the information.

3 COUNCILWOMAN REYNOLDS BROWN: I see.

4 MS. LINTON: We will be getting
5 information along the way.

6 COUNCILWOMAN REYNOLDS BROWN: Okay. And
7 what's the end date?

8 MS. LINTON: So, the study is expected
9 to last about a year.

10 COUNCILWOMAN REYNOLDS BROWN: That means
11 April 1? That means May 1? That means
12 June 1? What does that mean?

13 MS. LINTON: Of 2017?

14 COUNCILWOMAN REYNOLDS BROWN: I'm asking
15 you.

16 MS. LINTON: You mean as an end date?

17 COUNCILWOMAN REYNOLDS BROWN: Yes.

18 MS. LINTON: Yes. We have not
19 established an end date because it's based
20 on when the project actually starts.

21 COUNCILWOMAN REYNOLDS BROWN: Okay.

22 MS. LINTON: So now that we have gotten
23 the contract signed and we are beginning the
24 work, it's about expected to be about a year
Strehlow & Associates, Inc.

(215) 504-4622

1 from now.

2 COUNCILWOMAN REYNOLDS BROWN: Okay. All
3 right, then. That's helpful. By way of --
4 point of information as a follow up to
5 Councilman Domb's brilliant suggestion to
6 create a self-help website for different
7 types of businesses.

8 Just by way of information, l&i used to
9 have a childcare unit, if you will, where
10 that type of information was available all
11 in one place. It was like a one-stop shop
12 for childcare providers which was -- came
13 out of my office with the recommendation at
14 least 15 years ago. More recently, that
15 childcare unit has been disbanded but it was
16 brilliant in that childcare providers could
17 go one place and find out all of the
18 regulations and licenses -- licensees were
19 required to start up and operate a childcare
20 business.

21 So, the idea or to examine the value of
22 that for other industries is brilliant and
23 one that, A, you should be aware of that
24 that type of practice existed in L&I; and B,
Strehlow & Associates, Inc.

(215) 504-4622

1 if we're serious about wanting to grow
2 neighborhood corridors and the like, that
3 might be something worth examining. But it
4 was exceedingly useful to childcare
5 providers for the time that it was in place.

6 MS. RHYNHART: Thank you.

7 COUNCILWOMAN REYNOLDS BROWN: I share
8 that with you by way of information.

9 2011/2012, I did a lot of homework on
10 women on boards. And so the interest in
11 diversity and inclusion stems from a lot of
12 study, having read a lot of data and the
13 like. And ultimately as a result of that
14 study homework I will call it, in 2013 we
15 were successful in getting a Women on Boards
16 Bill passed signed by the Mayor which
17 essentially said if you want to do business
18 with the City of Philadelphia, you now have
19 to provide demographics of your Board. And
20 if your board in many ways does not look
21 like Philadelphia, then the chances of that
22 particular effort being executed or
23 authorized by Council is unlikely.

24 And then November of 2014, that law was
Strehlow & Associates, Inc.

(215) 504-4622

1 actually tested because a developer wanted
2 to build a brand new hotel in Councilman
3 Kenyatta's district. He showed up here with
4 documents. Councilman Goode and I looked
5 back to the exhibit section where the
6 question is now asked, what does your Board
7 look like? What do you think the answer
8 was?

9 MS. RHYNHART: It was not diverse.
10 Didn't have any woman.

11 COUNCILWOMAN REYNOLDS BROWN: There were
12 no women and there were no people of color.

13 MS. RHYNHART: Right.

14 COUNCILWOMAN REYNOLDS BROWN: So that
15 effort went nowhere. And so, the reason why
16 I share the back story is because the
17 research in my homework, I learned also
18 based on research of boards across the
19 country, when you have diverse boards, you
20 actually get different and oftentimes better
21 decisions. And so, that's why it matters to
22 us that we have a City, particularly those
23 in leadership and executive positions, that
24 look like the City of Philadelphia.

Strehlow & Associates, Inc.

(215) 504-4622

1 And so, with that I need to know of your
2 staffers who are here, with the Kenney's
3 appointees aside, have them stand so I can
4 see who they are.

5 MS. RHYNHART: You want my staff to
6 stand up?

7 COUNCILWOMAN REYNOLDS BROWN: Yes.

8 MS. RHYNHART: Stand up if you are part
9 of the CAO.

10 COUNCILWOMAN REYNOLDS BROWN: Direct
11 reports.

12 (Staffers stand up as requested.)

13 MS. RHYNHART: I have a lot of women.

14 COUNCILWOMAN REYNOLDS BROWN: That's
15 quite encouraging. I see no
16 African-American men.

17 MS. RHYNHART: Right there.

18 (T. David Williams stands behind pillar.)

19 COUNCILWOMAN REYNOLDS BROWN: That's
20 encouraging. And these are direct reports?

21 MS. RHYNHART: Yes.

22 COUNCILWOMAN REYNOLDS BROWN: Only the
23 professionals. All professionals?

24 MS. RHYNHART: Uh-huh, yes.
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Thank you
2 very much.

3 MS. RHYNHART: Welcome.

4 COUNCILWOMAN REYNOLDS BROWN: Know that
5 we will be looking forward to the final
6 report from Pew and the ask or the
7 expectation would be that Members of Council
8 get a copy of that report at whatever time
9 Pew is ready to release it.

10 MS. RHYNHART: Absolutely.

11 COUNCILWOMAN REYNOLDS BROWN: Okay. I
12 think the bell rung. Thank you,
13 Mr. Chairman.

14 MS. RHYNHART: Thank you.

15 COUNCILMAN HENON: Thank you,
16 Councilwoman.

17 I know we are going to hear from
18 Procurement about the eProcurement System
19 when they come up, and we will hear from
20 Public Property about their new work on
21 their work order system. And that's all
22 great news, all the systems we need to
23 modernize before, you know, they become
24 absolutely obsolete. I think that's

Strehlow & Associates, Inc.

(215) 504-4622

1 important.

2 How are we working towards integrating
3 the systems?

4 MS. RHYNHART: Integrating the system so
5 that they talk to one another?

6 COUNCILMAN HENON: Correct.

7 Like any piece of data that one
8 department has about business or a person or
9 a parcel or a land or, you know, another use
10 of -- so it's like that data sharing systems
11 with Office of Property data and some of the
12 others, you know, information offices that
13 we have in systems that are shared so we get
14 a profile, you know, and breaking down some
15 of the, you know, the separate in some of
16 the systems.

17 MS. RHYNHART: I will have Charlie
18 Brennan answer that.

19 MR. BRENNAN: Charlie Brennan, CIO,
20 Councilman.

21 In every system that we build now,
22 actually, what makes them so hard now is all
23 the interfaces that are required. So every
24 system for which we start a project, we look
Strehlow & Associates, Inc.

(215) 504-4622

1 for is what feeds it and what it has to feed
2 to. So that's actually part of the RFP
3 process. It's written in for the vendor to
4 have to build those interfaces. So -- and
5 you kind of hit on one of them is the
6 financial systems tend to be the oldest one.
7 Probably the next round of capital funding,
8 they will be targeted to be replaced because
9 many of them are like 30 years old.

10 Many of the things we are concentrating
11 now are a lot of the public safety systems
12 are kind of front and center, and they all
13 have really complicated interface. And
14 really, that's what -- that's what drives a
15 lot of costs in the project.

16 COUNCILMAN HENON: So it seems to me
17 this is just -- seems to me that, you know,
18 we should be moving towards maximum of two
19 systems, one -- one based on people and one
20 based on -- based on land.

21 So are we in a position to orchestrate
22 that even if the plan comes to, you know,
23 with a cost?

24 MR. BRENNAN: Are you speaking
Strehlow & Associates, Inc.
(215) 504-4622

1 specifically about the Camera Project?

2 COUNCILMAN HENON: Well, it -- about the
3 data departments on the business end of it,
4 the land end of it, the -- just useful
5 information that you can share with, you
6 know, separating, you know, the land, to
7 profile a land and profile of a person.
8 This way, you know, we are maximizing, you
9 know, only having or working towards two
10 systems as opposed to --

11 MR. BRENNAN: I think you have a really
12 good point. It's actually shared more than
13 you would believe. Because a lot of the
14 information is pulled off and used in other
15 applications.

16 For example, our GIS work with
17 Geographic Information Systems and mapping,
18 uses a lot of that stuff. We are very
19 intimately involved in using the land and
20 parcel records for other uses. So you know,
21 even in the older systems, what we do that
22 don't have the interfaces, we kind of yank
23 the information off and use it.

24 But in the new systems, we actually
Strehlow & Associates, Inc.

(215) 504-4622

1 build it in so it's actually there for
2 everybody. So, your point is well taken.

3 COUNCILMAN HENON: Good. And I hope we
4 can work towards that. Maybe be something
5 in the capital, you know, moving forward a
6 new creative idea from, you know, moving
7 ourselves, you know, to where we need to be.

8 MR. BRENNAN: Yes, sir.

9 COUNCILMAN HENON: To effectively
10 deliver services quicker and more efficient.

11 Rebecca in the performance measure in
12 your testimony you stated that there will be
13 a review streamline and a refined current
14 performance measures and integrate them into
15 a single reporting system. How often would
16 you see or would you imagine that this would
17 be -- this analysis would be conducted?

18 Is it only annual?

19 MS. RHYNHART: No.

20 COUNCILMAN HENON: I think it's a good
21 idea. And will Council get reviews, you
22 know, on the -- before the budget process?

23 MS. RHYNHART: In terms of performance
24 measures being updated, our goal was to do
Strehlow & Associates, Inc.

(215) 504-4622

1 it monthly.

2 COUNCILMAN HENON: Okay. Well,
3 that's --

4 MS. RODRIGUEZ: Right now we do it
5 quarterly and we --

6 COUNCILMAN HENON: I'm sorry. Can you
7 state your name?

8 MS. RODRIGUEZ: I'm sorry. Liza
9 Rodriguez, Director of Performance
10 Management.

11 Right now we can get the measures
12 quarterly, but we want to move to a monthly
13 reporting system. And we will be testing
14 some sort of internal dashboards in the
15 summer, early fall to see how that monthly
16 reporting is going.

17 COUNCILMAN HENON: That's great. Will
18 the centralized reporting system be
19 developed in regular reports to Council, or
20 will we have access to the data to review in
21 the department progress?

22 MS. RODRIGUEZ: So, I think after we do
23 some tests to make sure that the display
24 information, the data is being illustrated
Strehlow & Associates, Inc.

(215) 504-4622

1 appropriately, we would be able to share
2 sort of the reports in a useful and
3 accessible way with Council.

4 COUNCILMAN HENON: Okay, great. How are
5 we going to ensure that all the offices
6 of -- offices that come in front of the City
7 Council including the independent offices
8 and agencies have a standardized performance
9 measures including their budget test --
10 including in their budget testimony?

11 MS. RHYNHART: I think for performance
12 measures, we are going through a process
13 with all departments to make sure that their
14 performance measures are the best ones
15 possible. In terms of the elected officials
16 or the separately elected, we are happy to
17 have them participate.

18 I don't think we have the same, you
19 know, force that we would have with our own
20 departments to say that we need to do this.
21 But if they want to, we will absolutely
22 reach out to them.

23 COUNCILMAN HENON: Great. And lastly
24 for me, what is the projected cost of the
Strehlow & Associates, Inc.

(215) 504-4622

1 proposed annual citizen survey when it's
2 related to the City services and customer
3 needs?

4 MS. RODRIGUEZ: It's about \$30,000.

5 COUNCILMAN HENON: And how many people
6 are we planning to interact with?

7 MS. RODRIGUEZ: We want to get -- you
8 know, in typical surveys that are done in
9 cities about the size of Philadelphia,
10 having our responses between 800 and 1,000
11 response is statistically valid sample. So,
12 that's what we're aiming for.

13 COUNCILMAN HENON: Okay. Great. Thank
14 you.

15 I'm going to turn the questioning over
16 to Council President. Thank you.

17 MS. RHYNHART: Thank you.

18 COUNCIL PRESIDENT CLARKE: Thank you,
19 Councilman. Real quick, I'm going to have
20 to run over to the Veterans event in a
21 second. But while I'm here, I see
22 Mr. Atkinson is in the room now. Had a
23 couple of questions with respects to your
24 early responses relating to leaning on
Strehlow & Associates, Inc.

(215) 504-4622

1 Mr. Atkinson's expertise with respect to
2 staffing.

3 MR. ATKINSON: Good morning, Council
4 President.

5 COUNCIL PRESIDENT CLARKE: Good morning.

6 MR. ATKINSON: Nolan Atkinson.

7 COUNCIL PRESIDENT CLARKE: I'm sorry.

8 MR. ATKINSON: I just gave my name for
9 the record.

10 COUNCIL PRESIDENT CLARKE: It's all
11 good.

12 Yeah. Had a earlier conversation with
13 Ms. Rynhart with respects to the exempt
14 positions in the executive staff. And we
15 were discussing the demographics, the racial
16 demographics as relates -- as compared to
17 the demographics of the City. And I think
18 there was acknowledgement that "we have to
19 do better." And your name came up in the
20 conversation as a person that, I guess, not
21 only this particular office but the
22 Administration was going to lean on in terms
23 of identifying people.

24 I asked specifically about exempt, i.e.,
Strehlow & Associates, Inc.

(215) 504-4622

1 non-Civil Service jobs because you don't
2 have to go through a lengthy process
3 essentially. You just hire somebody, right,
4 who you believe to be qualified and meet
5 other standards as it relates to the job.

6 So from your perspective, one, what has
7 been your interaction with this department
8 and other departments as it relates -- well,
9 I will talk about this department as it
10 relates to the hiring practices of this
11 particular jurisdictional template Chief
12 Administrative Office? And then all of the
13 subsequent offices that fall under that
14 particular jurisdiction.

15 MR. ATKINSON: Thank you, Councilman.
16 When we came in the office, I came in the
17 office in January, my first assignment was
18 to take a snapshot of the existing metrics
19 of the various departments. That actually
20 took place on or about February 4, I
21 believe, the figures that I got. By that
22 time, staffing had been done on a number of
23 departments.

24 I was not and have not been involved in
Strehlow & Associates, Inc.

(215) 504-4622

1 the staffing of any individual department.
2 I always look at diversity and inclusion as
3 a macro kind of responsibility as opposed to
4 a responsibility that applies to individual
5 positions. But certainly, the measurements
6 will -- will be determined at the end of the
7 period of time.

8 So, my goal is to get the metrics for
9 all of the departments to begin to figure
10 out what departments we need to really work
11 with to improve the racial and gender
12 metrics as well as ethnic metrics and begin
13 doing that. And as I testified earlier in
14 this process, our goal is to give a
15 transparent document by the end of this
16 calendar year which says what our metrics
17 look like and beginning to work with
18 addressing areas that need change.

19 COUNCIL PRESIDENT CLARKE: Okay. Thank
20 you. So, it sounds like to me that you
21 didn't really have an opportunity to
22 interact with this particular office as it
23 related to staffing because that particular
24 department had been staffed up by the time
Strehlow & Associates, Inc.

(215) 504-4622

1 you got here and got settled.

2 MR. ATKINSON: That's correct, sir.

3 COUNCIL PRESIDENT CLARKE: All right.

4 Ms. Rynhart, in your earlier testimony
5 you indicated that you were working with
6 Mr. Atkinson's office.

7 MS. RHYNHART: Yes. We are working --

8 COUNCIL PRESIDENT CLARKE: Does that
9 mean in the future?

10 MS. RHYNHART: Right. We are working
11 together quite closely.

12 MR. ATKINSON: Very closely.

13 MS. RHYNHART: To talk about next steps
14 and going forward what are the best ways to
15 increase -- to increase diversity. And I
16 know that Nolan has been working on a work
17 plan that he's going to identify several
18 departments to focus on within the City.
19 And then, you know, use those as examples to
20 put out best practices.

21 So, I think that when I was referring to
22 working with the -- Nolan Atkinson, Chief
23 Diversity Officer, was about how to increase
24 the diversity within the City and how to
Strehlow & Associates, Inc.

(215) 504-4622

1 tackle the issue.

2 COUNCIL PRESIDENT CLARKE: How would you
3 do that once you've already staffed up?

4 MS. RHYNHART: Because staffing is a
5 continual -- I mean, staffing -- people
6 leave. People -- we have to establish
7 promotional opportunities. There is --
8 people are going to be retiring. A lot of
9 people will be retiring over the next few
10 years. So, this is not sort of a something
11 that's done in any point of time. It's
12 something that we have to continually strive
13 towards.

14 COUNCIL PRESIDENT CLARKE: So, there was
15 no thought to that when you hired the first
16 level of staff?

17 MS. RHYNHART: Well, there was thought.
18 And there is diversity in the staff.

19 COUNCIL PRESIDENT CLARKE: You got
20 22 percent.

21 MS. RHYNHART: No. It's -- well,
22 it's -- the diversity of full-time staff is
23 28 out of 45; executive is 3 of 9. I
24 admit --

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Across the
2 board? Across all the departments?

3 MS. RHYNHART: No. Across all the
4 departments we now have that information if
5 you want. Jackie can come up and give that.
6 I guess what I would say is there was
7 thought given to it.

8 Could we do better? Of course. We can
9 always do better.

10 MS. LINTON: Good morning, again.

11 COUNCIL PRESIDENT CLARKE: Good morning.

12 MS. LINTON: In response to Councilwoman
13 Reynolds Brown question earlier, we've been
14 feverishly trying to put together the
15 numbers the way she just asked for it. So,
16 I will just preface this by saying this
17 information we put together by hand in the
18 last few minutes. But in the CAO office,
19 there is total of 45 employees.
20 Twenty-eight of them are minority, which is
21 62 percent. While --

22 COUNCIL PRESIDENT CLARKE: Are they all
23 45 exempt?

24 MS. LINTON: No.
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: I'm only
2 asking about exempt because you have direct
3 opportunity to hire who you want. Civil
4 Service employees, that's a process, the
5 whole nine. I'm talking about exempt
6 executive staff.

7 MS. LINTON: Right.

8 COUNCIL PRESIDENT CLARKE: That's where
9 you have the ability to say I need to have
10 diversity, and I want to hire people across
11 the -- that represent the demographics of
12 the City.

13 MS. LINTON: Of course.

14 COUNCIL PRESIDENT CLARKE: That's all I
15 really want to talk about.

16 MS. LINTON: Sure.

17 COUNCILWOMAN REYNOLDS BROWN: Point of
18 information.

19 COUNCIL PRESIDENT CLARKE: Councilwoman.

20 COUNCILWOMAN REYNOLDS BROWN: I asked
21 precisely the essence of my request, as
22 well, to separate out Civil Service for the
23 reasons that you just articulated.

24 MS. LINTON: What we have are the actual
Strehlow & Associates, Inc.

(215) 504-4622

1 numbers of exempt employees. But I just
2 wanted to preface this by saying all of
3 these folks weren't hired, like, within the
4 last few months. Many of them were already
5 there. Our opportunity to really change
6 that really rests with the number of new
7 people that came in. Even though we have
8 those numbers today, I would offer up that
9 it might be more helpful --

10 COUNCIL PRESIDENT CLARKE: You're saying
11 that there were no people -- there were
12 people that were in executive positions
13 across this spectrum that did not get moved?

14 MS. LINTON: Yes.

15 COUNCIL PRESIDENT CLARKE: You sure?

16 MS. LINTON: From an exempt perspective,
17 yes, I am pretty sure of that.

18 MS. RYHNHART: There is some people.
19 But I think --

20 COUNCIL PRESIDENT CLARKE: So, the
21 answer is yes, there were people that were
22 in executive staff that got moved?

23 MS. LINTON: All of these exempt people
24 are not in the staff.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Sorry, can't
2 hear you.

3 MS. LINTON: I'm sorry. All of these
4 exempt people are not in executive staff.

5 COUNCIL PRESIDENT CLARKE: All I'm
6 talking about is executive.

7 MS. RHYNHART: Why don't we -- why don't
8 we get this information exactly exempt
9 executive staff that has been hired, you
10 know, since January 4 and show you the
11 numbers that way so that we can have a more
12 conversation looking at the same -- the
13 numbers the way you want to look at them.

14 Is that --

15 COUNCIL PRESIDENT CLARKE: No. I'm --
16 that's why I said earlier I wanted you to
17 give me the best of your capabilities
18 accurate information. I don't want to sit
19 here and ask you questions about that
20 information that is not accurate.

21 MS. RHYNHART: Well, so that we're
22 clear, the information in the testimony, is
23 accurate if you're looking --

24 COUNCIL PRESIDENT CLARKE: I'm saying my
Strehlow & Associates, Inc.

(215) 504-4622

1 information.

2 MS. RHYNHART: Oh, okay.

3 COUNCIL PRESIDENT CLARKE: It did come
4 from your information, but I'm saying maybe
5 mine is inaccurate. Maybe we transposed
6 numbers or something.

7 MS. RHYNHART: Well, we'll make sure to
8 get you --

9 COUNCIL PRESIDENT CLARKE: The numbers
10 you have are 22 percent. And that's clearly
11 problematic. And I think we all agree. And
12 my -- what -- my point is that the best
13 opportunity to deal with that problem is in
14 the transition of administrations or
15 governance or whatever, whether it's
16 significant layoff.

17 Records Commissioners, as an example,
18 did -- Records Commissioner just left
19 recently?

20 MS. RHYNHART: Yes. Joan Decker
21 retired, yes.

22 COUNCIL PRESIDENT CLARKE: And what
23 process was established to --

24 MS. RHYNHART: There were --
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: -- have an
2 opportunity for diversity?

3 MS. RHYNHART: Well, there were
4 candidates interviewed and Jim Leonard was
5 selected. He is a white male. We felt he
6 was most qualified to lead that department.

7 You know, there are -- that's one
8 specific example. You know, there are other
9 areas where we brought in executives that
10 are minority, which I don't want to
11 necessarily point out specific individuals
12 and go back and forth on that. But I agree
13 with you, that it's important.

14 COUNCIL PRESIDENT CLARKE: I only
15 brought it because you said there is
16 opportunities when people move or resign or
17 whatever, then you have an opportunity to
18 increase your diversity numbers. And there
19 was an opportunity, and you did not do that.
20 I happen to know Jim. He's a great guy. I
21 never worked with him outside of this
22 office, but I'm sure he's extremely
23 qualified.

24 But I only reference it because you
Strehlow & Associates, Inc.

(215) 504-4622

1 referenced it in terms of being able to
2 change the demographics.

3 MS. RHYNHART: Okay.

4 COUNCIL PRESIDENT CLARKE: All right.
5 So you're going to get "accurate"
6 information or information that I will now
7 know that it's accurate since my information
8 may not be right although it did come from
9 your numbers.

10 MS. RHYNHART: We will talk offline
11 about it.

12 COUNCIL PRESIDENT CLARKE: I will defer
13 to your information. And you'll be apart of
14 that process, sir?

15 MR. ATKINSON: I will be a part of the
16 process of trying to get all of the
17 department diversity statistics up.

18 COUNCIL PRESIDENT CLARKE: So, you're
19 saying you're not going to address until you
20 get -- I mean, there is -- I don't know.
21 This is -- this is a -- I love the Public
22 Property Commissioner, a great person. And
23 these numbers here, six people, it's like
24 not a single minority. That's -- you got to
Strehlow & Associates, Inc.

(215) 504-4622

1 explain that.

2 So are you saying you going to wait
3 until you do the entire government before
4 you address some of these issues?

5 MR. ATKINSON: I think the overall
6 diversity plan is with the snapshot to have
7 conversations with the commissioners or the
8 executives of a particular department and
9 put out -- and point out where there are
10 significant disparities between what the
11 workforce looks like and what Philadelphia
12 looks like and work on a plan for
13 improvement.

14 COUNCIL PRESIDENT CLARKE: It's going to
15 take you a year to do that?

16 MR. ATKINSON: It's going to -- I can't
17 give a specific time table. I know we are
18 committed to doing the document by the end
19 of the year. But that's not something that
20 we will -- that process has started, and it
21 will continue throughout the summer with
22 individual departments.

23 COUNCIL PRESIDENT CLARKE: Okay. So, I
24 guess I'm trying to get a sense of who
Strehlow & Associates, Inc.

(215) 504-4622

1 throughout that time frame when there's
2 opportunities to change the demographics,
3 who is responsible for overseeing that?

4 MR. ATKINSON: The commissioner. That
5 would not be my responsibility.

6 COUNCIL PRESIDENT CLARKE: It will be
7 the individual commissioners?

8 MR. ATKINSON: Yes.

9 COUNCIL PRESIDENT CLARKE: All right.
10 Okay. I will -- wait a minute. Does that
11 mean -- hold on one second, please. If it's
12 the commissioners' responsibility, who will
13 be responsible for ensuring that the
14 commissioners --

15 MS. RHYNHART: For my departments, that
16 would fall on me. For the Managing
17 Director's departments, that will fall on
18 the Managing Director.

19 COUNCIL PRESIDENT CLARKE: You and
20 Managing Director DiBerardinis, the two
21 primary entities?

22 MS. RHYNHART: Yes. Right.

23 COUNCIL PRESIDENT CLARKE: Okay. All
24 right. Thank you. Thank you, sir.

Strehlow & Associates, Inc.

(215) 504-4622

1 Chair recognizes Councilwoman
2 Quinones-Sanchez.

3 COUNCILWOMAN QUINONES-SANCHEZ: Thank
4 you. I want to stay on that line of the HR
5 because I agree with you, Council President.

6 Even as we do this Pew Study, what is
7 the protocol -- and I'm going to -- I want
8 to talk about this Civil Service ones. What
9 is the protocol as jobs get posted? And who
10 is going to be monitoring them?

11 I am going to say this -- this is what I
12 am going to say. I don't want to highlight
13 the department because it's -- there was an
14 open competitive posting last week that
15 included a requirement that there had to be
16 40 hours of required training by the
17 department. So how is that open
18 competitive?

19 And so, how are we going to monitor the
20 new ones -- like, what is going to be the
21 protocol? There is a job description that
22 says open competitive, but it has 40 hours
23 of required approved training from the
24 department.

Strehlow & Associates, Inc.
(215) 504-4622

1 MS. RHYNHART: And that is a Civil
2 Service position?

3 COUNCILWOMAN QUINONES-SANCHEZ: Yes,
4 uh-huh.

5 MS. RHYNHART: And I think that speaks
6 to like a lot of the reform that's needed.

7 COUNCILWOMAN QUINONES-SANCHEZ: What are
8 we going to do while we're doing this Pew
9 stuff?

10 MS. RHYNHART: Well, I would say, look,
11 that we're trying to do through our HR and
12 Talent Unit, we are trying to do as much as
13 process for process change, for job spec
14 changes, for training, recruitment. Some of
15 it, you know, falls on the office of HR
16 which, you know, does not directly report to
17 me or the Mayor. Actually, reports to the
18 Civil Service commission. So, we're trying
19 to work our way through that.

20 COUNCILWOMAN QUINONES-SANCHEZ: I know.
21 But because you have so many challenges, if
22 we don't have an interim protocol that
23 someone is monitoring this stuff, this is
24 the stuff that gets posted. And then --
Strehlow & Associates, Inc.

(215) 504-4622

1 MS. RHYNHART: Right.

2 COUNCILWOMAN QUINONES-SANCHEZ: You
3 know, what you're saying and what you're
4 doing are in conflict with each other. The
5 exempt, you know, that's low hanging fruit.
6 The Civil Service one, you know, we are
7 approving budgets that are going to allow
8 departments to staff up. And -- and so, we
9 have to have an interim protocol.

10 MS. RHYNHART: I hear what you're
11 saying.

12 COUNCILWOMAN QUINONES-SANCHEZ: Because
13 if not, a job like that gets posted. And
14 it's a very low hanging, entry level
15 position. But somebody, including the Civil
16 Service Commission, approves this
17 requirement. You know, then so folks call
18 me and say, you know, why can't I get this
19 job? I don't have 40 hours preapproved
20 training from the department.

21 MS. RHYNHART: Right. I think -- I
22 think that we're doing what we can do under
23 the CAO in the meantime with recruiting and
24 training. And some -- and process changes,
Strehlow & Associates, Inc.

(215) 504-4622

1 you know. Human resources needs to -- the
2 Office of HR which reports to the Civil
3 Service Commissions needs to take the lead
4 on some of Civil Service -- diversity within
5 the Civil Service regs and the job specs, as
6 well.

7 COUNCILWOMAN QUINONES-SANCHEZ: We do
8 have an opportunity to finance and others
9 not to approve those positions to be
10 slotted. There is so many different things
11 we could be doing. If people are not
12 meeting a basic major kind of --

13 MS. RHYNHART: I hear what you're
14 saying.

15 COUNCILWOMAN QUINONES-SANCHEZ: You
16 know, just -- you know, Commissioner Ross
17 said last week they have not discussed
18 bilingual selective factor or the three
19 points that took us five years to get the
20 last Administration to agree to. We're
21 approving staff ups because we know the
22 Police Department has to staff up.

23 And notwithstanding the collective
24 bargaining stuff, it's like when there
Strehlow & Associates, Inc.

(215) 504-4622

1 doesn't seem to be a standard by which all
2 departments at minimum until we have this
3 plan.

4 MS. RHYNHART: Pew Study, right?

5 COUNCILWOMAN QUINONES-SANCHEZ: That we
6 have some sort of, you know -- there is an
7 executive order. There is all these other
8 things around this diversity. But I just
9 feel like waiting for a Pew Study, waiting
10 for the stuff -- when we are approving
11 budgets that are going to allow people to
12 staff up and opening, say, something
13 different.

14 MS. RHYNHART: Right. Why don't we -- I
15 hear what you're saying, and it's a very
16 good point. Why don't we get back to you
17 with a thoughtful response.

18 COUNCILWOMAN QUINONES-SANCHEZ: We get a
19 protocol. We want to be able to hold
20 departments to the same standards.

21 MS. RHYNHART: Yes.

22 COUNCILWOMAN QUINONES-SANCHEZ: If
23 everybody is doing whatever, then it's going
24 to be really hard. You know, then we are
Strehlow & Associates, Inc.

(215) 504-4622

1 going to have to question you. I just think
2 in the interim --

3 MS. RHYNHART: Right.

4 COUNCILWOMAN QUINONES-SANCHEZ: -- we
5 need a standard protocol particularly for
6 those entry-level jobs.

7 Like no one -- that's not cool. I mean,
8 we could have that conversation when HR an
9 Civil Service comes up. But who approves a
10 position like that, you know?

11 MS. RHYNHART: We can get back to you
12 about the interim.

13 COUNCILWOMAN QUINONES-SANCHEZ: Okay.
14 Thank you.

15 Thank you, Mr. Chair.

16 - - -

17 (Councilman Henon again sits in as Chair.)

18 - - -

19 COUNCILMAN HENON: Thank you,
20 councilwoman.

21 Chair recognizes Councilwoman Gym.

22 COUNCILWOMAN GYM: Thank you very much.

23 Ms. Rhyhart, I actually had a question
24 with OIT. I was wondering if Mr. Brennan
Strehlow & Associates, Inc.

(215) 504-4622

1 was still here.

2 MS. RHYNHART: Sure. Yup.

3 COUNCILWOMAN GYM: Great. Thank you.

4 It also has to do with your department. In
5 part, because I know that OIT is such an
6 important area for making sure that the City
7 becomes more modernized. We have an
8 opportunity through our OIT to attract jobs
9 amongst the diverse community of young
10 people who want to stay in the City, who are
11 innovative, creative. And, you know, we
12 would like to see our department do that.

13 And I know that, Mr. Brennan, you had
14 expressed concerns about the ability to
15 attract that kind of dynamic in part because
16 we are competing with the creative sector.
17 But the two areas that I wanted to go
18 through in terms of, you know, performance
19 accountability in particular is to see if we
20 can ask if OIT's department could submit to
21 the Council President's Office a list of the
22 capital projects that are currently online,
23 what the deadlines are, what the -- what
24 the -- what the budget is for that. And as
Strehlow & Associates, Inc.

(215) 504-4622

1 well, a list of your most recent major
2 capital investment projects, the ones that
3 are categorized by amount of money that was
4 actually invested in them; and to understand
5 what the timelines were, were they -- do
6 they meet -- did they meet the deadline?

7 And if we can get those to the Council
8 President's Office, do you think that would
9 be possible?

10 MR. BRENNAN: I actually have that list.
11 That is easy for us to get.

12 COUNCILWOMAN GYM: Okay, great.

13 And the other thing that would be
14 helpful is if we can maybe have a briefing
15 on Council so you can kind of get us updated
16 on that with a little bit more clarity. I
17 probably prefer a briefing over a hearing on
18 it. But you know, if we can do that, I
19 think that would be the first step towards
20 better understanding the department.

21 MR. BRENNAN: I actually think that's a
22 fantastic idea. Because I think there's a
23 kind of misunderstanding sometimes about how
24 the City works as far as capital projects
Strehlow & Associates, Inc.

(215) 504-4622

1 and why -- why things are focused in certain
2 ways. And a lot of your comments are, like,
3 why things don't work.

4 You know, for example, why a lot of the
5 financial things. I hear Councilman Domb
6 saying, oh, why can't I do everything on my
7 iPhone. But there is a reason for that. I
8 think if you understood better about the IT
9 projects and how the money is allocated --
10 we go through a rather extensive process to
11 do that. I think you have a better
12 understanding about, you know, some things
13 work better than others.

14 COUNCILWOMAN GYM: Yeah. And I think
15 that's there been some legitimate concerns
16 raised about major investments made in OIT
17 that -- where the projects didn't come to
18 fruition or they're taking much longer than
19 they're supposed to be. And, you know,
20 there is questions about ensuring that the
21 direction in which OIT is going are things
22 that truly bring us into -- that address
23 issues of equity, that address issues around
24 diversity, how Philadelphians understand how
Strehlow & Associates, Inc.

(215) 504-4622

1 this is a place that's going to serve across
2 the board rather than maybe just being
3 splashier projects, you know, for -- for
4 lack of a better phrasing.

5 Why don't we start with that list. I
6 think that would be really important to help
7 with because I think it would help a lot of
8 us on Council better understand how OIT is
9 thinking about tech and innovation for the
10 future.

11 The second area where I think it would
12 be helpful to know and this would overlap
13 with both OIT in particular and Human
14 Resources since it was articulated at an
15 earlier meeting. I know that you have
16 raised concerns about the difficulty to
17 compete with the private sector.

18 And in part, I'm curious about whether
19 your department, Ms. Rhynhart, could talk
20 with Human Resources and with OIT about
21 being more creative and flexible about the
22 kind of work that could bring people,
23 especially those in the tech sector, into
24 City government. One of the things that I'm
Strehlow & Associates, Inc.

(215) 504-4622

1 pretty sure that, you know, we're not really
2 clear about is that if -- if tech is viewed
3 as a standard government kind of drudgery
4 or, you know, kind of like stuck in City
5 Hall and we kind of got a creative economy
6 and younger folks and very diverse folks who
7 are much more mobile who are moving around
8 and we're not flexible about that
9 particularly in a department that's
10 articulated that, you know, we are
11 struggling to attract the kinds of people
12 who are going to excite our City and bring
13 us new projects and ideas.

14 That -- is that an area where Human
15 Resources could also look into this idea of
16 tapping more creative possibilities around
17 work with the City?

18 MS. RHYNHART: So, there's a few
19 questions in there. I think, first, I don't
20 want to make it seem like the people --
21 there is -- we have a lot of great people
22 working in IT, a lot of great people.

23 COUNCILWOMAN GYM: Absolutely.

24 MS. RHYNHART: There has been a few
Strehlow & Associates, Inc.

(215) 504-4622

1 articles about a few people that have left
2 and sort of triggered some questions about
3 the City's policy to -- that you can't work
4 from home or you can't work -- you need to
5 come to work for the City. That is a rule.
6 I mean, that the -- that the City employees
7 follow. They come here to work every day.

8 And so, since it's a rule, it's not fair
9 to let some not have to come to work while
10 others, the vast majority, have to come to
11 work. I think the conversation, though,
12 with HR about how do we recruit the most
13 talented workforce, I mean that is something
14 that my office is actually directly working
15 on, which is recruiting.

16 And one of the things that we'll be
17 focused on is what do the millennials want
18 to work here? How do we invigorate and
19 inspire the next generation of civic
20 leaders? And that's probably not just by,
21 you know, advertising a test in the
22 newspaper and seeing who comes to take a
23 test. That's not the way our -- the young
24 generation is.

Strehlow & Associates, Inc.

(215) 504-4622

1 So, I think we need to do exactly what
2 you're saying and look at how do we -- what
3 are creative ways that we can attract
4 talent.

5 COUNCILWOMAN GYM: You know, for
6 clarity, nothing that I said was meant to
7 disparage anybody who's currently in
8 government. It was more a reflection on the
9 fact that that department has specifically
10 articulated concerns about its difficulty in
11 competing with the private sector.

12 You know, second, I believe strongly in
13 work rules. I have a high level of standard
14 on government work, too, and wanting it to
15 be highly accountable. And I think that
16 there is a way to be creative about thinking
17 through an ability to report in to ensure
18 that work is being done, to hold people
19 accountable to the projects that they start
20 and finish and still be able to think
21 creatively.

22 And then the last point would be that
23 know that the term millennial sometimes comes
24 with a whole host of presumptions,
 Strehlow & Associates, Inc.

(215) 504-4622

1 particularly around like class. And
2 sometimes it can be race, as well. I want
3 to be thoughtful that the creative economy
4 in Philadelphia and, in particular, around
5 what needs to be done desperately around
6 tech and innovation is about the issue of
7 disparity and access for low income
8 communities and primarily communities of
9 color who are often cut out of that.

10 And I'm particularly interested in
11 creative ways in which our very diverse
12 communities are pushing through on things.
13 And I would hate to see them kind of
14 excluded from that conversation. So, it's
15 just a term of where the millennial thing
16 kind of sometimes doesn't always or
17 necessarily capture the full range of
18 diversity around particularly the tech and
19 innovation sector. So, we have got young
20 people in high schools. We have got high
21 schools that are online that have creative
22 young people who are into graphic design who
23 are into competing, who are trying to push
24 hard on these issues. And I want to make
Strehlow & Associates, Inc.

(215) 504-4622

1 sure that they are part of that
2 conversation.

3 MS. RHYNHART: Absolutely. Thank you.

4 COUNCILMAN HENON: Thank you,
5 Councilwoman.

6 Chair recognizes Councilwoman Blondell
7 Reynolds Brown.

8 COUNCILWOMAN REYNOLDS BROWN: Thank you,
9 Mr. Chairman.

10 I would like to punctuate the request
11 made from Councilwoman Sanchez. And that
12 while we want and work and look towards
13 doing better after the Pew Report to address
14 protocols, what I call in my office standard
15 operating procedures now, would be valuable.
16 So, I look forward to that going to the
17 President, as well.

18 How soon can we expect to have the
19 snapshot of the staff exempt demographics
20 that the President and I requested?

21 MS. RHYNHART: Within a day or two we
22 can pull it together.

23 COUNCILWOMAN REYNOLDS BROWN: Okay.
24 Very well. I am going to have my next
Strehlow & Associates, Inc.

(215) 504-4622

1 conversation off the record because I
2 should.

3 MS. RHYNHART: Okay.

4 COUNCILWOMAN REYNOLDS BROWN: I will
5 speak with the Public Property Commissioner
6 off the record. Thank you.

7 Thank you, Mr. Chairman.

8 COUNCILMAN HENON: Thank you,
9 Councilwoman.

10 If no other members have any further
11 questions, Rebecca, I want to thank you for
12 spending all morning with us.

13 MS. RHYNHART: Thank you, Councilman.

14 COUNCILMAN HENON: And look forward to
15 continuing the conversations and the
16 discussions that we've had here today.

17 MS. RHYNHART: So, do I. Thank you.

18 COUNCILMAN HENON: Thank you very much.

19 With that being said, Public Property --
20 we're going the break for lunch -- no, I am
21 only joking. Would Public Property
22 Commissioner please approach the testimony
23 and proceed with your testimony, please.

24 (Panel approaches Table.)
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN HENON: But we will be
2 taking -- for those other departments that
3 are here and those who are here to witness
4 are public budget hearings, we will be
5 taking a lunch immediately following the --
6 taking a break immediately following Public
7 Property's testimony and the lines of
8 questioning.

9 So thank you. If you want to state your
10 name for the record and begin with your
11 testimony. And thank you for joining.

12 MS. COLLINS-GREENWALD: Good afternoon,
13 Council Majority Leader Henon and Members of
14 City Council. My name is Bridget
15 Collins-Greenwald. And I'm the Commissioner
16 of Public Property. With me today is Lori
17 Davey, our Deputy Commissioner of
18 Administrative Services. In the interest of
19 time, we have submitted written budget
20 testimony before the hearing. So, we will
21 just mention a few of the accomplishments we
22 have had this year.

23 These were all achieved because of the
24 dedicated staff of the Department of Public
Strehlow & Associates, Inc.

(215) 504-4622

1 Property. I would also like to acknowledge
2 that this year is going to see three of our
3 very dedicated deputies leave City
4 government after long and fruitful careers.
5 Gary Knappick of Capital Programs, John
6 Herzins of Real Estate, and Len Gipson of
7 Facilities have all contributed to countless
8 numbers of successful projects in the City
9 and will be sorely missed especially by me,
10 but by our whole staff and by sure by many
11 of the Members of Council that have worked
12 with them over the years. This will be the
13 last budget testimony for all three.

14 Some of the accomplishments achieved by
15 the Department of Public Property are as
16 follows. We continue to enhance the
17 experience in City Hall by adding additional
18 lighting to the portals, installing more
19 historic photos where we see the most
20 visitors, the latest on the seventh floor by
21 the Tower, by designing and installing new
22 landscaping in the aprons and courtyard,
23 painting of the entire building, resurfacing
24 the entire northwest portion of the apron,
Strehlow & Associates, Inc.

(215) 504-4622

1 installing new ceilings in our magnificent
2 hallways, and finally our most exciting
3 project, installing ornate gates on the
4 building.

5 Most of you know that there have never
6 been any gates on City Hall's portals, so
7 this was a great accomplishment. The gates
8 were just selected to receive a Grand Jury
9 Award from the Preservation Alliance which
10 we are very excited to accept in May.

11 Speaking of awards, one of our own WBEs
12 also won a very well deserved awarded this
13 year. Gary Knappick will be receiving this
14 years American Society of Civil Engineer
15 Philadelphia's Section prestigious award for
16 Engineer of the Year. Gary's still here? I
17 don't know. Congratulations, Gary. We're
18 very proud of him and all his
19 accomplishments.

20 Stand up Gary. He was hiding.

21 (Mr. Knappicks stands to applause.)

22 MS. COLLINS-GREENWALD: Very well
23 deserved. We made numerous space moves and
24 renovations to space to accommodate the new
Strehlow & Associates, Inc.

(215) 504-4622

1 administration and its staff as well as our
2 five new members of City Council with
3 minimal lead time and with a very expedited
4 schedule. Our Real Estate facilities teams
5 both work diligently to ensure work was
6 completed timely, on budget with our
7 customers needs in mind. Working closely
8 with the Council President's Office, we
9 continue to prioritize future construction
10 and maintenance activity in City Hall and
11 the Council areas. Look for this room to be
12 painted over the summer recess.

13 We continue to promote an atmosphere of
14 performing preventive maintenance, over
15 reactive maintenance and the numbers this
16 year have showed that initiative is paying.
17 In Fiscal Year 16 to date, only 1 percent of
18 our work orders have been for emergencies.
19 85 percent were for preventive or routine
20 maintenance, and 14 percent over longer term
21 plan construction projects.

22 We created a fit team of facilities
23 improvement team which utilizes the
24 facilities assessment which was done on
Strehlow & Associates, Inc.

(215) 504-4622

1 Police and Fire Stations back in Fiscal Year
2 15 to prioritize minor renovation jobs in
3 addition to the routine and preventive
4 maintenance activity the rest of the
5 facility staff performs. This team also
6 coordinated with the capital programs
7 division to do major renovation. To date,
8 we have completed major renovations in
9 Engine 70 and 71 and are currently in Engine
10 69. We recently completed construction
11 renovations to the Police Academy, the 35th,
12 the 39th, the 22nd, the 12th and the 26th
13 Police District to just name a few with the
14 addition of this new team. The outcomes
15 have been very well received by our fellow
16 City workers in both the Police and Fire
17 Department.

18 We were able to finally procure an asset
19 management system which will allow the City
20 to finally track and understand how
21 resources are allocated for facilities,
22 something the department has been advocating
23 for years. In conjunction with the asset
24 management system, we are looking to

Strehlow & Associates, Inc.

(215) 504-4622

1 incorporate a space management component
2 which will allow us to better understand
3 vacancy trends and apply these newer space
4 standards. We anticipate the assets will
5 soon be up and running in the fall.

6 We provided support to over 200
7 specialty events last year, including the
8 Papal visit and, most recently, Villanova
9 Rally and Parade. I received compliments
10 from everyone who comes in contact with our
11 special event staff on the dedication and
12 professionalism they deserve. So, I would
13 like to take a moment to publicly
14 acknowledge all of their hard work.

15 We will continue to support the efforts
16 to promote our City through these events in
17 the upcoming year. This is just a glimpse
18 into the accomplishments of the staff of
19 DPP. As I stated earlier, I'm very proud
20 and very fortunate to work with such a
21 dedicated and hard working group of
22 individuals.

23 I'm happy to answer any questions you
24 may have.

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN HENON: Thank you,
2 Commissioner. Let me just start off by
3 saying I -- you know, I appreciate the
4 daunting task that you have with all of our
5 public properties and really look forward
6 to, I think, the new approach that we're
7 having. You know, we're taking a look at ur
8 assets, taking a look at, you know, how much
9 they are being utilized, what kind of
10 spatial design that we have. What are we
11 using for storage.

12 How are we housing our people and, you
13 know, what kind of work are they doing and
14 how often they need to be in their work
15 place. So, I know that's important to you
16 moving forward. And I think -- you know,
17 I'm sure you and Rebecca Rhynhart have been
18 having these kind of conversations as --
19 as -- as we're trying, you know, just to
20 expand on Councilwoman Gym's questions
21 about, you know, recruiting from the private
22 sector more professionals and give them a
23 better atmosphere where they can, you know,
24 have work -- shared work spaces and make it
Strehlow & Associates, Inc.

(215) 504-4622

1 a little more, I think, just little more
2 sexier to come to work, all right.

3 MS. COLLINS-GREENWALD: We all want
4 that.

5 COUNCILMAN HENON: So, let me start mine
6 line of questioning with, I understand that
7 there is a new work order system in place.

8 Can you describe how that improves the
9 City services and makes them more efficient?

10 MS. COLLINS-GREENWALD: Sure. There is
11 a work order system that's been -- was put
12 in place, implemented over the past few
13 yeas. It's been phenomenal because it
14 replaced an old system of -- we had a system
15 apparently back in '09 that crashed and
16 never was put back up. So, that system
17 replaced a work order system of taking
18 orders over the phone and faxing them to the
19 various zones to try to get the work out.

20 Obviously, to track them electronically
21 is a lot easier and everything is done over
22 the system. What that system will do is
23 feed into the new asset management system.

24 So all the work orders -- so each asset will
Strehlow & Associates, Inc.

(215) 504-4622

1 now have a comprehensive look of what
2 happened to it from the work order end, from
3 the capital end, anything that any number of
4 departments have done. So, Parks and Rec is
5 involved in this. Health is involved in it.
6 It will link up to the budget system, so we
7 will actually know how much money is being
8 spent.

9 Then we can make more informed decisions
10 just like you were just talking about on
11 where do we house people, how much room do
12 we have in this facility, is this asset
13 worth keeping because we've thrown so much
14 money into it, or do we finally say this
15 asset needs -- we need to decommission this
16 and go somewhere else.

17 So this new system, which will be up in
18 the fall, will help us make those more
19 informed decisions.

20 COUNCILMAN HENON: That's great. And I
21 think you answered my follow-up questions.
22 Does the systems actually integrate with
23 other departments --

24 MS. COLLINS-GREENWALD: Yes.
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN HENON: -- in the City
2 system?

3 MS. COLLINS-GREENWALD: Yes, it does.

4 COUNCILMAN HENON: So, it does. And who
5 will have access? Each department will have
6 access, or is it going to be --

7 MS. COLLINS-GREENWALD: Yes.

8 COUNCILMAN HENON: -- limited to a
9 certain manager or supervisor to have
10 access?

11 MS. COLLINS-GREENWALD: Each department
12 will have access, each department that has
13 anything to do with asset management or
14 maintenance or anything like that. There
15 will be different levels. So if you have
16 the administrative level, you will have like
17 the top level so you can go in and tinker
18 around with the system a little bit. Most
19 people will have that entering -- enter in,
20 update data, entering work order and what
21 not.

22 So yeah, every -- we were actually
23 working. We had a meeting Monday, actually,
24 on determining what access levels.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN HENON: And you will be able
2 to track -- be able to -- somebody will be
3 able to take a look at and see who's using
4 the facilities at any given time?

5 MS. COLLINS-GREENWALD: Yeah. So, like
6 a read-only type.

7 COUNCILMAN HENON: Great.

8 MS. COLLINS-GREENWALD: Can't go in and
9 change anything.

10 COUNCILMAN HENON: Now I see that you
11 have a plan for the facility reports for
12 Police and Fire. Is there a facilities
13 report, or will there be one available for
14 the new system of all their structural
15 systems and needs that are in order like our
16 rec centers, our libraries and other public
17 properties?

18 MS. COLLINS-GREENWALD: So for the
19 Police -- I can speak -- yes. The bigger
20 answer is yes. For all the maintenance --
21 all the maintenance work orders will feed up
22 into this new system, so you will know what
23 type of maintenance work is put in.

24 COUNCILMAN HENON: That will be in fall.
Strehlow & Associates, Inc.

(215) 504-4622

1 Police, Fire, all the public properties?

2 MS. COLLINS-GREENWALD: Yeah. For
3 Police and Fire, we have -- I can't speak
4 for Health and Library only because we don't
5 maintain those facilities. But for Police
6 and Fire, in Fiscal Year 15, we underwent a
7 facilities assessment. So it's a complete
8 assessment of what we needed to fix at that
9 time.

10 So when we create our capital plan that
11 feeds into the capital plan, but it also
12 feeds into that FIT Program I was just
13 talking about, the Facility Improvement
14 Team, where we are going to go next. So we
15 say, okay, we did an assessment of Engine
16 70. This is what it pans out. Had this,
17 this and this. Let's do a capital project
18 and have our facilities group come in and do
19 that.

20 Yeah, all that data will be captured in
21 there.

22 COUNCILMAN HENON: If the department
23 needs space, how is that request handled?

24 MS. COLLINS-GREENWALD: So, there is a
Strehlow & Associates, Inc.

(215) 504-4622

1 new space request -- there is a new space
2 allocation policy. What happens now is
3 there's a form. We always have a form.
4 There's a form you fill out. It has your
5 space needs. It has your budget, how much
6 money you may have budgeted for things.
7 Things like how many offices you need, how
8 many work stations you need, what the
9 function is, whether you have the budgeted
10 approval.

11 And then what happens is it comes to
12 Public Property, the Real Estate Division,
13 who does a preliminary assessment on okay is
14 there really funding in place? Do we have
15 anything that can fit these needs
16 immediately? How much work is this going to
17 take if we don't?

18 And what Public Property then does is
19 makes a recommendation to the Chief
20 Administrator Officer's office. And then
21 they review what our recommendation is.
22 They may have some questions, they may not.
23 Then it can either go one or two places and
24 come back to us to dig deeper into their
Strehlow & Associates, Inc.

(215) 504-4622

1 request, or it could be approved and go
2 right to the space allocation committee
3 which consist of the Managing Director, the
4 Finance Director and the Chief
5 Administrative Officer to make a decision.
6 And then it will come back to Public
7 Property, and we would just start doing the
8 work whether that's fitting out space or
9 designing something or whatever -- whatever
10 the next step would be.

11 COUNCILMAN HENON: Do you know or do we
12 know what the total value of our public
13 property the City owns?

14 MS. COLLINS-GREENWALD: We don't know
15 the --

16 COUNCILMAN HENON: Market value?

17 MS. COLLINS-GREENWALD: We don't know
18 total value. We have some properties that
19 have like an appraisal value. We have some
20 properties that have an OPA value. We don't
21 a complete comprehensive list of what all
22 properties are worth because we would want
23 to do an appraisal for each one. Certain
24 ones we absolutely know. We can say, yeah,
Strehlow & Associates, Inc.

(215) 504-4622

1 this one.

2 COUNCILMAN HENON: Once the asset
3 management system is up and running in the
4 fall, would -- would -- is there a movement
5 to try to -- or, I mean, would somebody try
6 to do appraisals of our --

7 MS. COLLINS-GREENWALD: I think
8 eventually we would get to that point.
9 Right off the get go when it first starts we
10 wouldn't because there is no information
11 like that that exists to feed into it. What
12 information we have, I shouldn't say that,
13 will feed into it. But then as we start to
14 get the system becoming more robust, yeah, I
15 would imagine we would.

16 COUNCILMAN HENON: Maybe we should
17 coordinate with OPA and then see when
18 they're, you know, making their -- when
19 they're having commercial assessments, you
20 know, we can incorporate City property. I
21 guess some of these other follow-up
22 questions to that is, you may have to
23 provide to the Chair. So not expecting you
24 to know all the answers at this hearing

Strehlow & Associates, Inc.

(215) 504-4622

1 here, like, how many square feet of Public
2 Property is underutilized or doesn't have a
3 tenant.

4 MS. COLLINS-GREENWALD: Or doesn't have
5 a tenant?

6 COUNCILMAN HENON: Or does not have a
7 tenant.

8 MS. COLLINS-GREENWALD: Okay.

9 COUNCILMAN HENON: And do we have a
10 value of the property that is underutilized?
11 Is there an advantage to keeping some of the
12 property strategically located throughout
13 the City on call for use as needed?

14 So, I will get those questions over to
15 you.

16 MS. COLLINS-GREENWALD: Okay.

17 COUNCILMAN HENON: And you can provide
18 them to the Chair.

19 MS. COLLINS-GREENWALD: Sure.

20 COUNCILMAN HENON: The Chair recognizes
21 Councilwoman Blondell Reynolds Brown.

22 COUNCILWOMAN REYNOLDS BROWN: Thank you,
23 Mr. Chairman. Good afternoon now.

24 MS. COLLINS-GREENWALD: Good afternoon.
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: How long
2 have you been in your current leadership
3 position?

4 MS. COLLINS-GREENWALD: I've been in my
5 position about three and a half years now.

6 COUNCILWOMAN REYNOLDS BROWN: Okay. You
7 opened up your testimony by speaking to the
8 accomplishments of your division. And I
9 commend your team members as well. We have
10 to salute those who do extraordinary good
11 work.

12 MS. COLLINS-GREENWALD: Thank you.
13 They're a great group.

14 COUNCILWOMAN REYNOLDS BROWN: Speak, if
15 you would, to a few of the challenges that
16 currently exist with your department.

17 MS. COLLINS-GREENWALD: Sure.
18 Obviously, a lot of our buildings are aging.
19 They were all built -- especially, our
20 police and fire stations. They were all
21 built around the same time, so they're all
22 kind of having the same problems at the same
23 time just like you would, you know, in your
24 house. So, we try to stay on top of things
Strehlow & Associates, Inc.

(215) 504-4622

1 through our preventive maintenance program.

2 And we stay on top of things through
3 routinely going through these things, but
4 it's challenging because they are older.

5 And some of them are just really not
6 conducive to the way we do work right now.

7 If you look at the police stations, you
8 know.

9 COUNCILWOMAN REYNOLDS BROWN: Technology.

10 MS. COLLINS-GREENWALD: We have
11 technology. Everyone has 50 things they
12 plug in from their desk that just doesn't
13 exist. So we are -- we struggle with that,
14 but I think our staff stays on top of it.
15 But we absolutely know it's a challenge.

16 COUNCILWOMAN REYNOLDS BROWN: What is
17 the status of the Police Administration
18 Building? I believe it was the Police
19 Commissioner where I posed a question, and I
20 was advised to punt the ball back to you.

21 MS. COLLINS-GREENWALD: So, right now
22 the facility out at 4601 Market is being
23 worked on. We continue to work on the
24 exterior package. So, the whole entire
Strehlow & Associates, Inc.

(215) 504-4622

1 facility has been gutted, the inside.

2 COUNCILWOMAN REYNOLDS BROWN: Okay.

3 MS. COLLINS-GREENWALD: It's amazing.

4 If you actually get a chance, it's a
5 phenomenal, you know, older building.

6 COUNCILWOMAN REYNOLDS BROWN: I actually
7 worked in that building for Senator Hughes.

8 MS. COLLINS-GREENWALD: Okay, yes. When
9 you see it empty, it's quite remarkable.

10 We have got gutted the building. We
11 have remediated the building. What we are
12 doing now is removing the windows, replacing
13 the windows.

14 COUNCILWOMAN REYNOLDS BROWN: Oh, wow.

15 MS. COLLINS-GREENWALD: Yeah. Doing the
16 whole outside, the roof, the facade and the
17 windows. We continue to -- we are
18 continuing, though, to have discussions on
19 options for that building as well as others.

20 COUNCILWOMAN REYNOLDS BROWN: I see.
21 So, the City has purchased it?

22 MS. COLLINS-GREENWALD: Yes.

23 COUNCILWOMAN REYNOLDS BROWN: But it is
24 not yet determined if it will be used for
Strehlow & Associates, Inc.

(215) 504-4622

1 the new headquarters for the police?

2 MS. COLLINS-GREENWALD: You know what,
3 we are just looking at some options.

4 COUNCILWOMAN REYNOLDS BROWN: Okay.

5 MS. COLLINS-GREENWALD: When a new
6 administration comes in, we want to say --

7 COUNCILWOMAN REYNOLDS BROWN: Sure.

8 MS. COLLINS-GREENWALD: -- here is what,
9 you know -- here is what you're looking at
10 to do an analysis.

11 COUNCILWOMAN REYNOLDS BROWN: Okay.

12 MS. COLLINS-GREENWALD: We continue to
13 do work on that.

14 COUNCILWOMAN REYNOLDS BROWN: Very well.
15 Let's move to the staffing part of the
16 ledger.

17 According to my homework here, there
18 are -- at the executive staff level, are
19 those all exempt employees?

20 MS. COLLINS-GREENWALD: On the testimony
21 we submitted, the five that we submitted?

22 COUNCILWOMAN REYNOLDS BROWN: Yes.

23 MS. COLLINS-GREENWALD: Yes.

24 COUNCILWOMAN REYNOLDS BROWN: And
Strehlow & Associates, Inc.

(215) 504-4622

1 according to the testimony, there are no
2 people of color?

3 MS. COLLINS-GREENWALD: There are not at
4 the moment.

5 COUNCILWOMAN REYNOLDS BROWN: So what
6 does that mean?

7 MS. COLLINS-GREENWALD: The three people
8 that I mentioned that are leaving, three of
9 them are in our executive staff.

10 COUNCILWOMAN REYNOLDS BROWN: I see.

11 MS. COLLINS-GREENWALD: Yeah. We've
12 been working -- we've been working with
13 Talent and OHR to see where we can recruit
14 some of these issues. One person has an
15 heir apparent that has been approached to
16 see if she would be interested in filling
17 that position.

18 COUNCILWOMAN REYNOLDS BROWN: I see.

19 MS. COLLINS-GREENWALD: We are working
20 towards a more diverse workplace. We knew
21 that we had -- at least two of these
22 deputies were going out because they are on
23 the Drop. The one kind of through us for a
24 loop. So, we are actually working. I think
Strehlow & Associates, Inc.

(215) 504-4622

1 we are making good strides in that area.

2 We are working with -- I met with Jackie
3 Linton actually yesterday. We had a
4 conversation about groups that she might
5 know, like, where we can recruit.

6 Historically, we have put engineers in
7 these -- in some of these positions just by
8 the nature of the work and the capital and
9 facilities. And we have -- we haven't
10 pulled a lot from the minority field. We
11 have been lately.

12 If you look at the capital -- which I
13 know this isn't the Capital Budget -- but
14 the stats for our capital professional staff
15 on the capital side, we have a ratio. And
16 these are professional higher level staff
17 members. They are not the senior team right
18 now.

19 COUNCILWOMAN REYNOLDS BROWN: Sure.

20 MS. COLLINS-GREENWALD: We are at a
21 42 percent ration for minorities. We are
22 starting to see that trend change of having
23 more people in that. So, I envision when I
24 am back here next year having the same

Strehlow & Associates, Inc.

(215) 504-4622

1 conversation, the makeup of our senior team
2 will look a lot different.

3 COUNCILWOMAN REYNOLDS BROWN: We would
4 welcome that, as well. In your current
5 scenario is an example of what the CAO
6 officer shared with us in that as people are
7 transitioning, hopefully for greater, better
8 things, that that's an opportunity for the
9 leadership of departments to be serious
10 about looking for qualified competent
11 professionals.

12 And you should know that there's an
13 association called National Association of
14 Black Engineers with the Philadelphia
15 Chapter where you might be able to capture
16 the kind of talent you're looking for.

17 MS. COLLINS-GREENWALD: Jackie actually
18 is a member. And Jackie was an engineer in
19 her former life. So, she's a member. And
20 we spoke about it yesterday.

21 COUNCILWOMAN REYNOLDS BROWN: Very good.
22 Okay. I also notice in your testimony that
23 while you all are doing exceptionally well
24 in area of minority business contracting,
Strehlow & Associates, Inc.

(215) 504-4622

1 unless I read this incorrectly, in the area
2 of female women-owned businesses, did I read
3 that incorrectly?

4 MS. COLLINS-GREENWALD: We have -- I
5 believe our contracting is at 68 percent
6 for -- let me just pull this up real quick.
7 I believe it's at 68.5 percent for MBE and
8 27 percent for women.

9 COUNCILWOMAN REYNOLDS BROWN: Then I did
10 misread that.

11 MS. COLLINS-GREENWALD: Yeah. I have
12 this big book. And of course, I can't find
13 it. Hold on a second. I'm also positive.

14 COUNCILWOMAN REYNOLDS BROWN: Okay. I
15 may very well misread it. With all the work
16 going on --

17 MS. COLLINS-GREENWALD: Yes, they are.
18 I'm sorry.

19 COUNCILWOMAN REYNOLDS BROWN: 27
20 percent.

21 MS. COLLINS-GREENWALD: It's 68.5 for
22 WBE and 28.7 for women.

23 COUNCILWOMAN REYNOLDS BROWN: Okay. I'm
24 looking at the wrong data here. With all
Strehlow & Associates, Inc.

(215) 504-4622

1 the work going on at the 4601 Market Street,
2 where are you with regards to -- of the work
3 that needs to be done, how well are you
4 doing with regards to MBE/WBE activity for
5 that particular building?

6 MS. COLLINS-GREENWALD: We are -- we
7 have surpassed our goals.

8 COUNCILWOMAN REYNOLDS BROWN: Okay.

9 MS. COLLINS-GREENWALD: In almost every
10 area with local hires, Philadelphia
11 residents. I believe we are at 63 percent.
12 With actual people within the five ZIP codes
13 that are there.

14 COUNCILWOMAN REYNOLDS BROWN: Okay.

15 MS. COLLINS-GREENWALD: We are at high
16 percentage.

17 COUNCILWOMAN REYNOLDS BROWN: Very
18 encouraging.

19 MS. COLLINS-GREENWALD: 63 percent
20 Philadelphians, 66 percent minority trades
21 workers, 5 percent females. We are a little
22 behind the goal on female. Our goal was 7.
23 12 percent of those Philadelphians were from
24 the local ZIP codes. So, we are --

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: That's an
2 example that it can be done if one is
3 serious about --

4 MS. COLLINS-GREENWALD: And I do believe
5 Jim Lowe who is project director who is over
6 here, Jim headed up the Youth Study Center
7 Project.

8 COUNCILWOMAN REYNOLDS BROWN: Yes.

9 MS. COLLINS-GREENWALD: Which is on the
10 same lot, as you know. And he was very
11 instrumental in keeping those numbers very
12 high for that project. So, he is
13 experienced in that. He's mentoring Pedro
14 over there on how to do the same thing,
15 Pedro. So our goals, our numbers have
16 exceeded the goals that we have set.

17 COUNCILWOMAN REYNOLDS BROWN: Okay. I
18 think we will have come a long way when we
19 can have City department provide data in the
20 way that you just described because it
21 really matters that we have a government
22 that looks like the City of Philadelphia.
23 It's a broken record, but I will keep
24 playing it.

Strehlow & Associates, Inc.

(215) 504-4622

1 Thank you for your testimony.

2 MS. COLLINS-GREENWALD: Absolutely.

3 Thank you.

4 COUNCILWOMAN REYNOLDS BROWN: Thank you,
5 Mr. Chairman.

6 COUNCILMAN HENON: Thank you,
7 Councilwoman.

8 Chair recognizes Councilwoman Sanchez.

9 COUNCILWOMAN QUINONES-SANCHEZ: Thank
10 you. Thank you, Commissioner.

11 Wanted to talk a little bit around the
12 lease agreements before I get to our City
13 assets. Is there being a view of all of our
14 lease agreements as they come due? And are
15 we looking at creatively co-locating some of
16 those privately lease agreements into
17 facilities even in the neighborhoods?

18 And what role is your department playing
19 in that?

20 MS. COLLINS-GREENWALD: I have a twofold
21 answer to that.

22 COUNCILWOMAN QUINONES-SANCHEZ: Right.

23 MS. COLLINS-GREENWALD: This asset
24 management system is going to help us
Strehlow & Associates, Inc.

(215) 504-4622

1 tremendously because it's going to track all
2 of our assets. So, you probably heard me
3 sit up here before and say we think it makes
4 sense to co-locate some fire stations and
5 police stations. And I know --

6 COUNCILWOMAN QUINONES-SANCHEZ: I want
7 to look at our expensive lease agreements
8 like the crazy Curtis Center and all that
9 other stuff we did.

10 MS. COLLINS-GREENWALD: Yeah. That's
11 the neighborhood.

12 COUNCILWOMAN QUINONES-SANCHEZ: Let me
13 not mince words here.

14 MS. COLLINS-GREENWALD: I kind of knew
15 where you were going.

16 So on the other -- on the other side are
17 more office -- our larger office space
18 leases. What we are doing are two other
19 things, as well.

20 We have put out -- we are putting out
21 RFPs. And then we also, we plan to put out
22 within the next month or so I'm hoping, an
23 RFP to get a broker service which we
24 never -- we used it apparently a really long
 Strehlow & Associates, Inc.

(215) 504-4622

1 time ago. It may not have panned out for
2 whatever reason. But in all the brokers
3 I've been working with like just on
4 anecdotally we are in the meetings or you
5 see them at different functions or what not.
6 It seems like they can really help us. They
7 know what's out there. They can figure out,
8 okay, here is the square footage that you
9 think you need. How about, did you consider
10 this? Consider that? I think that
11 expertise is really going to help us.

12 John Herzins, as you know, is
13 phenomenal. And he comes up with things and
14 sometimes I don't know where he pulls them
15 from because they're so creative. But I
16 think this broker service is really going to
17 be able to help us, too, to actually come up
18 with more creative ways of putting things
19 and getting out of some of our more
20 expensive leases.

21 I know some leases we are in for various
22 reasons, and others we are in strictly
23 because of the location and the cost. They
24 are the ones we have to look at.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN QUINONES-SANCHEZ: They
2 will be tracking that as leases come up, how
3 do we look at. And then we had this
4 conversation when we had the School District
5 here. One of the challenges is we try to
6 save some of these school closures is really
7 figuring out how you and Fran, how do we
8 have that conversation and try to guide
9 departments into that direction around are
10 there facilities that are available around
11 the co-location pieces so that we are
12 maximizing them.

13 You know, I think certain offices need
14 to be downtown. Certain offices don't need
15 to be, and they should be in neighborhoods
16 as a way of us --

17 MS. COLLINS-GREENWALD: Sure.

18 COUNCILWOMAN QUINONES-SANCHEZ: --
19 co-locating those. So you know, how are we
20 driving that?

21 MS. COLLINS-GREENWALD: Well, you
22 mentioned Fran. As you know, Fran and I
23 work together for quite a few years. We
24 probably do talk at least once every other
Strehlow & Associates, Inc.

(215) 504-4622

1 week about this issue and others that are,
2 you know, the City and the School District
3 can work together.

4 I ask -- I call all the time and say do
5 you have a place and, you know, wherever I
6 want one, she doesn't have it usually. But
7 we do have those conversations. And I was
8 explaining to her about this asset
9 management system, how I think it's going to
10 work for us. So I think when I had the data
11 more, I can have more comprehensive
12 conversations with her on what the School
13 District and the City can do to either
14 co-locate. Or if it's leasing from that or
15 even vice versa, you know what I mean?

16 We do have those conversations a lot. I
17 think I need more better data in order to
18 have better conversations with her.

19 COUNCILWOMAN QUINONES-SANCHEZ: Okay.
20 As we invest and, you know, we were part of
21 the Facilities Task Force. We did the
22 Vacant Land Task Force. You and I sat
23 around and talked about these task force and
24 did these assessments.

Strehlow & Associates, Inc.
(215) 504-4622

1 MS. COLLINS-GREENWALD: We are very task
2 force oriented.

3 COUNCILWOMAN QUINONES-SANCHEZ: It's a
4 lot of information that we all learned in
5 that process. I want to make sure that
6 before we make significant investments in
7 police and fire, that we really look at
8 that, you know. And I know Councilman Henon
9 emphasizes the 15th which we share, but I
10 want to look at districts like the 26th that
11 are caught in the middle of, you know, an
12 area that is up and coming. And literally,
13 they are building houses up to the back of
14 it.

15 MS. COLLINS-GREENWALD: Yeah.

16 COUNCILWOMAN QUINONES-SANCHEZ: And we
17 are in the process of looking at substantial
18 investments in that. Police have a hard
19 time parking there. Like, I think that this
20 is a great opportunity to say where can we
21 potentially move the 26th? It's high value
22 property, so we can make some money off of
23 it too.

24 How do we locate, you know, whether it's
Strehlow & Associates, Inc.

(215) 504-4622

1 at Penn Treaty, for instance, that has tons
2 of space or other places because I hate to
3 see us make that investment when we are
4 putting the department in a place that they
5 can't grow.

6 MS. COLLINS-GREENWALD: And actually, we
7 are working right now on a facilities master
8 plan for police and fire stations.
9 That's -- we did that assessment.

10 COUNCILWOMAN QUINONES-SANCHEZ: Right.

11 MS. COLLINS-GREENWALD: So now, this is
12 one step further. So, there's money in the
13 Capital Budget to do this. What we're doing
14 is looking at exactly what you said.

15 Why throw a lot of money into the 26th
16 if it makes more sense to relocate the 26th.
17 We just had a -- we put an RFP out. We just
18 had a pre-bid meeting last week. Over 50
19 different professional services firms came
20 because they are anxious to work on this
21 project. So I think by the mid next week,
22 we will have the official proposal -- you
23 know, the proposals in. That's exactly what
24 we want them to look at.

Strehlow & Associates, Inc.

(215) 504-4622

1 And we don't -- obviously, we don't want
2 to make decisions. Look, if the roof is
3 leaking, we have to patch the roof
4 obviously, right? But we don't want to make
5 a significant -- significant investment in a
6 property where it does make more sense to
7 move it or it just doesn't maybe fit. It's
8 outgrown its usefulness. As I said to
9 Councilwoman Reynolds Brown, we police a
10 little bit differently these days. Maybe
11 the building will never work for us even if
12 it's not in -- even if it's in a great
13 location, maybe it requires a new building.

14 All of that information will come out of
15 that report. That report will be to us by
16 the end of the fiscal year, by the end of
17 this fiscal year. So what we also asked for
18 is some low hanging fruit to be given to us
19 by October. As the Council President likes
20 to tell me about the 22nd a lot, if that
21 comes out that the low hanging fruit is,
22 yes, you actually do need a new 22nd or you
23 need a new 2nd and 15th.

24 COUNCILWOMAN QUINONES-SANCHEZ: Can't
 Strehlow & Associates, Inc.
 (215) 504-4622

1 that 22nd go to Strawberry mansion where we
2 are trying to save the campus, you know.

3 MS. COLLINS-GREENWALD: That will all
4 come out. A lot of those details will come
5 out of the study. I think it's going to
6 be -- there will be a lot of collaboration
7 too after we get that report. We wouldn't
8 just go and --

9 COUNCILWOMAN QUINONES-SANCHEZ: As long
10 as we are making sure people are not
11 renewing up leases that we really need to
12 examine. We knew they were expensive when
13 we went into them. And that we are trying
14 to maximize, you know, community schools,
15 saving school buildings. All of those, what
16 people consider community anchors, I think
17 that's important. I just want t make sure
18 you are part of those conversations so that
19 people -- you know, that you do have some
20 sort of sway because you have looked at
21 facilities. The publicly owned ones and the
22 private, you have been in that mix.

23 I just want to make sure new people
24 don't come in and sort of like, you know, I
Strehlow & Associates, Inc.

(215) 504-4622

1 want to be over here because I want to be
2 over here. There is a protocol for it. And
3 that, you know, we are kind of streamlining
4 that.

5 MS. COLLINS-GREENWALD: Yes.

6 COUNCILWOMAN QUINONES-SANCHEZ: I just
7 want to give you the authority to say you
8 need to be more involved in that so people
9 don't go crazy.

10 MS. COLLINS-GREENWALD: Got you. Thank
11 you. Appreciate that.

12 COUNCILWOMAN QUINONES-SANCHEZ: Thank
13 you, Mr. Chair.

14 COUNCILMAN HENON: Thank you,
15 Councilwoman.

16 The Chair recognizes Councilman Squilla.

17 COUNCILMAN SQUILLA: Thank you,
18 Mr. Chairman. And thank you, Commissioner.

19 First, I want to start off by thanking
20 you. Great work you did over the 4th at our
21 firehouse. I know sometimes you always
22 complain about the timing and how long it
23 takes and the work that's done, but that was
24 a great job done by your office. And it

Strehlow & Associates, Inc.

(215) 504-4622

1 really makes a difference for not only the
2 firehouse but the surrounding community.

3 MS. COLLINS-GREENWALD: Thank you.

4 COUNCILMAN SQUILLA: Great job. The
5 other question I have is on 990. I know we
6 are looking to move on that. What is
7 possible from that move? And if you had
8 additional resources, where do you think --
9 what do you think we could do as far as
10 personnel?

11 MS. COLLINS-GREENWALD: With the people
12 that are in 990.

13 COUNCILMAN SQUILLA: Yes.

14 MS. COLLINS-GREENWALD: Or where to move
15 them?

16 COUNCILMAN SQUILLA: Yes.

17 MS. COLLINS-GREENWALD: What we are
18 doing now, 990 -- it's been an office lease
19 that we have had for -- I mean, I used to
20 have an office in 990 years ago. It's been
21 around forever.

22 COUNCILMAN SQUILLA: Back in the '60s.

23 MS. COLLINS-GREENWALD: Ooh, oww. I
24 wasn't even born in the '60s just so you
Strehlow & Associates, Inc.

(215) 504-4622

1 know. That was so uncalled for.

2 (Laughter)

3 So 990 always been that office building
4 that we say, okay, we have this group. We
5 are not renewing the lease at 990. The next
6 thing you know, we have a one-off group. We
7 say, throw them in 990. And we have been
8 doing it now for about a good 15 years or
9 so. So, we are finally like, okay, the
10 lease up is up in June of 2017. So we're
11 getting everyone out of 990.

12 Now, who is left? We have some small
13 little groups in there. We have some groups
14 that are Police Department groups, so
15 shouldn't they really maybe go where the
16 rest of the Police Department are?

17 We have RISE in there, so let's maybe
18 find another place for RISE. We have some
19 small -- we don't have large groups in
20 there, because we have gotten most of them
21 out of there. We just moved gun permits out
22 of there. Moved that down to 660 Erie where
23 it makes more sense to be, like, right
24 centrally located in the City. There is
Strehlow & Associates, Inc.

(215) 504-4622

1 parking. People can go there instead of
2 trying to fight their way through 990 and
3 parking and what not.

4 So we are try -- what we are -- I'm
5 being windy, which I'm usually not on this.
6 What we are trying to do is figure out
7 exactly what we need in that 990 and then --
8 and then go from there. But the number is
9 shrinking. The space we need is shrinking.
10 We are hoping it shrinks to really minimal,
11 and then we can just use.

12 COUNCILMAN SQUILLA: You think the move
13 then will add less -- we will need less
14 money as far as the lease is concerned for a
15 new property?

16 MS. COLLINS-GREENWALD: The 990 lease, I
17 have to say, is very competitive. It's
18 not --

19 COUNCILMAN SQUILLA: But it's a big
20 space.

21 MS. COLLINS-GREENWALD: It's a big
22 space. It's not one of our higher rent per
23 square footage leases. What it is, is we do
24 have a lot of space there. We do have a
Strehlow & Associates, Inc.

(215) 504-4622

1 clause where we can't contract or else it
2 re-triggers the terms to be negotiated.
3 That's why we keep throwing people in there
4 because we are committed to an X-amount of
5 space.

6 COUNCILMAN SQUILLA: Right. Right.

7 MS. COLLINS-GREENWALD: So, do I see
8 this space shrinking. If we go somewhere
9 else, gun permits alone went into a
10 City-owned building. That right there is a
11 good story. We think we are going to be
12 able to put Civil Affairs in the same
13 facility. That will be another group that's
14 out of the 990 footprint.

15 By the time it's all done, we are not
16 done with the complete requirement
17 assessments of who needs to be staying and
18 who doesn't. Some of them are programs. We
19 are not sure what the program is going to be
20 there by June of 17 or where that might
21 move. Yeah. I believe that the footprint
22 should absolutely shrink just based on the
23 work we have done so far.

24 COUNCILMAN SQUILLA: All right, great.
Strehlow & Associates, Inc.

(215) 504-4622

1 And the last question is, I know we have put
2 in the budget for preventative maintenance
3 in Public Property. And it was something
4 that we were looking at as far as for other
5 departments, Parks and Rec and whatnot.

6 Do you have -- have you seen that
7 additional dollars similar to the repairs
8 over in 4th and Arch has really come in
9 handy? And do you believe it's something
10 that should be continued?

11 MS. COLLINS-GREENWALD: I believe it
12 absolutely should be continued. And part of
13 my testimony I said we are at 1 percent
14 level for emergency work orders now. That
15 was not the case. We do preventive
16 maintenance. As you know, we started that
17 program. We do them at night. We do them
18 on the second shift.

19 Our guys -- automatically comes out of
20 the work orders system. Like here's a PM.
21 We hop on it, changing the belts, doing
22 things with the boilers. You know, there is
23 a litany of things for HVAC, electrical,
24 plumbing that we handle. It's keeping the
Strehlow & Associates, Inc.

(215) 504-4622

1 life cycle going.

2 We did a big program where we checked
3 all the laterals that were going into the
4 firehouses. One of the big issues were we
5 would get calls in the middle of the night
6 where, you know, stuff was backing up into
7 the firehouses. Did the PMs on the
8 laterals. We fixed about six or seven of
9 them, one extensively that was smushed and
10 then the rest of them that were fine. We
11 haven't had a problem.

12 So yes, I think it's paid off
13 tremendously. To only do 1 percent with the
14 aging infrastructure that we have in our
15 buildings I think is phenomenal.

16 COUNCILMAN SQUILLA: I think it's a
17 model, and I want to thank you. I think
18 it's a model we should use all over because
19 it really shows that with a little bit of an
20 investment, how much money we can really
21 save on capital improvements.

22 MS. COLLINS-GREENWALD: I totally agree.

23 COUNCILMAN SQUILLA: It's a credit to
24 Public Property. So, thank you for all your
Strehlow & Associates, Inc.

(215) 504-4622

1 great work.

2 MS. COLLINS-GREENWALD: Thank you.

3 COUNCILMAN HENON: Thank you,
4 Councilman. I have two other questions and,
5 you know, it should -- unless any members,
6 they went to Bensons. They are over at the
7 Veterans Affairs across the street, which is
8 phenomenal.

9 MS. COLLINS-GREENWALD: Yeah.

10 COUNCILMAN HENON: How much vacant
11 property do you control?

12 MS. COLLINS-GREENWALD: We have
13 currently about 6400 pieces of vacant
14 property that the City Proper controls,
15 Public Property. We just transferred
16 10 percent of that over to the Land Bank. I
17 am hoping that in the upcoming months and
18 year to transfer almost all of it over to
19 the Land Bank because it's surplus vacant
20 property where they will have a budget to
21 maintain it and whatnot and put assemblages
22 together.

23 COUNCILMAN HENON: So, what's the
24 timeline on transferring the remaining?

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. COLLINS-GREENWALD: As soon as -- I
2 mean, what happens is I think the Law
3 Department is working on the titles. PHDC
4 gives them a list. They work with titles.
5 They work with Council to see what should
6 come in and out of the inventory. Then it
7 comes over to me. I sign the deeds, goes
8 over to the PRA. They sign the deeds. And
9 then it's conveyed over to the Land Bank.

10 So, it's a fairly quick process once it
11 gets moving. But I think what has to happen
12 is those conversations of what land can
13 actually be transferred over and those
14 conversations that PHDC is having with
15 individual Council members. I will sign
16 them as soon as I get them. I don't want
17 any more vacant properties.

18 COUNCILMAN HENON: I think a lot of
19 members will do the same.

20 You are answering some of the questions,
21 you know, the follow-up questions to that.
22 How is a piece of land determined to be a
23 surplus and transfer? Who determines that?
24 PHDC determines that?

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. COLLINS-GREENWALD: Yeah. The Land
2 Bank lives in PHDC. That's where the Land
3 Bank is.

4 COUNCILMAN HENON: Who identifies the
5 6400 vacant parcels or property?

6 MS. COLLINS-GREENWALD: PH -- the
7 properties that we have, the 6400, we got
8 through tax foreclosure over the years and
9 year. Some of the property we had for,
10 like, 40 or 50 years. But PHDC --

11 COUNCILMAN HENON: PHDC or the land Bank
12 is taking a look at all 64?

13 MS. COLLINS-GREENWALD: All of ours, all
14 of the PRAs and all of PHDCs. We all of
15 them own separate properties. They did a
16 comprehensive look at what can go i the Land
17 Bank now. What should we put in the Land
18 Bank for assemblages? What should we just
19 sell?

20 So yeah, they did that analysis. PHDC
21 and the Land Bank staff, I should say. I
22 mean, I'm sure Anne Fadul can speak more on
23 the process then I could.

24 COUNCILMAN HENON: If I want -- if I
Strehlow & Associates, Inc.

(215) 504-4622

1 want to know what determines or what --

2 MS. COLLINS-GREENWALD: Yeah.

3 COUNCILMAN HENON: What is surplus
4 worthy of going to the Land Bank so we can,
5 you know, start the process of the title
6 search and any other kind of revenue
7 delinquencies, I mean, that's why they are
8 there in the first place.

9 So PHDC or the Land Bank will have all
10 that?

11 MS. COLLINS-GREENWALD: Yes. They will
12 be able to tell you if it's something in
13 your district that's maybe not City-owned
14 but privately owned or whatever, they will
15 be able to tell you the process.

16 COUNCILMAN HENON: And when it comes to
17 you, ultimately, the quicker the timeline is
18 just like soon as it gets to you, you will
19 sign off of it?

20 MS. COLLINS-GREENWALD: I immediately
21 sign it.

22 COUNCILMAN HENON: Okay. And last, who
23 takes -- well, not last. I'm sorry. Who
24 takes care of public art and how is it a
Strehlow & Associates, Inc.

(215) 504-4622

1 budget?

2 MS. COLLINS-GREENWALD: The budget flows
3 through Public Property, but Margot Berg of
4 Arts and Cultures is the public arts guru.

5 COUNCILMAN HENON: So, what does that
6 mean? So Mark?

7 MS. COLLINS-GREENWALD: Margot, Margot
8 Berg.

9 COUNCILMAN HENON: Okay. So Margot
10 takes care of the public art? And that's
11 within the Department of Public Property?

12 MS. COLLINS-GREENWALD: It's not within
13 the Department of Public Property. It's in
14 the Department of Arts and Culture.

15 COUNCILMAN HENON: And they have their
16 own --

17 MS. COLLINS-GREENWALD: Office.

18 COUNCILMAN HENON: -- office, but they
19 have their own abatement team or a team that
20 goes out?

21 MS. COLLINS-GREENWALD: I believe what
22 they do is contract out. Their money is
23 Class 200 money, they contract out to
24 conserve art and whatnot.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN HENON: Okay. Well, I'll
2 ask Margot.

3 MS. COLLINS-GREENWALD: It passes --
4 that's money in our budget, but we don't
5 actually handle them.

6 COUNCILMAN HENON: Right. But it's in
7 your budget. It flows through you over
8 to --

9 MS. COLLINS-GREENWALD: Yeah. On the
10 capital side, yeah.

11 COUNCILMAN HENON: On the capital side.

12 MS. COLLINS-GREENWALD: If you want more
13 specific, you can ask Margot Berg on that.

14 COUNCILMAN HENON: I will certainly ask.
15 But I think you answered a good question.

16 In the Five Year Plan, you have a retro
17 plan for Public Property in the future for
18 retrofitting energy costs?

19 MS. COLLINS-GREENWALD: For retrofit --
20 I would actually have to bring Adam up if
21 you wanted to speak on the energy process
22 and program, because he actually takes the
23 lead on that. I don't want to say anything
24 to --

Strehlow & Associates, Inc.

(215) 504-4622

1 (Witness approaches Table.)

2 COUNCILMAN HENON: State your name for
3 the record, and I will ask the question
4 over. I will lead into that question first.

5 MR. AGALLOCO: It's Adam Agalloco. I
6 work in the Office of Sustainability.

7 COUNCILMAN HENON: Okay, great. So we
8 had in escrow over the last couple of years
9 very successful, right, with retrofitting
10 the quad. What were those utility costs
11 savings and energy savings?

12 MR. AGALLOCO: So, the City invested in
13 the quad plex of four of major downtown
14 buildings, a total utility savings projected
15 for about \$1.4 million. We have so far been
16 through -- we only received the second
17 quarter -- through the second quarter of our
18 measurement verification program. And we
19 are on track to meet our savings
20 projections. So we are doing --

21 COUNCILMAN HENON: Is that 1.4 a year?

22 MR. AGALLOCO: \$1.4 million a year. Of
23 course, that changes a little bit as energy
24 costs rise and fall.

Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILMAN HENON: Okay. So
2 retrofitting in the future in the Five Year
3 Plan, do you have a cost estimate on
4 projections of utility and energy savings?

5 MR. AGALLOCO: We don't. We don't have
6 a projection of utility cost savings.
7 That's one project within an overall
8 \$30 million plus energy spend that the City
9 has for kind of natural gas, electricity,
10 the things that General Fund is spending on.

11 What we do, what we are working on is
12 basically planning out our investment plan
13 for City facilities in the General Funds
14 that we can start to build out and see how
15 we are going to meet our -- both our energy
16 reduction goals and then the associated cost
17 benefits that come from this.

18 COUNCILMAN HENON: So in the Five Year
19 Plan, is there -- there's a \$30 million
20 capital investment in the retrofitting; is
21 that correct?

22 MR. AGALLOCO: That I would have to
23 follow up with the Budget Office on that.

24 Budget is not in the Office of
Strehlow & Associates, Inc.

(215) 504-4622

1 Sustainability's budget. That's something
2 that's been talked about.

3 COUNCILMAN HENON: We can follow up and
4 we can -- I will put it succinctly in the
5 series of questions I can provide.

6 MR. AGALLOCO: The understanding I have
7 is that that we are looking at major
8 investment in the City's capital buildings
9 or through capital and for energy
10 performance contracts. Model off the quad
11 project.

12 COUNCILMAN HENON: All right. Thank
13 you.

14 Chair recognizes Councilwoman Bass.

15 COUNCILWOMAN BASS: Thank you. Thank
16 you, Mr. Chairman.

17 Good afternoon. How are you?

18 MS. COLLINS-GREENWALD: Good. How are
19 you?

20 COUNCILWOMAN BASS: I'm very well, thank
21 you. I just had a couple questions
22 primarily on facilities management. There
23 is a number of properties that are in the
24 8th Council District that are managed by
Strehlow & Associates, Inc.

(215) 504-4622

1 Public Property. And wanted to get a sense
2 of -- in your statement over the next five
3 years, Facilities Management will increase
4 preventive maintenance on City facilities
5 from 30 percent to 40 percent to 60 percent
6 by Fiscal Year 21. And I was hoping to get
7 some details on that because it's critical
8 to some of the properties that are managed
9 by Public Property in my district.

10 MS. COLLINS-GREENWALD: Sure.

11 So when we started the Preventive
12 Maintenance Program about two years back, I
13 believe, what we concentrated on were the
14 properties that we maintained, so that's the
15 police and fire facilities. So we only
16 maintain police and fire. And then a few,
17 kind of one-off agency facilities, so Fleet
18 and L&I.

19 And so, what we did was we concentrated
20 on every one we did. What we do is we cycle
21 through every -- when we started, we did it
22 twice a year because we just started, right?
23 What we do now is we try to cycle through on
24 different times of the year depending on the
Strehlow & Associates, Inc.

(215) 504-4622

1 season, depending on what kind of preventive
2 maintenance we are going to do. If it's
3 before the summer, we want to make sure all
4 the HVAC systems are working in the facility
5 that, you know, that we maintain. We go
6 through and do all of them.

7 Like, a work order will pop up to our
8 guys. It's proactive work order instead of
9 go fix the leak at Engine 70. It will pop
10 up do the PMs for these in your area. How
11 we have -- and then for the heating season,
12 it's the opposite. We do the boilers and
13 whatnot. We're always changing belts.

14 I have a whole list of everything that
15 we do, and it's real technical. Our guys
16 make sure that they go through and do that,
17 you know, in each facility. So just
18 prevents us from having to go out and do
19 that reactive maintenance and the emergency
20 maintenances.

21 COUNCILWOMAN BASS: Okay.

22 MS. COLLINS-GREENWALD: Like I said, so
23 we have it on a good schedule. We believe
24 we can increase it somewhat. We really --
Strehlow & Associates, Inc.

(215) 504-4622

1 we actually -- took us a little bit of time
2 to define what a PM actually was. Some
3 things we were putting in as routine or
4 whatnot, or it's an emergency. It's like,
5 no, if we just did this on a regular cycle,
6 it would mean -- I think we are in a really
7 good place now where our numbers will
8 definitely pick up because we know this is a
9 PM versus this is an emergency, this is
10 reactive and this is a construction project
11 that we are working on. Not just --

12 COUNCILWOMAN BASS: Right.

13 MS. COLLINS-GREENWALD: -- but this is a
14 construction project we are working on to
15 get things done. Our guys are -- they are
16 assigned by zones. So, we have Ridge and
17 Cinnaminson is one of our zones. That's up
18 there. We have -- they are all assigned.
19 It's very easy for them to deploy to each
20 site that we have within their areas.

21 We have one in northwest, northeast,
22 south, central. That's the way that pans
23 out. It's been successful to date, so I
24 imagine it will just continue to get more
Strehlow & Associates, Inc.

(215) 504-4622

1 successful because it takes off the back end
2 for us.

3 COUNCILWOMAN BASS: Okay.

4 MS. COLLINS-GREENWALD: Rather than the
5 front, then not.

6 COUNCILWOMAN BASS: Okay. All right.
7 And there is a couple properties that -- and
8 specific that I was thinking of, but you're
9 saying that -- maybe, let me put it this
10 way.

11 Can you tell me which districts or which
12 properties in the 8th District that you're
13 responsible for outside of police and fire
14 stations?

15 MS. COLLINS-GREENWALD: Yeah. Give me
16 one second. I don't think it's going to be
17 much, though.

18 COUNCILWOMAN BASS: Yeah. I don't think
19 it's a lot. I don't think it's a lot.

20 MS. COLLINS-GREENWALD: Let me get my
21 list up. I believe I have this by District.
22 Okay. Our Public Property zone is in there,
23 Zone 5, the one I just mentioned in the 8th
24 District. Everything else, these all look
Strehlow & Associates, Inc.

(215) 504-4622

1 like they're police and fire. Yeah.
2 Everything else is police and fire that I
3 have on this list here.

4 Do you have something specific that --

5 COUNCILWOMAN BASS: What about -- I know
6 the property located at -- can't think of
7 the exact address, but at the intersection
8 of Coulter and about Pulaski or Morris,
9 which is the Wissahickon Boys and Girls Club
10 which is a City-owned, maintained --

11 MS. COLLINS-GREENWALD: Okay. That's --
12 we don't really maintain that, but --

13 COUNCILWOMAN BASS: Not really.

14 MS. COLLINS-GREENWALD: We don't at all.
15 We're not responsible for maintaining that,
16 but we did the capital work and sent our
17 staff in a few years back because of the
18 conditions of the City-owned building. But
19 it's really not something that's in our
20 maintenance inventory.

21 COUNCILWOMAN BASS: Okay.

22 MS. COLLINS-GREENWALD: But we did -- we
23 did that assessment and we conducted the
24 work and we put the capital -- and we worked
Strehlow & Associates, Inc.

(215) 504-4622

1 with you guys.

2 COUNCILWOMAN BASS: Yes. That's what I
3 was asking.

4 MS. COLLINS-GREENWALD: Yeah. It's not
5 really in our purview, though. It doesn't
6 really come in our under our inventory.

7 COUNCILWOMAN BASS: Okay. Because
8 that's something that you just did for the
9 capital work that needed to be done on that
10 particular instance?

11 MS. COLLINS-GREENWALD: Yes.

12 COUNCILWOMAN BASS: Okay, great. Thank
13 you very much.

14 MS. COLLINS-GREENWALD: You're welcome.

15 COUNCILWOMAN BASS: Thank you,
16 Mr. Chairman.

17 COUNCILMAN HENON: Thank you
18 Councilwoman.

19 Chair recognizes Councilman
20 Taubenberger.

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

23 COUNCILMAN HENON: And then we're going
24 to break for lunch.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN TAUBENBERGER: Thank you. I
2 will be brief because I don't like to get in
3 way of people's foods.

4 COUNCILMAN HENON: Thank you.

5 COUNCILMAN TAUBENBERGER: Ms. Greenwald,
6 I want to thank you as a tenant here.
7 You're sort of my landlord. I want to say
8 that your department is very, very, very
9 good at keeping this building clean,
10 particularly one that is so historic and in
11 many ways so important to the City of
12 Philadelphia. The City Hall is recognized
13 by millions, not just in the City but
14 throughout the United States. And there
15 were even comments made years ago that if
16 City Hall were promoted properly, it would
17 be a greater destination because the City
18 Halls, for example, in Munich and other
19 cities of Europe, the City Halls are point
20 of destination. Munich, for example, has a
21 great glockenspiel. So every hour, there's
22 almost really, really a show.

23 And being here and giving you those
24 accommodations, I also like to know if you
Strehlow & Associates, Inc.

(215) 504-4622

1 have any particular plans for City Hall
2 itself, for example, in the courtyard or in
3 the portals?

4 MS. COLLINS-GREENWALD: We do, actually.
5 We just -- I should have probably maybe said
6 this in the beginning. We just worked with
7 the Planning -- Planning Commission and the
8 Water Department and just received a
9 PlaceMakers Grant, a \$200,000 grant to
10 actually do some study, to actually put
11 something concrete in the courtyard.

12 If you notice over the past year, we
13 actually put money aside to do the plannings
14 in the courtyard and on the apron. Used to
15 be real bare and all of that. Now it's
16 really festive. We have a landscape
17 architect on staff, Debby Cahill, who put a
18 tremendous amount of effort and actually was
19 in there digging herself, putting in the
20 plants. We are beautifying it that way.

21 We are working with this group. We have
22 this \$200,000 grant. We are told that it
23 can leverage up to another \$800,000 which is
24 what past recipients have got, so the
Strehlow & Associates, Inc.

(215) 504-4622

1 verdict is still out on that. That's what
2 we've been told, so I can see us putting
3 some -- something that will make you
4 attracted to the courtyard but still keeping
5 within it's more passive reflective way in
6 the courtyard itself.

7 In the portals we just did the gates.
8 We put the gates up, which is -- that's how
9 we won an award for which is awesome. The
10 portals, we just put --

11 COUNCILMAN TAUBENBERGER: Who did you
12 win the award from?

13 MS. COLLINS-GREENWALD: The preservation
14 Alliance.

15 COUNCILMAN TAUBENBERGER: Excellent.

16 MS. COLLINS-GREENWALD: Yeah. Yeah. We
17 go next week, the beginning of May.

18 COUNCILMAN TAUBENBERGER: I think they
19 are a great addition. They look like they
20 always were there, and it's fantastic.

21 MS. COLLINS-GREENWALD: Believe it or
22 not, there have never been gates on City
23 Hall. So they are -- the gates were
24 designed and installed and fabricated and
Strehlow & Associates, Inc.

(215) 504-4622

1 installed based on one little small drawing
2 that MacArthur, that the architect, was this
3 big.

4 COUNCILMAN TAUBENBERGER: Really.

5 MS. COLLINS-GREENWALD: We blew it up.

6 COUNCILMAN TAUBENBERGER: Wow.

7 MS. COLLINS-GREENWALD: Yeah. It's
8 pretty cool.

9 COUNCILMAN HENON: Point of information,
10 if I may Commissioner and Councilman, can
11 you explain that they are the original
12 schematics, right and design of the gates?

13 MS. COLLINS-GREENWALD: He drew --
14 MacArthur the architect drew one small
15 picture. It was this big that we had that
16 we saw. And we blew it up. We gave it to
17 an architectural firm, and they created
18 scale plans and we fabricated the gates and
19 got them up. And yeah, they've been a
20 wonderful addition.

21 People are -- people stop me all the
22 time and say, oh, my God, the gates. They
23 look fabulous. So we envision bringing more
24 visitors into City Hall. We do work with
Strehlow & Associates, Inc.

(215) 504-4622

1 the tourists group and whatnot. We have
2 done painting around here and put historical
3 images up on the seventh floor. We have
4 discussed having tours that are maybe more
5 of an off-the-beaten path, like behind the
6 scenes of City Hall tour.

7 COUNCILMAN TAUBENBERGER: Would be
8 great.

9 MS. COLLINS-GREENWALD: Yeah. Figured
10 you would like that. Last year we held a
11 ghost hunting event. We actually -- yeah,
12 we were in the paper. Joe Braski, our
13 building manager, was in the building
14 supervisor was in the paper. He slept
15 overnight with a bunch of ghost hunters. It
16 was pretty school.

17 People are really into it. People like
18 to know what's going on in City Hall, like,
19 what can they see? What's down there? It's
20 something we are looking into. I do have to
21 be mindful and work with risk management on
22 that.

23 COUNCILMAN TAUBENBERGER: Understood.

24 MS. COLLINS-GREENWALD: And not just
Strehlow & Associates, Inc.

(215) 504-4622

1 bring people in without them. But we think
2 it's some cool stuff that we can do.

3 COUNCILMAN TAUBENBERGER: Thank you.
4 Many Americans are familiar with the term,
5 Rathskeller. They really don't know where
6 it comes from. It's a German phrase. What
7 it really is in Germany and Munich and the
8 Cologne and every big German City or even
9 small German City, is the City Hall is
10 called Rathaus.

11 And the Rathskeller actually comes from
12 the term that in each City Hall there is a
13 restaurant generally, bigger ones anyway
14 particularly in Munich or Frankford. And
15 that's where the term Rathskeller comes,
16 actually means seller of the City Hall.

17 And would you ever see or any
18 possibility of some point having a German
19 Rathskeller in City Hall? I mean, an actual
20 restaurant?

21 MS. COLLINS-GREENWALD: It's been
22 brought up numerous times with City -- with
23 space at such a premium on the first floor
24 right now, we have -- obviously, they're
Strehlow & Associates, Inc.

(215) 504-4622

1 mostly offices on the first floor. They are
2 public facing offices a lot of them are.
3 It's been brought up several times. There
4 have been studies done. I was just actually
5 told that the former controller Jonathan
6 Sidel did a study about 20 years ago on this
7 very concept.

8 I am going to try to take that out and
9 see what it looks like and go from there. I
10 wouldn't be opposed, but I don't get to make
11 the call on that.

12 COUNCILMAN TAUBENBERGER: I understand.

13 MS. COLLINS-GREENWALD: I think it would
14 be pretty neat.

15 COUNCILMAN TAUBENBERGER: I would help
16 with that. I think City Commissioner
17 Schmidt who is also familiar with the term
18 Rathskeller might be willing to move his
19 office. We got the beginning of -- I can't
20 speak for him.

21 MS. COLLINS-GREENWALD: We have to be
22 competitive with -- the business we do.

23 COUNCILMAN TAUBENBERGER: I think it's
24 kind of a fun thing, that's why I brought it
Strehlow & Associates, Inc.

(215) 504-4622

1 up. It could also be very attractive to
2 tourism which, once again, this is probably
3 the most ornate City Hall in all of America.
4 And possibly, I would go head to head and
5 say it matches any City Hall in Europe.

6 MS. COLLINS-GREENWALD: Thank you. I
7 agree.

8 COUNCILMAN TAUBENBERGER: Or anywhere in
9 the world not just Europe.

10 MS. COLLINS-GREENWALD: I think the
11 building is phenomenal.

12 COUNCILMAN TAUBENBERGER: Thank you.
13 Mr. Chairman, thank you.

14 COUNCILMAN HENON: Thank you Councilman.
15 That will be it for -- any questions,
16 Councilwoman?

17 (No further questions.)

18 COUNCILMAN HENON: Commissioner, thank
19 you.

20 MS. COLLINS-GREENWALD: Thank you.

21 COUNCILMAN HENON: Thank you for all the
22 good work you have done over the years, and
23 look forward to continuing the progress that
24 we made in Public Property.

Strehlow & Associates, Inc.

(215) 504-4622

1 MS. COLLINS-GREENWALD: Thank you very
2 much.

3 COUNCILMAN HENON: This Committee of the
4 Whole will stand on recess until two
5 o'clock.

6 And I want to thank publicly the court
7 stenographer for the extended time.

8 - - -

9 (Public Hearing recessed at 1:17 p.m.)

10 - - -

11 (Public Hearing reconvened at 2:28 p.m.)

12 - - -

13 COUNCIL PRESIDENT CLARKE: Good
14 afternoon. We are going to reconvene.

15 Thank you. Next up we will have the
16 Procurement Department.

17 (Panel approaches Table.)

18 COUNCIL PRESIDENT CLARKE: Good
19 afternoon.

20 MR. DAY: Good afternoon. Good
21 afternoon, Council President Clarke and
22 Members of City Council. I am Trevor Day,
23 Commissioner of the Procurement Department.

24 I am here to present for your consideration
Strehlow & Associates, Inc.

(215) 504-4622

1 the Procurement Departments Fiscal 2017
2 Budget request. With me today is Deputy
3 Commissioner Nicholas Susi, and Director of
4 Public Works Special Services Jessica
5 DeJesus.

6 The Department is requesting a total
7 appropriation of all funds of \$4,951,818.
8 Of which \$4,869,720 is in the General Fund.
9 The proposed FY17 General Fund allocation
10 represents an increase of \$32,048 over the
11 FY16 estimated obligations, which is a
12 result of scheduled raises as agreed to in
13 the last agreement for District Council 47.
14 \$2,194,662, which amounts to 45 percent of
15 the total General Fund budget request
16 represents City-wide charter mandated
17 advertising expenses.

18 As many of you are aware, the
19 Procurement Department is only involved with
20 facilitating less than half of the City's
21 total contract awards, somewhere between 50
22 to 60 percent are professional services
23 contracts, managed and released by each
24 operating department. The Procurement
Strehlow & Associates, Inc.

(215) 504-4622

1 Department continues to strategically
2 improve the way it conducts business and
3 streamline its operations relative to
4 concessions, public works, commodities and
5 maintenance/repair contracts. We continue
6 to achieve a high level of awards to local
7 businesses with 68 percent of the
8 Procurement's total contract dollars awarded
9 in Calendar Year 2015 to registered local
10 businesses. An increase of 15 percent over
11 Calendar Year 2014.

12 The Procurement Department continues to
13 foster contracting opportunities for OEO
14 certified vendors. Our department has
15 engaged various stakeholders including
16 vendors, professional organizations and
17 fellow City agencies in an effort to improve
18 our initiatives to encourage increased
19 participation.

20 Since January of 2016, we have conducted
21 and participated in eight vendor outreach
22 initiatives that have attracted several
23 hundred businesses on how to do business
24 with the City. On the City's public works
Strehlow & Associates, Inc.

(215) 504-4622

1 contracts, minority and women-owned business
2 participation was 25 percent in Fiscal Year
3 2015 while services, supplies and equipment
4 was 28 percent. Year to date in Fiscal Year
5 2016, our participation has increased to 44
6 percent and 36 percent respectively.

7 The Department in coordination with the
8 Chief Administrator's Office has created
9 three working groups, two for public works
10 and one for commodities/services. These
11 groups will create and implement actionable
12 items to improve our contracting efforts.

13 The creation of a Procurement manual and
14 a contract plan will create more
15 transparency and guidance on how and what
16 the City intends to contract. The
17 implementation of a front end eProcurement
18 system will lower the barriers many
19 businesses face in responding to Procurement
20 bids. Reverse auctions will ensure that the
21 City is fiscally responsible with the funds
22 entrusted to us by the citizens of
23 Philadelphia.

24 Improvements such as these will enable
Strehlow & Associates, Inc.

(215) 504-4622

1 Procurement to enable best practices where
2 businesses can more readily respond to more
3 opportunities put out by the City of
4 Philadelphia. With regard to the
5 Procurement Department staff, we still
6 maintain a few retirement eligible
7 employees.

8 The Department as a whole, however, has
9 successfully hired and trained 75 percent of
10 its entire staff over the last five years as
11 a result of retirement employee turnover.

12 As noted in our written testimony, the
13 Procurement Department boasts a diverse
14 staff with 59 percent being
15 Black/African-American, 39 percent Caucasian
16 and 2 percent Hispanic. Overall, 68 percent
17 are women and 32 percent are men.

18 In Fiscal Year 15, the Service Supplies
19 and Equipment Division issued 139 bids
20 resulting in 169 contract awards totaling
21 over \$49 million. Also in Fiscal Year 15,
22 925 small order purchases all under \$32,000
23 were processed totaling over \$6.3 million.
24 Currently, there are 45 active cooperative
Strehlow & Associates, Inc.

(215) 504-4622

1 contracts with estimated contract value of
2 approximately \$60 million, an estimated cost
3 savings of over \$3 million annually.

4 The Public Works Division awarded 131
5 contracts worth \$290 million. Public Works
6 also solicited three concession
7 opportunities that resulted in one contract.
8 Additionally in FY15, the Special Services
9 Unit collected almost \$505,000 in revenue
10 from sale or scrap of obsolete unserviceable
11 property.

12 Mr. President, this concludes my
13 testimony. Should any Councilmember wish to
14 engage in further discussion in any of these
15 matters, my staff and I are happy to answer
16 any questions you may have or meet with the
17 Councilmembers at your convenience.

18 COUNCIL PRESIDENT CLARKE: Thank you.
19 Thank you for your testimony.

20 Want to ask you a question on the part
21 of your testimony. When it references
22 economic policy or the value in the
23 sustainable Procurement policies and
24 procedures.

Strehlow & Associates, Inc.
(215) 504-4622

1 Do you believe your department can serve
2 a purpose of enhancing economic development
3 or policy or growth in the City of
4 Philadelphia?

5 MR. DAY: Can we enhance economic
6 development policy?

7 COUNCIL PRESIDENT CLARKE: Yeah.

8 MR. DAY: I think by the nature of
9 issuing contracts and awarding contracts
10 locally, we are advocate -- we are engaging
11 in economic development policies.

12 COUNCIL PRESIDENT CLARKE: When you make
13 those determinations, to what degree --
14 because you know we are Philadelphians,
15 right, so we really don't like people other
16 than Philadelphians. But I know certain
17 laws governing our procurement practices.

18 From your perspective, how far do you
19 think you can go in our Philly First
20 provisions? You know, we have a -- we
21 didn't have the public hearing yet. It's
22 another iteration of the earlier Philly
23 First Bill we did some years ago. I thing
24 it started with Councilman green, then
Strehlow & Associates, Inc.

(215) 504-4622

1 Councilman Goode did some amendments.

2 How far do you think we can go before we
3 get challenged by law?

4 MR. DAY: I mean, I think you are
5 asking --

6 COUNCIL PRESIDENT CLARKE: I'm going to
7 ask you a legal question.

8 MR. DAY: Right. Good question. I
9 mean, I don't know the answer to those
10 questions how far we can go. You know, I
11 would say that, you know, we currently award
12 68 percent of our total contract awards last
13 year to local businesses. You know, we
14 do -- we do a good job in employing and
15 awarding contracts to local businesses.

16 COUNCIL PRESIDENT CLARKE: All right.
17 You know, Philadelphians, we want it all.

18 With respects to -- you referenced
19 your -- I think we are going kind of fast.
20 With respects to the demographics associated
21 with the contracts awarded, you were
22 throwing out numbers. Could you not
23 necessarily talk about percentages, can you
24 talk about the dollar figure for the various
Strehlow & Associates, Inc.

(215) 504-4622

1 categories?

2 Because sometimes -- I just got some
3 information this morning that talked about a
4 number of awards under a certain like
5 \$100,000. It was significant number higher
6 than the other ones. But sometimes the
7 amount, the number of people awards doesn't
8 necessarily reflect the aggregate amount of
9 the awards.

10 MR. DAY: Sure. So for -- we can talk
11 about, you know, a couple different -- we
12 have two different areas, Public Works and
13 Service Supplies and Equipment.

14 So for Public Works, I mean, do you want
15 the dollar value or do you want the
16 percentage of contracts? You're looking at
17 dollar value?

18 COUNCIL PRESIDENT CLARKE: I am looking
19 at dollar. Because sometimes numbers,
20 percentages don't necessarily reflect where
21 value of the actual contract.

22 MR. DAY: Sure. In Fiscal Year 15, 25
23 percent of the dollar value was awarded to
24 minority or women-owned businesses. And
Strehlow & Associates, Inc.

(215) 504-4622

1 Fiscal Year 15 that -- I mean, 16, that's 44
2 percent of the dollar value.

3 COUNCIL PRESIDENT CLARKE: Forty-four?
4 So much better job.

5 MR. DAY: Yes.

6 COUNCIL PRESIDENT CLARKE: That's good
7 to see we're ticking up. Okay.

8 Chair represent -- recognizes
9 Councilwoman Parker.

10 COUNCILWOMAN PARKER: Thank you,
11 Mr. President and good afternoon. Welcome.

12 I want to start with page 1 of your
13 testimony, Initiative No. 3. Something made
14 me pretty excited. I am a firm believer in
15 having a one-stop shop for information
16 versus having a little bit here and a little
17 bit there. We expect the public to sort of
18 comb through, you know, all of our programs
19 and all of the opportunities. And you can
20 go a little haywire trying to do that.

21 You referenced distributing a
22 Procurement Guide. It's an essential, play
23 book, right, to have something essential we
24 can give to those who are interested in
Strehlow & Associates, Inc.

(215) 504-4622

1 doing business with the City particularly
2 with the guise of increasing minority,
3 women-owned businesses in the City of
4 Philadelphia.

5 Tell me, one, when do you think the
6 guide is going to be ready?

7 Have you incorporated sort of any kind
8 of vendor feedback into the guide? How was
9 the concept sort of developed?

10 MR. DAY: Sure. Yeah. I think you're
11 absolutely correct in all of those facets.

12 So you know, the City of Philadelphia,
13 as you know, sort of witnessed this morning,
14 there is a lot of discussion around
15 contracting. And now that the
16 contracting -- all contracting reports up to
17 Rebecca Rynhart as the Chief Administrator
18 Officer, I think there is an effort to
19 consolidate and explain exactly the policy
20 right now in a manual and, you know, sort of
21 the intentions -- the improvements moving
22 forward.

23 So our goal is having a -- is
24 implementing the eProcurement system within
Strehlow & Associates, Inc.

(215) 504-4622

1 six to nine months. And once we have that
2 system implemented, coming out with a
3 Procurement manual. We will be creating
4 that during that process, but probably after
5 that eProcurement system is implemented. So
6 after nine months, probably January to March
7 of 2017.

8 COUNCILWOMAN PARKER: Great. Okay. So,
9 one, thank you for that information, so we
10 will get the eProcurement set up first, then
11 the actual guide. I just ask as you sort of
12 lay out or develop your marketing plan, that
13 aside from the businesses that will contact
14 Procurement directly, make sure you include
15 Councilmembers as a part of that.

16 We have town hall meetings, you know,
17 often. We are out in the community where
18 people are asking us, you know, quite often
19 how do I get an opportunity to do business
20 with the City of Philadelphia. So use us as
21 a part of your marketing plan.

22 MR. DAY: Absolutely, we will.

23 COUNCILWOMAN PARKER: Thank you.

24 COUNCIL PRESIDENT CLARKE: Chair
Strehlow & Associates, Inc.
(215) 504-4622

1 recognizes, Councilman Domb.

2 COUNCILMAN DOMB: Thank you, Council
3 President. And good afternoon.

4 MR. DAY: Good afternoon.

5 COUNCILMAN DOMB: Question for you on
6 the reverse auction process.

7 MR. DAY: Yes.

8 COUNCILMAN DOMB: This is where I guess
9 you have citizens compete against each other
10 and bidding the price down.

11 MR. DAY: Yes.

12 COUNCILMAN DOMB: When do you think that
13 will be implemented?

14 MR. DAY: We received three proposals in
15 April. We're reviewing those proposals
16 right now. And we expect to be under
17 contract with the selected vendor in the
18 next, you know, month or two months, however
19 long the contract process takes. We are
20 looking to implement it come July 1.

21 COUNCILMAN DOMB: So by July 1, we will
22 have this in place?

23 MR. DAY: Yes. We are looking -- that's
24 our goal. That's our plan.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN DOMB: You will keep us
2 informed of the savings that might occur?

3 MR. DAY: Yes. To add, we are looking
4 at this as, you know, not an approach on
5 every contract. We need contracts where we
6 already have competition. It doesn't work
7 if there's one or two vendors competing
8 against one another. We are looking for,
9 you know, commodities that already have
10 existing competition in rolling it out in
11 that fashion.

12 COUNCILMAN DOMB: Okay. Thank you very
13 much. Thank you, Council president.

14 COUNCIL PRESIDENT CLARKE: Thank you,
15 Councilman. Got a question not related to
16 your testimony or your budget.

17 So some representatives from the
18 Controller's Office -- I don't know if they
19 formally presented this proposal of
20 purchasing it's a term -- they are actually
21 looking at the universities if they were to
22 purchase locally. You familiar with it at
23 all? It was actually a significant dollar
24 figure, and they were trying to create
Strehlow & Associates, Inc.

(215) 504-4622

1 incentives. So say for instance University
2 of Penn that obviously buys a whole lot of
3 paper and all the other things. That if
4 they were able to purchase locally, how much
5 more revenue the City would bring in as a
6 result of sales tax and all the other
7 associated wages and everything.

8 Have they ever approached you?

9 MR. DAY: They have not approached me.
10 But if you have names or contacts of people,
11 I would be more than willing --

12 COUNCIL PRESIDENT CLARKE: Yeah. Maybe
13 the relationship with --they came to me in
14 the past administration. It's unlikely that
15 they would have approached the
16 Administration.

17 MR. DAY: I do know that there's a
18 coalition with the universities looking at
19 purchasing. And you know, Rebecca and I
20 have talked minimally about that. We would
21 definitely, you know, talk with you.

22 COUNCIL PRESIDENT CLARKE: Yeah. It
23 was -- you know, they were talking about the
24 certain incentives to get those people to do
Strehlow & Associates, Inc.

(215) 504-4622

1 that. I mean, it's clearly those
2 universities spend a lot of money.

3 MR. DAY: Yes.

4 COUNCIL PRESIDENT CLARKE: And other
5 institutions. I will make sure that they
6 reach out to you.

7 MR. DAY: Okay.

8 COUNCIL PRESIDENT CLARKE: So
9 advertisement, one of my favorite topics.
10 So your department, I believe, is still
11 responsible for soliciting advertisement
12 contracts for?

13 MR. DAY: For advertising required or
14 charter mandated or state mandated --

15 COUNCIL PRESIDENT CLARKE: Not you guys,
16 not us from advertising -- it was a moving
17 ball last administration.

18 MR. DAY: Right.

19 COUNCIL PRESIDENT CLARKE: I was trying
20 to figure out -- because you know, we had
21 this big proposal, municipal marketing, the
22 whole nine yards. They kept moving the ball
23 on me, so I couldn't figure out where it
24 was, who is responsible.

Strehlow & Associates, Inc.

(215) 504-4622

1 Are you responsible for that? Because
2 we just recently -- I think we are in the
3 process of concluding something for the MSB
4 wraps.

5 MR. SUSI: Nicholas Susi, Deputy
6 Commissioner, Procurement. So the lats --
7 it was a concession contract for municipal
8 advertising. The last that was left was
9 with the Managing Director's Office. The
10 Managing Director's Office has changed a
11 bit. So, I think we need to probably
12 regroup and find out where the initiative is
13 in terms of operation and a final working
14 agreement with the contractor who is
15 awarded.

16 COUNCIL PRESIDENT CLARKE: We're not --

17 MR. DAY: I believe my recollection is
18 that there was some sort of state -- there
19 was a change in state legislation
20 surrounding advertising.

21 COUNCIL PRESIDENT CLARKE: Correct.

22 MR. DAY: I think the last I had heard
23 was we were waiting for that implementation
24 of that change before the City was moving
 Strehlow & Associates, Inc.

(215) 504-4622

1 forward with the contract.

2 COUNCIL PRESIDENT CLARKE: It's actually
3 change -- it's been implem -- the issue is
4 there is possibly, and they say possibly
5 because all those will be open for review,
6 limitations on a advertisement on the public
7 thoroughfare, particularly state highways.
8 And then regardless of those limitations,
9 the authorization process had to ultimately
10 go through the state. And that was the
11 change in the state regulation, PennDOT.
12 But the first level of review as it relates
13 to zoning or any other regulatory matters
14 went through the City of Philadelphia.

15 MR. DAY: Okay.

16 COUNCIL PRESIDENT CLARKE: Initially.
17 And then that applicant would have -- which
18 I think is stupid, frankly speaking. I
19 don't know why add another level of
20 redundancy. Then it had to go to the state
21 for authorization. But it was indicated
22 that the City's review process would
23 essentially be accepted at the state level.

24 MR. DAY: Okay.
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: We don't know
2 where we are.

3 MR. DAY: As Nick had indicated, I mean,
4 this is an MDO managed contract.

5 COUNCIL PRESIDENT CLARKE: Okay.

6 MR. DAY: So Procurement did put out the
7 opportunity. We awarded the opportunity.
8 And it's now being managed by the Managing
9 Director's Office.

10 COUNCIL PRESIDENT CLARKE: All right.
11 You said it definitely is or you --

12 MR. DAY: To my knowledge, that is the
13 case. Yeah.

14 COUNCIL PRESIDENT CLARKE: Okay. Ms --
15 where is Anna? Is that your understanding?

16 MS. ADAMS: Yes.

17 COUNCIL PRESIDENT CLARKE: Okay. I want
18 to make sure. I got these hierarchies. We
19 only have a couple of people working in City
20 Council. We don't have a lot of levels of
21 government. Thank you.

22 Chair recognizes Councilman Green.

23 COUNCILMAN GREEN: Thank you, Council
24 President.

Strehlow & Associates, Inc.

(215) 504-4622

1 Mr. Day, I wanted to follow up on some
2 questions, actually, some responses from
3 Rebecca Rhynhart earlier regarding
4 diversity. And also getting -- she provides
5 information regarding diversity and also
6 retention. I want to get your perspective
7 in reference to diversity not only
8 contracting, per se, but also from a
9 workforce perspective especially from a
10 retention perspective.

11 I know that Ms. Rhynhart spoke on the
12 personal perspective and also on behalf of
13 Administration to make sure we have a
14 diverse workforce. But also diversity also
15 from a retention perspective. I am curious
16 about what's your perspective of retention
17 in diverse workforce within your department.

18 MR. DAY: Sure. So, I think, you know,
19 retention of employees is always a good
20 thing. Jessica is actually a good example
21 of somebody who started with Procurement and
22 has succeed and risen through the ranks and
23 is now a Director of Public Works and
24 Special Services. So we -- we definitely

Strehlow & Associates, Inc.

(215) 504-4622

1 support retention and diversity within our
2 workforce.

3 You know if you look at our testimony,
4 we have a diverse workforce and we have two
5 positions available in our executive team.
6 We made an offer, and that person accepted
7 the offer that is a woman, a minority woman.
8 So you know as -- as of today, you know, we
9 have a diverse workforce.

10 COUNCILMAN GREEN: You said two
11 positions recently became open in your
12 office?

13 MR. DAY: Two positions recently came
14 open in my office?

15 COUNCILMAN GREEN: No. You said you had
16 two openings.

17 MR. DAY: Two executive team openings,
18 yes.

19 COUNCILMAN GREEN: That happened based
20 on people decided to go other opportunities?
21 How that did transition between one
22 administration to another? When did those
23 openings become available?

24 MR. DAY: One person took another job
Strehlow & Associates, Inc.

(215) 504-4622

1 opportunity, and so she left on her own
2 accord. And the other one person was a
3 result of the transition.

4 COUNCILMAN GREEN: Okay. And that
5 happened in the beginning of this
6 Administration?

7 MR. DAY: Yes.

8 COUNCILMAN GREEN: Okay. Wanted to also
9 ask a question about contracts. One of the
10 questions that have come up through a number
11 of different hearings is that for local and
12 businesses of color not able to participate
13 as much because of the size of the contract.
14 I believe the understanding that the
15 Administration is trying to, at least in the
16 Rebuild Initiative, have smaller contracts.

17 Is that -- are you all taking the same
18 perspective as the Administration to
19 unbundle some of our larger contracts? And
20 if so, is there a list of unbundled
21 contracts?

22 MR. DAY: Yes. We are looking at all
23 of -- you know, as part of the working
24 groups that I have mentioned during the oral
Strehlow & Associates, Inc.

(215) 504-4622

1 testimony, we are looking at the commodities
2 that we're putting out. We are looking at
3 what we're putting out, how we're putting it
4 out. We are looking at the OEO registry and
5 sort of overlaying what we are putting out
6 for contracts, the OEO registry and
7 participation that we can seek.

8 We are working collaboratively with
9 Angela Dowd-Burton and sort of -- in
10 analyzing as opposed to just not having a
11 plan and continuing to cycle through
12 contracts without having a plan or an
13 approach.

14 You know, currently 44 percent of our
15 contracts are under \$100,000. So there is a
16 little bit of a disconnect when we say that
17 there aren't opportunities out there for
18 small businesses. There are opportunities
19 out there for small businesses. I think we
20 need to do a better job of marketing those
21 opportunities, and we have talked about that
22 in the past.

23 COUNCILMAN GREEN: So when you say you
24 are going to do a better job of marketing,
Strehlow & Associates, Inc.

(215) 504-4622

1 and I think we talked about this both in my
2 office and also in earlier budget hearings
3 of getting the word out and talking about
4 doing some new ideas and new concepts. And
5 some of the conversation I have heard is the
6 workshops and other type of initiatives done
7 in the past.

8 But what additional steps were you
9 planning on taking in being more proactive
10 in getting the word out?

11 MR. DAY: So, I think we have been more
12 proactive. Over the -- since January, we
13 have engaged in eight vendor outreach
14 initiatives so -- which is, you know, two
15 times every month. Is that enough? No. I
16 think we need to increase that and look at
17 how we are strategically approaching local
18 businesses, minority and women-owned
19 businesses and increasing that.

20 I mean, part of this is also related to
21 OEO and OEO's registry. Can we be more
22 strategic about looking at our existing
23 portfolio of contracts? Are there vendors
24 that we have under contract that are
Strehlow & Associates, Inc.

(215) 504-4622

1 women-owned or minority-owned contracts?
2 Are we under-reporting the contracts we
3 actually have. So, these are all things we
4 are going to be looking at.

5 COUNCILMAN GREEN: So in reference to
6 being proactive, which you say you believe
7 you are being proactive, have you reached
8 out to other entities either in the private
9 sector or other public sector entities maybe
10 City related or other jurisdictions that
11 have programs that are doing a better job of
12 getting the information out, trying to see
13 what they do and either work with them or
14 model some of the programs that they are
15 doing?

16 MR. DAY: Yes. We have been in
17 conversations with Blue Cross Blue Shield
18 and also SEPTA. SEPTA does a pretty good
19 job in sort of diversity in contracting.
20 You know, and I think in Fiscal Year 2016 as
21 I said in my oral testimony, we currently
22 have a 44 percent of our Public Works
23 contracts are awarded to women or
24 minority-owned vendors. And 36 percent of
Strehlow & Associates, Inc.

(215) 504-4622

1 our Supplies and Equipment vendors year to
2 date for this fiscal year.

3 COUNCILMAN GREEN: Can you give some
4 perspective on your involvement in the
5 Rebuild Program? There's been some back and
6 forth in reference to how that is going to
7 go through from a Procurement perspective.

8 What is your involvement in Rebuild and
9 that initiative?

10 MR. DAY: So I'm -- of course, you know
11 a hundred percent supportive of that
12 initiative. You know, I think there's --
13 the Administration, the Managing Directors
14 Office is currently looking at how they're
15 going to be putting that out. And I think
16 that is -- you know, they have working
17 groups. They have groups that Procurement
18 has been involved with and attended.

19 You know, this is a decision that the
20 Administration is looking at. And you know,
21 I don't think that decision of about how
22 it's going to go out has been made. So, you
23 know, we're joining in those conversations.

24 COUNCILMAN GREEN: But isn't that
Strehlow & Associates, Inc.
(215) 504-4622

1 traditionally an initiative considering that
2 is a City initiative that would go through
3 Procurement or with Procurement's
4 involvement?

5 MR. DAY: A portion of that would. The
6 design component would not go through
7 Procurement, no. It would be managed by
8 Public Property. And then that would be
9 designed, and then the construction would be
10 put out for Procurement, yes.

11 COUNCILMAN GREEN: But considering
12 Rebuild, for the most part, is a capital
13 investment project looking at parks,
14 recreation centers and libraries, would be
15 construction. So traditionally, that would
16 go through your shop, correct?

17 MR. DAY: As I said, the design for that
18 would go through the professional services
19 contracting, which is managed by Public
20 Property.

21 COUNCILMAN GREEN: But I'm talking about
22 the construction side.

23 MR. DAY: Yes. The construction side,
24 as I said, would go through Procurement.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILMAN GREEN: I will come back with
2 some other questions.

3 COUNCIL PRESIDENT CLARKE: I'll come
4 back.

5 Chair recognizes Councilwoman Reynolds
6 Brown.

7 COUNCILWOMAN REYNOLDS BROWN: Good
8 afternoon.

9 COUNCIL PRESIDENT CLARKE: Afternoon.

10 COUNCILWOMAN REYNOLDS BROWN: Good
11 afternoon.

12 MR. DAY: Good afternoon.

13 COUNCILWOMAN REYNOLDS BROWN: So state
14 for me each of your full title and the
15 position you hold, and give me your elevator
16 speech of what you do.

17 MR. DAY: Sure. So I'm Trevor Day, the
18 Procurement Commissioner. And I manage the
19 Procurement Department both operationally
20 day-to-day operations and the strategic
21 initiatives that we're implementing moving
22 forward.

23 COUNCILWOMAN REYNOLDS BROWN: And before
24 that you did what?

Strehlow & Associates, Inc.

(215) 504-4622

1 MR. DAY: I was the Deputy Commissioner.

2 COUNCILWOMAN REYNOLDS BROWN: Okay. All
3 right then. Trying to get a picture here.
4 Please.

5 MS. DEJESUS: Good afternoon. I'm
6 Jessica DeJesus.

7 COUNCILWOMAN REYNOLDS BROWN: Talk --
8 please, speak into the mic.

9 MS. DEJESUS: Good afternoon. I'm
10 Jessica DeJesus. I'm the Director of the
11 Public Works and Special Services. And I
12 oversee the Public Works contracts,
13 advertising, disposal.

14 COUNCILWOMAN REYNOLDS BROWN: So
15 advertising and what?

16 MS. DEJESUS: Disposal and inventory.

17 COUNCILWOMAN REYNOLDS BROWN: Thank you.

18 MR. SUSI: My name is Nicholas Susi.
19 I'm the Deputy Commissioner. Actually, I
20 was until a couple weeks ago the Director of
21 the Public Works and Special Services. And
22 Jessica has worked with me for the past two
23 years to oversee Public Works contracting as
24 well as advertising, inspections as a
Strehlow & Associates, Inc.

(215) 504-4622

1 recovery, a whole host of other things. And
2 in my role as Deputy Procurement
3 Commissioner, you know, getting involved in
4 the staffing of the department and making
5 sure that our folks are being heard when
6 they have issues. My door is always open.
7 I'm the HR liaison as well to our OHR folks
8 and just making sure the department is
9 running. Making sure we are getting
10 contracts in place and supporting the
11 commissioner and my fellow colleagues.

12 COUNCILWOMAN REYNOLDS BROWN: Are you
13 two exempt employees?

14 MR. SUSI: We all are.

15 COUNCILWOMAN REYNOLDS BROWN: You are?

16 MR. SUSI: Yes. Jessica was promoted
17 from Civil Service, but we are in exempt
18 positions.

19 COUNCILWOMAN REYNOLDS BROWN: Okay. All
20 right. Commissioner, please give me your
21 philosophy on diversity.

22 MR. DAY: Sure. You know, I think
23 diversity and inclusion is very important.
24 You know, I think you know we're -- we have
Strehlow & Associates, Inc.

(215) 504-4622

1 a team that is diverse within Procurement as
2 a whole and in the executive team. I think
3 having people from different backgrounds
4 only elevates our decision making and our
5 process and our thinking.

6 And as I said earlier, you know, we made
7 an offer to a woman for another executive
8 team position. She's a woman of minority
9 race. And you know, I think you know --
10 I -- I look for that in my executive team.
11 I mean, I think previously we have had an
12 inclusive and diverse executive team, and I
13 look to build that again.

14 COUNCILWOMAN REYNOLDS BROWN: How many
15 persons report to you?

16 MR. DAY: Directly to me, these two
17 people.

18 COUNCILWOMAN REYNOLDS BROWN: Just the
19 two?

20 MR. DAY: Yes.

21 COUNCILWOMAN REYNOLDS BROWN: So
22 everyone else is Civil Service in your
23 department?

24 MR. DAY: That's correct.
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Okay.
2 Very helpful to know. Following up on --
3 Councilman Green must have seen my questions
4 before I asked them because he asked a
5 number of questions that I had.

6 And have you all -- to the issue of
7 thinking outside of the box, working outside
8 of the margins looking for creative,
9 non-traditional ways of getting to the
10 MBE/WBE/DBE world, have you ever
11 participated in Med Week?

12 MR. DAY: Yes, I personally have.

13 COUNCILWOMAN REYNOLDS BROWN: In what
14 way?

15 MR. DAY: I have attended several
16 different activities. There is often a
17 dinner. I have gone with Angela to those
18 dinners or Angela's staff to those dinners.

19 COUNCILWOMAN REYNOLDS BROWN: Have you
20 ever presented a workshop, a forum?

21 MR. DAY: To my knowledge, Procurement
22 has never presented a forum. I am more than
23 willing to do that and work with the
24 Administration or Council and/or OEO on
Strehlow & Associates, Inc.

(215) 504-4622

1 doing that.

2 COUNCILWOMAN REYNOLDS BROWN: Well, you
3 can count that as of September 2016, it will
4 be a yes.

5 MR. DAY: Great.

6 COUNCILWOMAN REYNOLDS BROWN: We do an
7 effort with PIDC every year and -- at the
8 Naval Ship Yard. And you will be on the
9 program this year.

10 MR. DAY: Okay.

11 COUNCILWOMAN REYNOLDS BROWN: To speak
12 to close to about 200 MBE/WBEs.

13 MR. DAY: I would love to do that.

14 COUNCILWOMAN REYNOLDS BROWN: Okay. To
15 Councilman Green's question again, what
16 innovative, non-traditional activities have
17 you engaged in?

18 Are you familiar with Della Clark and
19 the Enterprise Center in West Philadelphia?

20 MR. DAY: Yes.

21 COUNCILWOMAN REYNOLDS BROWN: Any work
22 with them at all?

23 MR. DAY: We recently had a vendor forum
24 specifically around food. We had 40 vendors
Strehlow & Associates, Inc.

(215) 504-4622

1 come -- 40 or 50 vendors come to that event
2 which was held in Procurement. But we
3 reached out to Della Clark's organization.
4 And I would say a handful or more than a
5 handful of people from that organization or
6 associated with that organization came to
7 that forum.

8 COUNCILWOMAN REYNOLDS BROWN: And what's
9 the yield of the effort?

10 MR. DAY: So, we were specifically
11 looking at vending machines.

12 COUNCILWOMAN REYNOLDS BROWN: I see.

13 MR. DAY: And putting out an opportunity
14 around vending machines. But it was also in
15 conjunction with the Health Department and
16 looking at healthy food initiatives and how
17 we can provide healthier alternatives out
18 there in vending and not necessarily
19 traditional vending machines.

20 COUNCILWOMAN REYNOLDS BROWN: Yes.

21 MR. DAY: But little pop-up markets and
22 things like that.

23 COUNCILWOMAN REYNOLDS BROWN: Very good.
24 That sounds very innovative.

Strehlow & Associates, Inc.

(215) 504-4622

1 As a follow up to Councilman Green's
2 question around un-bundling, you say we are
3 working at it. What does that mean? And we
4 have heard that throughout the budget
5 hearings. We are working on it. There is a
6 new task force workforce.

7 Are you on the workforce team or the
8 work task team?

9 MR. DAY: Yes. Yes.

10 COUNCILWOMAN REYNOLDS BROWN: Okay. So
11 a year from now we really want to hear
12 tangible outcomes of what the work product
13 looks like.

14 MR. DAY: Absolutely.

15 COUNCILWOMAN REYNOLDS BROWN: So that we
16 don't have to be redundant and asking these
17 same questions next year.

18 MR. DAY: Absolutely.

19 COUNCILWOMAN REYNOLDS BROWN: Is
20 un-bundling on that agenda.

21 MR. DAY: It is.

22 COUNCILWOMAN REYNOLDS BROWN: Okay.

23 MR. DAY: Again, we are looking at all
24 the commodities that we put out. And you
Strehlow & Associates, Inc.

(215) 504-4622

1 know, we are looking at areas that we can
2 debundle and areas that we might bundle
3 things together. It's really taking a
4 strategic look at what the City is putting
5 out. And really being, you know, having a
6 strategy around those opportunities because
7 right now I don't think there's a strategy
8 around those opportunities.

9 COUNCILWOMAN REYNOLDS BROWN: I see.
10 You say also that 44 percent of your
11 contracts are under \$100,000. And you
12 indicate that you believe the department can
13 do better.

14 Is there any interface with CDCs? I
15 mean, you have ORT, for example, up in the
16 northwest which has done extraordinary job
17 of rebuilding that community. And there are
18 a number of CDCs of that caliber who would
19 love to hear about contract opportunities
20 under \$100,000.

21 MR. DAY: Great. I mean, we can
22 definitely -- if there are CDCs in
23 Philadelphia that, you know, you feel we
24 should be reaching out to, we can do that.

Strehlow & Associates, Inc.

(215) 504-4622

1 I mean, I can also look at -- I think
2 there's an association of CDCs.

3 COUNCILWOMAN REYNOLDS BROWN: Yes, it
4 is.

5 MR. DAY: And we can look at their
6 membership and maybe reach out to them to do
7 a better job. Absolutely.

8 COUNCILWOMAN REYNOLDS BROWN: I would
9 urge that in addition to speaking with
10 District Councilmembers, because there are
11 numbers who have active, engaged CDCs. I
12 mean, Councilwoman Sanchez for sure, who are
13 yearning for contracts under \$100,000.

14 MR. DAY: Okay.

15 COUNCILWOMAN REYNOLDS BROWN: Thank you,
16 Mr. President.

17 COUNCIL PRESIDENT CLARKE: Thank you,
18 Councilwoman.

19 Chair recognizes Councilman Domb.

20 COUNCILMAN DOMB: Thank you, Council
21 President. I want to follow up on the
22 Council President's comments about the -- I
23 think the Controller's Office did a study on
24 Procurement. I happen to have it in front
Strehlow & Associates, Inc.

(215) 504-4622

1 of me. It's the benefit of having an iPad I
2 guess.

3 But it's pretty powerful. One of my
4 questions -- I may have missed this answer.
5 Do you know if the Procurement Philadelphia
6 did in the past year, what percentage was
7 from Philadelphia businesses?

8 MR. DAY: I know for the Procurement
9 Department bids, yes. So 68 percent of our
10 contract awards were awarded to local
11 registered businesses.

12 COUNCILMAN DOMB: Okay. So, the study
13 the Controller did talks about the
14 nonprofits and the volumen of business that
15 they do. And I'm just going to read a few
16 quick things. I don't know if this is
17 something in your department that you can
18 convene a meeting or not.

19 MR. DAY: We typically don't award to
20 nonprofit organizations.

21 COUNCILMAN DOMB: No, no. We're talking
22 about the nonprofits in Philadelphia who are
23 buying goods and services outside of the
24 City.

Strehlow & Associates, Inc.
(215) 504-4622

1 MR. DAY: Okay.

2 COUNCILMAN DOMB: That's the report that
3 was done.

4 MR. DAY: Okay.

5 COUNCILMAN DOMB: The opportunity was
6 like half a billion dollars they felt we
7 could recapture in the City.

8 I guess my question is, is that
9 something in your area you can convene a
10 meeting with the nonprofits and try to get
11 this resolved, or is that out of your
12 jurisdiction?

13 COUNCILWOMAN REYNOLDS BROWN: Point of
14 information.

15 COUNCIL PRESIDENT CLARKE: Chair
16 recognizes, Councilwoman Reynolds Brown.

17 COUNCILWOMAN REYNOLDS BROWN: So are we
18 asking about nonprofits in Philadelphia that
19 have City contracts?

20 COUNCILMAN DOMB: No. I'm going to
21 read -- the Controller's Office analyzed
22 3 billion of Procurement data from five of
23 the Philadelphia's largest institutions and
24 determined that approximately 800 million or
Strehlow & Associates, Inc.

(215) 504-4622

1 27 percent is spent with Philadelphia
2 vendors, 27 percent. The institutions
3 bought about 860 million of manufactured
4 goods, which 136 million was local,
5 15.8 percent local. The analysis suggests
6 more than 530 million in total promising
7 opportunity for increasing manufacturing
8 output. And they go through the sectors.

9 But the question -- he has a
10 recommendation here to convene a meeting.
11 My question is, who is responsible to do
12 that and get this organized?

13 MR. DAY: Right. I would say that
14 there -- that sounds very intriguing. You
15 know, I think there are some things that the
16 City of Philadelphia needs to do to improve
17 their contracting. And if we can get to a
18 point where we fix those things and doing --
19 in coordination, I think, with the Commerce
20 Department, you know, engaging some of those
21 local businesses in talking about that, you
22 know, is something that -- sounds
23 intriguing.

24 But my focus right now is really to
Strehlow & Associates, Inc.

(215) 504-4622

1 improve our processing and our communication
2 and our contract opportunities. So, I can't
3 commit to that. I find that very
4 intriguing. But again, you know, maybe ask
5 that same question next year and we maybe in
6 a different, you know, sort of stance.

7 COUNCILMAN DOMB: Offline give me your
8 email address, I will send this report.

9 MR. DAY: Okay.

10 COUNCILMAN DOMB: Because this is
11 valuable information here that if the
12 Controller's Office is doing this work, we
13 should be using not just for the nonprofits
14 but even in the City of Philadelphia.

15 MR. DAY: Okay.

16 COUNCILMAN DOMB: Thank you very much.
17 Thank you, Council.

18 COUNCIL PRESIDENT CLARKE: Thank you,
19 Councilman. And thank you for pulling that
20 information up. Appreciate it.

21 Chair recognizes Councilman Green.

22 COUNCILMAN GREEN: Thank you, Council
23 President. Just wanted to follow up on a
24 question, couple questions that Councilwoman
Strehlow & Associates, Inc.

(215) 504-4622

1 Brown raised.

2 From your perspective how do you see the
3 role of Procurement as it comes to or
4 pertains to economic development in the City
5 of Philadelphia?

6 MR. DAY: I think that was the first
7 question that was asked by Council President
8 Clarke. So, I think the fact that the
9 City -- the Procurement Department of the
10 City of Philadelphia awards contracts and
11 we're awarding -- and if we are awarding
12 contracts to local businesses, we are
13 engaging in economic development activities.

14 COUNCILMAN GREEN: And you've been --
15 how long have you been with the Procurement
16 Department?

17 MR. DAY: I've been with the Procurement
18 Department since 2011, says my staff.

19 COUNCILMAN GREEN: Can you give me some
20 perspective on the role Procurement has
21 taken in the past in reference to
22 enforcement of issues as it pertains to
23 diversity or OEO issues?

24 MR. DAY: The perspective that we have
Strehlow & Associates, Inc.

(215) 504-4622

1 taken in the past?

2 COUNCILMAN GREEN: Right. Past, right.

3 MR. DAY: I mean, I don't know what
4 you're referencing.

5 COUNCILMAN GREEN: On matters you've
6 been involved in from an enforcement
7 perspective. What I've heard from various
8 businesses over the years is that they are
9 included on projects as part of an RFP, but
10 then they may or may not be used going
11 forward. Some entities may use it as a
12 pattern or practice. The Controller's
13 Office testified earlier in the week
14 regarding their involvement from an
15 enforcement perspective.

16 I want to get your perspective since
17 you've been with Procurement since 2011,
18 your involvement or perspective in that
19 regard.

20 MR. DAY: Sure. We rely on departments
21 who are ordering off of the contracts to
22 inform us of any contract requirements that
23 are being broken or requiring the vendor or
24 the subcontractor to report to us. And
Strehlow & Associates, Inc.

(215) 504-4622

1 really the -- the way that the contracts are
2 managed, they are managed by each department
3 for which the contract has been awarded.

4 You know, I know OEO has some
5 responsibility for compliance of minority
6 and women-owned participation. I believe
7 they've done some -- they have changed some
8 of their practice and increased their
9 efforts around compliance.

10 COUNCILMAN GREEN: So because of your --
11 what I'm hearing from your statement, that's
12 mostly on department level. So, you really
13 haven't had that much involvement from an
14 enforcement perspective regarding issues
15 that may go up to either Controller's Office
16 or Inspector General's Office?

17 MR. DAY: I mean, enforcement can come
18 in from a variety of levels. It can come in
19 without the Inspector General's Office or
20 without Controller's Office being involved.
21 I mean, there's a whole sort of, you know,
22 spectrum of issues that can come up on any
23 contract. And some of them we deal with by
24 bringing the vendors in discussing. Some of
Strehlow & Associates, Inc.

(215) 504-4622

1 them we -- the departments send them a
2 letter, you know, asking them to cure the
3 contract. Sometimes Procurement sends them
4 a cure letter. Sometimes Procurement sends
5 them a letter to threaten canceling the
6 contract or debarring them.

7 So it could be -- there's a whole
8 spectrum of issues. I mean, I can't go
9 through each individual alternative.

10 COUNCILMAN GREEN: So, how many matters
11 have you been involved in where you took the
12 role or been involved in a role where
13 Procurement made a decision for disbarment?

14 MR. DAY: A handful.

15 COUNCILMAN GREEN: Just give me a range
16 or a number.

17 MR. DAY: Five to ten.

18 COUNCILMAN GREEN: And the five to ten
19 that Procurement took the decision to
20 recommend disbarment?

21 MR. DAY: Anywhere from, you know,
22 threatening debarment to debarring them,
23 yes.

24 COUNCILMAN GREEN: Okay. And so how
 Strehlow & Associates, Inc.

(215) 504-4622

1 many were actually disbarred?

2 MR. DAY: Since I've been in
3 Procurement, I think we had three vendors
4 that have been debarred.

5 COUNCILMAN GREEN: How many contracts do
6 you let on an annual basis?

7 MR. DAY: On an annual basis, probably
8 about, you know, somewhere between 300 to
9 350 contracts annually, give or take.

10 COUNCILMAN GREEN: That's with
11 Procurement. What about through other
12 departments just from macro from the City as
13 a whole?

14 MR. DAY: I don't know the answer to
15 that question. I really don't.

16 COUNCILMAN GREEN: And so, based on your
17 earlier statement about being more proactive
18 and getting information out to various
19 entities about the opportunities, do you
20 also see it as your role at Procurement to
21 be more proactive in letting various
22 contractor or subcontractors know to contact
23 you when there's been issues of fraud or
24 other type of malfeasance?

Strehlow & Associates, Inc.

(215) 504-4622

1 MR. DAY: Absolutely. And some of
2 those, you know, there -- some of them refer
3 to the IG's Office or some of them are
4 referred to OEO. And some of them are
5 handled by Procurement. So yes, absolutely.

6 COUNCILMAN GREEN: Thank you,
7 Mr. President.

8 COUNCIL PRESIDENT CLARKE: Thank you,
9 Councilman.

10 Chair recognizes Councilwoman Gym.

11 COUNCILWOMAN GYM: Hello, how are you?

12 One of my questions has to do with the
13 fact that many businesses feel so confused
14 by the whole Procurement process, and often
15 don't have a lot of clarity about why they
16 did or did not win a particular bid and what
17 the standards are for winning bids.

18 Have we ever done a process where as we
19 might unseal successful bids at the close of
20 a project to help better inform folks and
21 give some insight into what actually
22 qualifies as a winning bid? What the
23 parameters might have been so that, you
24 know, more people understand what the
Strehlow & Associates, Inc.

(215) 504-4622

1 bidding process -- what went into
2 determining what created a winning bid?

3 MR. DAY: Yes. I agree with you that
4 there is -- it's confusing. It's not very
5 clear. There is, you know, two sets of
6 contracts that the City puts out. We don't
7 handle them the same. And so, I think, you
8 know, creating that clarity and creating a
9 sense where -- of where we can communicate
10 and how we can communicate better on both
11 sets of contracts, and then looking at
12 changes we can make to make it more
13 transparent and make it more -- make it
14 easier to understand and easier to know what
15 the deficiencies were in their proposals.

16 With Procurement contracts, by the
17 time -- any -- any vendor that does not win
18 a bid can -- you know, we publicly read
19 people's proposals. So A, if they attended
20 the bid opening, they know right then and
21 there who the apparent low bidder is. Now
22 we also do -- we make a determination when
23 we review the bids. And you know, if the
24 apparent low bidder did not submit something

Strehlow & Associates, Inc.

(215) 504-4622

1 that's required for the bid or, you know,
2 had some sort of responsibility issue or
3 responsiveness issue, we send them a
4 notification. We say you are not found not
5 responsive and you are found not
6 responsible.

7 If they are found not responsible, they
8 can appeal that. If they are not
9 responsive, it's not appealable. But they
10 are given notification of that
11 determination. And then once the contract
12 is conformed all of our records -- all of
13 our records are public. You know, people
14 call us all the time constantly. People
15 come in the office and ask for records.

16 We have a customer service unit that I
17 get compliments on. It's really -- it's
18 really the only unit that, you know, in my
19 department that I consistently get
20 compliments on. And so, they will help
21 them. They will pull those records. They
22 will review those records with them. You
23 know, I think we do a pretty good job of
24 doing that.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN GYM: So given the fact
2 that so many people feel like the bidding
3 process is still mysterious and slightly
4 elusive for them, what suggestions would you
5 have for local businesses to better
6 understand that?

7 I was trying to determine whether like a
8 more reverse process would help bring some
9 clarity to the situation, provide a set of
10 standards and be able to assist folks. But
11 if that's not the best way since you are
12 already doing that really well, then what
13 would you recommend as being another
14 alternative?

15 MR. DAY: When I'm talking -- we're
16 talking about 40 percent, 40 to 50 percent
17 of the City's contracts are put through
18 Procurement. There is another 50 to
19 60 percent of contracts. And I don't know
20 how those are handled. They are handled
21 individually by each department. So how
22 they handle them, you know, is -- I think
23 there is -- there is no clarity around that,
24 and there is no standardization around that.

Strehlow & Associates, Inc.

(215) 504-4622

1 Or maybe there is, but it's not -- it's not
2 communicated. So, I do think that we need
3 to have a better --

4 COUNCILWOMAN GYM: I'm new.

5 MR. DAY: Yes.

6 COUNCILWOMAN GYM: Could you give some
7 examples of types of contracts that might
8 go -- that would not go through Procurement
9 like no-bid contracts or?

10 MR. DAY: Sure. Yes.

11 Anything that's considered put out as an
12 RFP as a professional service, so anything
13 from engineering services, architectural
14 services, consulting services, you know -- I
15 don't know what else.

16 MR. SUSI: Medical services, DHS
17 services. Sorry. Apologies.

18 Medical services, DHS services, kind of
19 runs the gamut of any type of professional
20 service you might think of is going to be
21 put out as an RFP. We are doing mostly
22 lowest response and responsible bidder, so
23 that's the terminology we use a lot. Those
24 are commodities-based contracts, very

Strehlow & Associates, Inc.

(215) 504-4622

1 standard maintenance contracts.

2 Mostly things that can be very defined
3 up front are the types of contracts you
4 would want to put through the sealed bid
5 process. And things that are undefined that
6 the professional service would be needed for
7 that you can't maybe spec out all up front,
8 are normally better to be put through an RFP
9 process. And that's what -- and T. David is
10 here from -- who oversees that whole process
11 for the City, so he can probably speak
12 better to that than I can.

13 COUNCILWOMAN GYM: Hello.

14 MR. WILLIAMS: Good afternoon,
15 Councilwoman. My name is T. David Williams,
16 Director of the Contracting Unit.

17 In terms of professional services RFPs,
18 we have a couple ways to obtain a contract
19 for professional services. Majority of
20 those contracts are obtained through RFPs
21 which according to Chapter 17-1400 of the
22 Philadelphia Code are required to be open
23 and transparent. They are published. The
24 RFPs are published on our website EContract
Strehlow & Associates, Inc.

(215) 504-4622

1 Philly.

2 One of the absolute requirements of
3 Chapter 17-1400 is that we list the reasons
4 that the winner won and, conversely, the
5 losers lost. Not to really call them
6 winners or losers, but the person who is
7 awarded, that information is set out on the
8 system. So what happens is the department
9 puts together an RFP. And my unit reviews
10 those RFPs before they are published.

11 We have 12 standard selection criteria
12 that we use, although departments because
13 these are individualized services and
14 qualitatively based, make their own
15 determinations about what vendor they want
16 to use. Cost is a component but not always
17 the ultimate component.

18 At the end of the process, once the
19 award closes electronically on EContract
20 Philly, there is a period where the
21 departments review the proposals that were
22 submitted. They may call individuals in or
23 companies in for interviews or
24 presentations. Once that happens, then the
Strehlow & Associates, Inc.

(215) 504-4622

1 department makes an award. An actual award
2 goes out on EContract Philly to notify the
3 public that the department intends to
4 contract with this particular vendor. And
5 that award, notice of award, also lists the
6 reasons why.

7 By Code, that award has to stay up for
8 at least eight days before the contract is
9 conformed and then the negotiation process
10 begins and the contract conformance process
11 occurs. At any point in time, a vendor who
12 is not awarded may ask what happened, why
13 they were not awarded. As a matter of
14 policy, I'm sorry -- as a matter of Chapter
15 17-1400, that information is not public
16 until the contract is performed. And
17 there's a policy reason for that. You do
18 not want to have disruptions for City
19 employees as they are trying to conduct the
20 City business. They want to get the vendor
21 that they've chosen out. And then the
22 information is then public, and vendors can
23 pull that information. They can make a
24 request for that information.

Strehlow & Associates, Inc.

(215) 504-4622

1 They can also request the department to
2 meet with them and review with them not why
3 the winner was selected so much, but why
4 they were not selected. And I know that
5 Ms. Dowd-Burton really encourages women and
6 minority-owned businesses to seek her out if
7 they have any questions as to why they were
8 not selected.

9 COUNCILWOMAN GYM: So, you're talking
10 specifically about professional services?

11 MR. WILLIAMS: Yes, ma'am.

12 COUNCILWOMAN GYM: So there are other
13 categories of contracts that also exist like
14 services and supplies. Professional
15 services actually has a fairly decent
16 opening for local and minority business
17 contracts. But the areas which seem very
18 closed and fixed are these other areas.

19 Do they go through Procurement or do
20 they go through RFP?

21 MR. DAY: Service and supplies and
22 equipment comes through Procurement, yes.
23 And I mean with regard to that specifically,
24 I would say that's what we're looking at
 Strehlow & Associates, Inc.

(215) 504-4622

1 with our working group and improving our
2 marketing around those opportunities. You
3 know, we don't -- we don't get a lot of
4 competition on a lot of those opportunities.
5 So I think, you know, part of what we've
6 been doing over the last several months is
7 really marketing the areas that we get
8 limited competition and saying listen, if
9 you're a local business, if you're a
10 minority or women-owned business, if you
11 apply for this opportunity, you may have a
12 30 percent chance of winning it because
13 we're only getting two other responses.
14 Which is, you know, really opens some eyes.

15 I mean, I think additionally we need to
16 look at, you know, what are we asking
17 vendors to agree to for those contracts
18 because they are a sealed bid. They have to
19 agree to our terms and conditions up front.
20 And a lot of vendors don't want to agree to
21 our terms and conditions up front.

22 COUNCILWOMAN GYM: I will have more
23 questions after the next round. Thank you.

24 COUNCIL PRESIDENT CLARKE: Thank you,
Strehlow & Associates, Inc.

(215) 504-4622

1 Councilwoman.

2 Chair recognizes Councilman Reynolds
3 Brown.

4 COUNCILWOMAN REYNOLDS BROWN: Okay.

5 Follow up with Councilman Green's
6 question, who is the enforcer when it comes
7 to identifying those primes who are in
8 violation and applying a fine of whatever
9 the penalty recommended is? Who ultimately
10 is the bottom line enforcer?

11 MR. DAY: So, I think the bottom line
12 enforcer is -- if it's a Procurement
13 contract is Procurement because we can debar
14 them or cancel the current contract.
15 However, you know, there is the operating
16 department who is ordering the items. If
17 they are not satisfied with the service of
18 that vendor or they don't feel like that
19 vendor is fulfilling their contract opp --
20 their contract requirements, you know,
21 that's something that they need to
22 communicate to Procurement.

23 So and then additionally, you know, or,
24 you know, if we have a subcontractor, they
Strehlow & Associates, Inc.

(215) 504-4622

1 may go to OEO and communicate that to OEO.
2 And then OEO will try to resolve that issue.
3 If they can't resolve it, they will involve
4 Procurement, as well.

5 COUNCILWOMAN REYNOLDS BROWN: Okay. I
6 do know that OEO will try to resolve those
7 kind of matters because I actually had to
8 seek the assistance of Angela Dowd-Burton
9 and her office for primes, law firms who
10 were not paying their subs who were women.
11 And they had a lot of paper games going back
12 and forth, and it required OEO stepping in
13 to just settle it. So, I'm very much aware
14 of their need for interference at those
15 times.

16 What does it -- what do you -- what does
17 your department do to ensure that primes are
18 promptly paying their subs? Any mechanisms
19 or red flags in place, triggers that you
20 know that -- what's in the system that lets
21 you know that the primes are not honoring
22 up.

23 MR. DAY: I mean the current structure
24 right now is, at least for minority and
Strehlow & Associates, Inc.

(215) 504-4622

1 women-owned businesses, you know, Angela --
2 OEO has a compliance system where they are
3 pulling all the payments of the City of
4 Philadelphia.

5 COUNCILWOMAN REYNOLDS BROWN: I see.

6 MR. DAY: And the primes are validating,
7 you know, how much of that is going to a
8 minority or women-owned sub, and then those
9 subs are going in and validating that or
10 invalidating that. And that's currently the
11 structure of how that gets handled.

12 COUNCILWOMAN REYNOLDS BROWN: If a prime
13 is habitually late in paying their sub, is
14 this considered by the department for future
15 contracts they be -- where they may be up
16 for consideration?

17 MR. DAY: It could be, yes.

18 COUNCILWOMAN REYNOLDS BROWN: You say
19 could be.

20 MR. DAY: Yes. I haven't heard of that
21 situation occurring. But absolutely could
22 impact our awards in the future.

23 COUNCILWOMAN REYNOLDS BROWN: You
24 provided some numbers to Councilman Green
Strehlow & Associates, Inc.

(215) 504-4622

1 regarding the number of instances where the
2 contracts were terminated.

3 MR. DAY: I would say threatened to be
4 terminated or terminated, yes.

5 COUNCILWOMAN REYNOLDS BROWN: What
6 happens with a threat?

7 MR. DAY: They cure the situation, so
8 they resolve the situation.

9 COUNCILWOMAN REYNOLDS BROWN: Okay. I
10 want to drill down a little with regards to
11 professional contracts. This is an antidote
12 that I have heard from a number of lawyers
13 from the major lawyer firms. Our government
14 does a lot of big business with major law
15 firms. And the City Solicitor may be the
16 more appropriate person to pose this
17 question to.

18 What we learn is that City -- law firms
19 get fat on the City of Philadelphia. And
20 when those contracts go to those law firms,
21 they never see the face of a minority lawyer
22 in that law firm or a female lawyer in that
23 law firm. So what can we do to drill down
24 with those law firms that get great deals
Strehlow & Associates, Inc.

(215) 504-4622

1 from the City yet do not have an inkling to
2 be thinking about women and minority
3 lawyers?

4 MR. DAY: I think either T. David or
5 Angela is better situated to answer that
6 question.

7 MS. DOWD-BURTON: Good afternoon. My
8 name is Angela Dowd-Burton. I'm Executive
9 Director for the Office of Economic
10 Opportunity. Councilwoman, I thank you for
11 the question.

12 One of the things that the Office of
13 Economic Opportunity did a few years ago was
14 to look at the contracts awarded by our Law
15 Department and work with the Law Department
16 to go to those law firms that we did
17 business with and encourage those firms to
18 put their business through minority or women
19 partners.

20 We find that many law firms operate as
21 an umbrella organization where each of the
22 partners are in effect an enterprise unto
23 themselves and they are building business
24 and they reap the rewards of bonuses, et
Strehlow & Associates, Inc.

(215) 504-4622

1 cetera, based on the size of their business
2 generated. And we want more minorities and
3 women to be promoted, number one, within law
4 firms and other professional firms like
5 architecture and engineering into the role
6 of partners.

7 COUNCILWOMAN REYNOLDS BROWN: That's
8 contrary to the information that I have
9 learned over the past many years. So what
10 level of reach do we have as a City to say
11 we're giving you this business? The Law
12 Department, like all departments, have
13 X-number of goals if you will.

14 How far can we as a government goal, you
15 specifically in your role or whoever the
16 Mayor would designate, to make it clear that
17 we know what the situation is with women --
18 I mean, with women partners in law firms
19 across this City. That's like trying to eat
20 an elephant. So recognizing we are not
21 going to get there, many are not going to do
22 that on their own, yet you still want work
23 business opportunities from the City, what
24 can we do as a City to say partners aside,
Strehlow & Associates, Inc.

(215) 504-4622

1 we want minority lawyers and women in your
2 firms to have access to these City taxpayer
3 dollars in this contract?

4 MS. DOWD-BURTON: Well, one of the
5 things that we have done is make sure and we
6 report it in our annual report, those law
7 firms that have women and minorities who
8 are, in fact, partners who are not just
9 partners but the billable partner, the
10 partner who is going to get credit for the
11 business and the financial bonuses
12 associated with that business.

13 It's clearly documented in each of our
14 annual reports.

15 COUNCILWOMAN REYNOLDS BROWN: It's
16 clearly what?

17 MS. DOWD-BURTON: Documented. We
18 document the law firm along with the
19 attorney who is the partner getting credit
20 for the City's business. And it has been
21 very productive working with the City
22 Solicitor's office. Shelly Smith and I and
23 attorneys within the Law Department have
24 moved jointly --

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Okay.

2 MS. DOWD-BURTON: -- to enforce that
3 kind of partnering with law firms over the
4 last few years.

5 COUNCILWOMAN REYNOLDS BROWN: And so,
6 what are the trends?

7 MS. DOWD-BURTON: The trends are
8 those -- those firms that have minority or
9 women firm partners are giving them the
10 billable credit, and we are reporting it.

11 Are we as effective as we would like to
12 be? No. We keep moving that rock. We are
13 certainly in discussions right now with
14 Nolan Atkinson to talk about how we role
15 this strategy out even farther with our --
16 our alliance partners across the region,
17 whether it's the anchor institutions like
18 the universities and the medical
19 institutions who do business with legal
20 firms. How do we get more of that business
21 to go to minorities and women within those.

22 COUNCILWOMAN REYNOLDS BROWN: Did the
23 bell ring?

24 MS. DOWD-BURTON: Sorry?
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Did the
2 bell ring? It did, okay.

3 COUNCIL PRESIDENT CLARKE: Yes,
4 Councilwoman. I've been told.

5 COUNCILWOMAN REYNOLDS BROWN: Thank you,
6 Mr. President.

7 COUNCIL PRESIDENT CLARKE: Thank you
8 Councilwoman.

9 Chair recognizes Councilman
10 Taubenberger.

11 COUNCILMAN TAUBENBERGER: Mr. President,
12 thank you. In regards to Procurement, I
13 wanted to pursue looking into the matching
14 bid process for Philadelphia-based
15 companies. I was told that this type of
16 bidding would lead to unbalanced bids. But
17 doesn't reverse auctioning also lead to
18 unbalanced bids but without the added
19 benefit of helping a Philadelphia-based
20 company?

21 MR. DAY: So the question is would --
22 does reverse auctions result in unbalanced
23 bids?

24 COUNCILMAN TAUBENBERGER: Yeah. And
Strehlow & Associates, Inc.

(215) 504-4622

1 without Philadelphia-based companies. I
2 think you know the opportunity for a
3 Philadelphia-based company to take a look at
4 that this and have a chance at the
5 opportunity, particularly within certain
6 percentage points is helpful. I think in
7 many ways we are a company, too. We should
8 be doing business -- this comes from my
9 Chamber of Commerce background. It is best
10 to do business with those who do business
11 with you.

12 And so, helping Philadelphia-based
13 companies, the very populations that live
14 here creating jobs, is important to me. And
15 if we go to, you know, that process, which,
16 you know, is the opportunity to match that,
17 I was told by your office that would lead to
18 unbalanced bids.

19 MR. DAY: So --

20 COUNCILMAN TAUBENBERGER: But if we just
21 go to -- the answer to that was that you
22 were going then to the reverse auctioning
23 process. But that is a procedure that won't
24 help Philadelphia-based companies.

Strehlow & Associates, Inc.

(215) 504-4622

1 MR. DAY: It may or may not help
2 Philadelphia-based companies. So you know,
3 the -- I just want to state again, we did
4 award 68 percent of our total contracts
5 awards were awarded to local registered
6 businesses in calendar year 2015.

7 COUNCILMAN TAUBENBERGER: In the City.

8 MR. DAY: In the City, registered
9 businesses. So which, you know, that is --
10 is that 75 percent or 100 percent, no. But
11 it is 68 percent of our total contract
12 awards.

13 Reverse auction, you know, we need to --
14 we're going to take a phased approach
15 of implementing reversed auctions. I think
16 we need to do a good job at explaining to
17 the businesses that are participating.
18 The -- they're committing to those prices
19 and they're participating in this reverse
20 auction and they're guaranteeing those
21 prices under contract.

22 COUNCILMAN TAUBENBERGER: Understood.

23 MR. DAY: And so, I think your point of
24 could this be an unbalanced bid, yes, it
Strehlow & Associates, Inc.

(215) 504-4622

1 could be. You know, we did a pilot program
2 a couple years ago. We had one contract.
3 And I don't know if it was a result of the
4 reverse auction or if it was a result of the
5 vendor that we had under contract. But you
6 know, essentially, they were trying to
7 squeeze out additional costs once they got
8 the contract in place.

9 So you know, it was a service contract.
10 And so, something that used to take, you
11 know, an hour to do then took three hours to
12 do. And so, they had bid down, you know,
13 their price that it was unreasonable for
14 them to sort of be under contract. We ended
15 up, you know, not renewing that contract and
16 rebidding it out.

17 And I think your point of, you know, is
18 reverse auction -- could it result in an
19 unbalanced bid, yes. I think it could. And
20 I think we need to be -- we need to do a
21 good job of explaining to the vendors who
22 are participating in that auction like you
23 are committing to these prices, and this is
24 what that means. Because we -- the City
Strehlow & Associates, Inc.

(215) 504-4622

1 doesn't want to get into a contract that
2 doesn't work for the vendor because then
3 it's a contract that doesn't work for the
4 City.

5 COUNCILMAN TAUBENBERGER: Understood.
6 Okay. Thank you very much.

7 Thank you, Mr. President.

8 COUNCIL PRESIDENT CLARKE: Thank you.
9 I'm actually working on some gun
10 legislation. Look out.

11 MR. DAY: Which legislation?

12 COUNCIL PRESIDENT CLARKE: Gun
13 legislation.

14 MR. DAY: Gun legalisation, okay.

15 COUNCIL PRESIDENT CLARKE: I want to ask
16 you a couple questions.

17 What do you deem -- I know you have to
18 under the law do lowest responsible bidder
19 with respects to your Procurement practice.
20 What parameters do you believe are around
21 the term "responsible"?

22 MR. DAY: Ummm.

23 COUNCIL PRESIDENT CLARKE: It's always a
24 word that's intrigued me.

Strehlow & Associates, Inc.
(215) 504-4622

1 MR. DAY: It's a very intriguing word.
2 I mean, responsible, you know, can be
3 defined a variety of different ways. And
4 oftentimes, you know, that is defined in the
5 bid -- individual bid document, and that may
6 be you have four years of experience
7 operating in this business. You have, you
8 know, 20 pieces of this set of equipment.

9 So responsible or responsibility can
10 mean a variety of items. And it depends
11 from bid to bid what responsibility could
12 mean.

13 COUNCIL PRESIDENT CLARKE: Okay. If
14 there is -- if we deem that you are not
15 responsible if you have not shown in your
16 history of practices, whatever field you may
17 be in, the willingness or the ability or a
18 history of having the appropriate diversity
19 within your workforce or other aspects of
20 that, can you deem that to be potentially a
21 part of the responsible bid requirement?

22 MR. DAY: I think those are interesting
23 questions. And I think, you know, that's --
24 I think this is a question that we could

Strehlow & Associates, Inc.

(215) 504-4622

1 look at and the Law Department could look
2 at. I think there are sort of state and
3 federal laws that we have to comply with.
4 And so long as we're not breaking any of
5 those laws, then, you know, we absolutely
6 could look at something like that.

7 COUNCIL PRESIDENT CLARKE: I mean, just
8 the -- I mean, from our perspective,
9 responsible and I think all of us is being
10 responsible as it relates to given
11 opportunities to people. But I don't ever
12 require -- I mean, we talk about a series
13 like we had the Equal Opportunity Plan with
14 respects to identifying your strategies of
15 having a diverse workforce based on your
16 contract.

17 And I'm thinking that if -- within that,
18 I would think if you comply or show that you
19 have attempted to comply with the EOP plan,
20 that would be deemed responsible. Can you
21 kind of look at that from your perspective,
22 from the Procurement perspective, if you
23 really like to have that as a part of the
24 process now that we -- now that we have the
Strehlow & Associates, Inc.

(215) 504-4622

1 labor standards the department will be the
2 enforcement arm of all of these various EOPs
3 that have been submitted.

4 MR. DAY: Sure. And I mean, I know
5 whether we do it as part of responsibility
6 or we do it on evaluating vendors who are
7 under contract, and whether their -- how
8 we're rating them. And currently, we don't
9 really have a practice for rating vendors.
10 And so, part of an eProcurement is, you
11 know, giving the City the inability to say
12 this vendor is really great and here is why
13 they are really great. And so, that can
14 come into play with responsibility.

15 COUNCIL PRESIDENT CLARKE: Yeah. Can
16 you give us -- just think about it.

17 MR. DAY: Yeah.

18 COUNCIL PRESIDENT CLARKE: Give us a
19 sense of whether or not that's something.

20 MR. DAY: Sure.

21 COUNCIL PRESIDENT CLARKE: Guns. It's
22 actually a part -- so, there are certain
23 things we can and can't do with respect to
24 guns. I know we have this dispute with the
Strehlow & Associates, Inc.

(215) 504-4622

1 state. We will probably hopefully at some
2 point end up in court as we -- we're moving
3 towards that process a few years back.

4 That's before I was the Council President,
5 so I wasn't as responsible as I am now.

6 I should do all kind of crazy stuff.
7 The reality is we had it tee'd up all the
8 way to one of the appellate courts. I think
9 the next step was Supreme Court. But the
10 entity which was the NRA at the time didn't
11 have standing, so we didn't move. Anyway,
12 it's a long story.

13 So with respects to our purchasing of
14 weapons to Philadelphia Police, Sheriffs and
15 all of the other entities that we procure
16 weapons and ammunitions for, as it relates
17 to us having a "responsible bidder," is that
18 something that -- that kind of answered this
19 already. If that was a part of that
20 process, I am assuming the lowest
21 responsible bidder?

22 MR. DAY: Yes. But when we talk about
23 responsibility, too, I mean, really you're
24 talking about qualifications of a vendor.

Strehlow & Associates, Inc.

(215) 504-4622

1 And those qualifications are for something
2 like guns and ammunition, we look to the
3 Police Department or the Sheriff's
4 Department to help develop those
5 specifications.

6 COUNCIL PRESIDENT CLARKE: I mean, well,
7 you know, the Presidential candidate said
8 the other Presidential candidate was not
9 responsible and they had all kind of other
10 things. The person was in office, what, in
11 politics for 30 years, Senators -- not
12 trying to get political. Being qualified is
13 based on your perspective.

14 So if you have a retailer or wholesaler
15 that sells ammunition, guns and all of that
16 and they have had a history of
17 irresponsibility behavior in terms of who
18 they sold the weapon too and who they sold
19 the ammunition to and there's been
20 documented instances, wouldn't you --
21 couldn't you stretch and say that person is
22 not a responsible purveyor of weapons and
23 ammunition?

24 MR. DAY: I mean, if they've broken the
Strehlow & Associates, Inc.
(215) 504-4622

1 law, yeah. I would -- I would agree with
2 you that they would not be responsible.

3 COUNCIL PRESIDENT CLARKE: And civil or
4 criminal or both?

5 MR. DAY: Either. You know, probably if
6 they if -- if the owner or the president of
7 the company, you know, has some sort of
8 legal history and it comes into play with
9 the operations or the award of the bid, yes,
10 we can find them not responsible.

11 COUNCIL PRESIDENT CLARKE: Okay. All
12 right. Thank you.

13 Chair recognizes Councilwoman Gym.

14 COUNCILWOMAN GYM: Thank you very much.
15 I just wanted to follow up on the other
16 questions.

17 So, we were discussing a little bit
18 about your department's efforts to expand
19 opportunities particularly in certain areas.
20 So service supplied equipment, I think, and
21 Public Works are other areas where
22 Procurement has a real need to try to
23 expand. And could you be more specific
24 about what measures you are looking at
Strehlow & Associates, Inc.

(215) 504-4622

1 pursuing and what you think the analysis is
2 on the obstacles in those particular areas?

3 MR. DAY: Sure. So I mean, obstacles, I
4 think there are many obstacles. And some of
5 them are related to process. Some of them
6 are related to infrastructure or systems
7 that are obsolete or nonexistent. And some
8 of them are terms that are included in our
9 contract.

10 You know, something like -- so we -- by
11 charter, we must charge a processing fee in
12 order for bids to be processed through the
13 Procurement Department. So, we have reduced
14 that, but we still have to charge a fee.
15 And you know, it's a service that we
16 provide. I would rather not charge a fee,
17 but by charter we must charge a fee.

18 You know, it's just --

19 COUNCILWOMAN GYM: How much is that fee?

20 MR. DAY: Twenty-five dollars. But also
21 bid security is something that's required by
22 charter. So you know, in order to bid with
23 the City of Philadelphia Procurement
24 Department, you have to pay a fee not for
Strehlow & Associates, Inc.

(215) 504-4622

1 the processing of the contract but to bid --
2 to submit for the bid. And for Public
3 Works, that's a common practice. For
4 Service Supplies and Equipment, it's not a
5 common practice, yet we must do it by
6 charter.

7 So you know, all of these things really
8 inhibit vendors from doing business because
9 we're not having a current day practice
10 what's the best model for contracting out
11 there. So, I think, you know, as part of
12 the working groups that, you know, the Chief
13 Administrative Officer and Procurement and
14 the Contracting Unit is looking at are a lot
15 of those things.

16 A, what are the charter requirements
17 that require? Are they mandated? We belong
18 to an association or an institute for the
19 National Institution for Governmental
20 Purchasing that really sort of lays out a
21 lot of best practices. So, it's sort of
22 looking at ours and overlaying, you know,
23 their requirements and saying where are we
24 different, where are we the same, where
Strehlow & Associates, Inc.

(215) 504-4622

1 could we improve. So, that part of the
2 practice or process.

3 COUNCILWOMAN GYM: Specifically, what
4 are you doing to address it?

5 MR. DAY: These working groups that the
6 Chief Administrative Officer, you know, they
7 are actionable working groups. We have
8 already made some changes. I mean, in our
9 Public Works area, we have -- you know, we
10 are looking at a project management approach
11 about how we process. And we have reduced
12 our processing time by 20 percent, 32 days
13 and really, you know, increasing that
14 creating efficiencies. And that came all --
15 came out of a lot of what we're looking at
16 for these working groups.

17 I think there is going to be a whole set
18 of recommendations. I mean, I think we have
19 said in the past and we will continue to say
20 this. We will present that to Council. We
21 have invited Council representatives to, you
22 know, sort of sit and participate in some of
23 those. We will report back our
24 recommendations. We are also looking at

Strehlow & Associates, Inc.

(215) 504-4622

1 getting feedback from vendors because we
2 don't want to make a decision and a whole of
3 decisions that are not going to work for
4 vendor. We want vendors to compete for our
5 work.

6 COUNCILWOMAN GYM: So, I guess the other
7 area that I am trying to understand a little
8 bit better is, you know, 65 percent of our
9 departments don't really make goals in terms
10 of M/WBE participation, we only have about a
11 third of them that actually do it. If you
12 were to even factor in the amount of
13 contracts that are considered exempt from
14 that, it adds to that significantly.

15 For example, the Managing Director's
16 Office has almost its entire budget just a
17 million out of the \$63 million is not
18 exempt. You know, you have got departments
19 like the Free Library where a million out of
20 the 2 and a half million dollar budget is
21 exempt from the M/WBE. And what -- I think
22 OEO has documented is that over the years,
23 for example, if you took the Managing
24 Director's Office, it's shown that over the
Strehlow & Associates, Inc.

(215) 504-4622

1 years the number of contracts that are
2 exempt has actually started to go down.

3 And so one of the questions is, is
4 whether your department is looking very
5 closely at the exemptions of these areas and
6 whether they are truly exempt contracts.
7 They are sizable amounts of money. Prisons
8 is enormous. And they -- I'm assuming they
9 relate back to these specific areas of
10 Services Supplies and Equipment could relate
11 back to Public Works.

12 But have you done an analysis? And do
13 you continue to do a rigorous rechecking of
14 these exempted contracts about whether they
15 ought to be truly exempt?

16 MR. DAY: I mean, I can speak a little
17 bit to this, but Angela Dowd-Burton may want
18 to speak further. I mean, with regard to
19 the exemptions, I mean, my understanding is
20 that's looked at on at least an annual basis
21 if not more often than that, biannual or
22 quarterly. Every bid opportunity that we
23 put out, you know, we have sort of
24 commodities and lists of commodities that,
Strehlow & Associates, Inc.

(215) 504-4622

1 you know, OEO is constantly looking at every
2 six months and saying these areas, you know,
3 we don't have a lot of registered
4 businesses. So those are, you know, best
5 and good faith efforts. These areas, we
6 have a lot of businesses that are
7 registered. And we are going to put
8 required participation rates on those.

9 So, that's being done as a part of
10 practice, you know, all the time.

11 COUNCILWOMAN GYM: I mean, one of the
12 things that came up yesterday was that
13 Commissioner Epps from the Commerce
14 Department said that he was not interested
15 in expanding the registry. That the
16 registry was not -- the expansion of the
17 registry was not a top priority.

18 And if that's the case that, you know,
19 these are the businesses that are
20 registered, particularly in departments
21 like, you know, the ones that we struggle
22 with, whether that's service supplies and
23 equipment, you know, it's even disappointing
24 to see small order purchases when we talk
Strehlow & Associates, Inc.

(215) 504-4622

1 about debundling to see whether that's going
2 to help with it. African-American
3 represents 2 and a half percent of smaller
4 purchased contracts that are delivered.
5 It's -- even when we debundle and make it
6 possible for people to bid on small amounts,
7 we are not seeing movement.

8 And so -- but if you are saying the
9 Registry is not showing availability, then
10 why are we not having the focus on expansion
11 of the registry? Why did the commerce
12 director close that conversation down?

13 MS. DOWD-BURTON: Thank you very much
14 for the question, Councilwoman. Angela
15 Dowd-Burton, Executive Director for the
16 Office of Economic Opportunity.

17 There were a couple of things that I
18 think the Commerce Director was responding
19 to. Initially, the Administration set a
20 goal of 50 percent expansion of the OEO
21 Registry. Over the last six years, we have
22 grown the registry by 82 percent. A third
23 of it is represented by companies located
24 within the City of Philadelphia ZIP code
Strehlow & Associates, Inc.

(215) 504-4622

1 191. Another third is in the eleven-county
2 metropolitan area. And the rest is in New
3 Jersey, New York, Delaware, et cetera. His
4 focus is on helping to build the companies
5 that are located locally. And so, he wasn't
6 saying so much don't expand the registry.
7 It's not going to be a top priority to
8 expand it by 50 percent.

9 But there is a priority that we have in
10 terms of looking at opportunities for new
11 markets and business development for
12 minorities and women who want to get into
13 the market and do business with the City and
14 other institutions around -- around this
15 region.

16 The exempt contracts that you find in
17 the annual report and they are listed in
18 detail here include \$62 million. That's an
19 electric bill that the Managing Director's
20 Office pays for. But it also includes
21 things helicopters and sludge bar rental
22 facilities, software that's proprietary that
23 minorities or women do not have the keys to.

24 And so, these are areas where we have
Strehlow & Associates, Inc.

(215) 504-4622

1 identified as few or no opportunities for
2 minorities and women to participate. We
3 will constantly enter the market. And
4 through our disparity studies, through our
5 benchmarking initiatives with our states and
6 cities, we go out to them and say we have
7 got a contract worth \$20 million for water
8 treatment chemicals. Who do you buy yours
9 from? Are any of them minorities and women?
10 And does it make sense to include those
11 kinds of dollars when we are trying to
12 evaluate the productivity and the
13 performance of the department where we have
14 few or no minorities to actually participate
15 in these process.

16 So, we will continue to work to get them
17 into the process. But until we can do that,
18 we have identified them as exempt and we
19 publish them.

20 COUNCILWOMAN GYM: I will conclude. I
21 think part of the issue is I don't think
22 there's any question about the interest in
23 growing local businesses and the M/WBE. I
24 guess I'm questioning because some of your
Strehlow & Associates, Inc.

(215) 504-4622

1 data indicates that particularly, I think it
2 was the Managing Director's Office, I will
3 relook at that -- showed declining levels of
4 exempt contracts over time. So clearly,
5 this is not a fixed position. It's not --
6 it's not always the case.

7 And what I would like to know is making
8 sure that we have a rigorous attention to it
9 and an analysis of the market that is
10 continuing and ongoing. And also, clearly
11 that we're expanding efforts to really look
12 for diverse communities in these particular
13 areas where we have difficulty. We also
14 know that clearly on some areas like maybe
15 Asian-Americans in particular and to some
16 extent Hispanics in certain areas, we are
17 not -- we are maybe approximating
18 utilization but we are not hitting
19 availability. So, we know that we have a
20 gap there. We have a learning gap and an
21 understanding gap.

22 And you know, I think that's an
23 important thing for us to try and figure
24 that out because we are not making enough

Strehlow & Associates, Inc.

(215) 504-4622

1 advances. Clearly, I mean, it is so
2 depressing to see like two and a half
3 percent African-American on smaller order
4 purchases of 32,000 when a lot of people
5 feel like it's been an effort to debundle.

6 MS. DOWD-BURTON: I really want to check
7 that number with you.

8 COUNCILWOMAN GYM: Okay.

9 MS. DOWD-BURTON: There are transactions
10 that are less than \$32,000. There are over
11 a million and a half dollars. And I think
12 African-Americans do have a slightly higher,
13 and I will verify that number for you. But
14 I think it's a little higher than that
15 2 percent that you are referring to.

16 COUNCIL PRESIDENT CLARKE: Councilwoman,
17 thank you.

18 COUNCILWOMAN GYM: Thank you.

19 COUNCIL PRESIDENT CLARKE: We will
20 remind our friends and colleagues, we still
21 have two departments left. Thank you.

22 Chair recognizes Councilman
23 Taubenberger.

24 COUNCILMAN TAUBENBERGER: Thank you,
Strehlow & Associates, Inc.

(215) 504-4622

1 Council President.

2 Long ago in 1983/84 I worked here for
3 Council -- City Councilwoman Joan Krajewski.
4 It was a time of the Philadelphia subway
5 contract. I'm not sure if the rules still
6 apply, but I do have a question at the end
7 of it. It's still a very important story
8 because it effected our City deeply.

9 I believe it's still the practice that
10 the actual subway cars even though run by
11 SEPTA are actually the property of the City
12 of Philadelphia. That's how it was then.
13 I'm not sure if it still is. It's not even
14 my question.

15 But Budd company was one of two
16 remaining rail car companies in the United
17 States at the time. The other one was
18 Buffalo, New York. And the other bidder
19 that bid on this was from Kawasaki who
20 ultimately won that bid because as defined
21 earlier by Council President, you know, they
22 were the lowest responsible bid. I'm still
23 kind of foggy on all that. Since that time,
24 Budd company closed up I think as a result
Strehlow & Associates, Inc.

(215) 504-4622

1 of losing that. I couldn't say that is the
2 only thing, but they closed up. Today there
3 is an abandoned golf course that brings new
4 revenue to the City of Philadelphia other
5 than real estate, and nobody works there.
6 At one time there was probably there a
7 thousand people there.

8 If that process were to go on today,
9 what advantages would the Budd Company have
10 over Kawasaki Japan if the bidding process
11 were held today?

12 MR. DAY: And where was the Bud Company
13 located?

14 COUNCILMAN TAUBENBERGER: Budd Company
15 was located in Northeast Philadelphia at Red
16 Lion Road.

17 MR. DAY: So, there is a preference in
18 place for local businesses. And again, I'm
19 talking about, you know, City-led bids. I
20 don't know if SEPTA has the same rules.

21 COUNCILMAN TAUBENBERGER: No. No. No.
22 I was here. At that time, the City of
23 Philadelphia bought those rail cars. They
24 were not property of SEPTA. I don't think
Strehlow & Associates, Inc.

(215) 504-4622

1 to this day they are property of SEPTA.

2 MR. DAY: Okay. So if they are led
3 by -- if the City of Philadelphia let a bid,
4 there is a 5 percent preference for any bids
5 over \$1 million. And a 10 percent
6 preference for any bid under \$1 million.
7 And that's the preference that they would
8 receive.

9 COUNCILMAN TAUBENBERGER: Okay. I thank
10 you on that. One note of clarification, you
11 had mentioned that 68 percent of bids
12 were -- were won by Philadelphia companies.

13 Is that -- is that the dollar amount, or
14 is that the actual bidder?

15 MR. DAY: That's the dollar amount.

16 COUNCILMAN TAUBENBERGER: That's the
17 dollar amount. Do you ever have that
18 statistic broken down in actual bidders from
19 Philadelphia, vendors that come from the
20 City?

21 MR. DAY: We can work on that for you.

22 COUNCILMAN TAUBENBERGER: I would like
23 to see that. I think it would be good to
24 share with the Council as a whole.

Strehlow & Associates, Inc.

(215) 504-4622

1 Mr. President, I am finished. Thank you
2 very much.

3 MR. DAY: Thank you.

4 COUNCILMAN TAUBENBERGER: Thank you,
5 Mr. President.

6 COUNCIL PRESIDENT CLARKE: Councilwoman,
7 did you -- we have two more departments
8 left.

9 COUNCILWOMAN GYM: I have just a data
10 request. I was wondering if your department
11 could share its language access plans and
12 procedures for outreach. I think it's great
13 that you are doing, making some effort at
14 doing expanded outreach. I think that was
15 in your testimony. But it would be helpful
16 to know what your plans are for language
17 access, bilingual staffing and whether your
18 departments been fully trained on
19 LanguageLine and outreach and whether
20 contracts and bidding and information that
21 goes out is done in multiple languages, as
22 well.

23 MR. DAY: Okay. We will report that
24 back to you.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN GYM: Thank you.

2 COUNCIL PRESIDENT CLARKE: Thank you,
3 Councilwoman.

4 I have no more questions. Thank you
5 very much.

6 MR. DAY: Thank you.

7 COUNCIL PRESIDENT CLARKE: Next up we
8 have HR.

9 (Panel approaches Table.)

10 COUNCIL PRESIDENT CLARKE: Good
11 afternoon.

12 MS. GREEN-JONES: Good afternoon. Good
13 afternoon, President Clarke and Members of
14 City Council. My name is Marsha
15 Green-Jones, and I am the Acting Deputy for
16 Human Resources. With me today -- can
17 everyone hear me?

18 With me today are Deputy Human Resources
19 Directors Brian Albert, Maria Agelakis,
20 Celia O'Leary, Sheila Pate and Dr. George
21 Hayes our Director of Medical Services and
22 other members of my senior management team.
23 I'm pleased to provide you with the
24 testimony on the Office of Human Resources
Strehlow & Associates, Inc.

(215) 504-4622

1 Fiscal Year 2017 operating budget.

2 I will start off with a few initiatives.

3 Supporting the business needs of the City of

4 Philadelphia, OHR has initiated a number

5 programs which are customer focused and also

6 focused upon improving efficiencies. In

7 FY15 and 16, the Benefits Office was

8 successful in meeting the federally mandated

9 deadline of March 31 for distribution of

10 over 30,000 1095Cs to active, retiree and

11 terminated associates.

12 We initiated a Wellness newsletter to

13 encourage employees to improve their

14 wellness participation as well as to address

15 wellness questions and issues. We are

16 conducting monthly Luncheon Learns which

17 thus far have actually focused upon

18 employees knowing their number. As we all

19 know, well employees also mean presentee-ism

20 in the workplace.

21 Also in 2016, we actually initiated I VF

22 as a benefit which introduced a \$20,000 life

23 cap. 15,000 of those dollars were

24 distributed to medical and 5,000 K was

Strehlow & Associates, Inc.

(215) 504-4622

1 distributed to RX prescription benefits.

2 The percentage of Civil Service exams
3 held for FY11 actually has improved. In
4 FY11, we actually only proceeded and made
5 30 percent of these on time. We have moved
6 thus far in FY17 to 95.7 percent of those
7 exams being arranged on time.

8 The average time of establishment of
9 lists compared to the closure date, in FY08
10 it was 85 days from the date of announcement
11 today. In FY15 it was 45.3 days. And for
12 the first half of FY16, that decreased to 42
13 days. We meet annually. We meet twice a
14 year with departments to plan workforce
15 hiring and planning needs. And FY15, we
16 received 63,000 applications and tested
17 20,000 applicants.

18 Civil Service regulations are on a
19 regular basis reviewed. This year we
20 included five new regulations to improve
21 bilingual testing, awarded additional points
22 to Peace Corps volunteers to encourage
23 people to complete volunteer service because
24 that's somewhat similar to what we do here
Strehlow & Associates, Inc.

(215) 504-4622

1 when you work for the City of Philadelphia.

2 You are actually giving service to people.

3 There were 23 Civil Service regulations

4 that were revised in FY16. We have

5 streamlined the classification process,

6 reducing over -- reducing specialized

7 classes which allowed us to create

8 eligibility lists more quickly reducing the

9 time to hire. FY16, there were 154

10 classifications and pay items have been

11 approved by the Civil Service Commission and

12 the Ad Board.

13 Recruitment has continued to be a

14 challenge for us in that we have not had a

15 budget since 1990. Despite this issue, we

16 have been able to participate in 15 job

17 fairs. And FY16, we expect this number to

18 double. We have actually been to churches,

19 colleges, universities, technical schools,

20 diverse groups including LGBT, Veterans

21 Programs. We have monthly postings in terms

22 of job -- in terms of LinkedIn, Facebook,

23 Twitter, media postings in Russian, Chinese

24 and French. In FY16, we have established 45

Strehlow & Associates, Inc.

(215) 504-4622

1 jobs that we require bilingual training.
2 Year to date for FY16 and Civil Service, we
3 actually have recruited 821 minorities or
4 61.64 percent of those hired in FY16 have
5 been minorities.

6 For exempt employees, FY16 we have
7 actually hired 160 minority exempts or 34.6
8 percent of those that are hired.

9 So, one of the things I would like to
10 also make mention of is during the testimony
11 earlier this morning, Chief Administrative
12 Officer actually -- we talked about the open
13 competitive test. And there were some
14 questions about it from Councilwoman
15 Quinones relative to it was an open
16 competitive exam. And I wanted to make a
17 couple points of clarification relative to
18 that exam to ensure that everyone, to allay
19 people's fears in terms of the actual
20 testing process.

21 I'm going to call on Maria Agelakis to
22 speak to that point.

23 MS. AGELAKIS: Good afternoon,
24 Councilperson. Can you hear me?
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Yes.

2 MS. AGELAKIS: Good afternoon.

3 Earlier this afternoon there was a
4 question about an open competitive test for
5 the utility maintenance training class. And
6 I believe the individuals who were asked
7 were not really familiar with the exam
8 announcement, so I am going to provide some
9 information on that particular exam
10 announcement and the type of candidates that
11 qualify for this exam.

12 So, the exam was announced for the Water
13 Department. And although, it is open
14 competitive, the Water Department has a very
15 diverse program where they recruit high
16 school interns and provide the training to
17 them. And then when those individuals have
18 received the 450 hours of training, then
19 they ask us to announce the exam. It needs
20 to be announced open competitive because
21 these high school interns are not permanent
22 Civil Service employees.

23 So in this instance, the exam was
24 announced. Four candidates were qualified
Strehlow & Associates, Inc.

(215) 504-4622

1 to sit for the exam and they are currently
2 on the list. Three of those have been
3 certified out to the department. The Water
4 Department's Program is actually a diversity
5 recruitment program. So, they go to local
6 area high schools and increase diverse-ment
7 in their department through the use of this
8 class specification.

9 Currently, there are 16 employees in the
10 Water Department. And as of I believe last
11 month, the Department of Public Property
12 also asked if they can use this class
13 specification for their department, as well.
14 This class is actually going to be appearing
15 on the May Civil Service agenda with other
16 requirements for the Department of Public
17 Property, which their training program is
18 390 hours.

19 So, I just wanted to explain that a
20 little bit. If you have any questions, I'll
21 be happy to answer them.

22 COUNCIL PRESIDENT CLARKE: Thank you.

23 Councilwoman, is obviously not here.

24 You do me a favor, can you get to her office
Strehlow & Associates, Inc.

(215) 504-4622

1 because she asked that specific question and
2 just kind of give her the information. That
3 would be helpful.

4 MS. GREEN-JONES: Sure.

5 COUNCIL PRESIDENT CLARKE: Thank you.
6 Couple quick ones.

7 During the -- over the last couple of
8 months, there was some discussion about
9 possibly changing some of the Civil Service
10 regulations to give broader opportunities.
11 As an example, in the Department of
12 Recreation, there was this concern about the
13 requirements for rec leaders, rec leader
14 one, two, three and our inability to have
15 people who actually literally have been
16 members of the advisory councils for ages.
17 And they actually, in a lot of instances, do
18 more work at the rec center than the person
19 that gets paid. Bottom line, we had these
20 reg that the person couldn't gain access.

21 Are you a part of those discussions as
22 relates to HR and changing some of the Civil
23 Service Regs?

24 MS. AGELAKIS: I'm not really --
Strehlow & Associates, Inc.
(215) 504-4622

1 COUNCIL PRESIDENT CLARKE: Your office
2 or --

3 MS. AGELAKIS: We would be part of those
4 discussions, except I'm not really familiar
5 with the scenario you presented today.

6 COUNCIL PRESIDENT CLARKE: Really?

7 MS. GREEN-JONES: No. We have not been
8 involved in those discussions.

9 COUNCIL PRESIDENT CLARKE: That's a
10 little concerning to me given what your role
11 as HR in terms of -- all right.

12 You kind of touched on it a little bit
13 about recruiting. My assumption is that you
14 are working closely with the Philadelphia
15 School District?

16 MS. GREEN-JONES: Well, in the instance
17 that Maria reported upon, we are -- the
18 actual department, the commission is
19 actually working with the School District.
20 I helped them. They assisted them in
21 identifying three specific schools in the
22 City of Philadelphia that actually could be
23 feeders for their apprenticeship program.
24 We are hoping that this will be the same for
Strehlow & Associates, Inc.

(215) 504-4622

1 Public Property when they get on board with
2 their apprenticeship program, as well.

3 COUNCIL PRESIDENT CLARKE: Okay. All
4 right. Thank you.

5 Chair recognizes Councilwoman Parker.

6 COUNCILWOMAN PARKER: Thank you,
7 Mr. President.

8 Let me say good afternoon to each of
9 you. And thank you so very much for being
10 here. Before I get started with my
11 budget-related questions, I did want to just
12 state for the record, I wanted to thank you
13 Ms. Green-Jones for communicating with my
14 office relative to a issue that I won't get
15 into today because we're going to
16 specifically talk about it. We are going to
17 introduce a resolution in City Council as it
18 relates to calling for public hearings
19 regarding the cancellation of the Real
20 Property Evaluator III examination that was
21 administered on August 26, 2015. And it was
22 canceled pursuant to Civil Service
23 regulation 9017.

24 And so, I know we have some more
Strehlow & Associates, Inc.
(215) 504-4622

1 dialogue that we're going to continue to
2 have, and we're going to get as many
3 questions answered the way I think we should
4 respectfully attempt to between my office
5 and yours. But I do want you to know that
6 eventually and pretty soon after we have
7 answered those questions, we are going to
8 have a public hearing about that issue here.
9 But I promise that I wouldn't blindsides you
10 like, you know, some people do for the sake
11 of 20 minutes or 5 minutes or whatever you
12 call it.

13 So, but we are going to have a public
14 hearing on it.

15 MS. GREEN-JONES: We appreciate that and
16 thank you very much.

17 COUNCILWOMAN PARKER: Sure. So with
18 this in mind, let me go to my budget related
19 questions and start with one very near and
20 dear to my heart.

21 We heard from the Police Department and
22 both L&I the challenge that they have in
23 terms of timing as it relates to getting
24 employees hired in Civil Service positions.

Strehlow & Associates, Inc.

(215) 504-4622

1 I, in particular, as it relates to the
2 Police Department, you know, am constantly
3 advocating for beat cops and bike patrol.
4 We know this is not new in terms of length
5 of time.

6 Tell us what kind of things that you are
7 sort of doing to improve that time to hire
8 and particularly, as it relates to police
9 and L&I? I know there are several reasons
10 for it, but tell me what are you doing
11 particularly as it relates to these two
12 departments to sort of improve outcomes?

13 MS. GREEN-JONES: I will start off with
14 answering the question, and then I will
15 actually hand it over to Deputy Maria
16 Agelakis. Initially, we had several
17 meetings with the Police Department relative
18 to their hiring practices. We -- actually,
19 it's been a very good discussion in terms of
20 trying to understand what their needs and
21 actually listening to them.

22 Our most recent meeting was a week
23 before last in terms of talking about a way
24 forward in terms of initiatives they'd like
Strehlow & Associates, Inc.

(215) 504-4622

1 to put into place. That has dramatically
2 changed. Now we are on a different road,
3 and I would like Maria to actually talk
4 about that.

5 MS. AGELAKIS: Good afternoon. So as
6 Marsha mentioned, we have met with the
7 Police Department several times. A lot of
8 the things we are looking at is to look at
9 the requirements and where people are
10 falling short. So we did provide an
11 analysis to them. At the time, they were
12 considering adding some requirements that
13 would provide some flexibility.

14 But I am happy to report as of this
15 morning the Civil Service Commission
16 approved the police officer recruit changes
17 that were announced in the media. And the
18 new requirements are high school education
19 only as well as 22 years of age at time of
20 appointment. So, those changes were
21 approved this morning. And hopefully, they
22 will be approved by Ad Board next month.
23 And in June, we will be announcing a new
24 police officer recruit examination with
Strehlow & Associates, Inc.

(215) 504-4622

1 those new requirements.

2 COUNCILWOMAN PARKER: What about L&I?

3 MS. AGELAKIS: So for L&I, we have also
4 this morning we created two broad band
5 classes for their inspector.

6 COUNCILWOMAN PARKER: You were busy
7 today?

8 MS. AGELAKIS: We have a really busy day
9 that last couple of weeks. The initiative
10 for the broad band classes started last
11 fall. We had some set backs. And with
12 continued talks with the union as well as
13 the department and, you know, our new
14 leadership, Marsha has been very active in
15 the resurgence of these -- of these classes.

16 But we -- we have established two
17 classes this morning for the inspector
18 levels. That of broadband classes. So for
19 the first time, these classes require
20 certifications. Within a certain period of
21 time, 18 months and 24 months of appointment
22 to the class. We have expanded the pay
23 range in the class so that these individuals
24 in the class will be able to progress

Strehlow & Associates, Inc.

(215) 504-4622

1 through the pay stubs, earn additional money
2 if they secure additional certifications
3 beyond what's required.

4 COUNCILWOMAN PARKER: Please make sure
5 that you give a timely update to the Office
6 of the President to distribute to all of my
7 colleagues, particularly all of them but the
8 District Councilmembers in particular who
9 are constantly advocating for those beat and
10 bike patrol officers and neighborhood and
11 more patrols in our local districts, the
12 hiring has been a challenge. And please,
13 keep us updated so that when we are out in
14 the community, we ultimately have to answer
15 to our constituency about why we can't have
16 more officers aside from just the overall
17 financial constraints, and that relates to
18 the L&I employees, also.

19 My next question is in regards to the
20 number of days, and I think you briefly
21 referenced this earlier about the days for
22 producing Civil Service eligible lists at
23 65. Let me -- is this business days or
24 calendar days? Like, what are your main
Strehlow & Associates, Inc.

(215) 504-4622

1 goals? I think you listed was that you
2 wanted days for producing Civil Service
3 eligible list at 65.

4 Is that business? Calendar? How does
5 that go?

6 MS. AGELAKIS: These are calendar days.

7 COUNCILWOMAN PARKER: Okay. These are
8 calendar days. Now, help me -- walk me
9 through why it takes two months to produce
10 the list? Tell me, what's the challenge?

11 MS. AGELAKIS: Sure. I can go through
12 the process. I can tell you that we have
13 improved on this target. I don't know if
14 you recorded the numbers, but Marsha stated
15 them earlier.

16 So, the days to produce the list in FY08
17 were 85 days. Back then we were still paper
18 based. And since then, we have implemented
19 online application which has assisted with
20 improving the eligible list dates. We've
21 also improved the processes internally,
22 streamlined a lot of things.

23 So currently, we are at 42 days for the
24 FY16 period. One of the factors that drives
Strehlow & Associates, Inc.

(215) 504-4622

1 that number up is the public safety exams by
2 contract. We have to wait a period of time
3 before we can test candidates for
4 promotional exams.

5 For instance, for the written exam, if
6 the bibliography is not changed, we have to
7 wait 90 days from the time that we announced
8 the exam to give the test. If we change the
9 bibliography from the last time we gave the
10 exam, we have to wait 120 days. So, that
11 number is going drive -- it's going to be
12 higher because of the public safety exams
13 that we give.

14 In general, the process is we are
15 required to have job announcements open for
16 two weeks for applications -- to accept
17 application. Following those two weeks, we
18 evaluate the applications. And depending on
19 the volume of applications we received, that
20 could take a little bit longer than usual.
21 Following the re view of those applications,
22 we are required to send the candidates who
23 are not approved for the exam, a disapproval
24 notice. We also allow them a two-week

Strehlow & Associates, Inc.

(215) 504-4622

1 period to respond to that disapproval if
2 they want to submit additional
3 documentation, supplement their information
4 on their application. We need verbal. But
5 eventually, we need a written explanation of
6 their requirements, meaning education or
7 experience, so that we can make the
8 redetermination on their application.

9 While this is all happening, we are
10 still developing the exam. We are meeting
11 with the departments, talking to the subject
12 matter experts and developing the exams.

13 COUNCILWOMAN PARKER: Now, you could
14 have answered that question without saying
15 the word "subject matter expert." I am
16 trying to be so disciplined right now by not
17 going into this issue, but I understand --
18 you know you just struck a cord deep inside.

19 MS. AGELAKIS: Okay. So the process --

20 MS. GREEN-JONES: We don't want to
21 strike a cord.

22 MS. AGELAKIS: Okay. I will not talk
23 about the involvement with the departments.
24 But they're really experts on the job, so we
Strehlow & Associates, Inc.

(215) 504-4622

1 do need their assistance. We are the
2 experts on developing the job, but we need
3 their knowledge. We need to pick their
4 brain.

5 COUNCILWOMAN PARKER: I think you
6 understand where I was going. In essence,
7 what I want to say to you is that I
8 appreciate and value the improvement 85 to
9 42 in FY16. But cities and municipalities
10 and state government across the nation are
11 doing their best to implement efficiencies
12 to improve this process. And I always get
13 frustrated when I hear people say private
14 sector always does it better.

15 As we begin to streamline our process so
16 we can make municipal government more
17 effective. I don't want us to even look at
18 the FY16 number. That's eight years, and we
19 are down to 42. In essence, we have almost
20 cut it in half. But that's great, but we
21 should not rest on our laurels as if we have
22 done something miraculous. We should be,
23 you know, trying to figure out how do we get
24 it to 30, right? 30 days and continuing to
Strehlow & Associates, Inc.

(215) 504-4622

1 reduce it.

2 But I applaud the work that has already
3 been done.

4 Now, my next question, and Councilwoman,
5 I don't see a whole bunch of people lined
6 up. I thank you, Madam, for giving me --
7 granting me the latitude.

8 - - -

9 (Councilwoman Reynolds Brown sits in as Chair.)

10 - - -

11 COUNCILWOMAN REYNOLDS BROWN: Absolutely.

12 COUNCILWOMAN PARKER: Councilwoman
13 Reynolds Brown, she is going to talk, I'm
14 certain, about the issue she is taking the
15 lead on long before I arrived regarding the
16 issue of the Rule of Two. But I do want you
17 to answer for me, if you will, particularly
18 just from an HR perspective, why are the
19 full staff salaries for women and minorities
20 so much lower than they are for Whites? And
21 what can we do as a municipal government to
22 change that dynamic and bring some parity as
23 it relates to salary?

24 MS. GREEN-JONES: Well, I think a couple
Strehlow & Associates, Inc.

(215) 504-4622

1 things. One of the things that you see is
2 we need to look overall. One of the -- in
3 the City of Philadelphia, most employees
4 joined the City as a career. There is very
5 little turnover. What ultimately happens is
6 employees stay in a particular area,
7 sometimes people are limited as of
8 consequence of educational requirements with
9 some of the jobs.

10 I think because people see this as a
11 career, people who started earlier on in
12 their careers actually progressed further.
13 One of the things that we could encourage
14 employees to do is to take advantage of the
15 educational opportunities. We oftentimes in
16 the City send out announcements for the
17 opportunity for people to go to the
18 universities that we identified that have
19 reduced tuition. We should perhaps engage
20 in some mentoring programs.

21 Because I think one of the things that
22 is clear is that things are changing. We
23 have employees who have been here for a very
24 long time.

Strehlow & Associates, Inc.
(215) 504-4622

1 Let's take OHR for example. We have
2 actually five -- actually in our population,
3 we have employees actually who have been
4 here less than five years.

5 COUNCILWOMAN PARKER: Ms. Green-Jones,
6 I'm sorry to interrupt you, but you just hit
7 on exactly where I wanted to go. You just
8 mentioned two things: Educational
9 opportunities for me, professional growth
10 and development, right; and then you
11 mentioned mentoring programs. You talked
12 about each of these from a perspective.

13 MS. GREEN-JONES: Yes.

14 COUNCILWOMAN PARKER: Let me ask you
15 this. And it's similar to a question I just
16 asked Procurement.

17 Is there a one-stop shop sort of
18 document that employees in the City of
19 Philadelphia can have that shows educational
20 opportunities, mentorship programs or any
21 programs available for professional growth
22 and development that they can apply for and,
23 listen, compete to have the opportunity to
24 participate?

 Strehlow & Associates, Inc.

 (215) 504-4622

1 See the issue for me is having access to
2 the opportunity, and I will tell you why.
3 In some departments, just like in schools,
4 if you don't have a good relationship with
5 the principal and you are not one of his,
6 you may not necessarily get invited to
7 participate in the conference in your
8 subject matter. If you are an employee in a
9 particular department, if you don't have a
10 special relationship with the right people,
11 you may not necessarily get access to the
12 opportunity.

13 What are we doing to level the playing
14 field to ensure that all employees no matter
15 what their rank, no matter what their level,
16 if they worked for the City and their
17 particular department has access to any kind
18 of educational advancement opportunity or
19 other programs, are we documenting those or
20 putting them together? Or has HR
21 recommended to departments that they submit
22 to you maybe giving some sort of timeline
23 and then you just compile it. Not that you
24 can do the work, but require it of other
 Strehlow & Associates, Inc.

(215) 504-4622

1 departments.

2 Is that something you ever considered?

3 MS. GREEN-JONES: I think you asked a
4 couple of different things in that question.
5 I think the first thing is from a global
6 perspective, the answer is no. That's the
7 first answer.

8 I think from a departmental perspective,
9 you will find -- and I think this is across
10 the City. Some departments are better than
11 others. Some departments clearly have a
12 distinctive career progress, career path
13 that employees can identify with that they
14 know what they need to get from Point A to
15 Point B.

16 From a global perspective, is this an
17 opportunity for OHR? Absolutely. But also
18 it's an opportunity for Chief Administrative
19 Officer, as well. We can certainly work
20 with them. Because as you are aware from
21 this morning's testimony. One of the things
22 that they are responsible for is training
23 and development. So, working together as a
24 group certainly we can identify

Strehlow & Associates, Inc.

(215) 504-4622

1 opportunities. We can certainly learn from
2 some of the other departments that have put
3 together programs.

4 I don't know of a mentoring program
5 within the City of Philadelphia to be quite
6 honest, within our structure. I don't know
7 of one. I was speaking actually with
8 someone here today about a mentoring program
9 a couple weeks ago at another meeting. But
10 there is an opportunity, I think, for us to
11 look at it from a global perspective. No,
12 there is no roadmap, but it is certainly
13 something we have an opportunity to look at,
14 to talk about, to discuss and certainly to
15 plan a way forward.

16 COUNCILWOMAN PARKER: I would hope,
17 Ms. Green-Jones, I would hope that HR along
18 with our CAO would find a way to get
19 together to work in a collaborative manner.
20 And it would even be great before we
21 concluded these budget hearings, some sort
22 of meeting could take place. And you all
23 will have begun to etch out the guidelines
24 of -- for -- or some sort of timeline for
Strehlow & Associates, Inc.

(215) 504-4622

1 getting together in establishing, again, a
2 one-stop shop. I'm a directory kind of
3 lady, right. Because I hate people having
4 to go and search all over the place.

5 I mean, we are City government. We are
6 huge, right? But if all of that information
7 was compiled in a document that very simply
8 from an organizational structural
9 perspective just says contact the
10 commissioner's office in that department and
11 any educational advancement opportunities
12 and you, yourself, mentioned that some do it
13 better than others. So all of those who do
14 it extremely well, why don't we ask them to
15 serve as leaders for those who are not
16 doing, as well. See if we can get it and
17 compile it and work in a collaborative
18 manner to get that done.

19 I would really greatly appreciate that.
20 And in addition to that, the last issue that
21 I wanted to make mention of today, the
22 testimony states that only 54 percent of
23 employees City-wide received an evaluation
24 in 2015. Tell me who owns that metric? I
Strehlow & Associates, Inc.

(215) 504-4622

1 am sort of like, who owns that metric? And
2 is this the process that's sort of rests
3 with -- with HR? And would you make
4 improvements to that result?

5 I am trying to sort of understand that
6 54 percent of employees City-wide received
7 an evaluation in 2015.

8 MS. GREEN-JONES: That metric is
9 something that is, unfortunately, OHR
10 does -- we own the data. That's probably a
11 better way to state this. We own the data.
12 However, we don't have the -- we can
13 influence commissions to actually perform --
14 to write performance evaluations for their
15 employees. We don't hold them accountable
16 for that.

17 Certainly, they -- performance
18 evaluations are used for a lot of different
19 things. They are a tool. They are a tool
20 that we use for promotions, for career
21 opportunities, et cetera. The question is
22 about getting, I think, the entire City on
23 board. And it has to start from the top in
24 terms of people being committed to writing a
Strehlow & Associates, Inc.

(215) 504-4622

1 performance evaluation for their people, for
2 delivering it on time to ensure that people
3 are evaluated so they know where they stand.

4 This -- a performance evaluation is a
5 tool that we can use to give people
6 feedback, for developmental purposes, for
7 training purposes. So, it's a very valuable
8 tool. But I think we need assistance, we
9 need commitment from the top because that's
10 where it has to start. If your commissioner
11 is not evaluating the deputies, then the
12 deputies are not going to evaluate their
13 manager and managers are not going to
14 evaluate their supervisors and so on.

15 Every single person should have a fair
16 opportunity to be evaluated based on their
17 performance. It is a tool that we use on a
18 regular basis to determine transfers -- not
19 transfers, but promotions certainly.

20 COUNCILWOMAN PARKER: Ms. Green-Jones,
21 let me tell you I agree you wholeheartedly.
22 And the reason I ask the question is because
23 when people think about evaluations, they
24 are also a very strong tool for the
Strehlow & Associates, Inc.

(215) 504-4622

1 employee.

2 MS. GREEN-JONES: Yes.

3 COUNCILWOMAN PARKER: The employee when
4 they keep -- when they have their
5 evaluations, particularly if they are
6 getting great ones and they have them on
7 file, if the employee ever decided that it
8 wanted to go work in another department to
9 apply for a promotion, if -- you know, on
10 many occasions which we don't hear about
11 often, if they are attracted to the private
12 sector and they are interested in moving
13 their, that evaluation serves as an
14 important tool for them.

15 The only thing I would disagree with you
16 on is the idea that I would wait for this to
17 sort of happen from the top down. I would
18 dare say to you that I believe that as HR
19 for the City of Philadelphia, if HR
20 determines that, you know, only 54 percent
21 of employees City-wide are receiving an
22 evaluation in 2015, we need to increase that
23 goal X-percentage. As the department HR
24 sort of sends the recommendation to the
Strehlow & Associates, Inc.

(215) 504-4622

1 administration or CAO that we just talked
2 about you potentially collaborating with. I
3 don't think that it just has to come from
4 top down. I think when we are
5 collaborating, I think the top of the
6 pyramid because -- I don't believe in the
7 top-down strategy, right? For me, all the
8 great ideas particularly in government, you
9 know, politicians get it wrong all the time.
10 We usually don't do anything right until we
11 get pressure from the outside to get it
12 done. I believe in a bottom-up strategy.

13 Although, we have the executive here, I
14 am a firm believer and will support your
15 efforts if increasing that metric from 54
16 percent in establishing a very reasonable
17 goal that is within reach '16, '17. And if
18 you sent those recommendations to the
19 Administration along with the one-stop shop
20 for educational opportunities for
21 professional growth and development, the
22 mentoring that you suggested that I think is
23 a wonderful opportunity, I am almost certain
24 that the top wouldn't be able to ignore

Strehlow & Associates, Inc.

(215) 504-4622

1 those recommendations. And I would like to
2 see what HR can do sort of on its own
3 volition to get those done.

4 You all have perhaps one of the most
5 important jobs in the City of Philadelphia.
6 You know, the City of Philadelphia
7 University of Pennsylvania, right? Our top
8 employers. And we rely on you to help keep
9 our system moving. We want to be supportive
10 of you, but we also don't want you to feel
11 so limited and constrained that we are not
12 trying to be innovative and be public
13 administrators who view themselves as public
14 entrepreneurs.

15 I want our legislative branch to be as
16 helpful as we possibly can. So while I'm
17 making these recommendations, you all may
18 say, well, you know, these are some things
19 that we can do but it would be great if
20 Council could assist us by doing X, Y and Z.
21 I'm saying we are here to be part of the
22 process, also. Please feel free to let us
23 know how we can be helpful.

24 MS. GREEN-JONES: Actually, we will take
Strehlow & Associates, Inc.

(215) 504-4622

1 that on board with our recommendation.
2 Because you know half of the -- half of the
3 success is based upon your ability to
4 influence people to get the job done. At
5 the end of the day, if we can use -- if we
6 can utilize you to help us influence the
7 process, we will be glad to take you up on
8 that.

9 COUNCILWOMAN PARKER: But you just have
10 to give us specific instructions.

11 MS. GREEN-JONES: Yes. We will give you
12 specific instructions, yes.

13 COUNCILWOMAN PARKER: Madam -- Madam
14 Whip, thank you so very much, Madam Chair,
15 for the latitude you provided.

16 COUNCILWOMAN REYNOLDS BROWN: You're
17 welcome, Council Lady. Very well stated.

18 Let me underscore and punctuate a couple
19 of suggestions she's made. I have interns
20 in my office 500 days a year, and there are
21 really only 365. Because it's a unique
22 opportunity for middle school and high
23 school students and college students to see
24 government up close and personal for all the
Strehlow & Associates, Inc.

(215) 504-4622

1 reasons that we understand.

2 Does the City have a policy with regards
3 to allowing interns to be in the midst of
4 professionals at all? A written policy
5 around interns?

6 MS. GREEN-JONES: I'm not aware of a
7 written policy, but we have a program.

8 COUNCILWOMAN REYNOLDS BROWN: Okay.

9 MS. GREEN-JONES: We have a program
10 actually.

11 COUNCILWOMAN REYNOLDS BROWN: Could I
12 hear a little bit about it.

13 MS. GREEN-JONES: That we participate
14 in. Most departments have the opportunity.

15 COUNCILWOMAN REYNOLDS BROWN: Okay.

16 MR. ALBERT: My name is Brian Albert,
17 Deputy Human Resources Director.

18 There is a Mayors Internship Program
19 where they actually place interns throughout
20 various departments. They work on various
21 projects for the departments. I think it's
22 a great program. I think we have had a fair
23 number of interns become employees because
24 of their exposure to the whole City.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Is this a
2 summer intern program or year round program?
3 Is it paid? Volunteer? What is it?

4 MS. GREEN-JONES: Actually, I can speak
5 to that because we have had interns for the
6 last four years in my department. I'm
7 generally the deputy for benefits, but I am
8 wearing a different hat.

9 We have had an intern for the past two
10 year. They've been high school students who
11 were juniors or seniors. And they actually
12 have worked in the Human Resources
13 Department, and they are paid interns. We
14 have them across the City. The program is
15 handled by, I think it's -- it's handled by
16 Finance.

17 COUNCILWOMAN REYNOLDS BROWN: Is it?

18 MS. GREEN-JONES: Yes.

19 COUNCILWOMAN REYNOLDS BROWN: Can you
20 get that information to the President so
21 that Councilmembers can be made aware of
22 that?

23 MS. GREEN-JONES: Yes.

24 COUNCILWOMAN REYNOLDS BROWN: That would
Strehlow & Associates, Inc.

(215) 504-4622

1 be terrific. You mention that there are few
2 universities that the City has a
3 relationship with whereby City employees can
4 seize the opportunity for professional
5 growth.

6 What are those universities, or who are
7 they?

8 MR. ALBERT: Brian Albert again. We can
9 send you a complete list. It is on the
10 website for the Mayor's Office --

11 COUNCILWOMAN REYNOLDS BROWN: Okay.

12 MR. ALBERT: -- of Education. They have
13 a Returning To Learning Program.

14 COUNCILWOMAN REYNOLDS BROWN: Okay.

15 MR. ALBERT: Most of the terms are the
16 same. It's typically a 25 percent discount,
17 but there are few nuances. Some are related
18 to undergraduate programs only. And as far
19 as the one-stop shop, we often refer
20 employees over to the Office of Education
21 for the Returning to Learning Program.

22 COUNCILWOMAN REYNOLDS BROWN: Okay.

23 Very informative.

24 MR. ALBERT: I think they also include
Strehlow & Associates, Inc.

(215) 504-4622

1 Returning to Learning not necessarily at a
2 college level, but a sort of precollege
3 level for people who may be a little rusty
4 with their skills.

5 COUNCILWOMAN REYNOLDS BROWN: Sure.

6 MR. ALBERT: And some of those programs
7 are also available to citizens of
8 Philadelphia. It's not restricted to
9 employees.

10 COUNCILWOMAN REYNOLDS BROWN: Great to
11 know. Great to know.

12 Who do you report to directly.

13 MR. ALBERT: I currently report to
14 Marsha Green-Jones who is the acting
15 personnel director.

16 COUNCILWOMAN REYNOLDS BROWN: Okay.
17 And, please?

18 MS. AGELAKIS: I also report to Marsha.

19 COUNCILWOMAN REYNOLDS BROWN: Okay. Who
20 do you report to?

21 MS. GREEN-JONES: I report to the Civil
22 Service Commission.

23 COUNCILWOMAN REYNOLDS BROWN: So where
24 is the link, where is the bridge, where is
 Strehlow & Associates, Inc.

(215) 504-4622

1 the interface with the Civil Service
2 Commission and the CAO?

3 MS. GREEN-JONES: The link and bridge in
4 terms of what we do on a day-to-day basis is
5 when there are initiatives that there could
6 be a collaborative opportunity, we liaise
7 with them. The CAO function is somewhat
8 new. We have collaborated on the
9 recruitment for the Police Department. We
10 have collaborated on Fleet Management. We
11 had a meeting with them regarding some
12 opportunities there.

13 COUNCILWOMAN REYNOLDS BROWN: The
14 demographics in Fleet are abysmal with
15 regards to women and people of color for the
16 record.

17 Continue.

18 MS. GREEN-JONES: Yes. So as
19 opportunities arise, we also worked with the
20 CAO on the Pew Study.

21 COUNCILWOMAN REYNOLDS BROWN: Okay.

22 MS. GREEN-JONES: We also worked with
23 them regarding the new orientation program.
24 We worked with that group, as well.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: Your
2 department is at the table of the work group
3 that we have hard heard about this morning?
4 The work group with the CAO?

5 MS. GREEN-JONES: For the programs that
6 I just mentioned, yes, we were at the table.

7 COUNCILWOMAN REYNOLDS BROWN: I see.

8 MR. ALBERT: Councilwoman --

9 COUNCILWOMAN REYNOLDS BROWN: Please.

10 MR. ALBERT: If you don't mind, I think
11 Fleet is coming on after us. They also have
12 an apprenticeship program for high school
13 interns.

14 COUNCILWOMAN REYNOLDS BROWN: That's one
15 of the more remarkable programs across
16 government.

17 MR. ALBERT: Yes.

18 COUNCILWOMAN REYNOLDS BROWN: That Fleet
19 does well at. I know that from my first
20 term here.

21 MR. ALBERT: That's fine. I just wanted
22 to highlight.

23 COUNCILWOMAN REYNOLDS BROWN: Uh,
24 absolutely. Absolutely.

Strehlow & Associates, Inc.

(215) 504-4622

1 You mentioned that some departments are
2 doing better than others. And we're going
3 to save the Rule of Two discussion dialogue
4 and debate for the hearing. We won't use
5 that time now. But you say that some
6 departments are better than others when it
7 comes to having departments that look like
8 the City of Philadelphia, which is the
9 prevailing wish for members of Council.

10 And so, for those departments that don't
11 meet that test in a way that we would like,
12 what type of incentives, what type of --
13 what does the supervisor or commissioner do
14 to help those that they supervise understand
15 that there's an expectation that government
16 looks like Philly? More specifically, the
17 top layer of government looks like
18 Philadelphia.

19 MS. GREEN-JONES: Well, there is an
20 opportunity to do -- to have more dialogue
21 with the department certainly. One of the
22 things that we are aware -- one of the
23 things that we know is there is an
24 opportunity also to work more closely with
 Strehlow & Associates, Inc.

(215) 504-4622

1 the HR departments. In terms of there is a
2 report on Oracle -- they can go onto Oracle
3 to pull up a report that has EEO
4 recommendations on a regular basis.

5 So when they get ready to hire that next
6 candidate, the HR manager can influence that
7 hiring manager and say, these are our
8 statistics. These are the people we have on
9 board and let's plan a way forward in terms
10 of what we are planning to do. In today's
11 times, I am not sure that this is used as a
12 tool. We are certainly able to pull up this
13 information. And we have statistics that
14 tell us by department how many minorities
15 there are from a Civil Service perspective
16 and also from exempt perspective.

17 COUNCILWOMAN REYNOLDS BROWN: Is that
18 right?

19 MS. GREEN-JONES: So, these same tools
20 could also be utilized by -- on a
21 departmental basis. That is certainly a
22 starting point to have that dialogue to
23 begin to talk about it. Maria has twice
24 yearly has planning meetings for hiring with
Strehlow & Associates, Inc.

(215) 504-4622

1 each of the departments. That's also an
2 opportunity to talk to employees about -- to
3 talk to departments about their hiring needs
4 because they are planning it for the future.
5 So armed with that document as well as
6 talking about their hiring plans, they can
7 certainly talk to what their plans are for
8 the future in terms meeting that diversity
9 criteria.

10 COUNCILWOMAN REYNOLDS BROWN: Excuse me
11 for cutting you off. How much better is the
12 Water Department doing?

13 And I ask that question because three
14 years ago I asked for a demographic
15 breakdown of the Water Department. And I
16 saw what I -- I expected. So what
17 improvement or changes have there been over
18 there at the Water Department when it comes
19 to --

20 MS. GREEN-JONES: I don't know what
21 their statistics were in the past. Can we
22 get back to you? Can we look at the pre --
23 if you'd like to --

24 COUNCILWOMAN REYNOLDS BROWN: Absolutely.
Strehlow & Associates, Inc.
(215) 504-4622

1 MS. GREEN-JONES: We can look at FY14,
2 15.

3 COUNCILWOMAN REYNOLDS BROWN: And see
4 what the trend are.

5 MS. GREEN-JONES: And compare and look
6 at the trends, if you'd like.

7 COUNCILWOMAN REYNOLDS BROWN: That would
8 be terrific. That would be terrific.

9 Okay that concludes the questions and
10 notes that I made. Anything else you care
11 to offer?

12 MS. GREEN-JONES: No. Nothing further
13 at this point.

14 COUNCILWOMAN REYNOLDS BROWN: Thank you
15 very much all for your testimony.

16 Could we please ask the Fleet
17 professionals to move to the witness table.

18 (Panel approaches Table.)

19 Good afternoon.

20 MR. COCCI: Good afternoon, Councilwoman
21 Reynolds Brown.

22 COUNCILWOMAN REYNOLDS BROWN: Please,
23 please, please welcome. Thank you for your
24 patience and endurance since that's what
Strehlow & Associates, Inc.

(215) 504-4622

1 this is about when we move to budget season.

2 Please proceed with your testimony.

3 MR. COCCI: Good afternoon. I'm Chris
4 Cocci, Fleet Manager for the City of
5 Philadelphia. Sitting on my left is
6 Mr. Joseph Rosati, Deputy Fleet Manager for
7 Operations. And on my right is Dr. K.
8 Wilson, Deputy Fleet Manager for
9 Administration.

10 Thank you for the opportunity to present
11 testimony in support of the FY17 operating
12 budget request for the Office of Fleet
13 Management. The Office of Fleet
14 Management's FY17 General Fund budget
15 request is 61.14 million, which includes
16 8.47 million for the purchase of new
17 vehicles and equipment. FY17 operating
18 budget request includes 16.61 million in
19 Class 100, 9.6 million in Class 200 and
20 34.93 million in Class 3 and 400.

21 FY17 General Fund budget request is
22 \$598,000 less than FY16 estimated
23 obligations. Class 100 funding has
24 decreased by \$37,000. This decrease is a
Strehlow & Associates, Inc.

(215) 504-4622

1 combination of funding requirements for DC47
2 non-rep salary increases, and increase in
3 increment and longevity and reduction of
4 overtime expenditures. Class 200 funding
5 has decreased by 56,000 due to the
6 elimination of Papal visit expenditures.
7 Class 300 funding has increased by
8 1.49 million due to fuel price adjustments.
9 And Class 400 funding has decreased by
10 2 million in vehicle purchases.

11 OFM strategy is to replace older and no
12 longer economically feasible vehicles and
13 equipment with more technologically advanced
14 and fuel efficient vehicles. FY17 total
15 budget requests includes 19.8 million in
16 capital funding of which \$9.8 million is
17 allocated for Fire Department vehicles and
18 8 million for Streets Department vehicles
19 and equipment.

20 The FY17 operating budget includes
21 8.5 million for vehicle purchases of which
22 \$6.4 million is allocated to the Police
23 Department to replace radio patrol cars and
24 other aged vehicles.

Strehlow & Associates, Inc.

(215) 504-4622

1 This concludes my testimony, and I'd be
2 happy to answer any questions. Thank you.

3 COUNCILWOMAN REYNOLDS BROWN: You're
4 very, very welcome. You're very welcome.

5 Please talk to me about -- talk to us
6 about your move towards hybrid and electric
7 vehicles.

8 MR. COCCI: This year we were able to
9 purchase -- we have to purchase -- many of
10 the vehicle purchases we made in the past
11 year are work-type vehicles that we were not
12 able to supply a hybrid that would work in
13 those cases. A lot of cases, work-type
14 vehicles there is no hybrid option. This
15 case we are only able to purchase four
16 plug-in hybrid electric vehicles which we
17 are going to supply to the Police Department
18 as marked. Not patrol vehicles but marked
19 vehicles to be used in community relations
20 work.

21 COUNCILWOMAN REYNOLDS BROWN: Okay.

22 MR. COCCI: This coming up year we are
23 going to purchase twelve plug-in electric
24 hybrids and twelve conventional hybrid
 Strehlow & Associates, Inc.

(215) 504-4622

1 vehicles. The problem with the plug-in
2 electric hybrid vehicles that we would like
3 to buy --

4 COUNCILWOMAN REYNOLDS BROWN: You would
5 like to what?

6 MR. COCCI: The problem with the twelve
7 hybrid plug-in electric vehicles we would
8 like to buy are charging stations. That's
9 one of the problems we have is placement of
10 charging stations.

11 COUNCILWOMAN REYNOLDS BROWN: Sur.

12 MR. COCCI: But we've been able to work
13 with some of the departments. Department of
14 Public Property is working with us to try to
15 place them in various police districts.
16 Streets Department indicated they'd like to
17 help us by placing them in some of the
18 streets locations because they need a place
19 to --

20 COUNCILWOMAN REYNOLDS BROWN: Of course.

21 MR. COCCI: -- adequately fully charge.

22 COUNCILWOMAN REYNOLDS BROWN: Of course.

23 Update us on the internship program that
24 the Fleet has had at least since I've been
Strehlow & Associates, Inc.

(215) 504-4622

1 here. And of those type of programs across
2 the government, this is one which really has
3 created, from where I sit, a pathway for
4 young people to move into that area and
5 sometimes secure a City opportunity.

6 Where are we with that?

7 MR. COCCI: At the present time, we have
8 ten interns. Three of those -- I'm sorry,
9 seven of those I'm going to promote. Seven
10 of those are going to promote to Civil
11 Service positions. This year we are going
12 to bring in four new interns for the
13 mechanical side. We hope to bring in two
14 new interns for the body shop side. They
15 might be only summer interns. We are trying
16 to work with the School District on a way to
17 keep them on past the summer.

18 COUNCILWOMAN REYNOLDS BROWN: Sure. And
19 so you recruit these young people from the
20 School District?

21 MR. COCCI: Yes.

22 COUNCILWOMAN REYNOLDS BROWN: What is
23 the -- is the relationship with the high
24 school principal or through central
Strehlow & Associates, Inc.

(215) 504-4622

1 operations? How do you ultimately capture
2 the attention of these young people?

3 MR. COCCI: We have a liaison that we
4 work with within the School District who
5 gathers up the potential candidates. This
6 is criteria they need. They need to be at
7 least 16 years old. They need to be
8 entering their junior year of high school.
9 They need to maintain a C average.

10 There are certain criteria that the
11 School District requires. And again, we
12 work with their liaison to place them in
13 our --

14 COUNCILWOMAN REYNOLDS BROWN: What
15 department is that, that the School
16 District? Do you recall offhand?

17 MR. COCCI: I'm sorry?

18 COUNCILWOMAN REYNOLDS BROWN: Do you
19 know what department that is with the School
20 District you interface with?

21 MR. COCCI: I'm not sure.

22 COUNCILWOMAN REYNOLDS BROWN: I ask only
23 when the School District comes to speak with
24 us, we can help. I'd be curious to know how
Strehlow & Associates, Inc.

(215) 504-4622

1 is it working on the School District end,
2 and what can we do to uptick that number.

3 The number of young people that you get
4 into the program is driven by what? Dollars
5 or space availability or what?

6 MR. COCCI: Generally, it's space
7 available. One of the issues we have, too,
8 is the amount of hours that they need to
9 complete when in the internship.

10 COUNCILWOMAN REYNOLDS BROWN: Okay.

11 MR. COCCI: So they need to spend some
12 hours while they're in school working with
13 us, which means they have to work after
14 school.

15 COUNCILWOMAN REYNOLDS BROWN: I see.

16 MR. COCCI: There are not a lot of shops
17 that we have that are open in the evening to
18 allow them to spend time in school during
19 the day and work in the evening. Placement
20 is a little more critical. Plus, we like to
21 place the children where the young adults in
22 an area where it's convenient for them to go
23 to school.

24 COUNCILWOMAN REYNOLDS BROWN: Okay.

Strehlow & Associates, Inc.

(215) 504-4622

1 MR. COCCI: Travel to work and then
2 travel home. Sometimes placement is a
3 little bit difficult. Some of our shops are
4 also in remote locations that are not easily
5 accessed by public transportation.

6 COUNCILWOMAN REYNOLDS BROWN: How long
7 have you been in your position of leadership
8 and the men on both sides of you? Just
9 update us for the record your tenure with
10 the department and in your position.

11 MR. COCCI: I've been with Fleet
12 Management since 1993. I've been in this
13 position since 2013. Dr. K. Wilson has been
14 in the position the same amount of time.
15 And Joseph Rosati's been about a year in
16 that position.

17 COUNCILWOMAN REYNOLDS BROWN: How many
18 employees report to you?

19 MR. COCCI: Two.

20 COUNCILWOMAN REYNOLDS BROWN: Oh, just
21 the two. Different question. How many
22 employees make up Fleet?

23 MR. COCCI: 330.

24 COUNCILWOMAN REYNOLDS BROWN: May be in
Strehlow & Associates, Inc.

(215) 504-4622

1 the demographics. Excuse me?

2 MR. COCCI: There is 330 total employees
3 at the present time.

4 COUNCILWOMAN REYNOLDS BROWN: You know I
5 have to ask, how many of them are women?

6 MR. COCCI: Twenty-three.

7 COUNCILWOMAN REYNOLDS BROWN: Okay. All
8 right. Because we do pay attention to staff
9 demographics across the departments. And
10 looking for that number here. Are you two
11 gentleman exempt employees?

12 MR. COCCI: Yes.

13 COUNCILWOMAN REYNOLDS BROWN: Okay. And
14 so, what is your view -- and clearly
15 recognizing that this is an observation,
16 really is a personal opinion. Fleet, I
17 would suspect, and it's also a very sexist
18 statement -- might be difficult, no, might
19 not be attractive for female employees.
20 Wouldn't be attractive to me for a place to
21 work.

22 So given that harsh reality, how can we
23 move towards capturing the imagination of
24 women so that we can see them reflected at
Strehlow & Associates, Inc.

(215) 504-4622

1 the top of level of your organization?

2 MR. COCCI: That's a good question. We
3 are all always working to try to attract
4 women and minorities. We have a training
5 and development officer who works in that
6 area.

7 COUNCILWOMAN REYNOLDS BROWN: Okay.

8 MR. COCCI: Works with the School
9 District, works with local trade schools,
10 goes to job fairs. So, we're always trying
11 to attract what to do to increase that. I'm
12 really not sure.

13 COUNCILWOMAN REYNOLDS BROWN: Sure.

14 MR. COCCI: I don't -- this is a
15 male-dominated as well as many of the other
16 trades are, as well.

17 COUNCILWOMAN REYNOLDS BROWN: Sure.

18 MR. COCCI: It's kind of difficult to
19 attract female candidates.

20 COUNCILWOMAN REYNOLDS BROWN: Are you
21 aware of an organization, whose name escapes
22 me right now, but they actually train women
23 to have a love for cars?

24 MR. COCCI: I was not aware of that.
Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: I will get
2 the name to you. She was recently featured
3 on Sunday Morning with -- used to be Charles
4 Osgood. I don't know who does Sunday
5 Mornings, now. CBS Sunday Mornings. And
6 they featured this woman from Philadelphia
7 who has her own garage, if you will. And
8 she trains women to do all that one needs to
9 know how to do on vehicles.

10 So, I'll make sure that my office puts
11 you in touch with her.

12 MR. COCCI: Thank you.

13 COUNCILWOMAN REYNOLDS BROWN: Okay.
14 When we look at the demographics here, there
15 is also no appearance of people of color,
16 specifically African-Americans that have
17 been able to ascend to positions of
18 responsibility and authority. Recognizing
19 that you have only been there for a couple
20 years, where are you on the pathway of
21 creating or at least having opportunities
22 for African-Americans the leadership level
23 of your team?

24 MR. COCCI: Well, we are hoping to -- we
Strehlow & Associates, Inc.

(215) 504-4622

1 have some people, some interns that promoted
2 through the program. There are currently
3 eleven of our technical staff came from the
4 internship program. Of those eleven, four
5 are in management positions right now.

6 COUNCILWOMAN REYNOLDS BROWN: I see.

7 MR. COCCI: Three of those are
8 African-American. One is Hispanic, one is
9 White. We are hoping to groom people that
10 come in through the program through that.

11 COUNCILWOMAN REYNOLDS BROWN: There is a
12 pipeline for opportunity is what I'm
13 hearing.

14 MR. COCCI: There is opportunity for
15 advancement. There is always testing.

16 COUNCILWOMAN REYNOLDS BROWN: Sure.

17 MR. COCCI: Again, we test every few
18 years for maintenance team leaders, which is
19 one level of responsibility. Maintenance
20 supervisors is the next level of
21 responsibility. So, we are continually
22 looking for opportunities.

23 COUNCILWOMAN REYNOLDS BROWN: Okay. All
24 right, then. Well, that covers my question.

Strehlow & Associates, Inc.

(215) 504-4622

1 I might have some more homework.

2 Okay. Thank you very much. Anything
3 else you all care to share with us?

4 MR. COCCI: We are applying for a CNG
5 grant tomorrow.

6 COUNCILWOMAN REYNOLDS BROWN: We want to
7 hear about that. Go ahead.

8 MR. COCCI: There is a CNG grant
9 available. It's a federal grant. It's
10 being sponsored by the Delaware valley
11 Regional Planning Commission. It's
12 particularly for were congestion mitigation
13 and air quality. We are applying for the
14 grant for possibly 70 compressed natural gas
15 refuse compactors. The grant will pay for
16 80 percent of the total cost of the truck.

17 COUNCILWOMAN REYNOLDS BROWN: Oh, wow.

18 MR. COCCI: So we are presently --

19 COUNCILWOMAN REYNOLDS BROWN: How
20 promising is that?

21 MR. COCCI: -- in the process of putting
22 together paperwork. It's due tomorrow. We
23 are hopeful that we receive the grant. The
24 award is due some time in August.

Strehlow & Associates, Inc.

(215) 504-4622

1 COUNCILWOMAN REYNOLDS BROWN: In the
2 feel for how promising that might look for
3 the City? Is this a first the department
4 has applied for that type of opportunity?

5 MR. COCCI: This is the first for
6 natural gas, yes.

7 COUNCILWOMAN REYNOLDS BROWN: I see.

8 MR. COCCI: We are pretty excited about
9 it. I think we have a pretty good chance of
10 getting something if not -- probably not the
11 whole thing but something.

12 COUNCILWOMAN REYNOLDS BROWN: Is another
13 important step to try to reduce our carbon
14 footprint, so that's all good. We wish you
15 well. Please make sure you have a press
16 conference so that the world knows when you
17 get it, okay?

18 MR. COCCI: We will. We will invite
19 you.

20 COUNCILWOMAN REYNOLDS BROWN: Thank you
21 all very, very much.

22 MR. COCCI: Thank you.

23 COUNCILWOMAN REYNOLDS BROWN: You're
24 welcome.

Strehlow & Associates, Inc.
(215) 504-4622

Committee Of The Whole
April 20, 2016

Page 332

1 This Committee will now stand in recess
2 until Monday, May 2, 2016 at 10:00 a.m. At
3 which time, we will reconvene in Room 400,
4 City Hall.

5 Thank you.

6 (Public Hearing of the Committee of the
7 Whole adjourned at 4:51 p.m.)

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

Strehlow & Associates, Inc.
(215) 504-4622

STREHLOW & ASSOCIATES, INC.
(215) 504-4622

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

I, hereby certify that the proceedings and evidence noted are contained fully and accurately in the stenographic notes taken by me in the foregoing matter, and that this is a correct transcript of the same.

ANGELA M. KING, RPR
Court Reporter - Notary Public

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

Strehlow & Associates, Inc.

(215) 504-4622

Committee Of The Whole
April 20, 2016

A	220:14,18	137:8	272:10	adjourned	adults 324:21	afternoon	61:10 79:14
a.m 1:6 332:2	222:7 232:1	accord 207:2	274:14,18	332:7	advanced	121:12	149:1
abandoned	232:5	accountabil...	280:19	adjustments	319:13	136:23,24	157:20
273:3	244:21	4:21 65:14	284:18	319:8	advancement	171:17	178:15
abatement	256:5	66:12 68:4	Ad 279:12	administered	298:18	186:14,19	184:6
167:19	295:11	111:19	288:22	285:21	301:11	186:20,21	192:23
ability 36:16	299:17	accountable	Adam 168:20	administrat...	329:15	195:11	214:20
54:16 97:9	313:24,24	69:4 117:15	169:5	3:21 9:15	advances	198:3,4	246:13
111:14	316:24	117:19	ADAMS	11:8,10,17	271:1	213:8,9,11	253:2 272:2
117:17	abysmal	302:15	204:16	18:20 19:13	advantage	213:12	300:9
255:17	312:14	accurate	add 33:18	22:16 28:22	136:11	214:5,9	316:14
307:3	academic	14:15 66:8	44:8 71:5	33:14,16	296:14	237:14	agree 12:14
able 16:23	23:8	99:18,20,23	159:13	68:13 91:22	advantages	246:7	12:18 13:24
42:3 59:21	Academy	102:5,7	199:3	108:20	273:9	276:11,12	76:21
60:1,10	125:11	accurately	203:19	124:1	advertisem...	276:13	100:11
77:19 89:1	accept 123:10	333:5	added 250:18	138:17	201:9,11	280:23	101:12
102:1	292:16	achieve 35:15	adding	140:6	203:6	281:2,3	105:5
109:19	accepted	188:6	122:17	200:14,16	advertising	285:8 288:5	108:20
117:20	203:23	achieved	288:12	201:17	20:6 116:21	317:19,20	162:22
125:18	206:6	121:23	addition 4:17	205:13	187:17	318:3	185:7 233:3
131:1,2,3	access 16:4	122:14	47:15 66:10	206:22	201:13,16	Agalocco	241:17,19
143:15	16:24 21:3	acknowledge	125:3,14	207:6,15,18	202:8,20	169:5,5,12	241:20
149:17	21:4 48:15	122:1	180:19	211:13,20	214:13,15	169:22	260:1
160:12	55:23 56:6	126:14	181:20	217:24	214:24	170:5,22	303:21
166:12,15	56:19 58:9	acknowledg...	222:9	267:19	advice 55:3	171:6	agreed
200:4	58:12 59:23	91:18	301:20	305:1,19	58:22	age 288:19	187:12
207:12	59:24 68:20	acquires 4:11	additional	318:9	advise 23:22	aged 319:24	agreement
235:10	68:23 88:20	act 68:12	51:8 77:8	administrat...	advised	Agelakis	3:2 187:13
279:16	118:7 130:5	acting 276:15	122:17	25:12	138:20	276:19	202:14
289:24	130:6,10,12	311:14	157:8 161:7	administrat...	advisory	280:21,23	agreements
305:24	130:24	actionable	209:8 253:7	100:14	283:16	281:2	147:12,14
315:12	248:2	28:5 189:11	278:21	administrat...	advocate	283:24	147:16
320:8,12,15	275:11,17	263:7	290:1,2	3:17 4:5,7	192:10	284:3	148:7
321:12	283:20	active 190:24	293:2	6:16 13:13	advocating	287:16	ahead 330:7
328:17	298:1,11,17	222:11	additionally	35:9 92:12	125:22	288:5 289:3	aiming 90:12
absolute	accessed	277:10	191:8	121:18	287:3 290:9	289:8 291:6	air 20:8
238:2	325:5	289:14	241:15	130:16	Affair 163:7	291:11	330:13
absolutely	accessible	actively 75:23	242:23	134:5	Affairs 55:23	293:19,22	AL 1:16
10:23 24:20	60:9 70:5	activities	address 23:12	262:13	56:24 58:8	311:18	Albert 276:19
29:17 32:17	89:3	217:16	23:17 32:4	263:6	58:16 61:9	agencies	308:16,16
39:14 57:21	accommoda...	218:16	44:12 60:11	280:11	160:12	25:14 89:8	310:8,8,12
60:22 67:13	123:24	227:13	74:8 102:19	299:18	affect 64:9,10	188:17	310:15,24
76:17 83:10	accommoda...	activity	103:4	Administra...	Africa 61:10	agency 11:24	311:6,13
83:24 89:21	178:24	124:10	113:22,23	133:20	61:11	172:17	313:8,10,17
115:23	accomplish	125:4 145:4	119:13	196:17	African-A...	agenda	313:21
119:3	15:23 48:13	actual 12:6	176:7 226:8	Administra...	12:21 28:13	220:20	Allan 1:10
134:24	accomplish...	38:3 42:3	263:4	189:8	31:19 46:21	282:15	18:24
138:15	123:7	97:24	277:14	administrat...	61:8 82:16	ages 283:16	ally 280:18
147:2	accomplish...	145:12	addressing	306:13	267:2 271:3	aggregate	Alli 53:9
160:22	121:21	183:19	93:18	admit 95:24	329:8	194:8	alliance 123:9
161:12	122:14	194:21	adds 264:14	adopt 2:10,12	African-A...	aging 137:18	180:14
196:11	123:19	197:11	adequately	17:7	271:12	162:14	249:16
197:22	126:18	239:1	321:21	adopting 2:14	328:16,22	ago 52:3 61:7	allocated

113:9	87:17	265:20	141:15	appraisals	approving	241:7	297:16
125:21	140:10	268:17	233:21,24	135:6	107:7	260:19,21	299:3
319:17,22	165:20	annually	apparently	appreciate	108:21	261:2 265:5	316:14
allocates 4:11	225:5 261:1	191:3 231:9	128:15	19:15 48:8	109:10	265:9 266:2	asking 7:23
allocation	265:12	278:13	148:24	64:12 127:3	approximat...	266:5	11:7 16:6
133:2 134:2	270:9	answer 6:12	appeal 234:8	156:11	191:2	268:24	67:20 78:14
187:9	288:11	7:13 9:5,10	appealable	226:20	224:24	270:13,14	97:2 177:3
allow 45:20	analyze 54:2	16:8 67:4	234:9	286:15	approximat...	270:16	193:5
71:16 107:7	54:17	73:12 74:6	appearance	294:8	270:17	argue 22:3	197:18
109:11	analyzed	76:2 81:7	328:15	301:19	April 1:6	arguing	220:16
125:19	224:21	84:18 98:21	appearing	apprentices...	78:11	22:11	224:18
126:2	analyzing	126:23	282:14	284:23	198:15	argument	230:2
292:24	59:2 208:10	131:20	appellate	285:2	apron 122:24	43:16	241:16
324:18	anchor	147:21	258:8	313:12	179:14	arm 257:2	aspects
allowed 279:7	249:17	191:15	applaud	approach	aprons	armed 316:5	255:19
allowing	anchors	193:9 223:4	295:2	21:9 54:1	122:22	arranged	assemblages
308:3	155:16	231:14	applause	120:22	Arch 161:8	278:7	163:21
allows 46:4	and/or 28:2	246:5	123:21	127:6 199:4	architect	arrived	165:18
59:22 70:8	217:24	251:21	applicant	208:13	179:17	295:15	assessment
Alpha 16:20	333:18	282:21	203:17	252:14	181:2,14	art 20:12,13	124:24
alternative	anecdotally	290:14	applicants	263:10	architectural	166:24	132:7,8,15
230:9	149:4	295:17	278:17	approached	181:17	167:10,24	133:13
235:14	Angela 45:10	299:6,7	application	141:15	236:13	articles 116:1	153:9
alternatives	46:23 208:9	320:2	16:9 46:8	200:8,9,15	architecture	articulate	176:23
219:17	217:17	answered	291:19	approaches	247:5	65:5	assessments
amazing	243:8 244:1	47:12	292:17	3:23 120:24	area 54:2	articulated	135:19
139:3	246:5,8	129:21	293:4,8	169:1	55:2,8	97:23	151:24
amendments	265:17	168:15	applications	186:17	111:6	114:14	160:17
193:1	267:14	258:18	86:15	276:9	114:11	115:10	asset 125:18
America	333:11	286:3,7	278:16	317:18	115:14	117:10	125:23
185:3	Angela's	293:14	292:16,18	approaching	142:1	arts 167:4,4	128:23,24
American	217:18	answering	292:19,21	209:17	143:24	167:14	129:12,15
123:14	Anna 204:15	164:20	applied 331:4	appropriate	144:1	ascend	130:13
Americans	Anne 165:22	287:14	applies 93:4	245:16	145:10	328:17	135:2
183:4	announce	answers	apply 18:1	255:18	152:12	Asian 28:14	147:23
ammunition	281:19	135:24	126:3	appropriat...	173:10	Asian-Ame...	151:8
259:2,15,19	announced	anticipate	241:11	89:1	224:9 263:9	46:18	assets 126:4
259:23	281:12,20	126:4	272:6	appropriati...	264:7 268:2	Asian-Ame...	127:8
ammunitions	281:24	anticipated	297:22	187:7	282:6 296:6	270:15	147:13
258:16	288:17	77:10	304:9	approval	322:4	Asians 31:19	148:2
amount 6:1,2	292:7	antidote	333:16	2:17 133:10	324:22	aside 82:3	assign 17:22
112:3	announcem...	245:11	applying	approve	327:6	179:13	assigned
179:18	278:10	anxious	242:8 330:4	108:9	areas 33:23	197:13	174:16,18
194:7,8	281:8,10	153:20	330:13	approved 3:4	49:22 51:13	247:24	assignment
264:12	announcem...	anybody	appointees	105:23	51:22 54:23	290:16	92:17
274:13,15	292:15	117:7	82:3	134:1	77:23 93:18	asked 56:3	assist 5:9
274:17	296:16	anyway	appointing	279:11	101:9	81:6 91:24	65:13 66:5
324:8	announcing	183:13	28:6	288:16,21	111:17	96:15 97:20	66:6 235:10
325:14	288:23	258:11	appointment	288:22	124:11	154:17	306:20
amounts	annual 87:18	apart 102:13	288:20	292:23	174:20	217:4,4	assistance
187:14	90:1 231:6	Apologies	289:21	approves	194:12	227:7 281:6	243:8 294:1
265:7 267:6	231:7 248:6	236:17	appraisal	107:16	221:1,2	282:12	303:8
analysis	248:14	apparent	134:19,23	110:9	240:17,18	283:1	assisted

Committee Of The Whole
April 20, 2016

284:20	91:24 92:24	148:24	201:24	254:24	307:24	attempt	authorized
291:19	93:24 94:24	149:24	202:24	255:24	308:24	286:4	3:3 80:23
associated	95:24 96:24	150:24	203:24	256:24	309:24	attempted	automatical...
170:16	97:24 98:24	151:24	204:24	257:24	310:24	256:19	161:19
193:20	99:24	152:24	205:24	258:24	311:24	attempting	availability
200:7 219:6	100:24	153:24	206:24	259:24	312:24	45:1	267:9
248:12	101:24	154:24	207:24	260:24	313:24	attended	270:19
associates	102:24	155:24	208:24	261:24	314:24	211:18	324:5
1:23 2:24	103:24	156:24	209:24	262:24	315:24	217:15	available
3:24 4:24	104:24	157:24	210:24	263:24	316:24	233:19	19:8 79:10
5:24 6:24	105:24	158:24	211:24	264:24	317:24	attention	131:13
7:24 8:24	106:24	159:24	212:24	265:24	318:24	270:8 323:2	150:10
9:24 10:24	107:24	160:24	213:24	266:24	319:24	326:8	206:5,23
11:24 12:24	108:24	161:24	214:24	267:24	320:24	attorney	297:21
13:24 14:24	109:24	162:24	215:24	268:24	321:24	20:19	311:7 324:7
15:24 16:24	110:24	163:24	216:24	269:24	322:24	248:19	330:9
17:24 18:24	111:24	164:24	217:24	270:24	323:24	attorneys	average 44:1
19:24 20:24	112:24	165:24	218:24	271:24	324:24	248:23	278:8 323:9
21:24 22:24	113:24	166:24	219:24	272:24	325:24	attract 36:16	award 123:9
23:24 24:24	114:24	167:24	220:24	273:24	326:24	111:8,15	123:15
25:24 26:24	115:24	168:24	221:24	274:24	327:24	115:11	180:9,12
27:24 28:24	116:24	169:24	222:24	275:24	328:24	117:3 327:3	193:11
29:24 30:24	117:24	170:24	223:24	276:24	329:24	327:11,19	223:19
31:24 32:24	118:24	171:24	224:24	277:11,24	330:24	attracted	238:19
33:24 34:24	119:24	172:24	225:24	278:24	331:24	180:4	239:1,1,5,5
35:24 36:24	120:24	173:24	226:24	279:24	332:24	188:22	239:7 252:4
37:24 38:24	121:24	174:24	227:24	280:24	333:23	304:11	260:9
39:24 40:24	122:24	175:24	228:24	281:24	association	attractive	330:24
41:24 42:24	123:24	176:24	229:24	282:24	143:13,13	185:1	awarded
43:24 44:24	124:24	177:24	230:24	283:24	222:2	326:19,20	38:19
45:24 46:24	125:24	178:24	231:24	284:24	262:18	auction 198:6	123:12
47:24 48:24	126:24	179:24	232:24	285:24	assuming	252:13,20	188:8 191:4
49:24 50:24	127:24	180:24	233:24	286:24	258:20	253:4,18,22	193:21
51:24 52:24	128:24	181:24	234:24	287:24	265:8	auctioning	194:23
53:24 54:24	129:24	182:24	235:24	288:24	assumption	250:17	202:15
55:24 56:24	130:24	183:24	236:24	289:24	284:13	251:22	204:7
57:24 58:24	131:24	184:24	237:24	290:24	Atkinson	auctions	210:23
59:24 60:24	132:24	185:24	238:24	291:24	10:11 28:7	189:20	223:10
61:24 62:24	133:24	186:24	239:24	292:24	34:22 90:22	250:22	229:3 238:7
63:24 64:24	134:24	187:24	240:24	293:24	91:3,6,6,8	252:15	239:12,13
65:24 66:24	135:24	188:24	241:24	294:24	92:15 94:2	August	246:14
67:24 68:24	136:24	189:24	242:24	295:24	94:12,22	285:21	252:5
69:24 70:24	137:24	190:24	243:24	296:24	102:15	330:24	278:21
71:24 72:24	138:24	191:24	244:24	297:24	103:5,16	Austin 17:5	awarding
73:24 74:24	139:24	192:24	245:24	298:24	104:4,8	17:23	192:9
75:24 76:24	140:24	193:24	246:24	299:24	249:14	authorities	193:15
77:24 78:24	141:24	194:24	247:24	300:24	Atkinson's	24:3	227:11,11
79:24 80:24	142:24	195:24	248:24	301:24	91:1 94:6	authority 3:1	awards
81:24 82:24	143:24	196:24	249:24	302:24	atmosphere	3:1,6 32:24	123:11
83:24 84:24	144:24	197:24	250:24	303:24	124:13	156:7	187:21
85:24 86:24	145:24	198:24	251:24	304:24	127:23	328:18	188:6
87:24 88:24	146:24	199:24	252:24	305:24	attaching	authorization	190:20
89:24 90:24	147:24	200:24	253:24	306:24	65:24	203:9,21	193:12

Committee Of The Whole
 April 20, 2016

223:10	backs 289:11	175:3,6,18	bell 35:11,13	126:2	41:14 43:5	147:11	BOBBY 1:12
227:10	backtracking	176:5,13,21	83:12	127:23	198:10	154:10	body 49:9
244:22	72:1	177:2,7,12	249:23	143:7	233:1 235:2	162:19	322:14
252:5,12	ball 138:20	177:15	250:2	151:17,18	250:16	169:23	boilers
aware 79:23	201:17,22	beat 287:3	belong	195:4	273:10	174:1	161:22
187:18	band 289:4	290:9	262:17	208:20,24	275:20	195:16,17	173:12
243:13	289:10	beautifying	belts 161:21	210:11	bids 42:4	202:11	bonuses
299:20	Bank 163:16	179:20	173:13	221:13	189:20	208:16	246:24
308:6	163:19	becoming	benchmark...	222:7	190:19	260:17	248:11
309:21	164:9 165:2	135:14	269:5	232:20	223:9	264:8	book 144:12
314:22	165:3,11,17	beginning	benefit 223:1	233:10	232:17,19	265:17	195:23
327:21,24	165:18,21	68:17 78:23	250:19	235:5 236:3	233:23	282:20	born 157:24
awesome	166:9	93:17 179:6	277:22	237:8,12	250:16,18	284:12	bottom
180:9	bar 268:21	180:17	benefits	246:5 264:8	250:23	292:20	242:10,11
	bare 179:15	184:19	170:17	294:14	251:18	308:12	283:19
	bargaining	207:5	277:7 278:1	299:10	261:12	325:3	bottom-up
	108:24	begins 239:10	309:7	301:13	273:19	bite 63:13	305:12
B 79:24	barriers	begun 300:23	Bensons	302:11	274:4,11	Black 143:14	bought 225:3
299:15	189:18	behalf 205:12	163:6	314:2,6	big 22:17,23	Black/Afric...	273:23
BAA 4:17	based 31:22	behavior	Berg 167:3,8	316:11	28:10 34:3	190:15	box 217:7
back 14:22	40:14 41:24	259:17	168:13	beyond 290:3	36:6 39:19	Blackwell	Boys 176:9
18:11 28:1	65:20 66:9	believe 10:13	best 5:17	biannual	62:17 75:2	1:10 61:2,3	brain 294:4
41:18 61:14	67:9,10	11:16,16	17:20 20:13	265:21	144:12	62:12,15	branch 7:20
73:11,15	77:19 78:19	12:1 17:8	23:6,22	bibliography	159:19,21	64:18	306:15
81:5,16	81:18 85:19	39:24 86:13	29:8 40:17	292:6,9	162:2,4	blast 46:11	brand 52:2
101:12	85:20,20	92:4,21	40:20 52:4	bid 47:20	181:3,15	46:12,14,16	81:2
109:16	160:22	117:12	60:6 62:21	232:16,22	183:8	46:20,24	Braski
110:11	181:1	138:18	64:14 65:18	233:2,18,20	201:21	blew 181:5,16	182:12
125:1	206:19	144:5,7	66:4,8 70:1	234:1 237:4	245:14	blindsided	break 120:20
128:15,16	231:16	145:11	70:3 89:14	241:18	bigger 131:19	286:9	121:6
133:24	238:14	146:4	94:14,20	250:14	183:13	blocked	177:24
134:6	247:1	160:21	99:17	252:24	bike 287:3	20:22 21:2	breakdown
138:20	256:15	161:9,11	100:12	253:12,19	290:10	21:14,16,18	43:19
142:24	259:13	167:21	190:1	255:5,5,11	bilingual	21:22	316:15
152:13	291:18	172:13	235:11	255:11,21	108:18	Blondell 1:15	breaking
157:22	303:16	173:23	251:9	260:9	275:17	119:6	84:14 256:4
166:4	307:3	175:21	262:10,21	261:21,22	278:21	136:21	Brennan
172:12	basic 108:12	180:21	266:4	262:1,2	280:1	blown 62:1	21:15 22:20
175:1	basically 8:13	192:1	294:11	265:22	bill 2:9,12,14	Blue 210:17	84:18,19,19
176:17	65:21 74:5	201:10	better 13:2,2	267:6	3:5 59:21	210:17	85:24 86:11
211:5 213:1	170:12	202:17	17:15 19:6	272:19,20	80:16	board 29:5	87:8 110:24
213:4	basis 19:9	207:14	19:21 20:3	272:22	192:23	80:19,20	111:13
243:11	231:6,7	210:6	21:6,8	274:3,6	268:19	81:6 96:2	112:10,21
258:3	265:20	221:12	22:19,22,24	bidder	billable 248:9	114:2	Brian 1:14
263:23	278:19	229:6	28:21 34:7	233:21,24	249:10	279:12	276:19
265:9,11	303:18	254:20	36:13 47:18	236:22	billion 62:18	285:1	308:16
275:24	312:4 315:4	272:9 281:6	66:19 75:19	254:18	224:6,22	288:22	310:8
291:17	315:21	282:10	81:20 91:19	258:17,21	billions 42:8	302:23	bridge 17:15
316:22	Bass 1:9	304:18	96:8,9	272:18	bills 1:19 2:5	307:1 315:9	311:24
background	171:14,15	305:6,12	112:20	274:14	2:8 3:9 17:1	boards 80:10	312:3
32:11 251:9	171:20	believer	113:8,11,13	bidders	bit 67:3	80:15 81:18	Bridget
backgrounds	173:21	195:14	114:4,8	274:18	112:16	81:19	121:14
216:3	174:12	305:14	119:13	bidding 38:24	130:18	boasts 190:13	brief 35:12
backing							
162:6							

Committee Of The Whole
April 20, 2016

178:2	33:4,17	242:4 243:5	74:2 76:8	139:11,19	290:23	136:13	29:1
briefing	34:12,16	244:5,12,18	87:22 89:9	145:5	291:4	151:4	cap 277:23
112:14,17	35:11,19	244:23	89:10	152:13	businesses	184:11	capabilities
briefly 6:15	37:5,8,13	245:5,9	111:24	154:11,13	47:1 49:10	234:14	99:17
35:13	44:20 77:6	247:7	121:4,19	158:3	52:14 75:7	238:5,22	capacity
290:20	77:7,14	248:15	122:13	160:10	75:8,18	280:21	71:21
brilliant 79:5	78:3,6,10	249:1,5,22	124:6 129:6	176:18	79:7 144:2	286:12	capital 2:10
79:16,22	78:14,17,21	250:1,5	133:5	178:9	188:7,10,23	called 11:24	2:13 3:11
bring 5:2	79:2 80:7	295:9,11,13	142:13	182:13,13	189:19	16:20 33:22	3:12,13 5:6
113:22	81:11,14	307:16	153:13	185:11	190:2	45:16 50:19	85:7 87:5
114:22	82:7,10,14	308:8,11,15	161:2	246:23	193:13,15	143:13	111:22
115:12	82:19,22	309:1,17,19	163:20	buildings	194:24	183:10	112:2,24
168:20	83:1,4,11	309:24	167:1,2	137:18	196:3	calling 35:7	122:5 125:6
183:1 200:5	96:13 97:17	310:11,14	168:4,7	155:15	197:13	285:18	129:3
235:8	97:20 119:7	310:22	170:23,24	162:15	207:12	calls 162:5	132:10,11
295:22	119:8,23	311:5,10,16	171:1 187:2	169:14	208:18,19	Camera 86:1	132:17
322:12,13	120:4	311:19,23	187:15	171:8	209:18,19	Camerooni...	142:8,12,13
bringing	136:21,22	312:13,21	199:16	built 137:19	223:7,11	61:13	142:14,15
16:16 19:24	137:1,6,14	313:1,7,9	209:2 220:4	137:21	225:21	campus 52:8	153:13
26:18	138:9,16	313:14,18	264:16,20	bunch 11:8	227:12	155:2	162:21
181:23	139:2,6,14	313:23	277:1	182:15	228:8	cancel 242:14	168:10,11
229:24	139:20,23	315:17	279:15	295:5	232:13	canceled	170:20
brings 273:3	140:4,7,11	316:10,24	286:18	bundle 221:2	235:5 240:6	285:22	171:8,9
broad 8:17	140:14,22	317:3,7,14	300:21	bureacracy	244:1 252:6	canceling	176:16,24
289:4,10	140:24	317:21,22	318:1,12,14	76:19	252:9,17	230:5	177:9
broadband	141:5,10,18	320:3,21	318:18,21	bus 24:8	266:4,6,19	cancellation	212:12
289:18	142:19	321:4,11,20	319:15,20	business	269:23	285:19	319:16
broader	143:3,21	321:22	budget-rela...	16:22 42:9	273:18	candidate	capture
24:17	144:9,14,19	322:18,22	285:11	45:11 47:23	busy 289:6,8	259:7,8	118:17
283:10	144:23	323:14,18	budgeted	75:4,5,6,11	buy 269:8	315:6	143:15
broken 31:4	145:8,14,17	323:22	133:6,9	75:17,19	321:3,8	candidates	323:1
146:23	146:1,8,17	324:10,15	budgeting	79:20 80:17	buying	34:5,6	captured
228:23	147:4 154:9	324:24	65:7,21	84:8 86:3	223:23	101:4	20:6 24:14
259:24	213:6,7,10	325:6,17,20	66:7,10	143:24	buys 200:2	281:10,24	132:20
274:18	213:13,23	325:24	67:9,20	184:22		292:3,22	capturing
broker	214:2,7,14	326:4,7,13	72:3	188:2,23	C	323:5	326:23
148:23	214:17	327:7,13,17	budgets	189:1 196:1	C 323:9 333:1	327:19	car 272:16
149:16	215:12,15	327:20	68:21 107:7	197:19	333:1	CAO 4:9,17	carbon
brokers	215:19	328:1,13	109:11	223:14	cab 24:7	4:19 6:12	331:13
149:2	216:14,18	329:6,11,16	Buffalo	239:20	cabinet 4:9	8:1 16:17	care 64:7
brought 29:4	216:21	329:23	272:18	240:16	6:17,23 7:1	31:10,13	73:2,14
101:9,15	217:1,13,19	330:6,17,19	build 69:16	241:9,10	7:2,3	33:11,20	166:24
183:22	218:2,6,11	331:1,7,12	81:2 84:21	245:14	Cahill 179:17	34:1 58:13	167:10
184:3,24	218:14,21	331:20,23	85:4 87:1	246:17,18	calendar	82:9 96:18	317:10
Brown 1:15	219:8,12,20	Bud 273:12	170:14	246:23	51:12 93:16	107:23	330:3
22:6 27:18	219:23	Budd 272:15	216:13	247:1,11,23	188:9,11	143:5	career 296:4
27:24 29:15	220:10,15	272:24	268:4	248:11,12	252:6	300:18	296:11
29:19 30:2	220:19,22	273:9,14	building	248:20	290:24	305:1 312:2	299:12,12
30:9,13,17	221:9 222:3	budget 2:13	71:24	249:19,20	291:4,6,8	312:7,20	302:20
30:22 31:2	222:8,15	2:15 4:8 5:7	122:23	251:8,10,10	caliber	313:4	careers 122:4
31:8,14,21	224:13,16	5:21,21,23	123:4	255:7 262:8	221:18	CAO's 4:13	296:12
32:5,8,12	224:17	6:4 23:10	138:18	268:11,13	call 80:14	4:24 5:9	Caribbean
32:18,22	227:1 242:3	69:6 70:18	139:5,7,10	277:3	107:17	6:11 12:20	61:9,12
					119:14		

Committee Of The Whole
April 20, 2016

cars 272:10	270:16	226:21	98:5 102:2	261:11,17	2:18,19 3:5	180:22	299:10
273:23	289:20	232:10	104:2	261:22	4:4,11 10:6	181:24	300:5 301:5
319:23	295:14	242:2 250:9	106:13	262:6,16	12:2 13:20	182:6,18	302:22
327:23	305:23	260:13	131:9	check 63:4	14:18 15:18	183:8,9,9	304:19
case 161:15	323:10	271:22	142:22	271:6	16:2 20:16	183:12,16	306:5,6
204:13	certainly 93:5	285:5 295:9	202:19,24	checked	23:19 24:2	183:19,22	308:2,24
266:18	168:14	307:14	203:3,11	162:2	26:2 28:12	184:16	309:14
270:6	249:13	Chairman	292:8	chemicals	28:17,19	185:3,5	310:2,3
320:15	299:19,24	72:14 76:23	295:22	269:8	29:8,22,22	186:22	314:8 318:4
cases 320:13	300:1,12,14	83:13 119:9	changed 7:15	CHERELLE	29:23 33:1	188:17,24	322:5 331:3
320:13	302:17	120:7	202:10	1:14	35:24 36:5	189:16,21	332:4
catch 70:17	303:19	136:23	229:7 288:2	Chief 3:16	36:14 39:15	190:3 192:3	City's 16:22
categories	314:21	147:5	292:6	4:5,7 6:16	44:15 45:11	196:1,3,12	17:11 28:18
194:1	315:12,21	156:18	changes 2:22	13:12 28:7	51:18 52:13	197:20	41:20 63:6
240:13	316:7	171:16	5:5 12:7,7	28:23 35:9	52:15,19	200:5	116:3 171:8
categorized	certification	177:16,22	29:6 106:14	92:11 94:22	54:14 63:18	202:24	187:20
112:3	333:15	185:13	107:24	133:19	64:10,14	203:14	188:24
Caucasian	certifications	challenge	169:23	134:4 189:8	70:4 71:9	204:19	203:22
190:15	289:20	17:12 19:10	233:12	196:17	75:11,12,13	210:10	235:17
caught	290:2	71:17	263:8	262:12	75:14,19	212:2 221:4	248:20
152:11	certified 47:2	138:15	288:16,20	263:6	80:18 81:22	223:24	City-led
CBS 328:5	188:14	279:14	316:17	280:11	81:24 89:6	224:7,19	273:19
CDCs 221:14	282:3	286:22	changing	299:18	90:2 91:17	225:16	City-owned
221:18,22	certify 333:3	290:12	41:12,15	childcare	94:18,24	226:14	160:10
222:2,11	certifying	291:10	161:21	79:9,12,15	97:12 111:6	227:4,9,10	166:13
ceilings 123:1	333:19	challenged	173:13	79:16,19	111:10	231:12	176:10,18
Celia 276:20	cetera 17:1	193:3	283:9,22	80:4	112:24	233:6	City-wide
center 62:10	247:1 268:3	challenges	296:22	children 73:2	114:24	237:11	4:23 74:18
85:12 146:6	302:21	23:9 32:10	Chapter	76:6,12,15	115:4,12,17	239:18,20	187:16
148:8	chads 41:19	32:15 38:16	45:18	324:21	116:5,6	244:3	301:23
218:19	41:20	39:6,7,10	143:15	Chinese	121:14	245:15,18	302:6
283:18	Chair 14:24	106:21	237:21	79:23	122:3,8,17	245:19	304:21
centers	18:15 25:3	137:15	238:3	chosen	123:6 124:2	246:1	civic 116:19
131:16	27:17 37:18	150:5	239:14	239:21	124:10	247:10,19	civil 8:14
212:14	50:3 53:15	challenging	charge 50:12	Chris 318:3	125:16,19	247:23,24	10:16 12:7
central	61:2 64:22	138:4	261:11,14	churches	126:16	248:2,21	12:10 30:4
174:22	72:5,7,11	Chamber	261:16,17	279:18	128:9 130:1	252:7,8	36:2 37:6
322:24	77:5 105:1	46:18,19,19	321:21	CINDY 1:9	134:13	253:24	97:3,22
centralized	110:15,17	46:20,21	charging	Cinnaminson	135:20	254:4	105:8 106:1
88:18	110:21	48:3 251:9	321:8,10	174:17	136:13	257:11	106:18
centrally	119:6	chambers	Charitable	CIO 21:14	139:21	261:23	107:6,15
158:24	135:23	46:17 47:16	10:14 29:3	84:19	146:19,22	267:24	108:2,4,5
certain 33:15	136:18,20	48:5,6	Charles	cities 17:4	147:12	268:13	110:9
36:24 113:1	147:8	chance 19:3	328:3	19:15 90:9	151:2,13	272:3,8,11	123:14
130:9	156:13,16	63:11 139:4	Charlie 21:14	178:19	158:24	273:4,22	160:12
134:23	171:14	241:12	22:19 84:17	269:6 294:9	163:14	274:3,20	215:17
150:13,14	177:19	251:4 331:9	84:19	citizen 71:6	169:12	276:14	216:22
192:16	195:8	chances	chart 31:9,11	90:1	170:8,13	277:3 279:1	260:3 278:2
194:4	197:24	80:21	31:12	citizens 19:18	172:4	284:22	278:18
200:24	204:22	change 11:7,9	charter 6:20	21:7 63:10	178:11,12	285:17	279:3,11
251:5	213:5	36:24 38:3	7:1,2,14,16	189:22	178:13,16	296:3,4,16	280:2
257:22	222:19	62:3 66:11	7:17 187:16	198:9 311:7	178:17,19	297:18	281:22
260:19	224:15	66:11 93:18	201:14	City 1:1,5	179:1	298:16	282:15

Committee Of The Whole
April 20, 2016

283:9,22	102:4,12,18	classes 279:7	151:14	collected	162:22	132:18	comments
285:22	103:14,23	289:5,10,15	co-locating	54:18 77:20	163:2,9,12	133:24	113:2
286:24	104:6,9,19	289:17,18	147:15	191:9	164:1 165:1	134:6	178:15
288:15	104:23	289:19	150:19	collecting	165:6,13	146:18	222:22
290:22	186:13,18	classification	co-location	54:5	166:2,11,20	147:14	commerce
291:2	186:21	279:5	150:11	collective	167:2,7,12	149:17	48:3,5
311:21	191:18	classificatio...	coalition	108:23	167:17,21	150:2	52:22 53:6
312:1	192:7,12	279:10	200:18	collects 59:11	168:3,9,12	154:14	60:19
315:15	193:6,16	clause 160:1	Cocci 317:20	college	168:19	155:4,4,24	225:19
322:10	194:18	clean 178:9	318:3,4	307:23	171:18	161:8 164:6	251:9
clarification	195:3,6	cleaned 62:4	320:8,22	311:2	172:10	170:17	266:13
274:10	197:24	clear 15:8	321:6,12,21	colleges	173:22	177:6	267:11,18
280:17	199:14	28:3 45:6	322:7,21	279:19	174:13	198:20	commercial
clarity 112:16	200:12,22	55:15 57:23	323:3,17,21	Collins-Gre...	175:4,15,20	207:10	63:21
117:6	201:4,8,15	57:24 59:4	324:6,11,16	121:12,15	176:11,14	213:1,3	135:19
232:15	201:19	99:22 115:2	325:1,11,19	123:22	176:22	219:1,1	commission
233:8 235:9	202:16,21	233:5	325:23	128:3,10	177:4,11,14	229:17,18	61:8 106:18
235:23	203:2,16	247:16	326:2,6,12	129:24	179:4	229:22	107:16
Clark 218:18	204:1,5,10	296:22	327:2,8,14	130:3,7,11	180:13,16	234:15	179:7
Clark's 219:3	204:14,17	clearly 13:19	327:18,24	131:5,8,18	180:21	257:14	279:11
Clarke 1:9	213:3,9	100:10	328:12,24	132:2,24	181:5,7,13	274:19	284:18
2:2 3:7,24	222:17	201:1	329:7,14,17	134:14,17	182:9,24	305:3	288:15
6:14,19 7:7	224:15	248:13,16	330:4,8,18	135:7 136:4	183:21	329:10	311:22
7:10,14 8:2	226:18	270:4,10,14	330:21	136:8,16,19	184:13,21	comes 28:9	312:2
8:6,10,12	227:8 232:8	271:1	331:5,8,18	136:24	185:6,10,20	85:22 110:9	330:11
8:17,20 9:7	241:24	299:11	331:22	137:4,12,17	186:1	116:22	commissioner
9:12 10:1	250:3,7	326:14	code 12:6	138:10,21	Cologne	117:23	32:3 48:1
10:24 11:6	254:8,12,15	clerk 2:9 3:10	29:8 43:3	139:3,8,15	183:8	126:10	52:2 100:18
11:14 12:9	254:23	3:22	45:18	139:22	color 31:24	133:11	102:22
12:13,15	255:13	click 46:4	237:22	140:2,5,8	81:12 118:9	140:6	104:4
13:4,9,18	256:7	52:23	239:7	140:12,20	141:2	149:13	108:16
14:1,5,12	257:15,18	close 218:12	267:24	140:23	207:12	154:21	120:5,22
14:14,19,21	257:21	232:19	codes 145:12	141:3,7,11	312:15	161:19	121:15,17
14:24 18:14	259:6 260:3	267:12	145:24	141:19	328:15	164:7	127:2
25:1 27:15	260:11	307:24	collaborated	142:20	comb 195:18	166:16	138:19
34:18,21	271:16,19	closed 240:18	312:8,10	143:17	combination	183:6,11,15	147:10
35:1,5	275:6 276:2	272:24	collaborating	144:4,11,17	319:1	227:3	156:18
37:16 47:7	276:7,10,13	273:2	56:10 305:2	144:21	combined	240:22	181:10
50:1 53:13	281:1	closely 10:11	305:5	145:6,9,15	40:21	242:6 251:8	184:16
60:24 64:20	282:22	58:15 94:11	collaboration	145:19	come 9:5 11:1	260:8 314:7	185:18
77:3 90:18	283:5 284:1	94:12 124:7	155:6	146:4,9	11:3 12:21	316:18	186:23
91:5,7,10	284:6,9	265:5	collaborative	147:2,20,23	14:21 18:10	323:23	187:3 202:6
93:19 94:3	285:3	284:14	5:16 300:19	148:10,14	34:10,15,22	coming 15:13	213:18
94:8 95:2	class 6:5,5,6,6	314:24	301:17	150:17,21	40:20 49:11	17:10 32:11	214:1,19
95:14,19	118:1	closes 238:19	312:6	152:1,15	50:13 57:8	54:3 67:1	215:3,11,20
96:1,11,22	167:23	closing 46:4	collaborativ...	153:6,11	61:23 72:18	152:12	266:13
97:1,8,14	281:5 282:8	closure 278:9	208:8	155:3 156:5	83:19 89:6	197:2	303:10
97:19 98:10	282:12,14	closures	colleague's	156:10	96:5 100:3	313:11	314:13
98:15,20	289:22,23	150:6	55:20	157:3,11,14	102:8	320:22	commission...
99:1,5,15	289:24	Club 176:9	colleagues	157:17,23	113:17	Commander	301:10
99:24 100:3	318:19,19	CNG 330:4,8	64:3 215:11	159:16,21	116:5,7,9	20:20	commission...
100:9,22	318:20,23	co-locate	271:20	160:7	116:10	commend	9:5 100:17
101:1,14	319:4,7,9	148:4	290:7	161:11	128:2	137:9	103:7 104:7

Committee Of The Whole
April 20, 2016

104:14	62:7,9,10	281:4,14,20	55:10	232:13	290:17	185:23	188:13
commission...	63:8 111:9	compile	159:14	confusing	construction	208:11	189:12
104:12	155:14,16	298:23	concerning	233:4	32:16 124:9	270:10	196:15,16
commissions	157:2	301:17	284:10	congestion	124:21	294:24	196:16
108:3	197:17	compiled	concerns	330:12	125:10	contract	205:8
302:13	221:17	301:7	15:14 53:20	congratulate	174:10,14	10:13 20:7	210:19
commit 226:3	290:14	complain	111:14	18:17	212:9,15,22	38:18,19	212:19
commitment	320:19	156:22	113:15	Congratula...	212:23	39:16 40:5	214:23
303:9	compactors	complete 46:7	114:16	123:17	consulting	47:10 74:17	225:17
committed	330:15	132:7	117:10	conjunction	236:14	74:19,20	237:16
69:12	companies	134:21	concession	52:22	contact 34:23	75:14 78:23	262:10,14
103:18	238:23	160:16	191:6 202:7	125:23	43:12 53:9	160:1	contractor
160:4	250:15	278:23	concessions	219:15	126:10	167:22,23	202:14
302:24	251:1,13,24	310:9 324:9	188:4	connected	197:13	187:21	231:22
committee	252:2	completed	conclude	68:17	231:22	188:8	contractors
1:2 2:5 3:9	267:23	124:6 125:8	269:20	connections	301:9	189:14,16	26:18 47:11
74:7 134:2	268:4	125:10	concluded	70:22	contacts	190:20	76:11
186:3 332:1	272:16	compliance	300:21	consequence	200:10	191:1,7	contracts
332:6	274:12	229:5,9	concludes 6:8	296:8	contained	193:12	42:21,22,24
committing	company	244:2	191:12	conserve	333:5	194:21	43:20 44:18
252:18	20:1 60:11	complicated	317:9 320:1	167:24	contemplati...	198:17,19	72:18,20
253:23	250:20	85:13	concluding	consider 3:9	23:21	199:5 202:7	73:5,7,13
commodities	251:3,7	compliments	202:3	149:9,10	continual	203:1 204:4	73:23 74:9
188:4 199:9	260:7	126:9	concrete	155:16	95:5	207:13	76:3 171:10
208:1	272:15,24	234:17,20	179:11	consideration	continually	209:24	187:23
220:24	273:9,12,14	comply 256:3	conditions	186:24	95:12	221:19	188:5 189:1
265:24,24	comparable	256:18,19	176:18	244:16	329:21	223:10	191:1,5
commoditie...	20:8	component	241:19,21	considered	continue 3:8	226:2	192:9,9
236:24	compare	59:20 126:1	conductive	236:11	48:4 49:16	228:22	193:15,21
commoditie...	317:5	212:6	138:6	244:14	57:19	229:3,23	194:16
189:10	compared	238:16,17	conduct	264:13	103:21	230:3,6	199:5
common	91:16 278:9	components	239:19	299:2	122:16	234:11	201:12
262:3,5	compete	58:6 70:9	conducted	considering	124:9,13	237:18	207:9,16,19
communicate	114:17	comprehen...	87:17	212:1,11	126:15	239:4,8,10	207:21
47:18 49:5	198:9 264:4	57:7 129:1	176:23	288:12	138:23	239:16	208:6,12,15
49:13,17	297:23	134:21	188:20	consist 134:3	139:17	242:13,14	209:23
233:9,10	competent	151:11	conducting	consistently	140:12	242:19,20	210:1,2,23
242:22	143:10	165:16	71:6 277:16	234:19	174:24	248:3	214:12
243:1	competing	compressed	conducts	consolidate	188:5	252:11,21	215:10
communica...	111:16	330:14	188:2	43:8 196:19	263:19	253:2,5,8,9	221:11
236:2	117:11	computeriz...	conference	constantly	265:13	253:14,15	222:13
communica...	118:23	15:17	298:7	17:9 45:4	269:16	254:1,3	224:19
285:13	199:7	concentrated	331:16	234:14	286:1	256:16	227:10,12
communica...	competition	172:13,19	configured	266:1 269:3	312:17	257:7 261:9	228:21
48:16 226:1	43:24 75:16	concentrati...	27:11	287:2 290:9	continued	262:1 269:7	229:1 231:5
communica...	199:6,10	85:10	conflict 24:19	constituency	161:10,12	272:5 292:2	231:9 233:6
38:8	241:4,8	concept 26:15	107:4	47:17	279:13	contracting	233:11,16
communities	competitive	184:7 196:9	conformance	290:15	289:12	4:16 38:15	235:17,19
49:10 118:8	105:14,18	concepts	239:10	constitute	continues	38:20,22	236:7,9,24
118:8,12	105:22	209:4	conformed	3:10	188:1,12	39:3 72:21	237:1,3,20
270:12	159:17	concern	234:12	constrained	continuing	74:18	240:13,17
community	184:22	283:12	239:9	306:11	120:15	143:24	241:17
30:1 61:6	280:13,16	concerned	confused	constraints	139:18	144:5	244:15

Committee Of The Whole
April 20, 2016

245:2,11,20	267:12	85:23 89:24	99:1,5,15	258:4 259:6	76:1,5,14	181:10	197:15
246:14	conversations	149:23	99:24 100:3	260:3,11	76:18,23	182:7,23	222:10
252:4	26:24 103:7	170:3,6,16	100:9,22	263:20,21	77:4 79:5	183:3	290:8
264:13	120:15	191:2	101:1,14	271:16,19	81:2,4	184:12,15	309:21
265:1,6,14	127:18	238:16	102:4,12,18	272:1,3,21	83:15 84:6	184:23	Councilper...
267:4	151:7,12,16	330:16	103:14,23	274:24	84:20 85:16	185:8,12,14	280:24
268:16	151:18	costs 20:6	104:6,9,19	275:6 276:2	86:2 87:3,9	185:14,18	councils
270:4	155:18	74:4 85:15	104:23	276:7,10,14	87:20 88:2	185:21	283:16
275:20	164:12,14	168:18	105:5	281:1	88:6,17	186:3	councilwom...
contrary	210:17	169:10,24	111:21	282:22	89:4,23	192:24	1:9,10,12
247:8	211:23	253:7	112:7,15	283:5 284:1	90:5,13,19	193:1 198:1	1:14,15,15
contributed	conversely	Coulter 176:8	114:8	284:6,9	92:15	198:2,5,8	27:17,19,24
122:7	238:4	Council 1:1,9	121:13,14	285:3,17	110:17,19	198:12,21	29:15,19
contributions	conveyed	2:2,17 3:3,7	122:11	306:20	113:5 119:4	199:1,12,15	30:2,9,13
43:4	164:9	3:24 4:3,4	124:2,8,11	307:17	120:8,13,14	204:22,23	30:17,22
control 53:22	cool 110:7	6:14,19 7:7	154:19	314:9	120:18	206:10,15	31:2,8,14
163:11	181:8 183:2	7:10,14 8:2	164:5,15	Councilman	121:1 127:1	206:19	31:21 32:5
333:18	cooperate	8:6,10,12	171:24	1:10,11,11	128:5	207:4,8	32:8,12,18
controller	68:2	8:17,20 9:7	186:13,18	1:12,13,13	129:20	208:23	32:22 33:4
184:5	Cooperation	9:12 10:1	186:21,22	1:14,16,16	130:1,4,8	210:5 211:3	33:17 34:12
223:13	2:24 3:2	10:24 11:6	187:13	15:1,2,4,5,8	131:1,7,10	211:24	34:16 35:11
Controller's	cooperative	11:14 12:3	191:18	16:12 17:3	131:24	212:11,21	35:19 37:5
199:18	190:24	12:9,13,15	192:7,12	17:21 18:10	132:22	213:1 217:3	37:8,13,17
222:23	coordinate	13:4,9,18	193:6,16	18:15,15,16	134:11,16	218:15	44:20 53:15
224:21	135:17	14:1,5,12	194:18	18:20,23,24	135:2,16	220:1	53:16,18
226:12	coordinated	14:14,19,21	195:3,6	21:12,17,21	136:6,9,17	222:19,20	54:13,20
228:12	125:6	14:24 15:2	197:24	22:10 23:4	136:20	223:12,21	55:8,19
229:15,20	coordinates	18:14,17	198:2	23:14,24	147:6 152:8	224:2,5,20	56:15 57:12
controls	4:17	20:17 25:1	199:13,14	24:10,23	156:14,16	226:7,10,16	57:18,22
163:14	coordination	25:4,9	200:12,22	25:2,3,4,7,8	156:17	226:19,21	58:19 59:12
convene	16:18 189:7	27:15 34:18	201:4,8,15	26:12 27:4	157:4,13,16	226:22	60:21,23
223:18	225:19	34:21 35:1	201:19	27:12,14,16	157:22	227:14,19	61:1,2,3
224:9	coordinator	35:5 37:16	202:16,21	37:18,19,22	159:12,19	228:2,5	62:12,15
225:10	58:10,12	37:19 38:6	203:2,16	37:23 38:11	160:6,24	229:10	64:18,21,22
convenience	cops 287:3	44:14,15	204:1,5,10	39:9,13,15	162:16,23	230:10,15	64:24 65:3
191:17	copy 83:8	47:3,7	204:14,17	40:10,15,24	163:3,4,10	230:18,24	66:20 67:6
convenient	cord 293:18	49:14 50:1	204:20,23	41:4,7,11	163:23	231:5,10,16	67:14,23
24:15	293:21	50:4 53:13	213:3,9	41:17 42:10	164:18	232:6,9	68:9,16
324:22	core 5:18	55:4,10	217:24	42:14,16,19	165:4,11,24	242:2,5	69:3 70:2,6
Convention	Corps 278:22	60:24 64:20	222:17,20	43:7,18,23	166:3,16,22	244:24	70:14,21
61:22	correct 40:16	77:3 80:23	222:22	44:5,13	167:5,9,15	250:9,11,24	71:10 72:10
conventional	48:16,18	83:7 87:21	224:15	47:3,8,9	167:18	251:20	77:5,7,14
320:24	72:15 84:6	88:19 89:3	226:17,18	48:8,15,19	168:1,6,11	252:7,22	78:3,6,10
conversation	94:2 170:21	89:7 90:16	226:22	49:4,16,23	168:14	254:5	78:14,17,21
51:5 61:5	196:11	90:18 91:3	227:7 232:8	50:2,3,4,18	169:2,7,21	271:22,24	79:2 80:7
91:12,20	202:21	91:5,7,10	241:24	51:15,24	170:1,18	273:14,21	81:11,14
99:12 110:8	212:16	93:19 94:3	250:3,7	52:11 53:7	171:3,12	274:9,16,22	82:7,10,14
116:11	216:24	94:8 95:2	254:8,12,15	53:14 72:7	177:17,19	275:4	82:19,22
118:14	333:8	95:14,19	254:23	72:9,11,13	177:21,23	Councilme...	83:1,4,11
119:2 120:1	corridors	96:1,11,22	255:13	72:23 73:4	178:1,4,5	191:13	83:16 96:12
142:4 143:1	80:2	97:1,8,14	256:7	73:10,16,20	180:11,15	Councilme...	97:17,19,20
150:4,8	cost 18:5,7	97:19 98:10	257:15,18	74:15,24	180:18	49:17 53:19	105:1,3
209:5	19:7 67:19	98:15,20	257:21	75:9,20	181:4,6,9	191:17	106:3,7,20

Committee Of The Whole
April 20, 2016

107:2,12	214:17	295:12	169:8	197:3 233:8	17:3 36:5	130:20	212:5,17,23
108:7,15	215:12,15	297:5,14	171:21	233:8	39:20 40:14	132:20	213:12,17
109:5,18,22	215:19	300:16	175:7	251:14	41:13	144:24	213:17
110:4,13,20	216:14,18	303:20	194:11	263:14	111:22	146:19	214:1
110:21,22	216:21	304:3 307:9	204:19	328:21	117:7 125:9	151:10,17	215:22
111:3	217:1,13,19	307:13,16	214:20	creation	137:16	224:22	216:16,20
112:12	218:2,6,11	308:8,11,15	226:24	28:23	163:13	270:1 275:9	216:24
113:14	218:14,21	309:1,17,19	237:18	189:13	190:24	302:10,11	217:12,15
115:23	219:8,12,20	309:24	253:2	creative 87:6	193:11	date 77:10	217:21
117:5 119:5	219:23	310:11,14	254:16	111:11,16	208:14	78:7,16,19	218:5,10,13
119:6,8,11	220:10,15	310:22	267:17	114:21	210:21	124:17	218:20,23
119:23	220:19,22	311:5,10,16	280:17	115:5,16	211:14	125:7	219:10,13
120:4,9	221:9 222:3	311:19,23	283:6,7	117:3,16	244:10	174:23	219:21
127:20	222:8,12,15	312:13,21	289:9	118:3,11,21	257:8 282:1	189:4 211:2	220:9,14,18
136:21,22	222:18	313:1,7,8,9	295:24	149:15,18	282:9	278:9,10	220:21,23
137:1,6,14	224:13,16	313:14,18	299:4 300:9	217:8	291:23	280:2	221:21
138:9,16	224:17	313:23	307:18	creatively	311:13	dates 291:20	222:5,14
139:2,6,14	226:24	315:17	328:19	117:21	329:2	daunting	223:8,19
139:20,23	232:10,11	316:10,24	course 96:8	147:15	Curtis 1:13	127:4	224:1,4
140:4,7,11	235:1 236:4	317:3,7,14	97:13	credit 162:23	148:8	Davey 121:17	225:13
140:14,22	236:6	317:20,22	144:12	248:10,19	customer	David 1:13	226:9,15
140:24	237:13,15	320:3,21	169:23	249:10	70:1,4 90:2	44:8,9,16	227:6,17,24
141:5,10,18	240:9,12	321:4,11,20	211:10	criminal	234:16	82:18 237:9	228:3,20
142:19	241:22	321:22	273:3	260:4	277:5	237:15	229:17
143:3,21	242:1,4	322:18,22	321:20,22	criteria	customers	246:4	230:14,17
144:9,14,19	243:5 244:5	323:14,18	court 186:6	238:11	67:12 124:7	day 11:19	230:21
144:23	244:12,18	323:22	258:2,9	316:9 323:6	cut 118:9	18:21 45:24	231:2,7,14
145:8,14,17	244:23	324:10,15	333:12	323:10	294:20	48:1 61:13	232:1 233:3
146:1,8,17	245:5,9	324:24	courts 258:8	critical 19:6	cutting 40:1	63:23 116:7	235:15
147:4,7,8,9	246:10	325:6,17,20	courtyard	38:4 172:7	316:11	119:21	236:5,10
147:22	247:7	325:24	122:22	324:20	cycle 51:7	186:20,22	240:21
148:6,12	248:15	326:4,7,13	179:2,11,14	Cross 210:17	162:1	192:5,8	242:11
150:1,18	249:1,5,22	327:7,13,17	180:4,6	cross-depar...	172:20,23	193:4,8	243:23
151:19	250:1,4,5,8	327:20	covering 2:20	74:22	174:5	194:10,22	244:6,17,20
152:3,16	260:13,14	328:1,13	covers 329:24	crossover	208:11	195:5	245:3,7
153:10	261:19	329:6,11,16	crashed	41:1		196:10	246:4
154:9,24	263:3 264:6	329:23	128:15	Culture	D	197:22	250:21
155:9 156:6	266:11	330:6,17,19	crazy 148:8	167:14	D 1:15	198:4,7,11	251:19
156:12,15	267:14	331:1,7,12	156:9 258:6	Cultures	dare 304:18	198:14,23	252:1,8,23
171:14,15	269:20	331:20,23	create 7:15	167:4	DARRELL	199:3 200:9	254:11,14
171:20	271:8,16,18	count 64:6	29:9 57:6	cure 230:2,4	1:9	200:17	254:22
173:21	272:3 275:6	218:3	63:6 79:6	245:7	dashboards	201:3,7,13	255:1,22
174:12	275:9 276:1	countless	132:10	curious	88:14	201:18	257:4,17,20
175:3,6,18	276:3	122:7	189:11,14	114:18	data 5:17	202:17,22	258:22
176:5,13,21	280:14	countries	199:24	205:15	41:1 51:4	203:15,24	259:24
177:2,7,12	282:23	61:11	279:7	323:24	54:5,15,17	204:3,6,12	260:5 261:3
177:15,18	285:5,6	country	created 4:9	current 35:18	57:5,8 59:2	205:1,18	261:20
185:16	286:17	17:14 21:21	5:8 60:13	35:23 87:13	59:11 70:11	206:13,17	262:9 263:5
195:9,10	289:2,6	21:23 81:19	124:22	137:2 143:4	71:11,13,22	206:24	265:16
197:8,23	290:4 291:7	couple 28:3	181:17	242:14	71:23 77:17	207:7,22	273:12,17
213:5,7,10	293:13	44:23 46:13	189:8 233:2	243:23	77:18 80:12	209:11	274:1,2,15
213:13,23	294:5 295:4	46:17 62:3	289:4 322:3	262:9	84:7,10,11	210:16	274:21
214:2,7,14	295:9,11,12	76:8 90:23	creating	currently	86:3 88:20	211:10	275:3,23
					88:24		

Committee Of The Whole
April 20, 2016

276:6 289:8	206:20	49:15 54:10	66:2,17	244:14	31:5 33:11	depends	178:17,20
307:5	304:7	67:5 174:8	69:15 71:12	246:15,15	36:21 45:4	255:10	detail 53:2
324:19	decision	200:21	74:6 84:8	247:12	45:13 48:22	depicted	77:8 268:18
day-to-day	134:5	204:11	88:21 92:7	248:23	51:1,18	31:11	details 46:6
73:2 213:20	211:19,21	205:24	92:9 93:1	256:1 257:1	53:22 54:22	deploy	56:21 57:9
312:4	216:4	221:22	93:24 101:6	259:3,4	54:24 55:16	174:19	60:14 155:4
days 15:12	230:13,19	definition	102:17	261:13,24	56:1,17	depressing	172:7
39:24 40:7	264:2	31:18	103:8	265:4	57:2,8,13	271:2	determinati...
46:13	decisions	degree 22:5	105:13,17	266:14	57:24 58:9	deputies	11:1,4
154:10	81:21 129:9	192:13	105:24	269:13	59:5 66:13	122:3	233:22
239:8	129:19	DeJesus	107:20	275:10	68:1,21	141:22	234:11
263:12	154:2 264:3	187:5 214:5	108:22	281:13,14	69:4 86:3	303:11,12	determinati...
278:10,11	Decker 52:3	214:6,9,10	111:4,12,20	282:3,7,10	89:13,20	deputy 12:20	11:22
278:13	100:20	214:16	112:20	282:11,13	92:8,19,23	34:1 35:9	192:13
290:20,21	declining	Delaware	114:19	282:16	93:9,10	44:16 50:12	238:15
290:23,24	270:3	268:3	115:9 117:9	283:11	94:18 96:2	121:17	determine
291:2,6,8	decommissi...	330:10	121:24	284:18	96:4 103:22	187:2 202:5	235:7
291:16,17	129:15	delinquencies	122:15	286:21	104:15,17	214:1,19	303:18
291:23	decrease	166:7	125:17,22	287:2,17	107:8 109:2	215:2	determined
292:7,10	318:24	deliver 87:10	130:5,11,12	288:7	109:20	276:15,18	93:6 139:24
294:24	decreased	delivered	132:22	289:13	121:2 129:4	287:15	164:22
307:20	278:12	267:4	137:16	298:9,17	129:23	308:17	224:24
DC47 319:1	318:24	delivering	146:19	301:10	143:9 150:9	309:7 318:6	determines
deadline	319:5,9	38:4 303:2	147:18	304:8,23	161:5 187:1	318:8	164:23,24
112:6 277:9	dedicated	Della 218:18	153:4	309:6,13	228:20	DEREK 1:11	166:1
deadlines	121:24	219:3	158:14,16	312:9 313:2	230:1	describe	304:20
111:23	122:3	democratic	164:3	314:21	231:12	128:8	determining
deal 61:12	126:21	21:23 61:21	167:11,13	315:14	238:12,21	described	130:24
63:20,23	dedication	demographic	167:14	316:12,15	247:12	146:20	233:2
100:13	126:11	37:10	178:8 179:8	316:18	264:9,18	description	develop
229:23	deeds 164:7,8	316:14	186:16,23	319:17,18	266:20	46:1 105:21	197:12
dealing 20:24	deem 254:17	demograph...	187:6,19,24	319:23	271:21	deserve	259:4
deals 245:24	255:14,20	31:4,6	188:1,12,14	320:17	275:7,18	126:12	developed
dear 286:20	deemed	demograph...	189:7 190:5	321:13,16	278:14	deserved	57:1 88:19
debar 242:13	256:20	13:19,22	190:8,13	323:15,19	287:12	123:12,23	196:9
debarment	deep 293:18	80:19 91:15	192:1	325:10	293:11,23	design 118:22	developer
230:22	deeper	91:16,17	201:10	331:3	298:3,21	127:10	81:1
debarred	133:24	97:11 102:2	205:17	department's	299:1,10,11	181:12	developing
231:4	deeply 272:8	104:2	213:19	16:1 260:18	300:2	212:6,17	51:3 293:10
debarring	defer 102:12	119:19	215:4,8	282:4	308:14,20	designate	293:12
230:6,22	deficiencies	193:20	216:23	departmental	308:21	247:16	294:2
debate 314:4	233:15	312:14	219:15	299:8	314:1,6,7	designed	development
Debby	define 31:10	326:1,9	221:12	315:21	314:10	180:24	7:16 59:15
179:17	31:15 174:2	328:14	223:9,17	departments	315:1 316:1	212:9	63:20 192:2
debundle	defined 45:6	dental 52:19	225:20	3:16 4:22	316:3	designing	192:6,11
221:2 267:5	45:6 237:2	department	227:9,16,18	5:10,12,24	321:13	122:21	227:4,13
271:5	255:3,4	7:22,24	229:2,12	6:11 8:3,24	326:9	134:9	268:11
debundling	272:20	17:2,9,22	234:19	13:6,12	departments'	desk 138:12	297:10,22
267:1	defining	36:2,3 46:2	235:21	16:10,19	65:17	desperately	299:23
December	56:11,16	52:12 56:22	238:8 239:1	22:18 23:17	depending	118:5	305:21
51:6,9	definitely	57:10 58:10	239:3 240:1	25:15,22	172:24	Despite	327:5
decent 240:15	18:8,9	60:19,20	242:16	26:10 30:8	173:1	279:15	developmen...
decided	21:16 22:13	64:4 65:23	243:17	30:20,23	292:18	destination	303:6

Committee Of The Whole
April 20, 2016

develops 4:13	179:19	disappointi...	257:24	279:20	298:19	264:20	drawing
device 16:4	diligently	266:23	disruptions	281:15	documents	274:13,15	181:1
DHS 72:18	124:5	disapproval	239:18	diverse-ment	81:4	274:17	drew 181:13
72:21 74:17	dinner	292:23	disseminate	282:6	doing 29:1	dollars 6:3	181:14
76:3 236:16	217:17	293:1	49:12	diversity 9:18	33:1 36:10	42:8 161:7	Drexel's 52:8
236:18	dinners	disbanded	distinctive	10:6,12	36:10,18	188:8 224:6	52:8
dialogue	217:18,18	79:15	299:12	12:19,24	40:2 44:11	248:3	drill 245:10
286:1 314:3	direct 8:8	disbarment	distribute	13:3 25:10	44:24 45:10	261:20	245:23
314:20	82:10,20	230:13,20	290:6	25:16 28:7	45:14 46:16	269:11	drive 292:11
315:22	97:2 333:18	disbarred	distributed	28:10,16,19	47:22 62:21	271:11	driven 324:4
DiBerardinis	direction	231:1	277:24	28:24 29:2	67:11 71:8	277:23	drives 85:14
104:20	65:10	disciplined	278:1	80:11 93:2	71:13 75:1	324:4	291:24
difference	113:21	293:16	distributing	94:15,23,24	93:13	Domb 1:10	driving
28:9 38:13	150:9	disconnect	195:21	95:18,22	103:18	15:1,2,5,8	150:20
39:4 157:1	directly 4:14	208:16	distribution	97:10 101:2	106:8 107:4	16:12 17:3	Drop 141:23
differences	30:6 32:4	discount	277:9	101:18	107:22	17:21 18:10	drudgery
38:14	64:11	310:16	district 81:3	102:17	108:11	18:24 50:3	115:3
different	106:16	discover	125:13	103:6 108:4	109:23	50:4,18	due 147:14
16:10 18:4	116:14	77:24	150:4 151:2	109:8	119:13	51:15 52:11	319:5,8
36:4 51:13	197:14	discuss	151:13	113:24	127:13	53:7 113:5	330:22,24
51:22 52:14	216:16	300:14	166:13	118:18	134:7	198:1,2,5,8	dynamic
55:24 70:19	311:12	discussed	171:24	205:4,5,7	139:12,15	198:12,21	111:15
71:12 79:6	director	66:16	172:9	205:14	143:23	199:1,12	295:22
81:20	26:22 44:17	108:17	175:12,21	206:1	145:4	222:19,20	
108:10	44:17 50:15	182:4	175:24	210:19	148:18	223:12,21	E
109:13	53:6 67:2	discussing	187:13	215:21,23	153:13	224:2,5,20	E 333:1
130:15	88:9 104:18	91:15	222:10	227:23	157:18	226:7,10,16	earlier 8:22
143:2 149:5	104:20	229:24	284:15,19	255:18	158:8	Domb's 79:5	26:13 59:13
153:19	134:3,4	260:17	290:8	282:4 316:8	161:21	don' 236:15	65:16 91:12
172:24	146:5 187:3	discussion	322:16,20	diversity-re...	169:20	door 215:6	93:13 94:4
194:11,12	205:23	191:14	323:4,11,16	36:12	196:1 209:4	doors 20:2	96:13 99:16
207:11	214:10,20	196:14	323:20,23	division	210:11,15	double	114:15
216:3	237:16	283:8	324:1 327:9	125:7	218:1	279:18	126:19
217:16	246:9	287:19	districts	133:12	225:18	Dowd-Burt...	192:22
226:6 255:3	267:12,15	314:3	152:10	137:8	226:12	45:10 46:23	205:3 209:2
262:24	267:18	discussions	175:11	190:19	234:24	47:24 208:9	216:6
288:2 299:4	276:21	120:16	290:11	191:4	235:12	240:5 243:8	228:13
302:18	308:17	139:18	321:15	document	236:21	246:7,8	231:17
309:8	311:15	249:13	diverse 5:13	51:17 56:9	241:6 251:8	248:4,17	272:21
325:21	Director's	283:21	10:9,18	93:15	262:8 263:4	249:2,7,24	280:11
differently	104:17	284:4,8	12:2 25:14	103:18	275:13,14	265:17	281:3
154:10	202:9,10	disparage	25:20 29:9	248:18	287:7,10	267:13,15	290:21
difficult 62:6	204:9	117:7	36:14,17	255:5	294:11	271:6,9	291:15
74:3 325:3	264:15,24	disparities	81:9,19	297:18	298:13	downtown	296:11
326:18	268:19	103:10	111:9 115:6	301:7 316:5	301:16	150:14	early 71:14
327:18	270:2	disparity	118:11	documentat...	306:20	169:13	88:15 90:24
difficulty	Directors	53:20,21	141:20	293:3	314:2	DPP 126:19	earn 290:1
74:1 76:15	211:13	55:11 69:8	190:13	documented	316:12	Dr 276:20	easier 15:23
114:16	276:19	118:7 269:4	205:14,17	248:13,17	dollar 193:24	318:7	43:9,11
117:10	directory	display 88:23	206:4,9	259:20	194:15,17	325:13	128:21
270:13	301:2	disposal	216:1,12	264:22	194:19,23	draft 56:5,7	233:14,14
dig 133:24	disagree	214:13,16	256:15	documenting	195:2	dramatically	easily 59:23
digging	304:15	dispute	270:12	54:21	199:23	288:1	60:9 77:19
							325:4

easy 58:3 112:11 174:19	efficiently 49:13	216:4	116:6	enforce 249:2	189:20	196:24	estate 122:6
eat 247:19	effort 34:2 77:11 80:22	elevator 213:15	140:19	enforcement 227:22	243:17	197:5,10	124:4
Echos 61:10	81:15	eleven 61:7	190:7	228:6,15	280:18	257:10	133:12
Eclipse 71:18	179:18	329:3,4	205:19	229:14,17	298:14	Equal 256:13	273:5
71:19,20	188:17	eleven-coun... 268:1	215:13	257:2	303:2	equipment	estimate 52:1
economic	196:18	eligibility 279:8	239:19	ensuring 4:21	enforcer 104:13	15:18 189:3	170:3
59:15 60:15	218:7 219:9	eligible 43:5	277:13,18	113:20	242:6,10,12	190:19	estimated
191:22	271:5	190:6	280:6	engage	enter 130:19	194:13	187:11
192:2,5,11	275:13	290:22	281:22	191:14	269:3	211:1	191:1,2
227:4,13	efforts 37:2	291:3,20	282:9	296:19	entering	240:22	318:22
246:9,13	126:15	elimination	286:24	engaged	130:19,20	255:8	et 17:1
267:16	189:12	319:6	290:18	188:15	323:8	260:20	246:24
economically	229:9	elusive 235:4	296:3,6,14	209:13	enterprise	262:4	268:3
319:12	260:18	email 40:6	296:23	218:17	246:22	265:10	302:21
economy	266:5	45:19,24	297:3,18	222:11	entire 21:2,21	266:23	etch 300:23
115:5 118:3	270:11	46:5,11	298:14	engagement	103:3	318:17	ethnic 93:12
eContract	305:15	47:14,15	299:13	36:11	122:23,24	319:13,19	Europe
45:21 48:23	eight 44:3,7	48:24 226:8	301:23	engaging	138:24	equity 113:23	178:19
237:24	45:16 57:16	emails 20:21	302:6,15	192:10	190:10	Erie 158:22	185:5,9
238:19	62:2 188:21	20:22,22	304:21	225:20	264:16	error 72:16	evaluate
239:2	209:13	embarrassi... 61:23	308:23	227:13	302:22	74:9	269:12
education	239:8	emergencies 124:18	310:3,20	Engine 125:9	entirely 57:24	escapes	292:18
288:18	294:18	emergency 161:14	311:9 316:2	125:9	entities 11:21	327:21	303:12,14
293:6	either 26:19	173:19	325:18,22	132:15	24:5 104:21	escrow 169:8	evaluated
310:12,20	42:6 133:23	174:4,9	326:2,11,19	173:9	210:8,9	especially	303:3,16
educational	151:13	emphasis 4:19 10:22	employers 306:8	engineer	228:11	40:24 75:7	evaluating
296:8,15	210:8,13	11:2,5	employing 193:14	123:14,16	231:19	114:23	257:6
297:8,19	229:15	33:20 34:3	empty 139:9	143:18	258:15	122:9	303:11
298:18	246:4 260:5	emphasize 26:9,10	enable 189:24	engineering	entity 12:8	137:19	evaluation
301:11	elected 89:15	55:9	190:1	236:13	26:19,20	205:9	301:23
305:20	89:16	emphasizes 152:9	encourage 48:22	247:5	essence 97:21	essentially	302:7 303:1
EEO 315:3	Election 41:18	employee 25:24,24	48:22	engineers	294:6,19	80:17 92:3	303:4
effect 246:22	electric 268:19	26:6 36:11	188:18	142:6	essential 58:2	195:22,23	304:13,22
effected 272:8	320:6,16,23	36:14	246:17	143:14	essentially	203:23	evaluations
effective 68:6	321:2,7	190:11	277:13	enhance	189:22	253:6	302:14,18
249:11	electrical 161:23	298:8 304:1	278:22	122:16	entry 107:14	establish 29:8	303:23
294:17	electricity 170:9	304:3,7	296:13	192:5	110:6	74:19 95:6	304:5
effectively	electronic 48:19 51:17	employees 4:13 5:11	encourages 240:5	enhanced	environmen... 36:15	established	Evaluator
87:9	52:5	8:9,9,11	encouraging 82:15,20	71:19	envision	23:20 33:21	285:20
effectiveness	298:8 304:1	25:20 26:5	145:18	enhancing	142:23	78:19	evening
4:20	electronically 128:20	36:17 96:19	ended 253:14	192:2	181:23	100:23	324:17,19
efficiencies	238:19	97:4 98:1	endurance 317:24	enormous	EOP 256:19	279:24	event 90:20
38:5 263:14	elephant 28:10		energy 22:21	265:8	EOPs 257:2	289:16	126:11
277:6	247:20		168:18,21	eNotification	Epps 266:13	289:16	182:11
294:11	elevates		169:11,23	eNotificatio...	eProcurem...	7:3	219:1
efficiency			170:4,8,15	45:16	41:16 42:1	establishes	events 126:7
4:20 19:7			171:9	45:22	51:17,21,22	7:3	126:16
efficient 5:3				ensure 55:23	83:18	establishing	eventually
68:6 87:10				59:21 60:7	189:17	66:8 301:1	20:21 72:2
128:9				66:12 89:5		305:16	135:8 286:6
319:14				117:17		establishme...	293:5
				124:5		278:8	everybody
							62:16 87:2

109:23 evidence 333:4 evident 59:4 exact 176:7 exactly 27:10 99:8 117:1 153:14,23 159:7 196:19 297:7 exam 280:16 280:18 281:7,9,11 281:12,19 281:23 282:1 292:5 292:8,10,23 293:10 examination 285:20 288:24 examine 79:21 155:12 examining 80:3 example 17:24 19:24 28:4 66:2 86:16 100:17 101:8 113:4 143:5 146:2 178:18,20 179:2 205:20 221:15 264:15,23 283:11 297:1 examples 94:19 236:7 exams 8:15 278:2,7 292:1,4,12 293:12 exceeded 146:16 exceedingly 80:4 Excellent 180:15	exceptionally 143:23 exchange 61:19 excite 115:12 excited 38:2,8 123:10 195:14 331:8 exciting 123:2 excluded 118:14 Excuse 316:10 326:1 executed 38:5 80:22 executes 39:16 execution 38:7,9 executive 6:21 7:7,9 7:19,21 10:3,19 13:13,23 31:24 54:8 81:23 91:14 95:23 97:6 98:12,22 99:4,6,9 109:7 140:18 141:9 206:5 206:17 216:2,7,10 216:12 246:8 267:15 305:13 executives 101:9 103:8 exempt 7:23 8:9,11 9:20 10:3,16 12:13 13:14 30:7,18 31:3 36:2 37:6,7 91:13,24 96:23 97:2 97:5 98:1	98:16,23 99:4,8 107:5 119:19 140:19 215:13,17 264:13,18 264:21 265:2,6,15 268:16 269:18 270:4 280:6 315:16 326:11 exempted 265:14 exemptions 265:5,19 exempts 9:2 12:12 280:7 exhibit 81:5 exist 137:16 138:13 240:13 existed 79:24 existing 92:18 199:10 209:22 exists 135:11 expand 127:20 260:18,23 268:6,8 expanded 275:14 289:22 expanding 266:15 270:11 expansion 266:16 267:10,20 expect 119:18 195:17 198:16 279:17 expectation 83:7 314:15 expected 78:8 78:24 316:16 expecting 135:23	expedited 124:3 expenditures 319:4,6 expenses 187:17 expensive 148:7 149:20 155:12 experience 122:17 255:6 293:7 experienced 146:13 expert 293:15 expertise 91:1 149:11 experts 293:12,24 294:2 explain 38:13 103:1 181:11 196:19 282:19 explained 20:17 explaining 151:8 252:16 253:21 explanation 293:5 exposure 308:24 expressed 111:14 extended 186:7 extensive 113:10 extensively 162:9 extent 55:4 58:19 270:16 exterior 138:24 external 23:21 32:24 extraordina... 137:10	221:16 extremely 55:6 101:22 301:14 eyes 241:14 <hr/> F <hr/> F 333:1 fabricated 180:24 181:18 fabulous 181:23 facade 139:16 face 39:6,10 189:19 245:21 Facebook 279:22 faces 38:17 facets 196:11 facilitating 187:20 facilitation 51:4 facilities 122:7 124:4 124:22,24 125:21 131:4,12 132:5,7,18 142:9 147:17 150:10 151:21 153:7 155:21 170:13 171:22 172:3,4,15 172:17 268:22 facility 52:7 125:5 129:12 131:11 132:13 138:22 139:1 160:13 173:4,17 facing 184:2 fact 117:9 227:8	232:13 235:1 248:8 factor 108:18 264:12 factors 291:24 <hr/> Fadul 165:22 fair 116:8 303:15 308:22 fairly 164:10 240:15 fairs 279:17 327:10 faith 266:5 fall 8:4,24 13:6 16:15 27:1 51:5 88:15 92:13 104:16,17 126:5 129:18 131:24 135:4 169:24 289:11 falling 288:10 falls 26:21 106:15 familiar 183:4 184:17 199:22 218:18 281:7 284:4 fantastic 23:24 112:22 180:20 far 15:12 112:24 157:9 159:14 160:23 161:4 169:15 192:18 193:2,10 247:14 277:17 278:6 310:18 farther	249:15 fashion 199:11 fast 75:12,13 75:14 193:19 faster 5:6 fat 245:19 favor 282:24 favorite 201:9 faxing 42:7 128:18 fears 280:19 feasible 319:12 featured 328:2,6 February 92:20 federal 256:3 330:9 federally 277:8 fee 261:11,14 261:16,17 261:19,24 feed 85:1 128:23 131:21 135:11,13 feedback 196:8 264:1 303:6 feeders 284:23 feeds 85:1 132:11,12 feel 52:13 63:14 69:6 109:9 221:23 232:13 235:2 242:18 271:5 306:10,22 331:2 feels 36:14 feet 136:1 fellow 125:15 188:17 215:11	felt 101:5 224:6 female 144:2 145:22 245:22 326:19 327:19 females 145:21 festive 179:16 feverishly 96:14 fewer 14:11 field 142:10 255:16 298:14 fight 159:2 figure 12:4 33:7 93:9 149:7 159:6 193:24 199:24 201:20,23 270:23 294:23 Figured 182:9 figures 92:21 figuring 71:14 150:7 file 304:7 Filipino-A... 46:19 fill 34:6 73:17 133:4 filling 141:16 final 83:5 202:13 finally 36:20 123:2 125:18,20 129:14 158:9 finance 6:1 16:3,11 38:21 44:17 108:8 134:4 309:16 financial 2:19 85:6 113:5 248:11 290:17 find 36:7
--	--	---	--	--	---	---	---

Committee Of The Whole
April 20, 2016

52:24 79:17	112:19	173:9	folks 23:6	format 57:4	203:18	6:3,4	270:21
144:12	115:19	225:18	65:1 98:3	former	fraud 231:23	170:10	garage 328:7
158:18	135:9	fixed 162:8	107:17	143:19	free 33:1,3	187:8,9,15	Gary 122:5
202:12	156:19	240:18	115:6,6	184:5	264:19	318:14,21	123:13,17
226:3	166:8 169:4	270:5	215:5,7	forms 53:1	306:22	funding 5:24	123:20
246:20	183:23	flag 61:24	232:20	forth 101:12	French	85:7 133:14	Gary's
260:10	184:1	flagging	235:10	211:6	279:24	318:23	123:16
268:16	192:19,23	54:23	follow 8:21	243:12	freshmen	319:1,4,7,9	gas 170:9
299:9	197:10	flags 61:20	53:2 55:19	fortunate	72:16	319:16	330:14
300:18	203:12	243:19	79:4 116:7	126:20	friends 20:19	funds 170:13	331:6
fine 162:10	227:6	Fleet 3:18	170:23	Forty-four	271:20	187:7	gates 123:3,6
242:8	278:12	4:15 9:3	171:3 205:1	195:3	front 64:16	189:21	123:7 180:7
313:21	289:19	31:10 32:18	220:1	forum 217:20	67:8,15	further	180:8,22,23
finish 117:20	299:5,7	32:19	222:21	217:22	71:4,22	120:10	181:12,18
finished	313:19	172:17	226:23	218:23	85:12 89:6	153:12	181:22
76:24 275:1	331:3,5	312:10,14	242:5	219:7	175:5	185:17	gatherers 323:5
fire 125:1,16	fiscal 2:11,13	313:11,18	260:15	forward 3:13	189:17	191:14	gender 93:11
131:12	2:15,20,22	317:16	follow-up	38:9 41:23	222:24	265:18	general 5:20
132:1,3,6	3:12,13,14	318:4,6,8	129:21	41:24 68:14	237:3,7	296:12	6:3,4
137:20	4:8 5:20,22	318:12,13	135:21	83:5 87:5	241:19,21	317:12	170:10,13
148:4 152:7	124:17	321:24	164:21	94:14	FRP 44:3	future 16:23	187:8,9,15
153:8	125:1 132:6	325:11,22	following	119:16	fruit 107:5	94:9 114:10	292:14
172:15,16	154:16,17	326:16	3:16 69:13	120:14	154:18,21	124:9	318:14,21
175:13	172:6 187:1	flexibility	121:5,6	127:5,16	fruitful 122:4	168:17	General's
176:1,2	189:2,4	9:21 12:16	217:2	185:23	fruition	170:2	229:16,19
319:17	190:18,21	288:13	292:17,21	196:22	113:18	244:14,22	generally
firehouse	194:22	flexible	follows	203:1	frustrated	316:4,8	73:12
156:21	195:1	114:21	122:16	213:22	294:13	FY08 278:9	183:13
157:2	210:20	115:8	food 218:24	228:11	frustrating	291:16	309:7 324:6
firehouses	211:2 277:1	floor 122:20	219:16	287:24	19:23 66:22	FY11 278:3,4	generate 59:9
162:4,7	fiscally	182:3	foods 178:3	300:15	frustration	FY14 317:1	65:9
firm 52:17	189:21	183:23	footage 149:8	315:9	67:18	FY15 191:8	generated
181:17	fit 124:22	184:1	159:23	foster 73:2,14	fuel 319:8,14	277:7	247:2
195:14	132:12	flow 43:13	footprint	73:14 76:6	fulfilling	278:11,15	generation
245:22,23	133:15	47:10,19	160:14,21	188:13	242:19	FY16 187:11	116:19,24
248:18	154:7	flows 167:2	331:14	found 11:24	full 74:7	278:12	gentleman
249:9	fitting 134:8	168:7	force 89:19	19:23 20:21	118:17	279:4,9,17	326:11
305:14	five 2:18 44:2	focus 22:17	151:21,22	234:4,5,7	213:14	279:24	gentrified
firms 153:19	44:6 64:15	22:21 26:16	151:23	four 73:23	295:19	280:2,4,6	63:15
243:9	108:19	33:22 37:1	152:2 220:6	74:2,4,12	full-time	291:24	Geographic
245:13,15	124:2	94:18	foreclosure	169:13	95:22	294:9,18	86:17
245:18,20	140:21	225:24	165:8	255:6	fully 68:1	318:22	George
245:24	145:12	267:10	foregoing	281:24	275:18	FY17 187:9	276:20
246:16,17	168:16	268:4	333:7,15	309:6	321:21	278:6	German
246:20	170:2,18	focused 5:15	forever	320:15	333:5	318:11,14	183:6,8,9
247:4,4,18	172:2	22:15 42:22	157:21	322:12	fun 184:24	318:17,21	183:18
248:2,7	190:10	42:23,24	Forgive 32:12	329:4	function 5:8	319:14,20	Germany
249:3,8,20	224:22	113:1	forgot 48:5	frame 104:1	33:21 133:9		183:7
first 3:20	230:17,18	116:17	form 133:3,3	Fran 150:7	312:7	G	getting 76:19
31:15 35:16	278:20	277:5,6,17	133:4	150:22,22	functions	gain 283:20	78:4 80:15
35:21 56:8	297:2,4	focusing 5:18	formal 51:10	Frankford	40:21,23	games 243:11	149:19
57:6 70:17	fix 74:23	51:14	formally	183:14	42:20 149:5	gamut 236:19	158:11
92:17 95:15	75:22 132:8	foggy 272:23	199:19	frankly	Fund 5:20	gap 17:15	205:4 209:3
						270:20,20	

Committee Of The Whole
April 20, 2016

209:10	giving 178:23	212:18,24	36:18 38:1	186:14	137:10	114:24	157:4
210:12	247:11	225:8	40:8 41:15	193:6,19	142:1	115:3 117:8	160:24
215:3,9	249:9	229:15	41:23,24	196:6	143:21	117:14	163:1 169:7
217:9	257:11	230:8 236:8	42:16 48:10	208:24	158:8	122:4	177:12
231:18	279:2 295:6	236:8	51:2 52:5	210:4 211:6	160:11	146:21	178:21
241:13	298:22	240:19,20	55:13 56:8	211:15,22	168:15	204:21	180:19
248:19	glad 56:3	243:1	56:23 57:1	223:15	171:17,18	245:13	182:8 197:8
264:1	307:7	245:20	57:5,8,9,15	224:20	173:23	247:14	218:5
286:23	glimpse	246:16	58:6,8,10	228:10	174:7 178:9	294:10,16	221:21
301:1	126:17	249:21	58:13,15	236:20	185:22	295:21	245:24
302:22	global 19:14	251:15,21	59:21 63:18	243:11	186:13,18	301:5 305:8	257:12,13
304:6	299:5,16	265:2 269:6	65:6,9,14	244:7,9	186:20,20	307:24	275:12
331:10	300:11	273:8 282:5	66:21 69:7	247:21,21	193:8,14	313:16	294:20
ghost 182:11	globally	286:18	70:17 71:6	248:10	195:6,11	314:15,17	300:20
182:15	20:12	291:5,11	75:16 83:17	251:22	198:3,4	322:2	304:6 305:8
Gipson 122:6	glockenspiel	296:17	88:16 89:5	252:14	205:19,20	governmen...	306:19
Girls 176:9	178:21	297:7 301:4	89:12 90:15	263:17	210:18	17:19	308:22
GIS 86:16	go 11:20 12:6	304:8 315:2	90:19 91:22	264:3 266:7	213:7,10,12	262:19	311:10,11
give 47:19	26:19 27:4	324:22	94:14,17	267:1 268:7	214:5,9	governments	greater 48:2
77:22 78:2	27:8 32:23	330:7	95:8 102:5	280:21	219:23	17:13,13,17	48:6 143:7
93:14 96:5	33:5 36:7	goal 10:9	102:19	281:8	234:23	graduated	178:17
99:17	41:17 46:5	44:3 58:22	103:2,14,16	282:14	237:14	22:5	greatly 76:9
103:17	48:11 49:21	77:22 87:24	105:7,10,11	285:15,16	246:7	Grand 123:8	301:19
127:22	50:10,22	93:8,14	105:12,19	286:1,2,7	252:16	grant 179:9,9	green 1:11
156:7	52:24 63:19	145:22,22	105:20	286:13	253:21	179:22	25:3,4,8
175:15	66:5 72:2	196:23	106:8 107:7	292:11,11	266:5	330:5,8,9	26:12 27:4
195:24	72:21 79:17	198:24	109:11,23	293:17	274:23	330:14,15	27:12,14
211:3	92:2 101:12	247:14	110:1	294:6	276:10,12	330:23	192:24
213:15	111:17	267:20	113:21	295:13	276:12	granting	204:22,23
215:20	113:10	304:23	114:1	303:12,13	280:23	295:7	206:10,15
226:7	129:16	305:17	115:12	314:2	281:2 285:8	graphic	206:19
227:19	130:17	goals 15:23	119:16,24	320:17,23	287:19	118:22	207:4,8
230:15	131:8	25:11 45:6	120:20	322:9,10,11	288:5 298:4	great 14:23	208:23
231:9	132:14	56:12,16	122:2 130:6	golf 273:3	317:19,20	38:10 48:8	210:5 211:3
232:21	133:23	57:11 145:7	132:14	good 2:2 3:24	318:3 327:2	53:4,12	211:24
236:6	134:1 135:9	146:15,16	133:16	4:3 7:12	331:9,14	55:7 57:18	212:11,21
257:16,18	155:1,8	170:16	138:3	9:17 15:3,4	Goode 81:4	59:9,10	213:1 217:3
283:2,10	156:9	247:13	141:22	25:6,7	193:1	60:17 70:10	226:21,22
290:5 292:8	158:15	264:9 291:1	144:16	27:19,22,23	goods 4:12	83:22 88:17	227:14,19
292:13	159:1,8	God 181:22	145:1	34:4 35:8	223:23	89:4,23	228:2,5
303:5	160:8	goes 40:6	147:24	37:21,22	225:4	90:13	229:10
307:10,11	165:16	46:24 64:6	148:1,15	39:19 43:15	gotten 78:22	101:20	230:10,15
given 96:7	173:5,9,16	164:7	149:11,16	44:14 50:14	158:20	102:22	230:18,24
131:4	173:18	167:20	151:9 155:5	53:17 65:1	governance	111:3	231:5,10,16
154:18	180:17	239:2	160:11,19	65:2 66:24	100:15	112:12	232:6
234:10	184:9 185:4	275:21	162:1,3	71:8 77:15	governing	115:21,22	244:24
235:1	192:19	327:10	166:4	86:12 87:3	192:17	123:7	Green's
256:10	193:2,10	going 2:3	170:15	87:20 91:3	government	129:20	218:15
284:10	195:20	10:14 12:6	173:2	91:5,11	4:21,22 5:3	131:7	220:1 242:5
326:22	203:10,20	16:22 19:11	175:16	96:10,11	7:20 9:17	137:13	Green-Jones
gives 45:23	206:20	20:24 21:17	177:23	109:16	10:18 19:17	152:20	276:12,15
46:1,2,2	211:7,22	33:22 34:1	182:18	121:12	33:6 63:8	154:12	283:4 284:7
164:4	212:2,6,16	34:8 36:10	184:8	136:23,24	103:3	156:20,24	284:16

Committee Of The Whole
April 20, 2016

285:13	growing	112:12	230:14	Harvard 22:5	229:11	114:12	168:14
286:15	269:23	113:14	handheld	hat 309:8	286:8,14	217:2 251:6	169:2,7,21
287:13	grown 267:22	115:23	16:3	hate 118:13	314:4	275:15	170:1,18
293:20	growth 26:7	117:5	handle	153:2 301:3	329:13	283:3	171:3,12
295:24	192:3 297:9	232:10,11	161:24	Hayes 276:21	332:6	306:16,23	177:17,23
297:5,13	297:21	235:1 236:4	168:5 233:7	haywire	hearings	helping	178:4 181:9
299:3	305:21	236:6	235:22	195:20	121:4	250:19	185:14,18
300:17	310:5	237:13	handled	head 7:22	207:11	251:12	185:21
302:8	guaranteeing	240:9,12	132:23	22:20 23:7	209:2 220:5	268:4	186:3
303:20	252:20	241:22	232:5	185:4,4	285:18	Henon 1:12	Herzins
304:2	guess 29:12	260:13,14	235:20,20	headed 146:6	300:21	37:18,19,23	122:6
306:24	60:18 61:14	261:19	244:11	headquarters	heart 286:20	38:11 39:9	149:12
307:11	91:20 96:6	263:3 264:6	309:15,15	140:1	heating	39:13,15	hiding 123:20
308:6,9,13	103:24	266:11	handles 38:24	Health 129:5	173:11	40:10,15,24	hierarchies
309:4,18,23	135:21	269:20	handy 161:9	132:4	heavily 58:21	41:4,7,11	204:18
311:14,21	198:8 223:2	271:8,18	hanging	219:15	heir 141:15	41:17 42:10	high 117:13
312:3,18,22	224:8 264:6	275:9 276:1	41:19,20	healthier	held 69:4	42:14,16,19	118:20,20
313:5	269:24	Gym's 127:20	107:5,14	219:17	182:10	43:7,18,23	145:15
314:19	guidance		154:18,21	healthy	219:2	44:5,13	146:12
315:19	55:14	H	Hanson 71:20	219:16	273:11	47:3,9 48:8	152:21
316:20	189:15	habitually	happen 13:9	hear 3:15	278:3	48:15,19	188:6
317:1,5,12	guide 150:8	244:13	55:3 101:20	73:13 83:17	HELEN 1:12	49:4,16,23	281:15,21
GREENLEE	195:22	half 137:5	164:11	83:19 99:2	helicopters	51:24 72:7	282:6
1:11	196:6,8	187:20	222:24	107:10	268:21	72:9 83:15	288:18
Greenwald	197:11	224:6	304:17	108:13	Hello 53:16	84:6 85:16	307:22
178:5	guidelines	264:20	happened	109:15	232:11	86:2 87:3,9	309:10
grocery 52:20	300:23	267:3 271:2	129:2	113:5	237:13	87:20 88:2	313:12
groom 329:9	guise 196:2	271:11	206:19	220:11	help 32:22	88:6,17	322:23
group 13:1	gun 158:21	278:12	207:5	221:19	33:4,6	89:4,23	323:8
23:5,19,22	160:9 254:9	294:20	239:12	276:17	49:17 54:1	90:5,13	higher 142:16
39:21	254:12,14	307:2,2	happening	280:24	56:9 64:13	110:17,19	159:22
126:21	guns 257:21	hall 1:5 115:5	293:9	294:13	65:7,9	119:4 120:8	194:5
132:18	257:24	122:17	happens	304:10	69:15 114:6	120:14,18	271:12,14
137:13	259:2,15	124:10	133:2,11	308:12	114:7	121:1,13	292:12
158:4,6	guru 167:4	178:12,16	164:2 238:8	330:7	129:18	127:1 128:5	highlight
160:13	gutted 139:1	179:1	238:24	heard 61:5	147:24	129:20	105:12
179:21	139:10	180:23	245:6 296:5	62:24 73:22	149:6,11,17	130:1,4,8	313:22
182:1 241:1	guy 101:20	181:24	happy 34:10	74:10 148:2	184:15	131:1,7,10	highlighting
299:24	guys 161:19	182:6,18	49:20 54:11	202:22	232:20	131:24	54:23
312:24	173:8,15	183:9,12,16	89:16	209:5 215:5	234:20	132:22	highly 117:15
313:2,4	174:15	183:19	126:23	220:4 228:7	235:8	134:11,16	highways
groups 49:11	177:1	185:3,5	191:15	244:20	251:24	135:2,16	203:7
142:4	201:15	197:16	282:21	245:12	252:1 259:4	136:6,9,17	hire 5:12 8:18
158:13,13	Gym 1:12	332:4	288:14	286:21	267:2 291:8	136:20	9:21 12:16
158:14,19	53:15,16,18	Hall's 123:6	320:2	313:3	306:8 307:6	147:6 152:8	12:17 92:3
189:9,11	54:13,20	Halls 178:18	hard 63:3	hearing 2:4	314:14	156:14	97:3,10
207:24	55:8,19	178:19	84:22	3:8 11:20	321:17	163:3,10,23	279:9 287:7
211:17,17	56:15 57:12	hallways	109:24	30:14 37:9	323:24	164:18	315:5
262:12	57:18,22	123:2	118:24	112:17	helped	165:4,11,24	hired 8:14
263:5,7,16	58:19 59:12	hand 9:4 66:5	126:14,21	121:20	284:20	166:3,16,22	11:9 95:15
279:20	60:21,23	66:6 96:17	152:18	135:24	helpful 49:22	167:5,9,15	98:3 99:9
grow 80:1	110:21,22	287:15	313:3	186:9,11	49:23 79:3	167:18	190:9 280:4
153:5	111:3	handful	harsh 326:22	192:21	98:9 112:14	168:1,6,11	280:7,8
		219:4,5					

286:24	243:21	304:18,19	56:13 91:23	42:9,10	283:14	101:18	126:22
hires 4:12	hook 69:22	304:23	242:7	54:14 55:6	inaccurate	172:3	238:22
12:24	hop 161:21	306:2 315:1	256:14	58:3 67:7	13:5 100:5	173:24	281:6,17
145:10	hope 24:1	315:6	284:21	68:18 71:2	incentive	187:10	289:23
hiring 8:21	51:8 64:12	huge 301:6	IG's 232:3	84:1 101:13	68:5 69:22	188:10	industrial
10:2,15	87:3 300:16	Hughes 139:7	ignore 305:24	111:6 114:6	incentives	209:16	63:22
11:18 55:12	300:17	Human 3:18	III 285:20	127:15	200:1,24	282:6	industries
70:9 92:10	322:13	35:10 108:1	illustrated	155:17	314:12	304:22	79:22
278:15	hopeful	114:13,20	88:24	178:11	incentivize	319:2	industry
287:18	330:23	115:14	images 182:3	215:23	68:1 69:17	327:11	32:15
290:12	hopefully	276:16,18	imagination	251:14	include 36:11	increased	influence
315:7,24	61:21 143:7	276:24	326:23	270:23	197:14	46:14	302:13
316:3,6	258:1	308:17	imagine	272:7	268:18	188:18	307:4,6
Hispanic	288:21	309:12	87:16	304:14	269:10	189:5 229:8	315:6
12:23 28:14	hoping	hundred	135:15	306:5	310:24	319:7	inform 71:8
31:19 46:18	148:22	76:21	174:24	331:13	included	increases	228:22
190:16	159:10	188:23	immediately	improve	105:15	319:2	232:20
329:8	163:17	211:11	77:21 121:5	55:16 93:11	228:9 261:8	increasing	information
Hispanics	172:6	hunters	121:6	188:2,17	278:20	5:17 44:24	8:3,23
270:16	284:24	182:15	133:16	189:12	includes	196:2	13:11 15:22
historic	328:24	hunting	166:20	225:16	268:20	209:19	16:4 24:14
122:19	329:9	182:11	immigrant	226:1 263:1	318:15,18	225:7	37:10 41:1
178:10	host 117:24	hurt 76:8	55:22 56:24	277:13	319:15,20	263:13	41:5 47:10
historical	215:1	HVaC 161:23	58:7,16	278:20	including	305:15	47:19 48:16
182:2	hotel 81:2	173:4	61:6,9 62:7	287:7,12	10:19 89:7	increment	48:17 49:2
Historically	hour 178:21	hybrid 320:6	impact 36:16	294:12	89:9,10	319:3	49:12 53:11
142:6	253:11	320:12,14	37:4 244:22	improved	107:15	independent	59:24 78:2
history	hours 105:16	320:16,24	implem 203:3	278:3	126:7	89:7	78:5 79:4,8
255:16,18	105:22	321:2,7	implement	291:13,21	188:15	independen...	79:10 80:8
259:16	107:19	hybrids	18:7 29:11	improvement	279:20	15:15	84:12 86:5
260:8	253:11	320:24	189:11	26:3 55:1	inclusion 28:8	indicate	86:14,17,23
hit 85:5 297:6	281:18	Hyundai	198:20	103:13	28:11 80:11	221:12	88:24 96:4
hitting	282:18	21:24	294:11	124:23	93:2 215:23	indicated	96:17 97:18
270:18	324:8,12	I	implementa...	132:13	inclusive 2:11	35:2 94:5	99:8,18,20
hold 42:15	house 129:11	i.e 9:20 91:24	4:23 43:1	294:8	69:18	203:21	99:22 100:1
104:11	137:24	idea 51:19	50:9,21	316:17	216:12	204:3	100:4 102:6
109:19	houses	53:5 79:21	51:19	improveme...	income 74:3	321:16	102:6,7,13
117:18	152:13	87:6,21	189:17	5:12 22:14	118:7	indicates	135:10,12
144:13	housing	112:22	202:23	28:20	incorporate	270:1	152:4
213:15	127:12	115:15	implemented	162:21	126:1	indirectly	154:14
302:15	HR 4:18 5:8	304:16	128:12	189:24	135:20	64:11	181:9 194:3
home 116:4	12:20 33:22	ideas 115:13	197:2,5	196:21	incorporated	individual	195:15
325:2	70:9 105:4	209:4 305:8	198:13	302:4	196:7	93:1,4	197:9 205:5
homes 63:14	106:11,15	identified	291:18	improves	incorporati...	103:22	210:12
homework	108:2 110:8	56:7 269:1	implementi...	128:8	2:21	104:7	224:14
31:22 80:9	116:12	269:18	5:5 56:19	improving	incorrect	164:15	226:11,20
80:14 81:17	215:7 276:8	296:18	196:24	4:10,19	14:2	230:9 255:5	231:18
140:17	283:22	296:18	213:21	241:1 277:6	incorrectly	individualiz...	238:7
330:1	284:11	identifies	252:15	291:20	144:1,3	238:13	239:15,22
honest 68:2	295:18	165:4	important	in-person	increase	individually	239:23,24
300:6	298:20	identify 66:17	10:7 11:12	48:1	43:24 45:1	235:21	247:8
Hong 24:6	300:17	94:17	11:15 25:17	inability	75:16,17	individuals	275:20
honoring	302:3	299:13,24	26:1 29:13	257:11	94:15,15,23	101:11	281:9 283:2
		identifying					

Committee Of The Whole
April 20, 2016

293:3 301:6	289:5,17	269:22	internship	298:6	162:4 215:6	221:16	jurisdictions
309:20	inspire	interested	308:18	involve 243:3	227:22,23	222:7	210:10
315:13	116:19	19:4 49:1	321:23	involved 59:1	229:14,22	234:23	Jury 123:8
informative	installed	56:16 67:17	324:9 329:4	61:17 63:12	230:8	252:16	
310:23	45:15	68:10 70:22	interrupt	63:24 64:15	231:23	253:21	K
informed	180:24	72:24	297:6	86:19 92:24	277:15	279:16,22	K 1:11
129:9,19	181:1	118:10	intersection	129:5,5	324:7	292:15	277:24
199:2	installing	141:16	176:7	156:8	issuing 192:9	293:24	318:7
infrastruct...	122:18,21	195:24	interviewed	187:19	item 24:11	294:2 307:4	325:13
162:14	123:1,3	266:14	101:4	211:18	items 189:12	327:10	Kawasaki
261:6	instance	304:12	interviews	215:3 228:6	242:16	jobs 59:17,18	272:19
inhibit 262:8	153:1	interesting	238:23	229:20	255:10	59:19 60:13	273:10
initially 39:17	177:10	40:12	intimately	230:11,12	279:10	60:14 92:1	keep 33:9
203:16	200:1	255:22	86:19	284:8	iteration	105:9 110:6	61:20 62:19
267:19	281:23	interests	intrigued	involvement	192:22	111:8 125:2	146:23
287:16	284:16	24:19	254:24	211:4,8	J	251:14	160:3 199:1
initiated	292:5	interface 21:7	intriguing	212:4	J 1:14	280:1 296:9	249:12
277:4,12,21	instances	59:22 66:21	225:14,23	228:14,18	Jackie 33:24	306:5	290:13
initiative	245:1	71:15 85:13	226:4 255:1	229:13	35:8 77:12	Joe 182:12	304:4 306:8
124:16	259:20	221:14	introduce	293:23	96:5 142:2	John 63:23	322:17
195:13	283:17	312:1	285:17	involving	143:17,18	122:5	keeping
202:12	institute	323:20	introduced	58:21	Jane 63:24	149:12	129:13
207:16	262:18	interfaces	59:13	iPad 223:1	JANNIE 1:10	join 53:18	136:11
211:9,12	Institution	84:23 85:4	277:22	iPhone 113:7	January 3:4	joined 296:4	146:11
212:1,2	262:19	86:22	invalidating	irresponsibi...	92:17 99:10	joining	161:24
289:9	institutions	interfacing	244:10	259:17	188:20	121:11	178:9 180:4
initiatives 5:1	201:5	67:11	inventory	isolated 68:23	197:6	211:23	Kenney 28:4
5:4 188:18	224:23	interference	164:6	69:11	209:12	jointly 248:24	Kenney's
188:22	225:2	243:14	176:20	issue 17:23	Japan 273:10	joking 120:21	82:2
209:6,14	249:17,19	Intergover...	177:6	39:19 44:10	jealous 24:6	Jonathan	Kenyatta's
213:21	268:14	2:24 3:2	214:16	49:8 63:9	Jersey 268:3	184:5	81:3
219:16	instructions	interim	invest 151:20	64:1 74:17	Jessica 187:4	JONES 1:13	kept 201:22
269:5 277:2	307:10,12	106:22	invested	74:18,22	205:20	Joseph 318:6	key 59:20
287:24	instrumental	107:9 110:2	112:4	95:1 118:6	214:6,10,22	325:15	70:9
312:5	146:11	110:12	169:12	151:1 203:3	215:16	JR 1:13	keys 268:23
inkling 246:1	integrate	intermediate	investing	217:6 234:2	Jim 52:2	judge 66:4	kick 77:10
innovation	87:14	56:14	71:22	234:3 243:2	101:4,20	July 50:24	kind 18:23
5:18 114:9	129:22	intern 309:2	investment	269:21	146:5,6	198:20,21	19:23 20:4
118:6,19	integrating	309:9	112:2 153:3	279:15	Joan 52:3	June 35:15	20:23 21:3
innovative	19:5 84:2,4	internal	154:5	285:14	100:20	50:24 69:14	36:3,6 57:7
111:11	intelligent	88:14	162:20	286:8	272:3	78:12	67:15 68:17
218:16	22:4	internally	170:12,20	293:17	job 63:6 71:8	158:10	70:22 85:5
219:24	intends	291:21	171:8	295:14,16	92:5 105:21	160:20	85:12 86:22
306:12	189:16	interns	212:13	298:1	106:13	288:23	93:3 108:12
input 60:10	239:3	281:16,21	investments	301:20	107:13,19	junior 323:8	111:15
inside 139:1	intentions	307:19	63:22	issued 39:17	108:5	juniors	112:15,23
293:18	196:21	308:3,5,19	113:16	190:19	156:24	309:11	114:22
insight	interact 90:6	308:23	152:6,18	issues 20:16	157:4	jurisdiction	115:3,4,5
232:21	93:22	309:5,13	invigorate	53:20 64:9	193:14	8:4 9:1 13:7	118:13,16
inspections	interaction	313:13	116:18	103:4	195:4	92:14	127:9,13,18
214:24	92:7	322:8,12,14	invite 331:18	113:23,23	206:24	224:12	137:22
inspector	interest 80:10	322:15	263:21	118:24	208:20,24	jurisdictional	141:23
229:16,19	121:18	329:1		141:14	210:11,19	92:11	143:16
							148:14

156:3 166:6	52:6,18	137:23	211:10,12	266:21,23	290:18	lats 202:6	leading 28:4
170:9	54:2 55:1,9	138:8,15	211:16,19	270:7,14,19	labor 257:1	Laughter	34:2 77:13
172:17	56:5 57:3	139:5 140:2	211:20,23	270:22	lack 47:9	158:2	leak 173:9
173:1	58:17,20	140:9 142:5	215:3,22,24	272:21	114:4	laurels	leaking 154:3
184:24	60:8 62:2	142:13	215:24	273:19,20	lady 301:3	294:21	lean 91:22
193:19	62:13,22	143:12	216:6,9,9	275:16	307:17	law 52:17	leaning 90:24
196:7	63:5,10	146:10	217:2 221:1	277:19	land 84:9	69:13,23	learn 245:18
236:18	64:2,12	148:5 149:7	221:5,23	285:24	85:20 86:4	80:24 164:2	300:1
243:7 249:3	67:8,19,20	149:12,14	223:5,8,16	286:5,10	86:6,7,19	193:3 243:9	learned 81:17
256:21	68:7 69:19	149:21	225:15,20	287:2,4,9	151:22	245:14,18	152:4 247:9
258:6,18	69:20 70:16	150:13,19	225:22	289:13	163:16,19	245:20,22	learning
259:9	71:13,18,24	150:22	226:4,6	291:13	164:9,12,22	245:23,24	270:20
272:23	74:5 82:1	151:2,5,15	228:3 229:4	293:18	165:1,2,11	246:14,15	310:13,21
283:2	83:4,17,23	151:20	229:4,21	294:23	165:16,17	246:16,20	311:1
284:12	84:9,12,14	152:8,8,11	230:2,21	299:14	165:21	247:3,11,18	Learns
287:6	84:15 85:17	152:24	231:8,14,22	300:4,6	166:4,9	248:6,18,23	277:16
298:17	85:22 86:6	153:23	232:2,24	303:3 304:9	landlord	249:3	lease 147:12
301:2	86:6,8,9,20	155:2,14,19	233:5,8,14	304:20	178:7	254:18	147:14,16
327:18	87:5,6,7,22	155:24	233:18,20	305:9 306:6	landscape	256:1 260:1	148:7
kinds 36:15	89:19 90:8	156:3,21	233:23	306:18,23	35:18,23	laws 192:17	157:18
115:11	94:16,19	157:5 158:1	234:1,13,18	307:2	179:16	256:3,5	158:5,10
269:11	99:10 101:7	158:6 161:1	234:23	311:11,11	landscaping	lawyer	159:14,16
KING 333:11	101:8,20	161:16,22	235:19,22	313:19	122:22	245:13,21	leases 148:18
Knappick	102:7,20	162:6 163:5	236:14,15	314:23	language	245:22	149:20,21
122:5	103:17	164:21	240:4 241:3	316:20	55:23 56:6	lawyers	150:2
123:13	106:15,16	166:1,5	241:5,14,16	323:19,24	56:19 58:9	245:12	155:11
Knappicks	106:20	173:5,17	242:15,20	326:4 328:4	58:12 68:19	246:3 248:1	159:23
123:21	107:3,5,6	174:8 176:5	242:23,24	328:9	68:23 70:5	lay 197:12	leasing
knew 141:20	107:17,18	178:24	243:6,20,21	knowing	275:11,16	layer 314:17	151:14
148:14	108:1,16,16	182:18	244:1,7	40:18	LanguageL...	layoff 100:16	leave 62:12
155:12	108:21	183:5	247:17	277:18	58:1 59:3,9	lays 262:20	95:6 122:3
know 7:4	109:6,24	192:14,16	251:2,15,16	knowledge	69:10	lead 24:22	leaving 73:24
9:13,16	110:10	192:20	252:2,9,13	204:12	275:19	101:6 108:3	141:8
10:10,21	111:5,11,13	193:9,10,11	253:1,3,6,9	217:21	languages	124:3	led 274:2
12:3,8 14:7	111:18	193:13,17	253:11,12	294:3	59:6 61:16	168:23	ledger 140:16
17:11 18:3	112:18	194:11	253:15,17	known 28:10	275:21	169:4	left 100:18
19:7,10,21	113:4,12,19	195:18	254:17	knows 62:17	large 158:19	250:16,17	116:1
19:24,24	114:3,12,15	196:12,13	255:2,4,8	331:16	larger 26:6	251:17	158:12
20:9,10,11	115:1,4,10	196:20	255:23	Kong 24:6	57:10 73:21	295:15	202:8 207:1
20:13,18,23	116:21	197:16,18	256:5 257:4	Korea 21:1,2	148:17	leader 121:13	271:21
21:14 22:6	117:5,12,23	198:18	257:11,24	21:13,15,22	207:19	283:13	275:8 318:5
22:17 23:6	123:5,17	199:4,9,18	259:7 260:5	21:23 22:2	largest	leaders	legal 43:4
23:7,10	127:3,7,8	200:17,19	260:7	Krajewski	224:23	116:20	193:7
24:1,5,14	127:13,15	200:21,23	261:10,15	272:3	lastly 89:23	283:13	249:19
26:8 27:7	127:16,19	201:20	261:18,22	L	late 244:13	301:15	260:8
29:3 33:12	127:21,23	203:19	262:7,11,12	L 1:9,10,14	lately 142:11	329:18	legalisation
36:6,23	129:7	204:1	262:22	I&I 16:3,11	laterals 162:3	leadership	254:14
40:3,5	131:22	205:11,18	263:6,9,13	16:24 71:18	162:8	10:19 24:2	legally 7:5
43:12,13	134:11,12	206:3,8,8	263:22	79:8,24	latest 122:20	28:8 81:23	legislation
44:2,7 49:1	134:14,17	207:23	264:8,18	172:18	Latino 28:14	137:2 143:9	43:21 44:18
49:5,7,10	134:24	208:14	265:23	286:22	latitude 8:18	289:14	59:13 60:5
49:18 51:7	135:18,20	209:14	266:1,2,4	287:9 289:2	295:7	325:7	202:19
51:9,10	135:24	210:20	266:10,18	289:3	307:15	328:22	254:10,11

254:13	libraries	164:4	lives 76:16,20	296:24	256:1,1,6	263:10,15	245:14
legislative	131:16	173:14	165:2	325:6	256:21	263:24	262:14,21
306:15	212:14	175:21	Liza 12:22	longer 6:8	259:2	265:4 266:1	263:15
legitimate	Library	176:3	50:11,14	56:14 73:7	270:11	268:10	266:3,6
63:13	132:4	207:20	56:2 65:15	113:18	288:8	288:8	271:4
113:15	264:19	238:3 282:2	65:16 88:8	124:20	294:17	326:10	283:17
Len 122:6	licensees	291:3,10,16	local 75:8,17	292:20	296:2	329:22	288:7
length 38:17	79:18	291:20	145:10,24	319:12	300:11,13	looks 36:4,5	291:22
39:11,12,22	licenses 79:18	310:9	188:6,9	longevity	314:7	36:13 69:16	302:18
74:8 287:4	Lieutenant	listed 268:17	193:13,15	319:3	316:22	103:11,12	320:13
lengthy 92:2	20:20	291:1	207:11	look 16:1,13	317:1,5	146:22	324:16
Leonard 52:2	life 143:19	listen 241:8	209:17	17:11,18,22	328:14	184:9	love 57:19
101:4	162:1	297:23	223:10	18:8 19:21	331:2	220:13	60:18
let's 22:3	277:22	listening	225:4,5,21	24:6,12	looked 81:4	314:16,17	102:21
132:17	lighting 20:3	287:21	227:12	29:24 33:13	155:20	loop 141:24	218:13
140:15	122:18	lists 239:5	235:5	33:19 38:9	265:20	Lori 121:16	221:19
158:17	likes 154:19	265:24	240:16	40:9 43:6	looking 3:13	losers 238:5,6	327:23
297:1 315:9	limitations	278:9 279:8	241:9 252:5	52:4,5 53:5	10:15 13:22	losing 273:1	low 107:5,14
letter 230:2,4	203:6,8	290:22	269:23	70:8 76:3	14:9 17:4	lost 238:5	118:7
230:5	limited 130:8	litany 161:23	273:18	80:20 81:7	31:8,13	lot 21:7,24	154:18,21
letting 231:21	241:8 296:7	literally	282:5	81:24 84:24	40:3,22	22:20 24:21	233:21,24
level 4:9 6:17	306:11	152:12	290:11	93:2,17	43:17 65:16	51:2 52:9	Lowe 146:5
10:20 58:11	line 105:4	283:15	327:9	99:13	83:5 99:12	53:10 55:2	lower 14:18
95:16	128:6	little 67:3	locally 192:10	106:10	99:23	55:9 57:24	189:18
107:14	242:10,11	112:16	199:22	115:15	125:24	61:15 80:9	295:20
117:13	283:19	128:1,1	200:4 268:5	117:2	140:3,9	80:11,12	lowest 236:22
130:16,17	lined 295:5	130:18	locate 152:24	119:12,16	143:10,16	82:13 85:11	254:18
140:18	lines 18:24	145:21	located	120:14	144:24	85:15 86:13	258:20
142:16	121:7	147:11	136:12	124:11	147:15	86:18 95:8	272:22
161:14	link 46:5	154:10	158:24	127:5,7,8	152:17	106:6 113:2	lunch 120:20
188:6	129:6	158:13	176:6	129:1 131:3	153:14	113:4 114:7	121:5
203:12,19	311:24	162:19	267:23	138:7	157:6 161:4	115:21,22	177:24
203:23	312:3	169:23	268:5	142:12	171:7	128:21	Luncheon
229:12	LinkedIn	174:1 181:1	273:13,15	143:2 148:7	182:20	137:18	277:16
247:10	279:22	195:16,16	location	149:24	194:16,18	142:10	
298:13,15	Linton 33:24	195:20	149:23	150:3 152:7	198:20,23	143:2	M
311:2,3	35:8,9,16	208:16	154:13	152:10	199:3,8,21	146:10	M 333:11
327:1	35:21 37:7	219:21	locations 18:4	153:24	200:18	151:16	M/WBE
328:22	77:12,15	245:10	321:18	154:2	207:22	152:4	264:10,21
329:19,20	78:4,8,13	260:17	325:4	165:12,16	208:1,2,4	153:15	269:23
levels 130:15	78:16,18,22	264:7	long 39:20	175:24	209:22	154:20	ma'am
130:24	96:10,12,24	265:16	56:12 74:19	180:19	210:4	155:4,6	240:11
204:20	97:7,13,16	271:14	122:4 137:1	181:23	211:14,20	159:24	MacArthur
229:18	97:24 98:14	282:20	146:18	185:23	212:13	164:18	181:2,14
270:3	98:16,23	284:10,12	148:24	206:3	217:8	175:19,19	machines
289:18	99:3 142:3	292:20	155:9	209:16	219:11,16	184:2	219:11,14
leverage	Lion 273:16	296:5	156:22	216:10,13	220:23	196:14	219:19
179:23	list 14:16	308:12	198:19	221:4 222:1	221:1	200:2 201:2	macro 93:3
LGBT 46:20	37:24 46:24	311:3	227:15	222:5	233:11	204:20	231:12
279:20	111:21	324:20	256:4	241:16	240:24	232:15	Madam
liaise 312:6	112:1,10	325:3	258:12	246:14	250:13	236:23	295:6
liaison 215:7	114:5	live 50:10,22	272:2	251:3	260:24	241:3,4,20	307:13,13
323:3,12	134:21	63:3 251:13	295:15	254:10	262:14,22	243:11	307:14
							magnificent

123:1 mail 40:6 mailed 40:5 main 290:24 maintain 132:5 163:21 172:16 173:5 176:12 190:6 323:9 maintained 172:14 176:10 maintaining 176:15 maintenance 124:10,14 124:15,20 125:4 130:14 131:20,21 131:23 138:1 161:2 161:16 172:4,12 173:2,19 176:20 237:1 281:5 329:18,19 maintenanc... 188:5 maintenanc... 173:20 major 108:12 112:1 113:16 125:7,8 169:13 171:7 245:13,14 majority 5:22 116:10 121:13 237:19 makeup 143:1 making 9:17 19:8 22:21 25:13 33:12 49:9 74:2 111:6 135:18	142:1 155:10 215:4,8,9 216:4 270:7 270:24 275:13 306:17 male 101:5 male-domin... 327:15 malfeasance 231:24 manage 73:1 213:18 managed 171:24 172:8 187:23 204:4,8 212:7,19 229:2,2 management 3:19 4:15 4:24 5:14 50:16 60:7 88:10 125:19,24 126:1 128:23 130:13 135:3 147:24 151:9 171:22 172:3 182:21 263:10 276:22 312:10 318:13 325:12 329:5 Manageme... 318:14 manager 130:9 182:13 303:13 315:6,7 318:4,6,8 managers 303:13 Managing	26:22 104:16,18 104:20 134:3 202:9 202:10 204:8 211:13 264:15,23 268:19 270:2 mandate 55:24 56:19 mandated 187:16 201:14,14 262:17 277:8 manner 300:19 301:18 mansion 155:1 manual 189:13 196:20 197:3 manufactur... 225:3 manufactur... 225:7 mapping 86:17 March 197:6 277:9 margins 217:8 Margot 167:3 167:7,7,9 168:2,13 Maria 1:15 276:19 280:21 284:17 287:15 288:3 315:23 mark 1:16 42:16 167:6 marked 320:18,18 market 134:16 138:22	145:1 268:13 269:3 270:9 marketing 197:12,21 201:21 208:20,24 241:2,7 markets 17:6 219:21 268:11 Marsha 276:14 288:6 289:14 291:14 311:14,18 master 153:7 masters 22:5 match 251:16 matches 185:5 matching 14:4 250:13 matter 29:20 239:13,14 293:12,15 298:8,14,15 333:7 matters 29:16 29:18,21 81:21 146:21 191:15 203:13 228:5 230:10 243:7 maximize 155:14 maximizing 86:8 150:12 maximum 85:18 Mayor 2:23 3:4 6:23,23 7:3 28:4 80:16 106:17 247:16 Mayor's 26:13 61:8 61:17	310:10 Mayors 308:18 MBE 144:7 MBE/WBE 145:4 MBE/WBE... 217:10 MBE/WBEs 218:12 MDO 6:2 204:4 mean 10:5 11:7,11 12:18 13:21 23:2,9 26:5 40:15 43:10 47:12,13 48:9 68:7 71:17 78:12 78:16 94:9 95:5 102:20 104:11 110:7 116:6 116:13 135:5 141:6 151:15 157:19 164:2 165:22 166:7 167:6 174:6 183:19 193:4,9 194:14 195:1 201:1 204:3 209:20 216:11 220:3 221:15,21 222:1,12 228:3 229:17,21 230:8 240:23 241:15 243:23 247:18 255:2,10,12 256:7,8,12 257:4 258:23	259:6,24 261:3 263:8 263:18 265:16,18 265:19 266:11 271:1 277:19 301:5 meaning 51:5 293:6 means 78:10 78:11,11 183:16 253:24 324:13 333:17 meant 117:6 measure 57:10 65:19 66:15 69:7 87:11 measurement 56:22 169:18 measureme... 48:11 93:5 measures 3:12 43:20 54:1 55:15 56:7,13 65:13,18,24 66:3,9,16 87:14,24 88:11 89:9 89:12,14 260:24 mechanical 322:13 mechanisms 243:18 Med 217:11 media 279:23 288:17 medical 236:16,18 249:18 276:21 277:24 meet 49:21 92:4 112:6 112:6 169:19	170:15 191:16 240:2 278:13,13 314:11 meeting 48:2 62:9 66:14 67:1 108:12 114:15 130:23 153:18 223:18 224:10 225:10 277:8 287:22 293:10 300:9,22 312:11 316:8 meetings 48:4 149:4 197:16 287:17 315:24 member 143:18,19 members 4:4 7:2 13:23 44:15 49:7 83:7 120:10 121:13 122:11 124:2 137:9 142:17 163:5 164:15,19 186:22 276:13,22 283:16 314:9 membership 222:6 men 14:10,11 82:16 190:17 325:8 mention 21:13 29:2 47:22 48:6 62:16 121:21 280:10	301:21 310:1 mentioned 43:10 51:23 64:3 141:8 150:22 175:23 207:24 274:11 288:6 297:8 297:11 301:12 313:6 314:1 mentoring 146:13 296:20 297:11 300:4,8 305:22 mentorship 297:20 messaging 43:2 met 55:24 142:2 288:6 metric 301:24 302:1,8 305:15 metrics 92:18 93:8,12,12 93:16 metropolitan 268:2 mic 35:20 44:21 214:8 mid 153:21 middle 152:11 162:5 307:22 midst 308:3 millennial 117:23 118:15 millennials 116:17 million 5:21 6:1,2 169:15,22 170:8,19 190:21,23 191:2,3,5 224:24 225:3,4,6
--	--	---	---	---	---	--	---

264:17,17	194:24	money 19:11	91:5 96:10	MSB 202:3	118:17	323:6,6,7,9	26:19 33:10
264:19,20	196:2 206:7	112:3 113:9	96:11	multi 74:21	193:23	324:8,11	33:21,21
268:18	209:18	129:7,14	120:12	multiple	194:8,20	needed 11:2	38:2 50:19
269:7	216:8 229:5	133:6	194:3	275:21	219:18	33:24 106:6	52:2 67:1
271:11	240:16	152:22	196:13	Munich	298:6,11	132:8	70:7 81:2
274:5,6	241:10	153:12,15	280:11	178:18,20	311:1	136:13	83:20 86:24
318:15,16	243:24	159:14	288:15,21	183:7,14	need 10:21	177:9 237:6	87:6 98:6
318:18,19	244:8	162:20	289:4,17	municipal	11:20 17:14	needing	105:20
318:20	245:21	167:22,23	313:3 328:3	201:21	17:18,20	54:24	115:13
319:8,10,15	246:2,18	168:4	morning's	202:7	22:18,23	needs 10:7	122:21
319:16,18	248:1 249:8	179:13	299:21	294:16	23:18,18	22:13 23:13	123:1,24
319:21,22	280:7	201:2 265:7	Mornings	295:21	24:10,22	67:10 90:3	124:2
millions	minority-o...	290:1	328:5,5	municipalit...	26:8 28:20	108:1,3	125:14
178:13	47:1 210:1	monitor	Morris 176:8	294:9	28:21 29:6	118:5 124:7	127:6 128:7
mince 148:13	210:24	105:19	move 44:1,6	mysterious	34:7 36:22	129:15	128:23
mind 33:9	240:6	monitoring	52:9 66:6	235:3	53:1 55:2	131:15	129:17
124:7	minute	59:1 63:9	88:12	<hr/>	55:13 66:19	132:23	131:14,22
286:18	104:10	105:10	101:16	N	68:2 69:4,5	133:5,15	133:1,1
313:10	minutes	106:23	140:15	N 333:1	70:4 71:23	145:3	140:1,5
mindful	96:18	monitors 20:4	152:21	name 4:1	75:22 76:15	160:17	154:13,22
182:21	286:11,11	month 148:22	154:7 157:6	44:15 53:8	82:1 83:22	225:16	154:23
mine 8:8	miraculous	198:18	157:7,14	60:11 88:7	87:7 89:20	277:3	155:23
100:5 128:5	294:22	209:15	159:12	91:8,19	93:10,18	278:15	159:15
minimal	misread	282:11	160:21	121:10,14	97:9 110:5	281:19	209:4,4
124:3	144:10,15	288:22	184:18	125:13	116:4 117:1	287:20	220:6 236:4
159:10	missed 122:9	monthly 88:1	258:11	169:2	127:14	316:3 328:8	268:2,3,10
minimally	223:4	88:12,15	317:17	214:18	129:15	negotiated	272:18
200:20	misunderst...	277:16	318:1 320:6	237:15	133:7,8	160:2	273:3
minimum	112:23	279:21	322:4	246:8	149:9	negotiation	278:20
109:2	mitigation	months 18:2	326:23	276:14	150:13,14	239:9	287:4
minor 125:2	330:12	33:12 40:1	moved 54:7	308:16	151:17	neighborho...	288:18,23
minorities	mix 155:22	42:13,14	98:13,22	327:21	154:22,23	80:2 148:11	289:1,13
54:7 142:21	mobile 115:7	45:16 52:1	158:21,22	328:2	155:11	290:10	312:8,23
247:2 248:7	model 162:17	73:23 74:3	248:24	names 65:21	156:8 159:7	neighborho...	318:16
249:21	162:18	74:4,12	278:5	200:10	159:9,13	147:17	322:12,14
268:12,23	171:10	76:8 98:4	movement	narrowly	199:5	150:15	newer 72:3
269:2,9,14	210:14	163:17	135:4 267:7	63:21	202:11	never 11:23	126:3
280:3,5	262:10	197:1,6	moves 123:23	nation 21:2	208:20	15:21 59:7	newly 4:9 5:8
295:19	modern 29:8	198:18	moving 23:1	294:10	209:16	101:21	news 83:22
315:14	modernizat...	241:6 266:2	42:1,2	National	236:2	123:5	newsletter
327:4	5:5	283:8	65:10 68:14	61:22	241:15	128:16	277:12
minority	modernize	289:21,21	85:18 87:5	143:13	242:21	148:24	newspaper
13:15,23	5:2 23:3	291:9	87:6 115:7	262:19	243:14	154:11	116:22
26:4 31:11	83:23	morning 2:2	127:16	natural 170:9	252:13,16	180:22	newspapers
31:15,18	modernized	3:24 4:3	164:11	330:14	253:20,20	217:22	21:22
34:6 75:8	111:7	15:3,4 25:6	196:21	331:6	260:22	245:21	Nicholas
75:17 96:20	moment	25:7 27:20	201:16,22	nature 8:15	293:4,5	new 5:14,22	187:3 202:5
101:10	126:13	27:22,23	202:24	142:8 192:8	294:1,2,3	6:3,4,16	214:18
102:24	141:4	35:8 37:21	213:21	Naval 218:8	296:2	10:11 11:8	Nick 204:3
142:10	Monday	37:22 44:14	249:12	Navy 20:20	299:14	12:24 17:5	night 161:17
143:24	61:14	50:14 53:17	258:2	near 286:19	303:8,9	17:24 18:18	162:5
145:20	130:23	65:1,2	304:12	neat 184:14	304:22	18:20,21	nine 14:10
189:1	332:2	77:15 91:3	306:9	necessarily	321:18	19:2 25:21	42:13,14
				101:11			

Committee Of The Whole
 April 20, 2016

51:24 97:5	notifications	183:22	264:22	189:8	43:8 63:13	55:7 57:18	245:9 249:1
197:1,6	45:19	nutshell	266:1	199:18	84:12 89:5	62:11 64:17	250:2 254:6
201:22	notify 239:2	29:12	267:20	202:9,10	89:6,7	73:3,9	254:14
no-bid 236:9	notwithstan...		OEO's	204:9	92:13 133:7	74:15,24	255:13
Nolan 10:11	69:23	O	209:21	206:12,14	150:13,14	77:14 78:6	260:11
28:6 91:6	108:23	O 333:1	off-the-beat...	209:2	184:1,2	78:21 79:2	271:8 274:2
94:16,22	November	o'clock 186:5	182:5	211:14	official 6:24	83:11 88:2	274:9
249:14	80:24	O'Leary	offer 98:8	222:23	31:18	89:4 90:13	275:23
non-Civil	NRA 258:10	276:20	206:6,7	224:21	153:22	93:19 100:2	285:3 291:7
92:1	nuances	O'NEILL	216:7	226:12	officially 6:24	102:3	293:19,22
non-rep	310:17	1:14	317:11	228:13	officials 89:15	103:23	308:8,15
319:2	number	OAR 4:16	offhand	229:15,16	offline 102:10	104:10,23	310:11,14
non-traditi...	11:23 36:1	obligations	323:16	229:19,20	226:7	110:13	310:22
217:9	36:4 45:1	187:11	office 3:17 4:7	232:3	OFM 319:11	112:12	311:16,19
218:16	60:14 64:6	318:23	4:8,13,18	234:15	oftentimes	119:23	312:21
Nonexempt	92:22 98:6	observation	4:24 5:9	243:9 246:9	81:20 255:4	120:3	317:9
36:2	129:3 159:8	326:15	6:11,17	246:12	296:15	132:15	320:21
nonexistent	171:23	obsolete	7:15 8:1	248:22	oh 1:13 6:22	133:13	324:10,24
261:7	194:4,5,7	83:24	10:3 12:20	251:17	18:15,16,20	136:8,16	326:7,13
nonprofit	207:10	191:10	13:13 14:11	259:10	18:23 21:12	137:6 139:2	327:7
74:2 223:20	217:5	261:7	16:16 25:21	264:16,24	21:17,21	139:8 140:4	328:13
nonprofits	221:18	obstacles	26:14 29:1	267:16	22:10 23:4	140:11	329:23
73:1,24	230:16	261:2,3,4	29:1 38:16	268:20	23:14,24	143:22	330:2
76:7 223:14	245:1,12	obtain 237:18	39:10 41:8	270:2	24:10,23	144:14,23	331:17
223:22	247:3 265:1	obtained	41:21 42:7	276:24	100:2 113:6	145:8,14	old 85:9
224:10,18	271:7,13	237:20	49:6,14	277:7	139:14	146:17	128:14
226:13	277:4,18	obviously	52:19 55:22	282:24	181:22	149:8	323:7
normally	279:17	10:5 13:2	56:11,24	284:1	325:20	151:19	older 86:21
7:17 11:10	290:20	42:5 68:18	58:7,16,20	285:14	330:17	158:4,9	138:4 139:5
237:8	292:1,11	75:2 128:20	58:23 59:13	286:4 290:5	OHR 141:13	166:22	319:11
North 62:20	294:18	137:18	60:3 68:24	301:10	215:7 277:4	167:9 168:1	oldest 85:6
64:7	308:23	154:1,4	79:13 84:11	307:20	297:1	169:7 170:1	once 36:6
northeast	324:2,3	183:24	91:21 92:12	310:10,20	299:17	173:21	95:3 135:2
48:6 174:21	326:10	200:2	92:16,17	318:12,13	302:9	175:3,6,22	150:24
273:15	numbers 14:2	282:23	93:22 94:6	328:10	OIA 58:21	176:11,21	164:10
northwest	14:5 70:15	occasions	96:18	officer 4:6	OIT 31:10	177:7,12	185:2 197:1
122:24	96:15 98:1	304:10	101:22	10:12 28:8	110:24	195:7 197:8	234:11
174:21	98:8 99:11	occur 51:20	106:15	28:24 29:2	111:5,8	199:12	238:18,24
221:16	99:13 100:6	199:2	108:2	35:9 94:23	113:16,21	201:7	253:7
Notary	100:9	occurring	111:21	134:5 143:6	114:8,13,20	203:15,24	one-off 158:6
333:12	101:18	244:21	112:8	196:18	OIT's 111:20	204:5,14,17	172:17
notch 19:16	102:9,23	occurs 239:11	116:14	262:13	okay 7:9,12	207:4,8	one-stop
note 274:10	122:8	October	119:14	263:6	8:5,12 13:8	214:2	79:11
noted 190:12	124:15	154:19	124:8	280:12	14:19,20,23	215:19	195:15
333:4	146:11,15	OEO 46:22	133:20	288:16,24	18:10 21:20	217:1	297:17
notes 317:10	174:7	188:13	148:17,17	299:19	22:9 23:24	218:10,14	301:2
333:6	193:22	208:4,6	156:24	327:5	26:12 27:12	220:10,22	305:19
notice 143:22	194:19	209:21	157:18,20	Officer's	27:14,24	222:14	310:19
179:12	222:11	217:24	158:3	133:20	30:11 31:2	223:12	ones 59:6
239:5	244:24	227:23	167:17,18	officers	31:6,21	224:1,4	65:18 72:24
292:24	291:14	229:4 232:4	169:6	290:10,16	32:8 35:4	226:9,15	73:1 89:14
notification	numerous	243:1,1,2,6	170:23,24	offices 10:4	42:19 44:13	230:24	105:8,20
234:4,10	123:23	243:12	184:19	31:22 40:11	47:21 53:12	242:4 243:5	112:2
		244:2					

Committee Of The Whole
April 20, 2016

134:24	319:20	197:19	190:22	139:16	Panel 3:23	47:13 56:21	59:16,20
149:24	operation	204:7,7	261:12,22	175:13	120:24	66:22 73:18	80:22 91:21
155:21	202:13	207:1	266:24	217:7,7	186:17	76:10 82:8	92:11,14
183:13	operationally	219:13	271:3	223:23	276:9	85:2 102:15	93:22,23
194:6	213:19	224:5 225:7	ordering	305:11	317:18	111:5,15	103:8
266:21	operations	241:11	228:21	overall 13:21	panned 149:1	114:18	111:19
283:6 304:6	4:14 188:3	246:10,13	242:16	14:1 17:17	pans 132:16	119:1	114:13
ongoing	213:20	251:2,5,16	orders 124:18	53:23 103:5	174:22	140:15	118:4 145:5
270:10	260:9 318:7	256:13	128:18,24	170:7	Papal 126:8	151:20	177:10
onion 74:23	323:1	265:22	131:21	190:16	319:6	155:18	179:1
online 42:4	opinion 28:2	267:16	161:14,20	290:16	paper 40:14	161:12	232:16
59:22	326:16	296:17	ordinance	296:2	41:9,14,24	191:20	239:4 261:2
111:22	opp 242:19	297:23	2:10,12,14	overlap	52:9 182:12	197:15,21	270:12,15
118:21	opportunities	298:2,12,18	3:3	114:12	182:14	207:23	281:9 287:1
291:19	9:19 11:17	299:17,18	organization	overlapping	200:3	209:20	290:8 296:6
Ooh 157:23	26:7 36:22	300:10,13	219:3,5,6	208:5	243:11	212:12	298:9,17
OPA 134:20	45:2 47:20	303:16	246:21	262:22	291:17	228:9 241:5	particularly
135:17	49:19 95:7	305:23	327:1,21	overnight	paperwork	255:21	7:20 9:19
open 5:17	101:16	307:22	organizatio...	182:15	330:22	256:23	65:5 70:7
52:15,15,17	104:2	308:14	301:8	oversee	Parade 126:9	257:5,10,22	81:22 110:5
52:18,19,20	188:13	310:4 312:6	organizations	214:12,23	parameters	258:19	115:9 118:1
105:14,17	190:3 191:7	314:20,24	188:16	overseeing	232:23	262:11	118:10,18
105:22	195:19	316:2	223:20	5:1 104:3	254:20	263:1 266:9	178:10
203:5	206:20	318:10	organized	oversees	parcel 84:9	269:21	183:14
206:11,14	208:17,18	322:5	225:12	237:10	86:20	283:21	196:1 203:7
215:6	208:21	329:12,14	orientation	overtime	parcels 165:5	284:3	251:5
237:22	221:6,8,19	331:4	312:23	319:4	Parker 1:14	306:21	260:19
280:12,15	226:2	opposed	oriented	owned 155:21	195:9,10	participate	266:20
281:4,13,20	231:19	71:23 86:10	152:2	166:14	197:8,23	89:17	270:1 287:8
292:15	241:2,4	93:3 184:10	original	owner 16:22	285:5,6	207:12	287:11
324:17	247:23	208:10	181:11	260:6	286:17	263:22	290:7
opened 137:7	256:11	opposite	ornate 123:3	owns 134:13	289:2,6	269:2,14	295:17
opening 46:3	260:19	173:12	185:3	301:24	290:4 291:7	279:16	304:5 305:8
63:12	268:10	option 320:14	ORT 221:15	302:1	293:13	297:24	330:12
109:12	269:1	options	Osgood 328:4	oww 157:23	294:5	298:7	partner 248:9
233:20	283:10	139:19	ought 265:15		295:12	308:13	248:10,19
240:16	296:15	140:3	outcome 66:8	P	297:5,14	participated	partnering
openings	297:9,20	Oracle 315:2	outcomes	p.m 186:9,11	300:16	188:21	249:3
206:16,17	300:1	315:2	125:14	332:7	303:20	217:11	partners
206:23	301:11	oral 207:24	220:12	package	304:3 307:9	participating	246:19,22
opens 241:14	302:21	210:21	287:12	16:14 18:3	307:13	252:17,19	247:6,18,24
operate 22:19	305:20	orchestrate	outgrown	138:24	parking	253:22	248:8,9
79:19	312:12,19	85:21	154:8	page 14:9	152:19	participation	249:9,16
246:20	328:21	order 6:21	output 225:8	43:18	159:1,3	188:19	party 33:6
operates	329:22	7:8,9 17:19	outreach 75:3	195:12	parks 129:4	189:2,5	passed 80:16
15:15 41:8	opportunity	22:19 83:21	188:21	paid 27:3	161:5	208:7 229:6	passes 168:3
operating	24:21 46:6	109:7 128:7	209:13	162:12	212:13	264:10	passive 180:5
2:15 3:11	93:21 97:3	128:11,17	275:12,14	283:19	Parkway	266:8	patch 154:3
4:8 119:15	98:5 100:13	129:2	275:19	309:3,13	61:20	277:14	Pate 276:20
187:24	101:2,17,19	130:20	outside 17:19	painted	parody	particular	path 182:5
242:15	108:8 111:8	131:15	26:20 27:1	124:12	295:22	10:4 53:23	299:12
255:7 277:1	143:8	151:17	32:23	painting	part 6:24	54:21,22	pathway
318:11,17	152:20	173:7,8	101:21	122:23	17:12 19:16	55:2,21	322:3
				182:2			

Committee Of The Whole
April 20, 2016

328:20	85:19 90:5	296:10,11	235:16,16	performing	227:2,20,24	146:22	238:1,20
patience	91:23 95:5	296:17	235:19	124:14	228:7,15,16	178:12	239:2
317:24	95:6,8,9	298:10	241:12	performs	228:18	189:23	314:16
patrol 287:3	97:10 98:7	301:3	252:4,10,10	125:5	229:14	190:4 192:4	PhillyStat
290:10	98:11,12,18	302:24	252:11	period 77:18	256:8,21,22	196:4,12	5:15
319:23	98:21,23	303:1,2,5	263:12	93:7 238:20	259:13	197:20	philosophy
320:18	99:4 101:16	303:23	264:8 267:3	289:20	295:18	203:14	28:15
patrols	102:23	307:4 311:3	267:20,22	291:24	297:12	218:19	215:21
290:11	108:11	312:15	268:8 271:3	292:2 293:1	299:6,8,16	221:23	phone 24:7
pattern	109:11	315:8 322:4	271:15	periods 73:7	300:11	223:5,7,22	128:18
228:12	111:10	322:19	274:4,5,11	permanent	301:9	224:18	photos
pay 16:24	114:22	323:2 324:3	278:5,6	281:21	315:15,16	225:1,16	122:19
20:5 75:12	115:11,20	328:15	280:4,8	permits 16:24	perspectives	226:14	phrase 183:6
75:13	115:21,22	329:1,9	301:22	158:21	36:1	227:5,10	phrasing
261:24	116:1	people's	302:6	160:9	pertains	237:22	114:4
279:10	117:18	178:3	304:20	person 3:20	227:4,22	244:4	pick 174:8
289:22	118:20,22	233:19	305:16	13:10 15:9	Pew 10:13	245:19	294:3
290:1 326:8	127:12	280:19	310:16	16:6 35:2	11:21,24	258:14	picking 13:7
330:15	129:11	Pepper 20:19	330:16	58:13,14	29:2,3 77:9	261:23	picture 57:7
paying	130:19	percent 13:14	percentage	84:8 86:7	77:16,16	267:24	181:15
124:16	141:2,7	13:15,17	145:16	91:20	83:6,9	272:4,12	214:3
243:10,18	142:23	14:8,18	194:16	102:22	105:6 106:8	273:4,15,23	PIDC 218:7
244:13	143:6	28:13,13,14	223:6 251:6	141:14	109:4,9	274:3,12,19	piece 65:8
payments	145:12	76:21 95:20	278:2	206:6,24	119:13	277:4 279:1	68:20 84:7
244:3	155:10,16	96:21	percentages	207:2 238:6	312:20	284:14,22	164:22
pays 268:20	155:19,23	100:10	193:23	245:16	PH 165:6	296:3	pieces 150:11
Peace 278:22	156:8	124:17,19	194:20	259:10,21	phased	297:19	163:13
Pearlman	157:11	124:20	perform	283:18,20	252:14	300:5	255:8
53:9	159:1 160:3	142:21	302:13	303:15	PHDC 164:3	304:19	pillar 82:18
Pedro 146:13	181:21,21	144:5,7,8	perform-ba...	personal	164:14,24	306:5,6	pilot 253:1
146:15	182:17,17	144:20	72:2	11:13 25:11	165:2,10,11	311:8 314:8	pipeline
penalty 242:9	183:1	145:11,19	performance	28:2 205:12	165:20	314:18	329:12
Penn 153:1	192:15	145:20,21	4:22,24	307:24	166:9	318:5 328:6	place 23:16
200:2	194:7	145:23	5:14 43:20	326:16	PHDCs	Philadelphi...	67:9 79:11
PennDOT	197:18	161:13	50:7,13,15	personally	165:14	123:15	79:17 80:5
203:11	200:10,24	162:13	50:19 54:6	11:13	phenomenal	224:23	92:20 114:1
Pennsylvania	204:19	163:16	55:15,20	217:12	128:13	Philadelphi...	127:15
1:5 2:24	206:20	172:5,5,5	58:24 60:4	personnel	139:5	250:14,19	128:7,12
306:7	216:3,17	187:14,22	60:7 65:6	157:10	149:13	251:1,3,12	133:14
people 7:4	219:5	188:7,10	65:12,13,17	311:15	162:15	251:24	151:5 153:4
8:13 9:21	232:24	189:2,4,6,6	65:19,24	persons 30:3	163:8	252:2	158:18
11:9,23	234:13,14	190:9,14,15	66:3,4,9,15	216:15	185:11	Philadelphi...	166:8 174:7
12:1,3	235:2	190:16,16	66:16 87:11	perspective	Philadelphia	113:24	198:22
14:10 17:21	256:11	190:17	87:14,23	9:22 19:14	1:1,5 2:18	145:20,23	215:10
22:1 29:23	267:6 271:4	193:12	88:9 89:8	25:12,12,19	2:20 15:19	192:14,16	243:19
31:24 32:10	273:7	194:23	89:11,14	47:10,11,16	18:1,5	193:17	253:8
33:7 48:15	278:23	195:2	111:18	92:6 98:16	47:23 48:2	Philly 45:21	273:18
55:2 61:15	279:2	208:14	171:10	192:18	80:18,21	48:23 50:7	288:1
61:16,23	283:15	210:22,24	269:13	205:6,9,10	81:24 90:9	50:13,20	300:22
64:5 67:19	286:10	211:11	302:14,17	205:12,15	103:11	55:21 58:24	301:4
68:5 69:15	288:9	221:10	303:1,4,17	205:16	118:4	60:4 62:20	308:19
69:18,20	294:13	223:9 225:1	performed	207:18	143:14	65:6,12	321:15,18
70:15 81:12	295:5 296:7	225:2,5	239:16	211:4,7	145:10	192:19,22	323:12

Committee Of The Whole
 April 20, 2016

324:21	plants 179:20	117:22	political	183:18	287:18	8:17,20 9:7	201:19
326:20	play 195:22	135:8	259:12	possible	PRAs 165:14	9:12 10:1	202:16,21
PlaceMakers	257:14	178:19	politicians	34:22 89:15	pre 316:22	10:24 11:6	203:2,16
179:9	260:8	181:9	305:9	112:9 157:7	pre-bid	11:14 12:9	204:1,5,10
placement	playing	183:18	politics	267:6	153:18	12:13,15	204:14,17
321:9	146:24	224:13	259:11	possibly	preapproved	13:4,9,18	204:24
324:19	147:18	225:18	pool 26:6	185:4 203:4	107:19	14:1,5,12	213:3,9
325:2	298:13	239:11	pop 173:7,9	203:4 283:9	precisely	14:14,19,21	222:16,17
places 133:23	please 2:7 4:1	252:23	pop-up	306:16	97:21	14:24 15:3	222:21
153:2	28:14 34:16	253:17	219:21	330:14	precollege	18:14,17	224:15
placing	35:12,19	258:2	population	post 48:23	311:2	25:1,5	226:18,23
321:17	49:5 50:17	280:22	36:5 297:2	posted 46:1	preface 96:16	27:15,20	227:7 232:7
plan 2:19	104:11	299:14,15	populations	105:9	98:2	34:18,21	232:8
3:13 19:4	120:22,23	315:22	251:13	106:24	prefer 112:17	35:1,5	241:24
19:12 23:11	214:4,8	317:13	portals	107:13	preference	37:15,16,20	250:3,6,7
23:12,16	215:20	points 43:12	122:18	posting 48:24	273:17	44:15 47:4	250:11
29:10 56:6	290:4,12	108:19	123:6 179:3	105:14	274:4,6,7	47:7 50:1,5	254:7,8,12
56:6,22,23	306:22	251:6	180:7,10	postings	preliminary	53:13 60:24	254:15,23
57:4 63:1	311:17	278:21	portfolio	279:21,23	133:13	61:4 62:20	255:13
69:5,13	313:9	280:17	209:23	potential	premature	64:19,20	256:7
85:22 94:17	317:16,22	police 108:22	portion	323:5	67:4	77:3 90:16	257:15,18
103:6,12	317:23,23	125:1,11,13	122:24	potentially	premium	90:18 91:4	257:21
109:3	318:2 320:5	125:16	212:5	152:21	183:23	91:5,7,10	258:4 259:6
124:21	331:15	131:12,19	pose 245:16	255:20	preparation	93:19 94:3	260:3,6,11
131:11	pleased 4:6	132:1,3,5	posed 138:19	305:2	51:2	94:8 95:2	271:16,19
132:10,11	276:23	137:20	position 4:10	potholes	prepared	95:14,19	272:1,21
148:21	plex 169:13	138:7,17,18	6:17 15:11	67:21	73:21	96:1,11,22	275:1,5,6
153:8	Plexiglass	140:1 148:5	18:18 32:1	powerful	prescription	97:1,8,14	276:2,7,10
168:16,17	20:1	152:7,18	85:21 106:2	223:3	278:1	97:19 98:10	276:13
170:3,12,19	plug 138:12	153:8 154:9	107:15	PRA 164:8	present 1:8	98:15,20	281:1
189:14	plug-in	158:14,16	110:10	practice 7:3,6	9:20 45:11	99:1,5,15	282:22
197:12,21	320:16,23	172:15,16	137:3,5	23:22 29:7	186:24	99:24 100:3	283:5 284:1
198:24	321:1,7	175:13	141:17	40:17,20	263:20	100:9,22	284:6,9
208:11,12	plumbing	176:1,2	213:15	79:24	318:10	101:1,14	285:3,7
256:13,19	161:24	258:14	216:8 270:5	228:12	322:7 326:3	102:4,12,18	290:6
278:14	plus 170:8	259:3	325:7,10,13	229:8	presentations	103:14,23	309:20
300:15	324:20	286:21	325:14,16	254:19	238:24	104:6,9,19	President's
315:9	PM 161:20	287:2,8,17	positions 7:24	257:9 262:3	presented	104:23	25:9 49:14
planning 7:15	174:2,9	288:7,16,24	9:20 81:23	262:5,9	199:19	105:5	111:21
90:6 170:12	PMs 162:7	312:9	91:14 93:5	263:2	217:20,22	119:17,20	112:8 124:8
179:7,7	173:10	319:22	98:12 108:9	266:10	284:5	154:19	222:22
209:9	pockets 36:7	320:17	142:7 206:5	272:9	presentee-is...	186:13,18	Presidential
278:15	point 27:13	321:15	206:11,13	practices	277:19	186:21	41:18 259:7
315:10,24	46:7 54:4	policies	215:18	5:17 8:21	presently	191:12,18	259:8
316:4	58:11 67:3	191:23	286:24	10:2,16	330:18	192:7,12	press 331:15
330:11	70:16 72:19	192:11	322:11	11:19 17:20	preservation	193:6,16	pressure
plannings	79:4 86:12	policy 116:3	328:17	20:13 29:9	123:9	194:18	305:11
179:13	87:2 95:11	133:2	329:5	36:24 60:6	180:13	195:3,6,11	prestigious
plans 57:6,14	97:17	191:22	positive 38:3	70:10 92:10	president 1:9	197:24	123:15
62:24 179:1	100:12	192:3,6	144:13	94:20 190:1	2:2 3:7,24	198:3	presumptions
181:18	101:11	196:19	possibilities	192:17	4:4 6:14,19	199:13,14	117:24
275:11,16	103:9	239:14,17	115:16	255:16	7:7,10,14	200:12,22	pretty 11:19
316:6,7	109:16	308:2,4,7	possibility	262:21	8:2,6,10,12	201:4,8,15	12:2 98:17

Committee Of The Whole
April 20, 2016

115:1 181:8	15:20 17:15	318:2	processed	232:5,14	308:4	313:15	126:16
182:16	23:8,23	proceeded	190:23	233:16	317:17	322:1	322:9,10
184:14	63:7 114:17	278:4	261:12	235:18	profile 84:14	progress	promoted
195:14	117:11	proceedings	processes 5:2	236:8	86:7,7	41:23 54:2	178:16
210:18	127:21	333:4	39:1 40:4	240:19,22	program 2:10	88:21	215:16
223:3	155:22	process 5:11	291:21	242:12,13	3:12 50:9	185:23	247:3 329:1
234:23	210:8	5:15 26:17	processing	242:22	50:19,21	289:24	promotion
286:6 331:8	294:13	38:19 40:8	226:1	243:4	61:17 65:12	299:12	25:24 304:9
331:9	304:11	58:6 65:15	261:11	250:12	65:20 66:11	progressed	promotion/...
prevailing	privately	72:21 74:11	262:1	254:19	132:12	296:12	26:3
314:9	147:16	77:23 85:3	263:12	256:22	138:1	project 16:20	promotional
preventative	166:14	87:22 89:12	procure	260:22	160:19	26:19 62:18	10:15 95:7
161:2	proactive	92:2 93:14	125:18	261:13,23	161:17	78:20 84:24	292:4
preventive	71:16 173:8	97:4 100:23	258:15	262:13	162:2	85:15 86:1	promotions
124:14,19	209:9,12	102:14,16	procurement	297:16	168:22	123:3	302:20
125:3 138:1	210:6,7	103:20	3:18 4:15	Procureme...	169:18	132:17	303:19
161:15	231:17,21	106:13,13	5:4 26:20	188:8 212:3	172:12	146:5,7,12	promptly
172:4,11	probably	107:24	27:5,9	procureme...	211:5 218:9	153:21	243:18
173:1	13:14 17:14	113:10	31:10,23	47:20	253:1	170:7	proper 48:17
prevents	26:8 45:15	152:5,17	38:15,24	produce	281:15	171:11	163:14
173:18	46:9 57:15	164:10	39:23 40:13	291:9,16	282:4,5,17	174:10,14	properly
previously	85:7 112:17	165:23	41:10,11,13	producing	284:23	212:13	49:12
38:21	116:20	166:5,15	41:20 44:11	290:22	285:2 300:4	232:20	178:16
216:11	148:2	168:21	45:12 49:8	291:2	300:8 308:7	263:10	properties
price 198:10	150:24	197:4 198:6	70:24 74:11	product	308:9,18,22	projected	127:5
253:13	179:5 185:2	198:19	83:18	220:12	309:2,2,14	89:24	131:17
319:8	197:4,6	202:3 203:9	186:16,23	productive	310:13,21	169:14	132:1
prices 252:18	202:11	203:22	187:1,19,24	248:21	312:23	projection	134:18,20
252:21	231:7	216:5	188:12	productivity	313:12	170:6	134:22
253:23	237:11	232:14,18	189:13,19	269:12	321:23	projections	164:17
primarily	258:1 260:5	233:1 235:3	190:1,5,13	professional	324:4 329:2	169:20	165:7,15
118:8	273:6	235:8 237:5	191:23	28:2 38:22	329:4,10	170:4	171:23
171:22	302:10	237:9,10	192:17	39:3 44:19	program-b...	projects 5:6	172:8,14
primary	331:10	238:18	195:22	142:14,16	66:7	23:2 62:17	175:7,12
104:21	problem 5:16	239:9,10	197:3,14	153:19	programs	63:3,7	property 3:17
prime 244:12	74:14 75:2	250:14	202:6 204:6	187:22	38:7 51:1	111:22	4:15 9:3
primes 242:7	100:13	251:15,23	205:21	188:16	51:13 59:16	112:2,24	27:1 31:9
243:9,17,21	162:11	256:24	211:7,17	212:18	61:16 63:7	113:9,17	31:23 32:3
244:6	321:1,6	258:3,20	212:3,7,10	236:12,19	63:8,11	114:3	32:16 83:20
principal	problematic	261:5 263:2	212:24	237:6,17,19	66:14 122:5	115:13	84:11
298:5	100:11	263:11	213:18,19	240:10,14	125:6	117:19	102:22
322:24	problems	269:15,17	215:2 216:1	245:11	160:18	122:8	120:5,19,21
priorities	66:18	273:8,10	217:21	247:4 297:9	195:18	124:21	121:16
35:14	137:22	279:5	219:2	297:21	210:11,14	228:9	122:1,15
prioritize	321:9	280:20	222:24	305:21	277:5	308:21	133:12,18
23:18 124:9	procedure	291:12	223:5,8	310:4	279:21	promise	134:7,13
125:2	251:23	292:14	224:22	professiona...	296:20	286:9	135:20
priority	procedures	293:19	227:3,9,15	126:12	297:11,20	promising	136:2,10,12
22:23	119:15	294:12,15	227:17,20	professionals	297:21	225:6	152:22
266:17	191:24	302:2	228:17	30:4 82:23	298:19	330:20	154:6
268:7,9	275:12	306:22	230:3,4,13	82:23	300:3	331:2	159:15
Prisons 265:7	proceed 4:2	307:7	230:19	127:22	310:18	promote 26:6	161:3
private 15:13	120:23	330:21	231:3,11,20	143:11	311:6 313:5	124:13	162:24

163:11,14	136:17	185:24	307:18	142:6	281:24	295:4	282:20
163:15,20	146:19	186:9,11	punitive	148:20,21	qualifies	297:15	285:11
165:5,9	171:5	187:4 188:4	69:17	153:17	232:22	299:4	286:3,7,19
167:3,11,13	219:17	188:24	punt 138:20	160:12	qualify	302:21	317:9 320:2
168:17	235:9	189:9 191:4	purchase	161:1	281:11	303:22	quick 15:6
172:1,9	261:16	191:5	24:11	163:21	qualitatively	316:13	90:19 144:6
175:22	276:23	192:21	199:22	165:17	238:14	325:21	164:10
176:6	281:8,16	194:12,14	200:4	171:4 175:9	quality 20:9	327:2	223:16
185:24	288:10,13	195:17	318:16	176:24	59:19	329:24	283:6
191:11	provided 6:9	203:6	320:9,9,15	179:10,13	330:13	questioning	quicker 87:10
212:8,20	50:6 58:18	205:23	320:23	179:17	quarter	90:15 121:8	166:17
272:11	126:6	210:9,22	purchased	180:8,10	169:17,17	128:6	quickly 279:8
273:24	244:24	212:8,19	139:21	182:2 190:3	quarterly	269:24	Quinones
274:1	307:15	214:11,12	267:4	204:6	88:5,12	questions	280:15
282:11,17	providers	214:21,23	purchases	212:10	265:22	6:13 15:6	Quinones-S...
285:1,20	79:12,16	234:13	190:22	220:24	question 8:22	18:11,23	1:15 64:23
321:14	80:5	239:3,15,22	266:24	235:17	11:13,14	19:1 21:11	64:24 65:3
Property's	provides	260:21	271:4	236:11,21	15:9,24	25:10 36:12	66:20 67:6
121:7	205:4	262:2 263:9	319:10,21	237:4,8	16:6 39:19	37:24 38:12	67:14,23
proposal	providing	265:11	320:10	246:18	47:4 50:17	60:2 70:23	68:9,16
153:22	2:17 70:1	282:11,16	purchasing	265:23	50:18 52:11	90:23 99:19	69:3 70:2,6
199:19	provisions	285:1,18	199:20	266:7 288:1	55:20 56:3	113:20	70:14,21
201:21	192:20	286:8,13	200:19	300:2	66:24 72:14	115:19	71:10 105:2
proposals	public 2:4 3:8	292:1,12	258:13	puts 233:6	73:4 81:6	116:2	105:3 106:3
153:23	3:17 4:14	306:12,13	262:20	238:9	96:13 110:1	120:11	106:7,20
198:14,15	15:12,14	321:14	purpose	328:10	110:23	126:23	107:2,12
233:15,19	17:16 24:4	325:5 332:6	192:2	putting 22:17	138:19	127:20	108:7,15
238:21	27:1 31:9	333:12	purposes	22:20 23:5	157:5 161:1	129:21	109:5,18,22
proposed	31:23 32:2	publicly	54:17 303:6	45:5 56:23	168:15	133:22	110:4,13
2:21 3:11	32:15 39:1	126:13	303:7	148:20	169:3,4	135:22	147:9,22
5:20 6:3	59:23,24	155:21	pursuant 3:1	149:18	191:20	136:14	148:6,12
90:1 187:9	60:10 63:24	186:6	285:22	153:4 174:3	193:7,8	163:4	150:1,18
proposing	83:20 85:11	233:18	pursue	179:19	198:5	164:20,21	151:19
60:5	102:21	publish	250:13	180:2 208:2	199:15	171:5,21	152:3,16
proprietary	120:5,19,21	269:19	pursuing	208:3,3,5	207:9	185:15,17	153:10
268:22	121:4,6,16	published	261:1	211:15	218:15	191:16	154:24
protocol	121:24	237:23,24	purveyor	219:13	220:2 224:8	193:10	155:9 156:6
105:7,9,21	122:15	238:10	259:22	221:4	225:9,11	205:2	156:12
106:22	127:5	Pulaski 176:8	purview	298:20	226:5,24	207:10	quite 82:15
107:9	131:16	pull 13:16	177:5	330:21	227:7	213:2 217:3	94:11 139:9
109:19	132:1	119:22	push 24:16	pyramid	231:15	217:5	150:23
110:5 156:2	133:12,18	144:6	118:23	305:6	242:6	220:17	197:18
protocols	134:6,12	234:21	pushing		245:17	223:4	300:5
119:14	136:1 161:3	239:23	118:12	Q	246:6,11	226:24	
proud 123:18	162:24	315:3,12	put 10:22	quad 169:10	250:21	232:12	R
126:19	163:15	pulled 86:14	11:2 19:11	169:13	255:24	240:7	R 333:1
provide 4:6	166:24	142:10	23:4 36:3	171:10	267:14	241:23	race 118:2
5:10 19:18	167:3,4,10	pulling 57:5	56:9 67:7	qualifications	269:22	254:16	216:9
20:1 58:8	167:11,13	226:19	67:15 71:3	258:24	272:6,14	255:23	racial 53:21
65:23 66:1	168:17	244:3	94:20 96:14	259:1	281:4 283:1	260:16	91:15 93:11
66:3 70:3	172:1,9	pulls 149:14	96:17 103:9	qualified 92:4	287:14	265:3 276:4	radar 67:5
80:19	175:22	punctuate	128:11,16	101:6,23	290:19	277:15	radio 319:23
135:23	184:2	119:10	131:23	143:10	293:14	280:14	rail 272:16
				259:12			273:23

Committee Of The Whole
April 20, 2016

raised 53:20 64:1 113:16 114:16 227:1 raises 187:12 Rally 126:9 range 118:17 230:15 289:23 rank 298:15 ranks 9:19 10:18 205:22 rates 266:8 Rathaus 183:10 Rathskeller 183:5,11,15 183:19 184:18 rating 257:8 257:9 ratio 142:15 ration 142:21 ratios 54:7 re-triggers 160:2 reach 47:12 49:18 89:22 201:6 222:6 247:10 305:17 reached 48:7 210:7 219:3 reaching 23:7 23:17 47:15 221:24 reactive 124:15 173:19 174:10 read 2:7 3:10 80:12 144:1 144:2 223:15 224:21 233:18 read-only 131:6 readily 190:2 ready 83:9 196:6 315:5 real 90:19	122:6 124:4 133:12 144:6 173:15 179:15 260:22 273:5 285:19 reality 258:7 326:22 really 16:12 19:1,2 37:1 60:8 62:4 67:16 68:20 71:13,20 75:16 85:13 85:14 86:11 93:10,21 97:15 98:5 98:6 109:24 114:6 115:1 127:5 133:14 138:5 146:21 148:24 149:6,11,16 150:6 152:7 155:11 157:1 158:15 159:10 161:8 162:19,20 173:24 174:6 176:12,13 176:19 177:5,6 178:22,22 179:16 181:4 182:17 183:5,7 192:15 220:11 221:3,5 225:24 229:1,12 231:15 234:17,18 235:12 238:5 240:5	241:7,14 256:23 257:9,12,13 258:23 262:7,20 263:13 264:9 270:11 271:6 281:7 283:24 284:4,6 289:8 293:24 301:19 307:21 322:2 326:16 327:12 reap 246:24 reason 69:8 75:6,13 81:15 113:7 149:2 239:17 303:22 reasonable 305:16 reasons 22:16 97:23 149:22 238:3 239:6 287:9 308:1 Rebecca 3:22 4:5 87:11 120:11 127:17 196:17 200:19 205:3 rebidding 253:16 Rebuild 26:14,16,18 207:16 211:5,8 212:12 rebuilding 221:17 rec 129:4 131:16 161:5 283:13,13 283:18	recall 323:16 recapture 224:7 receive 45:21 57:17 60:12 123:8 274:8 330:23 received 125:15 126:9 169:16 179:8 198:14 278:16 281:18 292:19 301:23 302:6 receiving 123:13 304:21 recess 124:12 186:4 332:1 recessed 186:9 rechecking 265:13 recipients 179:24 recognized 178:12 recognizes 15:1 18:15 25:3 27:17 37:18 50:3 53:15 61:2 64:22 72:11 77:5 105:1 110:21 119:6 136:20 147:8 156:16 171:14 177:19 195:8 198:1 204:22 213:5 222:19 224:16 226:21 232:10 242:2 250:9	260:13 271:22 285:5 recognizing 247:20 326:15 328:18 recollection 202:17 recommend 230:20 235:13 recommend... 79:13 133:19,21 225:10 304:24 307:1 recommend... 10:17 263:18,24 305:18 306:1,17 315:4 recommend... 242:9 298:21 reconvene 186:14 332:3 reconvened 186:11 record 4:1 6:10 37:24 52:5 91:9 120:1,6 121:10 146:23 169:3 285:12 312:16 325:9 recorded 291:14 records 4:16 52:1,2,7 86:20 100:17,18 234:12,13 234:15,21 234:22 recover 74:4 recovery	215:1 recreation 212:14 283:12 recruit 34:5 116:12 141:13 142:5 281:15 288:16,24 322:19 recruited 280:3 recruiting 5:10 33:19 34:3,5 107:23 116:15 127:21 284:13 recruitment 25:16 33:23 106:14 279:13 282:5 312:9 red 243:19 273:15 redetermin... 293:8 reduce 295:1 331:13 reduced 261:13 263:11 296:19 reducing 39:22 40:2 279:6,6,8 reduction 170:16 319:3 redundancy 203:20 redundant 220:16 refer 44:19 232:2 310:19 reference 25:10,13,16 25:17 26:14 101:24 205:7 210:5	211:6 227:21 referenced 102:1 193:18 195:21 290:21 references 191:21 referencing 228:4 referred 232:4 referring 94:21 271:15 refine 48:10 refined 87:13 reflect 68:21 70:16 194:8 194:20 reflected 69:5 69:14 326:24 reflection 21:5 117:8 reflective 180:5 reform 5:4 106:6 refuse 330:15 reg 12:7 283:20 regard 44:24 61:5 190:4 228:19 240:23 265:18 regarding 2:5 77:9 205:3 205:5 228:14 229:14 245:1 285:19 295:15 312:11,23 regardless 203:8 regards 145:2 145:4 245:10 250:12	290:19 308:2 312:15 region 249:16 268:15 Regional 330:11 registered 45:20 47:2 188:9 223:11 252:5,8 266:3,7,20 registry 208:4,6 209:21 266:15,16 266:17 267:9,11,21 267:22 268:6 regroup 202:12 regs 108:5 283:23 regular 88:19 174:5 278:19 303:18 315:4 regulated 68:23 regulation 29:7 203:11 285:23 regulations 79:18 278:18,20 279:3 283:10 regulatory 203:13 reinventing 18:6 relate 265:9 265:10 related 39:8 90:2 93:23 199:15 209:20 210:10 261:5,6 286:18
---	---	---	--	---	--	---	---

310:17 relates 9:15 35:6 51:16 91:16 92:5 92:8,10 203:12 256:10 258:16 283:22 285:18 286:23 287:1,8,11 290:17 295:23 relating 90:24 relations 320:19 relationship 200:13 298:4,10 310:3 322:23 relative 188:3 280:15,17 285:14 287:17 release 83:9 released 187:23 relocate 153:16 relook 270:3 rely 228:20 306:8 remaining 163:24 272:16 remarkable 139:9 313:15 remediated 139:11 remember 62:23 remind 271:20 remote 325:4 removing 139:12 renew 74:20 renewal 74:11,11	renewed 73:24 renewing 155:11 158:5 253:15 renovation 125:2,7 renovations 123:24 125:8,11 rent 159:22 rental 268:21 repairs 161:7 repeat 39:7 50:17 replace 5:15 319:11,23 replaced 85:8 128:14,17 replacing 139:12 report 6:12 26:11 30:4 30:6,18,23 31:5 32:6 32:19 34:13 38:23 83:6 83:8 106:16 117:17 119:13 131:13 154:15,15 155:7 216:15 224:2 226:8 228:24 248:6,6 263:23 268:17 275:23 288:14 311:12,13 311:18,20 311:21 315:2,3 325:18 reported 21:3 38:21 284:17 reporter 333:12,19 reporting	33:11 39:2 39:4 59:14 87:15 88:13 88:16,18 249:10 reports 16:17 59:9 82:11 82:20 88:19 89:2 106:17 108:2 131:11 196:16 248:14 represent 12:24 13:19 28:18 61:11 97:11 195:8 representat... 6:10 199:17 263:21 represented 35:24 267:23 represents 29:22,23 187:10,16 267:3 reproduction 333:17 request 57:17 97:21 119:10 132:23 133:1 134:1 187:2,15 239:24 240:1 275:10 318:12,15 318:18,21 requested 57:3 82:12 119:20 requesting 187:6 requests 319:15 require 59:14 73:7 256:12 262:17 280:1 289:19 298:24	required 7:16 79:19 84:23 105:16,23 201:13 234:1 237:22 243:12 261:21 266:8 290:3 292:15,22 requirement 105:15 107:17 160:16 255:21 requirements 8:14 43:4 45:18 228:22 238:2 242:20 262:16,23 282:16 283:13 288:9,12,18 289:1 293:6 296:8 319:1 requires 69:13 154:13 323:11 requiring 228:23 research 21:1 81:17,18 residents 59:19 67:12 145:11 resign 101:16 resolution 2:6 2:8,16,16 285:17 RESOLUT... 1:19 resolve 38:17 39:11 243:2 243:3,6 245:8 resolved 224:11 resources 3:18 4:11 35:10 108:1	114:14,20 115:15 125:21 157:8 276:16,18 276:24 308:17 309:12 respect 2:22 91:1 257:23 respectfully 286:4 respectively 189:6 respects 11:18 90:23 91:13 193:18,20 254:19 256:14 258:13 respond 45:2 75:7,11 190:2 293:1 responding 189:19 267:18 response 25:9 44:2 90:11 96:12 109:17 236:22 responses 67:10 90:10 90:24 205:2 241:13 responsibili... 24:18 38:14 responsibility 16:1 68:22 93:3,4 104:5,12 229:5 234:2 255:9,11 257:5,14 258:23 328:18 329:19,21 responsible 4:10 69:20 104:3,13 175:13 176:15	189:21 201:11,24 202:1 225:11 234:6,7 236:22 254:18,21 255:2,9,15 255:21 256:9,10,20 258:5,17,21 259:9,22 260:2,10 272:22 299:22 responsive 234:5,9 responsiven... 234:3 rest 125:4 158:16 162:10 268:2 294:21 restaurant 52:16 183:13,20 restricted 311:8 rests 98:6 302:2 result 46:12 59:18 60:13 80:13 187:12 190:11 200:6 207:3 250:22 253:3,4,18 272:24 302:4 resulted 191:7 resulting 190:20 resume 20:18 resurfacing 122:23 resurgence 289:15 retail 63:21 retailer 259:14	retain 5:13 25:20 36:17 retention 25:18,24 51:18 52:6 205:6,10,15 205:16,19 206:1 retired 52:3 100:21 retiree 277:10 retirement 190:6,11 retiring 95:8 95:9 retro 168:16 retrofit 168:19 retrofitting 168:18 169:9 170:2 170:20 Returning 310:13,21 311:1 revenue 16:3 16:11 166:6 191:9 200:5 273:4 reverse 189:20 198:6 235:8 250:17,22 251:22 252:13,19 253:4,18 reversed 252:15 review 60:4 87:13 88:20 133:21 203:5,12,22 233:23 234:22 238:21 240:2 reviewed 278:19 reviewing 59:1 74:20 198:15 reviews 87:21	238:9 revised 2:18 279:4 revolutionary 42:5 rewards 246:24 Reynolds 1:15 27:17 27:24 29:15 29:19 30:2 30:9,13,17 30:22 31:2 31:8,14,21 32:5,8,12 32:18,22 33:4,17 34:12,16 35:11,19 37:5,8,13 44:20 77:5 77:7,14 78:3,6,10 78:14,17,21 79:2 80:7 81:11,14 82:7,10,14 82:19,22 83:1,4,11 96:13 97:17 97:20 119:7 119:8,23 120:4 136:21,22 137:1,6,14 138:9,16 139:2,6,14 139:20,23 140:4,7,11 140:14,22 140:24 141:5,10,18 142:19 143:3,21 144:9,14,19 144:23 145:8,14,17 146:1,8,17 147:4 154:9 213:5,7,10 213:13,23 214:2,7,14 214:17
---	--	--	---	--	--	--	--

215:12,15	327:20	32:21 33:2	106:1,5,10	154:4	300:12	53:1 117:13	63:2 65:22
215:19	328:1,13	33:8,18	107:1,10,21	158:23	robust 135:14	272:5	73:13 96:16
216:14,18	329:6,11,16	34:14,17,19	108:13	160:6,6,10	rock 249:12	273:20	98:2,10
216:21	329:23	34:20,23	109:4,14,21	160:24	Rodriguez	run 75:19	99:24 100:4
217:1,13,19	330:6,17,19	35:4,7	110:3,11,23	168:6 169:9	12:22 50:12	90:20	102:19
218:2,6,11	331:1,7,12	37:10,11,22	111:2	171:12	50:14,15,23	272:10	103:2 107:3
218:14,21	331:20,23	38:10,20	114:19	172:22	56:2,2,20	rung 35:12	107:11
219:8,12,20	REYNOLD...	39:12,14,18	115:18,24	174:12	57:15,21	35:13 83:12	108:14
219:23	27:19	40:12,17	119:3,21	175:6	58:5 59:8	running	109:15
220:10,15	RFP 38:19	41:3,6,10	120:3,13,17	181:12	60:17,22	42:12 126:5	113:6 117:2
220:19,22	39:16 44:5	41:12,22	127:17	183:24	65:16 88:4	135:3 215:9	127:3 175:9
221:9 222:3	46:1,2,3,6	42:11,15,18	196:17	192:15	88:8,9,22	runs 236:19	241:8
222:8,15	48:22 85:2	42:23 43:15	205:3,11	193:8,16	90:4,7	Russian	262:23
224:13,16	148:23	43:22 44:4	riders 20:2	195:23	role 24:2 38:2	279:23	266:2 267:8
224:17	153:17	44:6 47:24	Ridge 174:16	196:20	75:4 147:18	rusty 311:3	268:6
242:2,4	228:9	48:14 50:11	ridiculous	198:16	215:2 227:3	RX 278:1	293:14
243:5 244:5	236:12,21	51:21 53:4	21:19	201:18	227:20		306:21
244:12,18	237:8 238:9	53:12,16,17	right 6:18	204:10	230:12,12	S	says 93:16
244:23	240:20	54:4,19	8:16,19,20	214:3	231:20	S 1:11	105:22
245:5,9	RFPs 44:4	55:7,17	9:4,12	215:20	247:5,15	safety 20:8	227:18
247:7	45:5 148:21	62:11,14	12:18 13:4	221:7	249:14	85:11 292:1	301:9
248:15	237:17,20	64:17 65:2	13:10,17,21	225:13,24	284:10	292:12	scale 181:18
249:1,5,22	237:24	65:11 66:24	14:12 15:9	228:2,2	roles 34:6	sake 286:10	scenario
250:1,5	238:10	67:13,22	16:5,11,15	233:20	rolling	salaries	143:5 284:5
295:9,11,13	Rhynhart	68:8,15	24:9,20,23	243:24	199:10	295:19	scenes 182:6
307:16	3:22 4:3,5	69:2,24	33:13 34:9	249:13	roof 139:16	salary 295:23	schedule
308:8,11,15	6:18,22 7:9	70:3,13,20	36:1 37:12	260:12	154:2,3	319:2	51:12 124:4
309:1,17,19	7:12 8:1,5,8	71:5 72:20	39:21 41:3	284:11	room 1:5 26:2	sale 191:10	173:23
309:24	8:11,16,19	73:3,9,12	42:5 43:2	285:4	90:22	sales 200:6	scheduled
310:11,14	9:2,9,24	73:19 74:13	43:17 44:6	293:16	124:11	salute 137:10	187:12
310:22	10:5 11:3	74:16 75:1	46:4,5 47:5	294:24	129:11	sample 90:11	scheduling
311:5,10,16	11:11 12:5	75:10,22	47:13 48:12	297:10	332:3	Sanchez	58:18
311:19,23	12:12,14,18	76:4,13,17	48:13 54:19	298:10	Rosati 318:6	119:11	schematics
312:13,21	13:8,16,21	76:21,24	65:14 67:22	301:3,6	Rosati's	147:8	181:12
313:1,7,9	14:3,7,13	77:2,12	68:15 69:2	305:7,10	325:15	222:12	Schmidt
313:14,18	14:17,20,23	80:6 81:9	69:18,24	306:7	Ross 108:16	sat 151:22	184:17
313:23	15:4,7 16:7	81:13 82:5	70:2,13,20	315:18	Rotem 21:24	satisfaction	school 150:4
315:17	16:15 17:8	82:8,13,17	72:20 74:21	318:7 326:8	rough 52:1	19:17	150:6 151:2
316:10,24	18:8,13,19	82:21,24	75:24 79:3	327:22	round 37:14	242:17	151:12
317:3,7,14	18:22 21:10	83:3,10,14	81:13 82:17	329:5,24	47:6 85:7	satisfied	155:15
317:21,22	21:13,20	84:4,17	88:4,11	rigorous	241:23	save 150:6	182:16
320:3,21	22:9,12	87:19,23	92:3 94:3	265:13	309:2	155:2	281:16,21
321:4,11,20	23:12,15	89:11 90:17	94:10 97:7	270:8	route 49:2	162:21	284:15,19
321:22	24:9,20	91:13 94:4	102:4,8	ring 249:23	routine	314:3	288:18
322:18,22	25:6,7,23	94:7,10,13	104:9,22,24	250:2	124:19	saving 40:6	307:22,23
323:14,18	26:21 27:7	95:4,17,21	107:1,21	rise 158:17	125:3 174:3	155:15	309:10
323:22	27:13,23	96:3 98:18	109:4,14	158:18	routinely	savings 19:7	313:12
324:10,15	28:17 29:17	99:7,21	110:3 128:2	169:24	138:3	169:11,11	322:16,20
324:24	29:21 30:6	100:2,7,20	134:2 135:9	risen 205:22	RPR 333:11	169:14,19	322:24
325:6,17,20	30:11,15,19	100:24	138:6,21	risk 182:21	rule 116:5,8	170:4,6	323:4,8,11
325:24	30:24 31:6	101:3 102:3	142:17	road 273:16	295:16	191:3 199:2	323:15,19
326:4,7,13	31:12,17	102:10	147:22	288:2	314:3	saw 181:16	323:23
327:7,13,17	32:2,7,9,14	104:15,22	153:7,10	roadmap	rules 7:11	316:16	324:1,12,14
						saying 41:7	

324:18,23 327:8 schools 118:20,21 155:14 279:19 282:6 284:21 298:3 327:9 scope 45:6 73:21 76:7 scrap 191:10 screen 20:1 se 205:8 Seal 20:20 sealed 237:4 241:18 search 166:6 301:4 season 173:1 173:11 318:1 second 45:9 70:18 73:17 76:10 90:21 104:11 114:11 117:12 144:13 161:18 169:16,17 175:16 section 81:5 123:15 sector 15:13 15:13,14,20 17:16,16 23:23 111:16 114:17,23 117:11 118:19 127:22 210:9,9 294:14 304:12 sectors 23:8 225:8 secure 290:2 322:5 security 261:21 see 9:22 17:6	19:13 20:10 31:4 48:11 54:24 56:17 61:24 63:21 65:18 66:13 68:20,22 69:8 71:17 78:3 82:4 82:15 87:16 88:15 90:21 111:12,19 118:13 122:2,19 131:3,10 135:17 139:9,20 141:10,13 141:16,18 142:22 149:5 153:3 160:7 164:5 170:14 180:2 182:19 183:17 184:9 195:7 210:12 219:12 221:9 227:2 231:20 244:5 245:21 266:24 267:1 271:2 274:23 295:5 296:1 296:10 298:1 301:16 306:2 307:23 313:7 317:3 324:15 326:24 329:6 331:7 seeing 54:15 55:11 67:17 70:22 116:22 267:7 seek 208:7 240:6 243:8 seen 161:6	217:3 seize 310:4 selected 101:5 123:8 198:17 240:3,4,8 selection 238:11 selective 108:18 self-help 79:6 sell 165:19 seller 183:16 sells 259:15 Senator 139:7 Senators 259:11 send 226:8 230:1 234:3 292:22 296:16 310:9 sending 46:13 77:16 sends 230:3,4 304:24 senior 58:11 142:17 143:1 276:22 seniors 309:11 sense 9:11,14 24:17 43:8 103:24 148:4 153:16 154:6 158:23 172:1 233:9 257:19 269:10 sent 46:16,20 77:18 176:16 305:18 separate 30:10 84:15 97:22 165:15 separated 43:14	separately 89:16 separating 86:6 SEPTA 20:6 24:16 210:18,18 272:11 273:20,24 274:1 September 51:6,9 218:3 series 171:5 256:12 serious 80:1 143:9 146:3 serve 42:21 114:1 192:1 301:15 serves 304:13 service 8:14 10:16 12:7 12:10 30:5 36:2 37:6 66:1,1,4 70:1,4 92:1 97:4,22 105:8 106:2 106:18 107:6,16 108:3,4,5 110:9 148:23 149:16 190:18 194:13 215:17 216:22 234:16 236:12,20 237:6 240:21 242:17 253:9 260:20 261:15 262:4 266:22 278:2,18,23 279:2,3,11 280:2 281:22	282:15 283:9,23 285:22 286:24 288:15 290:22 291:2 311:22 312:1 315:15 322:11 services 4:12 19:6,8,17 38:22 39:3 44:19 65:22 73:6 87:10 90:2 121:18 128:9 153:19 187:4,22 189:3 191:8 205:24 212:18 214:11,21 223:23 236:13,14 236:14,16 236:17,18 236:18 237:17,19 238:13 240:10,14 240:15 265:10 276:21 sessions 50:24 51:8 51:11 set 146:16 197:10 235:9 238:7 255:8 263:17 267:19 289:11 sets 233:5,11 setting 58:22 settle 243:13 settled 94:1 seven 162:8 322:9,9 seven-day 19:9	seventh 122:20 182:3 sexier 128:2 sexist 326:17 share 80:7 81:16 86:5 89:1 152:9 274:24 275:11 330:3 shared 57:2 84:13 86:12 127:24 143:6 sharing 5:16 41:2 71:23 84:10 she'll 77:13 sheet 13:5 Sheila 276:20 Shelly 248:22 Sheriff's 259:3 Sheriffs 258:14 Shield 210:17 shift 161:18 Ship 218:8 shop 79:11 195:15 212:16 297:17 301:2 305:19 310:19 322:14 shops 324:16 325:3 short 16:7 37:1 56:12 288:10 shorten 40:9 show 17:10 99:10 178:22 256:18 showed 81:3 124:16 270:3 showing 267:9 shown 255:15	264:24 shows 162:19 297:19 shrink 160:22 shrinking 159:9,9 160:8 shrinks 159:10 side 44:11 142:15 148:16 168:10,11 212:22,23 322:13,14 Sidel 184:6 sides 325:8 sign 45:21 164:7,8,15 166:19,21 signed 10:12 20:7 46:10 78:23 80:16 significant 100:16 103:10 152:6 154:5 154:5 194:5 199:23 significantly 264:14 sil 68:12 siloed 17:2 similar 161:7 278:24 297:15 simple 40:4 simply 301:7 sincere 64:13 single 45:24 87:15 102:24 303:15 sir 87:8 94:2 102:14 104:24 sit 99:18 148:3 263:22 282:1 322:3 site 174:20 sits 72:7 110:17	295:9 Sitting 318:5 situated 246:5 situation 235:9 244:21 245:7,8 247:17 six 2:11 18:2 18:4 42:12 42:14 51:24 62:1 102:23 162:8 197:1 266:2 267:21 sizable 265:7 size 90:9 207:13 247:1 skills 311:4 slept 182:14 slid 64:8 slightly 235:3 271:12 slotted 108:10 sludge 268:21 small 75:7 76:7 158:12 158:19 181:1,14 183:9 190:22 208:18,19 266:24 267:6 smaller 207:16 267:3 271:3 smart 21:24 33:7 smartphone 24:11 Smith 248:22 smushed 162:9 snail 40:6 snapshot 92:18 103:6 119:19 soccer 61:17 Society
--	---	--	--	--	---	--	---

Committee Of The Whole
April 20, 2016

123:14	196:7,9,13	137:14	282:8,13	109:12	257:1	252:3 256:2	258:9
software 16:2	196:20	165:22	specifications	119:19	standing	258:1	331:13
16:9 17:6	197:11	168:21	259:5	121:24	258:11	285:12	stepping
268:22	202:18	184:20	specifics	122:10	standpoint	294:10	243:12
sold 259:18	208:5,9	214:8	40:18	124:1 125:5	15:17	302:11	steps 28:22
259:18	210:19	218:11	specs 108:5	126:11,18	stands 82:18	stated 87:12	33:9,15
solely 42:21	226:6	237:11	spectrum	138:14	123:21	126:19	43:23 48:10
solicited	229:21	265:16,18	98:13	140:18	start 2:3 7:23	291:14	52:16,17
191:6	234:2	280:22	229:22	141:9	58:3 77:10	307:17	74:7 94:13
soliciting	253:14	309:4	230:8	142:14,16	79:19 84:24	statement	209:8
201:11	256:2 260:7	323:23	speech	165:21	114:5	11:18 43:11	Stitt 2:7
Solicitor	262:20,21	speaking	213:16	176:17	117:19	62:7 172:2	stop 181:21
245:15	263:22	85:24	spend 170:8	179:17	127:2 128:5	229:11	storage 52:7
Solicitor's	265:23	123:11	201:2	190:5,10,14	134:7	231:17	127:11
248:22	287:7,12	137:7	324:11,18	191:15	135:13	326:18	store 52:20
solving 5:16	297:17	203:18	spending	217:18	156:19	states 178:14	story 81:16
somebody	298:22	222:9 300:7	3:11 6:5	227:18	166:5	269:5	160:11
53:7 92:3	300:21,24	speaks 106:5	120:12	295:19	170:14	272:17	258:12
107:15	302:1,2,5	spec 106:13	170:10	326:8 329:3	195:12	301:22	272:7
131:2 135:5	304:17,24	237:7	spent 129:8	staffed 93:24	277:2	stations 125:1	strategic
205:21	306:2 311:2	special	225:1	95:3	286:19	133:8	209:22
somewhat	sound 42:4	126:11	sphere 17:19	staffers 82:2	287:13	137:20	213:20
173:24	sounds 93:20	187:4 191:8	splashier	82:12	302:23	138:7 148:4	221:4
278:24	219:24	205:24	114:3	staffing 91:2	303:10	148:5 153:8	strategically
312:7	225:14,22	214:11,21	spoke 65:15	92:22 93:1	started 33:20	175:14	136:12
soon 57:2	source 69:11	298:10	143:20	93:23 95:4	46:9 56:4	321:8,10	188:1
119:18	south 21:15	specialized	205:11	95:5 140:15	56:10 61:7	statistic	209:17
126:5 164:1	21:23	279:6	sponsored	215:4	61:10	274:18	strategies
164:16	174:22	specialty	330:10	275:17	103:20	statistically	26:4 256:14
166:18	Southwest	126:7	square 136:1	stakeholders	161:16	90:11	strategy
286:6	62:19	specific 43:23	149:8	188:15	172:11,21	statistics	221:6,7
sooner 37:2	space 123:23	45:13 77:23	159:23	stance 226:6	172:22	102:17	249:15
sorely 33:24	123:24	101:8,11	squeeze 253:7	stand 82:3,6	192:24	315:8,13	305:7,12
122:9	126:1,3	103:17	Squilla 1:16	82:8,12	205:21	316:21	319:11
sorry 8:10	132:23	168:13	156:16,17	123:20	265:2	stats 142:14	Strawberry
35:21 44:22	133:1,1,5	175:8 176:4	157:4,13,16	186:4 303:3	285:10	status 138:17	155:1
88:6,8 91:7	134:2,8	260:23	157:22	332:1	289:10	stay 105:4	streamline
99:1,3	148:17	265:9 283:1	159:12,19	standard	296:11	111:10	87:13 188:3
144:18	153:2 159:9	284:21	160:6,24	109:1 110:5	starting	137:24	294:15
166:23	159:20,22	307:10,12	162:16,23	115:3	33:13 52:4	138:2 239:7	streamlined
236:17	159:24	specifically	SS&E 39:2	117:13	142:22	296:6	279:5
239:14	160:5,8	39:8 72:24	staff 7:21	119:14	315:22	staying	291:22
249:24	183:23	86:1 91:24	10:3 12:13	237:1	starts 78:20	160:17	streamlining
297:6 322:8	324:5,6	117:9	13:13,22,23	238:11	135:9	stays 138:14	156:3
323:17	spaces 127:24	218:24	22:4 25:14	standardiza...	state 4:1 6:15	stems 80:11	street 64:8
sort 51:3	spatial	219:10	30:18 31:3	235:24	20:11,12	stenographer	145:1 163:7
56:11 67:18	127:10	240:10,23	42:20 54:8	standardized	22:12 88:7	186:7	streets 66:2
88:14 89:2	speak 32:14	247:15	82:5 91:14	89:8	121:9 169:2	stenographic	319:18
95:10 109:6	35:20 44:9	263:3	95:16,18,22	standards	201:14	333:6	321:16,18
116:2	61:15 77:13	285:16	97:6 98:22	92:5 109:20	202:18,19	step 28:1,6	Strehlow 1:23
155:20,24	120:5	314:16	98:24 99:4	126:4	203:7,10,11	112:19	2:24 3:24
178:7	131:19	328:16	99:9 107:8	232:17	203:20,23	134:10	4:24 5:24
195:17	132:3	specification	108:21,22	235:10	213:13	153:12	6:24 7:24

Committee Of The Whole
 April 20, 2016

10:24 11:24	108:24	161:24	214:24	267:24	320:24	109:9 146:6	success 38:4
12:24 13:24	109:24	162:24	215:24	268:24	321:24	155:5	307:3
14:24 15:24	110:24	163:24	216:24	269:24	322:24	179:10	successful
16:24 17:24	111:24	164:24	217:24	270:24	323:24	184:6	63:18 80:15
18:24 19:24	112:24	165:24	218:24	271:24	324:24	222:23	122:8 169:9
20:24 21:24	113:24	166:24	219:24	272:24	325:24	223:12	174:23
22:24 23:24	114:24	167:24	220:24	273:24	326:24	312:20	175:1
24:24 25:24	115:24	168:24	221:24	274:24	327:24	stuff 63:22	232:19
26:24 27:24	116:24	169:24	222:24	275:24	328:24	70:24 86:18	277:8
28:24 29:24	117:24	170:24	223:24	276:24	329:24	106:9,23,24	successfully
30:24 31:24	118:24	171:24	224:24	277:24	330:24	108:24	190:9
32:24 33:24	119:24	172:24	225:24	278:24	331:24	109:10	succinctly
34:24 35:24	120:24	173:24	226:24	279:24	332:24	148:9 162:6	171:4
36:24 37:24	121:24	174:24	227:24	280:24	333:23	183:2 258:6	suggested
38:24 39:24	122:24	175:24	228:24	281:24	stretch	stupid 203:18	305:22
40:24 41:24	123:24	176:24	229:24	282:24	259:21	sub 244:8,13	suggestion
42:24 43:24	124:24	177:24	230:24	283:24	strictly	subcontract...	49:4 79:5
44:24 45:24	125:24	178:24	231:24	284:24	149:22	228:24	suggestions
46:24 47:24	126:24	179:24	232:24	285:24	strides 142:1	242:24	235:4
48:24 49:24	127:24	180:24	233:24	286:24	strike 293:21	subcontract...	307:19
50:24 51:24	128:24	181:24	234:24	287:24	strive 95:12	231:22	suggests
52:24 53:24	129:24	182:24	235:24	288:24	strong 55:14	subject	225:5
54:24 55:24	130:24	183:24	236:24	289:24	55:14 59:3	293:11,15	summer
56:24 57:24	131:24	184:24	237:24	290:24	303:24	298:8	36:19 50:24
58:24 59:24	132:24	185:24	238:24	291:24	strongly	submit 42:4	88:15
60:24 61:24	133:24	186:24	239:24	292:24	117:12	57:14	103:21
62:24 63:24	134:24	187:24	240:24	293:24	struck 293:18	111:20	124:12
64:24 65:24	135:24	188:24	241:24	294:24	structural	233:24	173:3 309:2
66:24 67:24	136:24	189:24	242:24	295:24	131:14	262:2 293:2	322:15,17
68:24 69:24	137:24	190:24	243:24	296:24	301:8	298:21	Sunday 328:3
70:24 71:24	138:24	191:24	244:24	297:24	structure	submitted	328:4,5
72:24 73:24	139:24	192:24	245:24	298:24	27:2,6,9	2:23 121:19	super-antiqu...
74:24 75:24	140:24	193:24	246:24	299:24	33:10,10	140:21,21	15:19
76:24 77:24	141:24	194:24	247:24	300:24	70:8 243:23	238:22	supermarket
78:24 79:24	142:24	195:24	248:24	301:24	244:11	257:3	52:20
80:24 81:24	143:24	196:24	249:24	302:24	300:6	submitting	supervise
82:24 83:24	144:24	197:24	250:24	303:24	struggle 38:6	42:6	314:14
84:24 85:24	145:24	198:24	251:24	304:24	138:13	subs 243:10	supervises
86:24 87:24	146:24	199:24	252:24	305:24	266:21	243:18	4:14
88:24 89:24	147:24	200:24	253:24	306:24	struggling	244:9	supervision
90:24 91:24	148:24	201:24	254:24	307:24	115:11	subsequent	333:19
92:24 93:24	149:24	202:24	255:24	308:24	stubs 290:1	92:13	supervisor
94:24 95:24	150:24	203:24	256:24	309:24	stuck 115:4	subset 47:4	130:9
96:24 97:24	151:24	204:24	257:24	310:24	students	subsidies	182:14
98:24 99:24	152:24	205:24	258:24	311:24	307:23,23	59:18	314:13
100:24	153:24	206:24	259:24	312:24	309:10	subsidy 59:15	supervisors
101:24	154:24	207:24	260:24	313:24	studies 40:19	60:12,16	303:14
102:24	155:24	208:24	261:24	314:24	184:4 269:4	substantial	329:20
103:24	156:24	209:24	262:24	315:24	study 29:5	152:17	supplement
104:24	157:24	210:24	263:24	316:24	77:9,16,17	subway 20:2	293:3
105:24	158:24	211:24	264:24	317:24	78:2,8	272:4,10	supplied
106:24	159:24	212:24	265:24	318:24	80:12,14	succeed	260:20
107:24	160:24	213:24	266:24	319:24	105:6 109:4	205:22	supplies 39:1

Committee Of The Whole
April 20, 2016

189:3	128:10	202:20	22:21 23:3	228:1 333:6	200:20	181:4,6	tell 11:22
190:18	136:19	survey 36:11	24:13 38:7	takes 39:20	208:21	182:7,23	28:15 40:20
194:13	137:17	71:6 78:1	71:12,13,24	74:12,18	209:1	183:3	154:20
211:1	140:7	90:1	83:22 84:3	156:23	280:12	184:12,15	166:12,15
240:14,21	142:19	surveys 90:8	84:10,13,16	166:23,24	297:11	184:23	175:11
262:4	150:17	survive 63:19	85:6,11,19	167:10	305:1	185:8,12	196:5 287:6
265:10	152:5	Susi 187:3	86:10,17,21	168:22	talking 12:10	250:10,11	287:10
266:22	155:10,17	202:5,5	86:24	175:1	12:10,19	250:24	291:10,12
supply	155:23	214:18,18	129:22	198:19	16:8 25:8	251:20	298:2
320:12,17	160:19	215:14,16	131:15	291:9	30:7,19	252:7,22	301:24
support 51:3	165:22	236:16	173:4 261:6	talent 5:8	61:20 76:6	254:5	303:21
126:6,15	172:10	suspect		12:20 33:22	76:7 97:5	271:23,24	315:14
206:1	173:3,16	326:17	T	35:10	99:6 129:10	273:14,21	tells 45:24
305:14	194:10,22	Sustainabili...	t 44:7,9,16	106:12	132:13	274:9,16,22	template 57:1
318:11	196:10	169:6	82:18	117:4	200:23	275:4	92:11
supporting	197:14	Sustainabili...	155:17	141:13	209:3	tax 17:1	ten 8:9,11
5:18 215:10	201:5	171:1	236:15	143:16	212:21	165:8 200:6	230:17,18
277:3	204:18	sustainable	237:9,15	talented 5:13	223:21	taxicabs 24:4	322:8
supportive	205:13,18	191:23	246:4 333:1	10:9 12:1	225:21	taxpayer	tenant 136:3
55:5 211:11	213:17	sway 155:20	333:1	116:13	235:15,16	248:2	136:5,7
306:9	215:5,8,9	system 40:11	table 3:23	talk 11:20	240:9	team 124:22	178:6
supposed	215:22	40:16,23	103:17	12:22 21:15	258:24	124:23	tend 85:6
57:14	222:12	41:16 42:1	120:24	25:19 34:11	273:19	125:5,14	tenure 325:9
113:19	228:20	42:3,12	169:1	44:20 53:5	287:23	132:14	term 37:1
Supreme	236:10	45:14,17,23	186:17	54:11 63:5	293:11	137:9	56:12,12,14
258:9	248:5 257:4	51:17,23	276:9 313:2	64:4 67:2	316:6	142:17	72:4 117:23
Sur 321:11	257:20	63:4 77:20	313:6	84:5 92:9	talks 223:13	143:1	118:15
sure 9:4,18	261:3 270:8	83:18,21	317:17,18	94:13 97:15	289:12	167:19,19	124:20
9:24 14:17	272:5,13	84:4,21,24	tackle 95:1	102:10	tangible 28:6	206:5,17	183:4,12,15
15:7 16:5	283:4	87:15 88:13	take 19:20	105:8	220:12	216:1,2,8	184:17
18:13 19:11	286:17	88:18	24:2,7,22	114:19	tapping	216:10,12	199:20
25:13,23	290:4	125:19,24	28:1 33:9	147:11	115:16	220:7,8	254:21
27:10 28:9	291:11	128:7,11,14	33:14 45:19	150:24	target 36:21	276:22	313:20
31:17 34:10	311:5	128:14,16	48:23 73:23	193:23,24	291:13	328:23	terminated
34:17,23	315:11	128:17,22	76:3 92:18	194:10	targeted 85:8	329:18	245:2,4,4
35:16 36:20	322:18	128:22,23	103:15	200:21	task 127:4	teams 124:4	277:11
38:20 45:5	323:21	129:6,17	108:3	214:7	151:21,22	tech 114:9,23	terminology
46:23 49:9	327:12,13	130:2,18	116:22	249:14	151:23	115:2 118:6	236:23
50:18 52:12	327:17	131:14,22	126:13	256:12	152:1 220:6	118:18	terms 8:18
54:13 58:17	328:10	135:3,14	131:3	258:22	220:8	technical	10:1 16:16
59:16 60:4	329:16	147:24	133:17	266:24	Taubenber...	173:15	26:2 39:5,6
62:4 63:9	331:15	151:9	184:8 231:9	285:16	1:16 72:12	279:19	43:5 44:10
68:11 71:1	surely 48:3	161:20	251:3	288:3	72:13,23	329:3	54:6 55:11
71:3 73:19	surpassed	189:18	252:14	293:22	73:4,10,16	technologic...	55:12,12
75:9 88:23	145:7	196:24	253:10	295:13	73:20 74:15	319:13	87:23 89:15
89:13 97:16	surplus	197:2,5	292:20	300:14	74:24 75:9	technology	91:22 102:1
98:15,17	163:19	238:8	296:14	315:23	75:20 76:1	17:18 19:5	111:18
100:7	164:23	243:20	297:1	316:2,3,7	76:5,14,18	19:16 21:6	160:2
101:22	166:3	244:2 306:9	300:22	320:5,5	76:23	22:13 138:9	202:13
111:2,6	surprise	systematica...	306:24	talked 35:2	177:20,21	138:11	237:17
115:1 119:1	74:13	68:19	307:7	50:7 62:23	178:1,5	tee'd 258:7	241:19,21
122:10	surrounding	systems 5:19	taken 28:5	151:23	180:11,15	television	259:17
127:17	157:2	19:21 22:19	64:7 74:8	171:2 194:3	180:18	20:3	261:8 264:9
			87:2 227:21				

Committee Of The Whole
April 20, 2016

268:10	275:15	147:9,10	331:20,22	170:10	56:15 58:2	192:8,19	300:10
279:21,22	276:24	156:10,12	332:5	174:3,15	59:3 64:10	193:2,4,19	302:22
280:19	280:10	156:14,17	thanking	200:3 210:3	67:2,7 69:1	196:5,10,18	303:8,23
284:11	299:21	156:18	156:19	215:1	71:1,11	198:12	305:3,4,5
286:23	301:22	157:3	they'd 287:24	219:22	72:16,17	202:2,11,22	305:22
287:4,19,23	317:15	162:17,24	321:16	221:3	73:9 76:11	203:18	308:21,22
287:24	318:2,11	163:2,3	thing 20:9	223:16	81:7 83:12	205:18	309:15
302:24	320:1	171:12,15	21:19 40:7	225:15,18	83:24 86:11	208:19	310:24
310:15	testimony's	171:15,20	45:9,13	237:2,5	87:20 88:22	209:1,11,16	313:10
312:4 315:1	9:10	177:12,15	48:21 54:14	246:12	89:11,18	210:20	331:9
315:9 316:8	testing 88:13	177:17,21	57:22 59:12	248:5	91:17 94:21	211:12,15	thinking
terrific 37:13	278:21	178:1,4,6	62:16 69:18	257:23	98:19	211:21	114:9
310:1 317:8	280:20	183:3 185:6	70:10,18,19	259:10	100:11	215:22,24	117:16
317:8	329:15	185:12,13	71:5 112:13	262:7,15	103:5 106:5	216:2,9,11	175:8 216:5
test 50:24	tests 88:23	185:14,18	118:15	266:12	107:21,22	221:7 222:1	217:7 246:2
51:10 89:9	Texas 17:24	185:20,21	146:14	267:17	110:1 112:8	222:23	256:17
116:21,23	thank 3:7	186:1,6,15	158:6	268:21	112:19,21	225:15,19	third 33:5
280:13	6:14 14:20	191:18,19	184:24	280:9 287:6	112:22	227:6,8	264:11
281:4 292:3	15:2 18:12	195:10	192:23	288:8	113:8,11,14	231:3 233:7	267:22
292:8	18:14,16,19	197:9,23	205:20	291:22	114:6,7,11	234:23	268:1
314:11	18:22 24:23	198:2	270:23	296:1,1,13	115:19	235:22	thoroughfare
329:17	25:1,4	199:12,13	273:2 299:5	296:21,22	116:11	236:2,20	203:7
tested 20:14	27:15,20	199:14	304:15	297:8 299:4	117:1,15,20	241:5,15	thought
81:1 278:16	37:15,16,19	204:21,23	331:11	299:21	127:6,16	242:11	11:12 95:15
testified	48:9 49:24	214:17	things 8:15	302:19	128:1	246:4 251:2	95:17 96:7
26:14 93:13	50:1,4	222:15,17	9:16 19:3	306:18	129:21	251:6	thoughtful
228:13	53:12,13	222:20	19:21 20:4	314:22,23	135:7	252:15,23	109:17
testify 3:20	55:7 60:23	226:16,17	28:3 33:15	think 7:1 9:3	138:14	253:17,19	118:3
9:8	60:24 61:3	226:18,19	35:17,22	10:6,8,21	141:24	253:20	thousand
testimony	64:17,18,20	226:22	36:9,15	11:4 12:5	146:18	255:22,23	46:10 273:7
3:15 4:2,6	64:24 72:5	232:6,8	37:2 40:3,4	13:1 14:9	148:3 149:9	255:24	threat 245:6
6:8,9,16	72:9,13	241:23,24	44:23,23	15:11 16:8	149:10,16	256:2,9,18	threaten
26:13,23	76:1,24	246:10	45:3 46:15	17:12,16	150:13	257:16	230:5
31:13 43:19	77:2,3,7	250:5,7,12	54:23 58:18	19:5 21:5	151:9,10,17	258:8	threatened
50:6 87:12	80:6 83:1	254:6,7,8	59:2 64:15	21:10 22:24	152:19	260:20	245:3
89:10 94:4	83:12,14,15	260:12,14	65:4 67:16	23:5 24:21	153:21	261:1,4	threatening
99:22	90:13,16,17	267:13	67:19 68:13	25:23 26:4	155:5,16	262:11	230:22
120:22,23	90:18 92:15	271:17,18	70:5 71:2,4	26:7 28:17	157:8,9	263:17,18	three 7:2 15:5
121:7,11,20	93:19	271:21,24	71:15 85:10	28:19,20,21	159:12	264:21	35:14
122:13	104:24,24	274:9 275:1	108:10	29:13,16,17	160:11	267:18	108:18
137:7	105:3	275:3,4	109:8 113:1	30:15 32:1	162:12,15	269:21,21	122:2,13
140:20	110:14,15	276:1,2,4,6	113:3,5,12	32:2,9 33:8	162:16,17	270:1,22	137:5 141:7
141:1	110:19,22	282:22	113:21	33:18,19	164:2,11,18	271:11,14	141:8 189:9
143:22	111:3 119:3	283:5 285:4	114:24	38:2,3,5	168:15	272:24	191:6
147:1	119:4,8	285:6,9,12	116:16	40:17,19	174:6	273:24	198:14
161:13	120:6,7,8	286:16	118:12	42:8 43:7	175:16,18	274:23	231:3
190:12	120:11,13	295:6	133:6,7	43:15 44:7	175:19	275:12,14	253:11
191:13,19	120:17,18	307:14	137:24	48:12 49:9	176:6	286:3	282:2
191:21	121:9,11	317:14,23	138:2,3,11	49:20 50:8	180:18	290:20	283:14
195:13	127:1	318:10	143:8	50:20 53:8	183:1	291:1 294:5	284:21
199:16	136:22	320:2	148:19	53:10 54:4	184:13,16	295:24	316:13
206:3 208:1	137:12	328:12	149:13,18	54:13 55:1	184:23	296:10,21	322:8 329:7
210:21	147:1,3,4,6	330:2	161:22,23	55:5,9,13	185:10	299:3,5,8,9	throw 153:15

158:7 throwing 160:3 193:22 thrown 129:13 ticking 195:7 tie 16:21 tied 15:16 ties 16:2,10 16:14 till 37:14 time 16:24 21:18 23:11 38:18 39:11 39:12,20,22 40:9 44:2 46:3 57:16 63:17 73:8 74:5,8 77:18 80:5 83:8 92:22 93:7,24 95:11 103:17 104:1 121:19 124:3 131:4 132:9 137:21,23 149:1 151:4 152:19 160:15 174:1 181:22 186:7 233:17 234:14 239:11 258:10 263:12 266:10 270:4 272:4 272:17,23 273:6,22 278:5,7,8 279:9 287:5 287:7 288:11,19 289:19,21 292:2,7,9 296:24 303:2 305:9	314:5 322:7 324:18 325:14 326:3 330:24 332:3 timeline 50:8 50:20 57:13 163:24 166:17 298:22 300:24 timelines 112:5 timely 124:6 290:5 times 21:22 62:3 64:2 74:1 172:24 183:22 184:3 209:15 243:15 288:7 315:11 timing 156:22 286:23 tinker 130:17 Titan 20:7 title 166:5 213:14 titles 2:7 164:3,4 today 3:8,15 9:10 34:1 98:8 120:16 121:16 187:2 206:8 273:2,8,11 276:16,18 278:11 284:5 285:15 289:7 300:8 301:21 today's 315:10 told 20:23 74:10 179:22 180:2 184:5 250:4,15 251:17	tolerate 15:21 tomorrow 330:5,22 ton 54:15 tons 153:1 tool 59:10,10 68:3,4 71:2 302:19,19 303:5,8,17 303:24 304:14 315:12 tools 315:19 top 19:16 130:17 137:24 138:2,14 266:17 268:7 302:23 303:9 304:17 305:4,5,24 306:7 314:17 327:1 top-down 305:7 topic 10:7 26:1 topics 201:9 total 6:2 14:8 96:19 134:12,18 169:14 187:6,15,21 188:8 193:12 225:6 252:4 252:11 319:14 326:2 330:16 totaling 190:20,23 totally 70:18 162:22 totals 5:21 touch 328:11 touched 284:12 tour 182:6 tourism	185:2 tourists 182:1 tours 182:4 Tower 122:21 town 197:16 track 54:1 125:20 128:20 131:2 148:1 169:19 tracking 56:17 59:15 59:17 150:2 tracks 20:3 trade 327:9 trades 32:11 32:16 145:20 327:16 traditional 27:5,8 219:19 traditionally 212:1,15 train 24:8 327:22 trained 190:9 275:18 training 5:11 33:23 58:7 58:17,22 105:16,23 106:14 107:20,24 280:1 281:5 281:16,18 282:17 299:22 303:7 327:4 trains 328:8 transactions 271:9 transcript 333:8,16 transfer 163:18 164:23 transferred 5:24 163:15 164:13 transferring 163:24 transfers	5:23 303:18 303:19 transition 100:14 206:21 207:3 transitioning 143:7 transitions 9:14 transparency 189:15 transparent 93:15 233:13 237:23 transportat... 325:5 transposed 100:5 travel 325:1,2 treatment 269:8 Treaty 153:1 tremendous 179:18 tremendously 148:1 162:13 trend 142:22 317:4 trends 54:22 126:3 249:6 249:7 317:6 Trevor 186:22 213:17 tried 20:14 21:1 triggered 45:17 116:2 triggers 243:19 truck 330:16 true 20:14 truly 113:22 265:6,15 Trust 10:14 29:3 try 16:21 30:15 128:19 135:5,5	137:24 150:5,8 159:4 172:23 184:8 224:10 243:2,6 260:22 270:23 321:14 327:3 331:13 trying 9:13 14:3 16:13 20:18 25:20 35:17,22 38:17 39:10 41:22 48:13 52:9 62:19 63:19 64:13 96:14 102:16 103:24 106:11,12 106:18 118:23 127:19 155:2,13 159:2,6 195:20 199:24 201:19 207:15 210:12 214:3 235:7 239:19 247:19 253:6 259:12 264:7 269:11 287:20 293:16 294:23 302:5 306:12 322:15 327:10 tuition 296:19 turn 47:5 76:11 90:15 turnover	190:11 296:5 twelve 320:23 320:24 321:6 Twenty 61:9 Twenty-eight 96:20 Twenty-five 261:20 Twenty-three 326:6 twice 172:22 278:13 315:23 Twitter 279:23 two 14:10 15:5 33:23 35:14 40:11 43:8 52:3 85:18 86:9 104:20 111:17 119:21 133:23 141:21 148:18 163:4 172:12 186:4 189:9 194:12 198:18 199:7 206:4 206:10,13 206:16,17 209:14 214:22 215:13 216:16,19 233:5 241:13 271:2,21 272:15 275:7 283:14 287:11 289:4,16 291:9 292:16,17 295:16 297:8 309:9 314:3	322:13 325:19,21 326:10 two-week 292:24 twofold 147:20 type 12:6 20:9 24:5 40:7 79:10 79:24 131:6 131:23 209:6 231:24 236:19 250:15 281:10 314:12,12 322:1 331:4 types 24:12 53:24 60:12 60:14 73:6 79:7 236:7 237:3 typical 39:9 90:8 typically 38:16 223:19 310:16 <hr/> U U.S 19:20 Uh 313:23 uh-huh 62:14 82:24 106:4 ultimate 238:17 ultimately 48:13 67:8 80:13 166:17 203:9 242:9 272:20 290:14 296:5 323:1 umbrella 25:15,22 246:21 Ummm 254:22 un-bundling 220:2,20 un-peeling
---	--	---	---	---	--	---	---

Committee Of The Whole
 April 20, 2016

74:23	182:23	290:5	315:20	319:17,18	version 71:19	12:16 14:14	228:16
unbalanced	252:22	321:23	utilizes	319:24	versus 57:10	26:6 28:1	237:4
250:16,18	254:5	325:9	124:23	320:7,11,14	174:9	30:10 32:3	238:15
250:22	underutilized	updated		320:16,18	195:16	36:7,20	239:18,20
251:18	136:2,10	87:24	V	320:19	Veterans	37:1 43:2	241:20
252:24	underway	112:15	vacancy	321:1,2,7	90:20 163:7	50:23 52:15	245:10
253:19	23:3	290:13	126:3	328:9	279:20	53:9 60:8	247:2,22
unbundle	underwent	updates	vacant	vending	VF 277:21	61:19 62:16	248:1 252:3
207:19	132:6	77:22	151:22	219:11,14	vice 151:15	63:24 67:8	254:1,15
unbundled	unfortunat...	ups 108:21	163:10,13	219:18,19	view 28:15	68:1,10,20	264:2,4
207:20	73:22 302:9	uptick 324:2	163:19	vendor 44:2	29:12 31:16	68:22 69:19	265:17
uncalled	union 289:12	ur 127:7	164:17	85:3 188:21	60:1 147:13	71:3,19,20	268:12
158:1	unique	urge 222:9	165:5	196:8	292:21	72:1,3	271:6
undefined	307:21	usable 50:10	valid 90:11	198:17	306:13	76:11,18	285:11
237:5	unit 4:16	50:22	validating	209:13	326:14	80:17 82:5	286:5 293:2
under-repo...	33:21 38:15	use 16:2	244:6,9	218:23	viewed 115:2	88:12 89:21	293:20
210:2	38:21,22	17:11 18:1	valley 330:10	228:23	views 36:4	90:7 96:5	294:7,17
undergrad...	42:21 43:21	58:1 59:5,6	valuable	233:17	Villanova	97:3,10,15	295:16
310:18	44:18,19	59:7,10	119:15	238:15	126:8	99:13,18	306:9,10,15
underscore	79:9,15	61:18 65:13	226:11	239:4,11,20	violation	101:10	330:6
307:18	106:12	84:9 86:23	303:7	242:18,19	242:8	105:4,7,12	wanted 53:18
understand	191:9	94:19	value 79:21	253:5 254:2	visit 126:8	109:19	70:24 77:8
9:14 29:24	234:16,18	136:13	134:12,16	257:12	319:6	111:10	81:1 98:2
32:23 33:5	237:16	159:11	134:18,19	258:24	visitors	115:20	99:16
35:17,23	238:9	162:18	134:20	264:4	122:20	116:17	111:17
36:13 45:7	262:14	197:20	136:10	vendors 17:9	181:24	118:2,24	147:11
47:7 58:1	United	228:11	152:21	42:3 43:12	voice 53:19	119:12	168:21
60:11 112:4	178:14	236:23	191:1,22	44:1 45:1,7	volition 306:3	120:11	172:1 205:1
113:24	272:16	238:12,16	194:15,17	45:20 46:10	volume	121:9 128:3	207:8
114:8	universal	282:7,12	194:21,23	47:19 48:24	292:19	134:22	226:23
125:20	26:15	302:20	195:2 294:8	49:18,21,21	volumen	140:6 148:6	250:13
126:2 128:6	universities	303:5,17	variety	188:14,16	223:14	151:6 152:5	260:15
184:12	199:21	307:5 314:4	229:18	199:7	volunteer	152:10	280:16
232:24	200:18	useful 80:4	255:3,10	209:23	278:23	153:24	282:19
233:14	201:2	86:4 89:2	various 13:11	210:24	309:3	154:1,4	285:12
235:6 264:7	249:18	usefulness	23:2 46:17	211:1	volunteers	155:17,23	291:2 297:7
287:20	279:19	154:8	92:19	218:24	278:22	156:1,1,7	301:21
293:17	296:18	uses 86:18,20	128:19	219:1 225:2	vote 63:10	156:19	304:8
294:6 302:5	310:2,6	usual 292:20	149:21	229:24		162:17	313:21
308:1	University	usually 62:3	188:15	231:3	W	164:16	wanting 80:1
314:14	200:1 306:7	73:7 151:6	193:24	239:22	wages 55:13	165:24	117:14
understand...	unreasonable	159:5	228:7	241:17,20	200:7	166:1	wants 68:13
26:17,23	253:13	305:10	231:18,21	253:21	wait 37:14	168:12,23	wasn't 21:18
72:17	unseal 232:19	utilities 24:4	257:2	257:6,9	62:8 103:2	173:3 178:6	157:24
112:20	unserviceable	utility 169:10	308:20,20	262:8 264:1	104:10	178:7 186:6	258:5 268:5
113:12	191:10	169:14	321:15	264:4	292:2,7,10	191:20	water 64:3
171:6	up-to-date	170:4,6	vast 5:22	274:19	304:16	193:17	179:8 269:7
204:15	14:15 15:22	281:5	116:10	verbal 293:4	waiting 77:24	194:14,15	281:12,14
207:14	upcoming	utilization	vehicle	verdict 180:1	109:9,9	195:12	282:3,10
265:19	126:17	69:9 270:18	319:10,21	verification	202:23	204:17	316:12,15
270:21	163:17	utilize 54:16	320:10	169:18	walk 291:8	205:6	316:18
understood	update	307:6	vehicles	verify 271:13	walked 29:4	220:11	way 4:10,12
113:8	130:20	utilized 127:9	318:17	versa 151:15	walking 42:6	222:21	12:4 15:15
			319:12,14		want 9:22		

24:15 36:4	57:9 59:17	258:14,16	Whip 307:14	196:13	words 148:13	164:5 169:6	workers
41:17 47:21	60:5 61:18	259:22	white 13:15	woman 12:21	work 5:11	173:8	125:16
48:20 54:20	65:14 69:12	wearing	101:5 329:9	12:23 81:10	10:22 11:23	176:16,24	145:21
63:19 66:13	75:15 80:1	309:8	White/Cau...	206:7,7	18:5,9 21:7	177:9	workforce
69:19 71:15	90:12 99:21	website 16:21	31:20	216:7,8	22:22 28:24	181:24	5:14 10:9
74:19 76:19	106:8,11,18	16:23 52:23	Whites	328:6	29:13 32:17	182:21	10:18 12:2
78:5 79:3,8	107:22	79:6 237:24	295:20	women 14:11	43:13 45:4	185:22	28:18 29:10
80:8 86:8	108:20	310:10	who've 53:19	32:19 47:1	45:7,9 53:8	199:6	29:22
89:3 96:15	115:1,8	Wednesday	wholeheart...	80:10,15	55:18 57:19	210:13	103:11
99:11,13	120:20	1:6	303:21	81:12 82:13	60:3,6,18	217:23	116:13
106:19	123:17	week 19:9	wholesaler	144:8,22	63:3,5,7,11	218:21	205:9,14,17
116:23	127:6,7,19	56:5 77:17	259:14	190:17	66:17 71:18	220:8,12	206:2,4,9
117:16	153:13	105:14	WILLIAM	210:23	77:21 78:24	226:12	220:6,7
138:6	158:10	108:17	1:11	240:5	83:20,21	246:15	255:19
146:18,20	173:13	151:1	Williams	243:10	86:16 87:4	247:22	256:15
150:16	176:15	153:18,21	44:14,16,22	246:2,18	93:10,17	254:2,3	278:14
159:2	177:23	180:17	47:21 48:18	247:3,17,18	94:16	264:3,5	working
174:22	195:7	217:11	48:21 49:15	248:1,7	103:12	269:16	10:11 23:4
175:10	198:15	228:13	49:20 82:18	249:9,21	106:19	274:21	23:11,12,19
178:3	202:16	287:22	237:14,15	268:12,23	113:3,13	279:1	23:21 39:21
179:20	208:2,3,3	weeks 52:3	240:11	269:2,9	114:22	283:18	39:22 40:2
180:5 188:2	211:23	57:16	willing	295:19	115:17	295:2	45:3 46:22
217:14	213:21	214:20	184:18	312:15	116:3,4,5,7	298:24	47:22 54:9
229:1	215:24	289:9	200:11	326:5,24	116:9,11,18	299:19	54:11 55:22
235:11	223:21	292:16,17	217:23	327:4,22	117:13,14	300:19	56:4 57:11
258:8 286:3	227:11	300:9	willingness	328:8	117:18	301:17	58:15 62:9
287:23	235:15	welcome 25:6	255:17	women-own...	119:12	304:8	75:23 84:2
300:15,18	240:24	83:3 143:4	Wilson 318:8	75:8,18	124:5,5,18	308:20	86:9 94:5,7
302:11	241:13	177:14	325:13	144:2 189:1	126:14,20	313:2,4	94:10,16,22
314:11	247:11	195:11	win 180:12	194:24	127:13,14	314:24	115:22
315:9	252:14	307:17	232:16	196:3	127:24,24	320:12,20	116:14
322:16	256:4 257:8	317:23	233:17	209:18	128:2,7,11	321:12	124:7
ways 34:8	258:2 262:9	320:4,4	windows	210:1 229:6	128:17,19	322:16	126:21
47:17 80:20	263:15	331:24	139:12,13	241:10	128:24	323:4,12	130:23
94:14 113:2	270:11	wellness	139:17	244:1,8	129:2	324:13,19	141:12,12
117:3	285:15	277:12,14	windy 159:5	won 123:12	130:20	325:1	141:19,24
118:11	286:1,2	277:15	winner 238:4	180:9 238:4	131:21,23	326:21	142:2 149:3
149:18	314:2	went 61:14	240:3	272:20	133:8,16	work-type	153:7 164:3
178:11	327:10	81:15	winner	274:12	134:8	320:11,13	170:11
217:9	we've 10:10	155:13	238:6	wonder 24:12	137:11	worked 10:8	173:4
237:18	22:15 40:1	160:9 163:6	winning	wonderful	138:6,23	37:11 74:1	174:11,14
251:7 255:3	40:2 46:15	203:14	232:17,22	181:20	140:13	101:21	179:21
WBE 144:22	54:5 56:6	233:1	233:2	305:23	142:8	122:11	189:9
WBEs 123:11	96:13	weren't 98:3	241:12	wondering	144:15	138:23	202:13
we'll 26:9	120:16	West 62:19	wish 191:13	50:8 53:24	145:1,2	139:7	204:19
51:13 54:9	129:13	218:19	314:9	110:24	150:23	176:24	207:23
54:10 100:7	141:11,12	whatnot	331:14	275:10	151:3,10	179:6	208:8
116:16	180:2 241:5	161:5	Wissahickon	word 27:9	153:20	214:22	211:16
we're 12:5,19	291:20	163:21	176:9	173:7 209:3	154:11	272:2	217:7 220:3
28:21 35:7	321:12	167:24	witness 121:3	209:10	156:20,23	298:16	220:5 241:1
36:10 40:22	weapon	173:13	169:1	254:24	160:23	309:12	248:21
44:11 52:9	259:18	174:4 182:1	317:17	255:1	161:14,20	312:19,22	254:9
54:15 55:11	weapons	wheel 18:6	witnessed	293:15	163:1 164:4	312:24	262:12

Committee Of The Whole
April 20, 2016

263:5,7,16	wraps 202:4	192:7	325:15	116:23	222:13	237:21	302:7
284:14,19	write 302:14	196:10	yearly 315:24	118:19,22	105 15:12	238:3	304:22
299:23	writing	200:12,22	yearning	322:4,19	1095Cs	239:15	2016 1:6 2:22
321:14	302:24	204:13	222:13	323:2 324:3	277:10	17-400 43:1	188:20
324:1,12	written 85:3	250:24	years 2:11,20	324:21	12 145:23	18 289:21	189:5
327:3	121:19	257:15,17	61:7,9	younger	238:11	180,000 6:6	210:20
workplace	190:12	260:1	62:23 79:14	115:6	120 292:10	19.8 319:15	218:3
141:20	292:5 293:5	year 2:15,19	85:9 95:10	Youth 146:6	12th 125:12	191 268:1	277:21
277:20	308:4,7	2:22 29:5	108:19	Yup 111:2	13 28:13	1983/84	332:2
works 39:1	wrong 14:6	42:2 51:12	122:12		1300 46:14	272:2	2017 2:13,15
42:20	72:15 74:10	54:3 56:8	123:14	Z	131 191:4	1990 279:15	2:20 3:12
112:24	144:24	57:6 59:14	125:23	Z 306:20	136 225:4	1992 3:4	3:14 51:12
187:4 188:4	305:9	62:3 70:17	137:5	zero-based	139 190:19	1993 325:12	78:13
188:24		70:18 73:6	150:23	65:7	14 124:20		158:10
189:9 191:4	X	78:9,24	157:20	zero-progra...	14,000 67:21	2	187:1 197:7
191:5	X 306:20	93:16	158:8 165:8	65:20	15 40:6 79:14	2 190:16	277:1
194:12,14	X-amount	103:15,19	165:10	ZIP 145:12	125:2 132:6	264:20	2017-2022
205:23	160:4	121:22	169:8 172:3	145:24	158:8	267:3	2:11
210:22	X-number	122:2	172:12	267:24	188:10	271:15	2021 2:21
214:11,12	247:13	123:13,16	176:17	zone 175:22	190:18,21	319:10	2022 3:14
214:21,23	X-percentage	124:16,17	178:15	175:23	194:22	332:2	21 172:6
260:21	304:23	125:1 126:7	184:6	zones 128:19	195:1	2,194,662	215 1:24 2:24
262:3 263:9		126:17	185:22	174:16,17	279:16	187:14	3:24 4:24
265:11	Y	132:6	190:10	zoning	317:2	2:28 186:11	5:24 6:24
273:5 327:5	Y 306:20	142:24	192:23	203:13	15,000	20 1:6 39:24	7:24 8:24
327:8,9	yank 86:22	154:16,17	214:23		277:23	67:21 184:6	9:24 10:24
workshop	Yard 218:8	163:18	228:8	0	15.8 225:5	255:8	11:24 12:24
217:20	yards 201:22	165:9	246:13	09 128:15	154 279:9	263:12	13:24 14:24
workshops	yeah 8:2 9:9	168:16	247:9 249:4		1563-A 3:5	269:7	15:24 16:24
209:6	41:6 53:4	169:21,22	253:2 255:6	1	15th 152:9	286:11	17:24 18:24
world 20:13	67:6 70:6	170:2,18	258:3	1 6:2 78:11	154:23	20-year 62:24	19:24 20:24
185:9	71:10 75:21	172:6,22,24	259:11	78:11,12	16 124:17	20,000	21:24 22:24
217:10	91:12	179:12	264:22	124:17	195:1 277:7	277:22	23:24 24:24
331:16	113:14	182:10	265:1	161:13	282:9	278:17	25:24 26:24
worn 61:24	130:22	188:9,11	267:21	162:13	305:17	200 6:6 126:6	27:24 28:24
worse 76:20	131:5 132:2	189:2,4,4	288:19	195:12	323:7	167:23	29:24 30:24
worth 22:10	132:20	190:18,21	294:18	198:20,21	16.61 318:18	218:12	31:24 32:24
80:3 129:13	134:24	193:13	297:4 309:6	274:5,6	160 280:7	318:19	33:24 34:24
134:22	135:14	194:22	316:14	1,000 90:10	160170 1:19	319:4	35:24 36:24
191:5 269:7	139:15	195:1	323:7	1.4 169:15,21	2:6,9	200,000	37:24 38:24
worthy 166:4	141:11	210:20	328:20	169:22	160171 1:19	179:9,22	39:24 40:24
wouldn't 17:1	144:11	211:1,2	329:18	1.49 319:8	2:6,12	2000 41:18	41:24 42:24
20:5 27:8	148:10	218:7,9	yeas 128:13	1:17 186:9	160172 1:19	2011 227:18	43:24 44:24
135:10	152:15	220:11,17	yesterday	10 163:16	2:6,14	228:17	45:24 46:24
155:7	160:21	223:6 226:5	10:13 57:23	274:5	160180 1:19	2011/2012	47:24 48:24
184:10	163:9 165:1	252:6 277:1	63:1 142:3	10:00 332:2	2:7,16	80:9	49:24 50:24
259:20	165:20	278:14,19	143:20	10:32 1:6	169 190:20	2013 80:14	51:24 52:24
286:9	166:2 168:9	280:2	266:12	100 6:5	17 4:8 5:20	325:13	53:24 54:24
305:24	168:10	307:20	yield 219:9	252:10	5:22 6:3	2014 80:24	55:24 56:24
326:20	175:15,18	309:2,10	York 17:5,24	318:19,23	160:20	188:11	57:24 58:24
wow 139:14	176:1 177:4	320:8,11,22	268:3	100,000	305:17	2015 188:9	59:24 60:24
181:6	180:16,16	322:11	272:18	194:5	17-1400 43:3	189:3 252:6	61:24 62:24
330:17	181:7,19	323:8	young 111:9	208:15	45:18	285:21	63:24 64:24
	182:9,11			221:11,20		301:24	

Committee Of The Whole
April 20, 2016

65:24 66:24	135:24	188:24	241:24	294:24	310:16	210:24	175:23
67:24 68:24	136:24	189:24	242:24	295:24	26 285:21	365 307:21	274:4
69:24 70:24	137:24	190:24	243:24	296:24	26th 125:12	37,000	286:11
71:24 72:24	138:24	191:24	244:24	297:24	152:10,21	318:24	5,000 277:24
73:24 74:24	139:24	192:24	245:24	298:24	153:15,16	39 190:15	50 138:11
75:24 76:24	140:24	193:24	246:24	299:24	27 144:8,19	390 282:18	153:18
77:24 78:24	141:24	194:24	247:24	300:24	225:1,2	39th 125:12	165:10
79:24 80:24	142:24	195:24	248:24	301:24	28 95:23		187:21
81:24 82:24	143:24	196:24	249:24	302:24	189:4	<u>4</u>	219:1
83:24 84:24	144:24	197:24	250:24	303:24	28.7 144:22	4 92:20 99:10	235:16,18
85:24 86:24	145:24	198:24	251:24	304:24	290 191:5	4,869,720	267:20
87:24 88:24	146:24	199:24	252:24	305:24	2nd 154:23	187:8	268:8
89:24 90:24	147:24	200:24	253:24	306:24	<u>3</u>	4,951,818	500 307:20
91:24 92:24	148:24	201:24	254:24	307:24		187:7	504-4622
93:24 94:24	149:24	202:24	255:24	308:24	3 3:4 6:6	4.6 5:21	1:24 2:24
95:24 96:24	150:24	203:24	256:24	309:24	13:22 95:23	4:51 332:7	3:24 4:24
97:24 98:24	151:24	204:24	257:24	310:24	191:3	40 105:16,22	5:24 6:24
99:24	152:24	205:24	258:24	311:24	195:13	107:19	7:24 8:24
100:24	153:24	206:24	259:24	312:24	224:22	165:10	9:24 10:24
101:24	154:24	207:24	260:24	313:24	318:20	172:5	11:24 12:24
102:24	155:24	208:24	261:24	314:24	3.2 6:1	218:24	13:24 14:24
103:24	156:24	209:24	262:24	315:24	3.9 62:18	219:1	15:24 16:24
104:24	157:24	210:24	263:24	316:24	30 85:9 170:8	235:16,16	17:24 18:24
105:24	158:24	211:24	264:24	317:24	170:19	400 1:5 6:7	19:24 20:24
106:24	159:24	212:24	265:24	318:24	172:5	318:20	21:24 22:24
107:24	160:24	213:24	266:24	319:24	241:12	319:9 332:3	23:24 24:24
108:24	161:24	214:24	267:24	320:24	259:11	42 142:21	25:24 26:24
109:24	162:24	215:24	268:24	321:24	278:5	278:12	27:24 28:24
110:24	163:24	216:24	269:24	322:24	294:24,24	291:23	29:24 30:24
111:24	164:24	217:24	270:24	323:24	30-year 62:24	294:9,19	31:24 32:24
112:24	165:24	218:24	271:24	324:24	30,000 90:4	432,000 6:4	33:24 34:24
113:24	166:24	219:24	272:24	325:24	277:10	44 28:13	35:24 36:24
114:24	167:24	220:24	273:24	326:24	300 231:8	189:5 195:1	37:24 38:24
115:24	168:24	221:24	274:24	327:24	319:7	208:14	39:24 40:24
116:24	169:24	222:24	275:24	328:24	31 277:9	210:22	41:24 42:24
117:24	170:24	223:24	276:24	329:24	311 66:21	221:10	43:24 44:24
118:24	171:24	224:24	277:24	330:24	67:2	45 61:13	45:24 46:24
119:24	172:24	225:24	278:24	331:24	32 190:17	95:23 96:19	47:24 48:24
120:24	173:24	226:24	279:24	332:24	263:12	96:23	49:24 50:24
121:24	174:24	227:24	280:24	333:24	32,000	187:14	51:24 52:24
122:24	175:24	228:24	281:24	22 13:14,17	190:22	190:24	53:24 54:24
123:24	176:24	229:24	282:24	14:8 95:20	271:4,10	279:24	55:24 56:24
124:24	177:24	230:24	283:24	100:10	32,048	45.3 278:11	57:24 58:24
125:24	178:24	231:24	284:24	288:19	187:10	450 281:18	59:24 60:24
126:24	179:24	232:24	285:24	22nd 125:12	33 14:18	4601 138:22	61:24 62:24
127:24	180:24	233:24	286:24	154:20,22	330 325:23	145:1	63:24 64:24
128:24	181:24	234:24	287:24	155:1	326:2	47 187:13	65:24 66:24
129:24	182:24	235:24	288:24	23 279:3	34 64:5	49 190:21	67:24 68:24
130:24	183:24	236:24	289:24	24 289:21	34.6 280:7	4th 156:20	69:24 70:24
131:24	184:24	237:24	290:24	24-hour 19:9	34.93 318:20	161:8	71:24 72:24
132:24	185:24	238:24	291:24	244,000 6:5	35 61:11	<u>5</u>	73:24 74:24
133:24	186:24	239:24	292:24	25 189:2	350 231:9		75:24 76:24
134:24	187:24	240:24	293:24	194:22	35th 125:11	5 43:18	77:24 78:24
					36 189:6	145:21	

Committee Of The Whole
April 20, 2016

79:24 80:24	142:24	195:24	248:24	301:24	60s 157:22,24	294:8
81:24 82:24	143:24	196:24	249:24	302:24	61.14 318:15	860 225:3
83:24 84:24	144:24	197:24	250:24	303:24	61.64 280:4	8th 171:24
85:24 86:24	145:24	198:24	251:24	304:24	62 96:21	175:12,23
87:24 88:24	146:24	199:24	252:24	305:24	268:18	
89:24 90:24	147:24	200:24	253:24	306:24	63 145:11,19	<u>9</u>
91:24 92:24	148:24	201:24	254:24	307:24	264:17	9 13:23 14:8
93:24 94:24	149:24	202:24	255:24	308:24	63,000	14:9 95:23
95:24 96:24	150:24	203:24	256:24	309:24	278:16	9.6 318:19
97:24 98:24	151:24	204:24	257:24	310:24	64 165:12	9.8 319:16
99:24	152:24	205:24	258:24	311:24	6400 163:13	90 292:7
100:24	153:24	206:24	259:24	312:24	165:5,7	9017 285:23
101:24	154:24	207:24	260:24	313:24	65 264:8	925 190:22
102:24	155:24	208:24	261:24	314:24	290:23	95.7 278:6
103:24	156:24	209:24	262:24	315:24	291:3	990 157:5,12
104:24	157:24	210:24	263:24	316:24	66 145:20	157:18,20
105:24	158:24	211:24	264:24	317:24	660 158:22	158:3,5,7
106:24	159:24	212:24	265:24	318:24	68 144:5	158:11
107:24	160:24	213:24	266:24	319:24	188:7	159:2,7,16
108:24	161:24	214:24	267:24	320:24	190:16	160:14
109:24	162:24	215:24	268:24	321:24	193:12	
110:24	163:24	216:24	269:24	322:24	223:9 252:4	
111:24	164:24	217:24	270:24	323:24	252:11	
112:24	165:24	218:24	271:24	324:24	274:11	
113:24	166:24	219:24	272:24	325:24	68.5 144:7,21	
114:24	167:24	220:24	273:24	326:24	69 125:10	
115:24	168:24	221:24	274:24	327:24	<u>7</u>	
116:24	169:24	222:24	275:24	328:24	7 28:14	
117:24	170:24	223:24	276:24	329:24	145:22	
118:24	171:24	224:24	277:24	330:24	70 125:9	
119:24	172:24	225:24	278:24	331:24	132:16	
120:24	173:24	226:24	279:24	332:24	173:9	
121:24	174:24	227:24	280:24	333:24	330:14	
122:24	175:24	228:24	281:24	505,000	71 125:9	
123:24	176:24	229:24	282:24	191:9	75 190:9	
124:24	177:24	230:24	283:24	52nd 64:8	252:10	
125:24	178:24	231:24	284:24	530 225:6	78 13:15	
126:24	179:24	232:24	285:24	54 301:22		
127:24	180:24	233:24	286:24	302:6	<u>8</u>	
128:24	181:24	234:24	287:24	304:20	8 319:18	
129:24	182:24	235:24	288:24	305:15	8,000 6:6	
130:24	183:24	236:24	289:24	56,000 319:5	8.47 318:16	
131:24	184:24	237:24	290:24	59 190:14	8.5 319:21	
132:24	185:24	238:24	291:24	598,000	80 330:16	
133:24	186:24	239:24	292:24	318:22	800 90:10	
134:24	187:24	240:24	293:24	<u>6</u>	224:24	
135:24	188:24	241:24	294:24	6.3 190:23	800,000	
136:24	189:24	242:24	295:24	6.4 319:22	179:23	
137:24	190:24	243:24	296:24	60 172:5	82 267:22	
138:24	191:24	244:24	297:24	187:22	821 280:3	
139:24	192:24	245:24	298:24	191:2	85 124:19	
140:24	193:24	246:24	299:24	235:19	278:10	
141:24	194:24	247:24	300:24	60-year 63:1	291:17	

City of Philadelphia

Recessed Hearing Notice

April 19, 2016

The **Committee of the Whole** of the Council of the City of Philadelphia held a Public Hearing on **Tuesday, April 19, 2016**, and recessed the public hearing until **Wednesday, April 20, 2016 at 10:00 AM**, in **Room 400, City Hall**, to hear further testimony on the following:

- 160170** An Ordinance to adopt a Capital Program for the six Fiscal Years 2017-2022 inclusive.
- 160171** An Ordinance to adopt a Fiscal 2017 Capital Budget.
- 160172** An Ordinance adopting the Operating Budget for Fiscal Year 2017.
- 160180** Resolution providing for the approval by the Council of the City of Philadelphia of a Revised Five Year Financial Plan for the City of Philadelphia covering Fiscal Years 2017 through 2021, and incorporating proposed changes with respect to Fiscal Year 2016, which is to be submitted by the Mayor to the Pennsylvania Intergovernmental Cooperation Authority (the "Authority") pursuant to the Intergovernmental Cooperation Agreement, authorized by an Ordinance of this Council approved by the Mayor on January 3, 1992 (Bill No. 1563-A), by and between the City and the Authority.

Immediately following the public hearing, a meeting of the Committee of the Whole, open to the public, will be held to consider the action to be taken on the above listed items.

Copies of the foregoing items are available in the Office of the Chief Clerk of the Council, Room 402, City Hall.

Michael Decker
Chief Clerk



City of Philadelphia

City Council
Chief Clerk's Office
402 City Hall
Philadelphia, PA 19107

BILL NO. 160172

Introduced March 3, 2016

**Councilmember Henon
for
Council President Clarke**

**Referred to the
Committee of the Whole**

AN ORDINANCE

Adopting the Operating Budget for Fiscal Year 2017.

WHEREAS, The Mayor on March 3, 2016 submitted to Council his operating budget message and his estimate of revenues available for appropriations for Fiscal Year 2017 pursuant to Section 4-101 of the Philadelphia Home Rule Charter; therefore

THE COUNCIL OF THE CITY OF PHILADELPHIA HEREBY ORDAINS:

SECTION 1. The following financial program is hereby adopted for the Fiscal Year 2017 and appropriations are hereby made from the various operating funds to the various offices, departments, boards and commissions as indicated in the following sections:

SECTION 2. Appropriations in the sum of four billion, one hundred sixty-seven million, seven hundred fifty-five thousand (4,167,755,000) dollars are hereby made from the GENERAL FUND, as follows:

2.1 TO THE COUNCIL

Personal Services	\$ 14,309,858
Purchase of Services	1,904,485
Materials, Supplies and Equipment	510,650
Contributions, Indemnities and Taxes	100
Payments to Other Funds	100
Advances and Other Miscellaneous Payments	<u>100</u>

City of Philadelphia

BILL NO. 160172 continued

Total\$ 16,725,293

2.2 TO THE MAYOR – OFFICE OF THE INSPECTOR GENERAL

Personal Services\$ 1,390,611

Purchase of Services272,975

Materials, Supplies and Equipment5,225

Total\$ 1,668,811

2.3 TO THE MAYOR

Personal Services\$ 3,410,559

Purchase of Services796,336

Materials, Supplies and Equipment54,245

Total\$ 4,261,140

2.4 TO THE MAYOR – SCHOLARSHIPS

Contributions, Indemnities and Taxes\$ 200,000

Total\$ 200,000

2.5 TO THE MAYOR – OFFICE OF LABOR

Personal Services\$ 982,792

Purchase of Services5,277

Materials, Supplies and Equipment8,160

Total\$ 996,229

2.6 TO THE MAYOR – OFFICE OF INNOVATION AND TECHNOLOGY

Personal Services\$ 20,884,763

Purchase of Services52,318,443

Materials, Supplies and Equipment10,359,058

Total\$ 83,562,264

City of Philadelphia

BILL NO. 160172 continued

2.7 TO THE MAYOR – OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Purchase of Services\$ 2,865,000
Total\$ 2,865,000

2.8 TO THE MAYOR – OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY – MURAL ARTS PROGRAM

Personal Services\$ 490,401
Purchase of Services1,125,615
Total\$ 1,616,016

2.9 TO THE MAYOR – OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY

Personal Services\$ 90,000
Purchase of Services\$ 605,000
Total\$ 695,000

2.10 TO THE MAYOR – OFFICE OF COMMUNITY SCHOOLS AND UNIVERSAL PRE-K

Personal Services\$ 1,302,500
Purchase of Services27,750,000
Materials, Supplies and Equipment400,000
Contributions, Indemnities and Taxes250,000
Total\$ 29,702,500

2.11 TO THE MAYOR – OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Personal Services\$ 3,092,731
Purchase of Services1,521,049
Materials, Supplies and Equipment15,665
Total\$ 4,629,445

City of Philadelphia

BILL NO. 160172 continued

2.12 TO THE MAYOR – OFFICE OF PLANNING AND DEVELOPMENT

Personal Services	\$ 416,000
Purchase of Services	40,000
Materials, Supplies and Equipment	60,000
Contributions, Indemnities and Taxes	<u>500,000</u>
Total	\$ 1,016,000

2.13 TO THE MANAGING DIRECTOR

Personal Services	\$ 18,710,832
Purchase of Services	18,920,901
Materials, Supplies and Equipment	<u>665,279</u>
Total	\$ 38,297,012

2.14 TO THE MANAGING DIRECTOR – LEGAL SERVICES

Purchase of Services	\$ <u>44,695,131</u>
Total	\$ 44,695,131

2.15 TO THE MANAGING DIRECTOR – OFFICE OF FLEET MANAGEMENT

Personal Services	\$ 16,613,280
Purchase of Services	5,104,396
Materials, Supplies and Equipment	<u>26,463,211</u>
Total	\$ 48,180,887

2.16 TO THE MANAGING DIRECTOR – OFFICE OF FLEET MANAGEMENT – VEHICLE PURCHASE

Purchase of Services	\$ 4,500,000
Materials, Supplies and Equipment	<u>8,465,000</u>
Total	\$ 12,965,000

2.17 TO THE POLICE DEPARTMENT

City of Philadelphia

BILL NO. 160172 continued

Personal Services	\$ 629,443,111
Purchase of Services	7,462,807
Materials, Supplies and Equipment	<u>13,270,952</u>
Total	\$ 650,176,870

2.18 TO THE DEPARTMENT OF STREETS

Personal Services	\$ 22,414,754
Purchase of Services	8,426,338
Materials, Supplies and Equipment	2,201,750
Contributions, Indemnities and Taxes	<u>5,000</u>
Total	\$ 33,047,842

2.19 TO THE DEPARTMENT OF STREETS – SANITATION DIVISION

Personal Services	\$ 50,292,850
Purchase of Services	40,563,117
Materials, Supplies and Equipment	1,608,212
Contributions, Indemnities and Taxes	<u>48,171</u>
Total	\$ 92,512,350

2.20 TO THE FIRE DEPARTMENT

Personal Services	\$ 201,369,162
Purchase of Services	5,375,153
Materials, Supplies and Equipment	7,421,014
Payments to Other Funds	<u>7,647,000</u>
Total	\$ 221,812,329

2.21 TO THE DEPARTMENT OF PUBLIC HEALTH

Personal Services	\$ 50,960,468
Purchase of Services	66,382,802
Materials, Supplies and Equipment	5,490,768
Payments to Other Funds	<u>500,000</u>
Total	\$ 123,334,038

City of Philadelphia

BILL NO. 160172 continued

2.22 TO THE DEPARTMENT OF PUBLIC HEALTH – OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY

Personal Services	\$ 1,010,566
Purchase of Services	<u>12,875,510</u>
Total	\$ 13,886,076

2.23 TO THE DEPARTMENT OF PARKS AND RECREATION

Personal Services	\$ 43,386,251
Purchase of Services	9,294,525
Materials, Supplies and Equipment	2,673,805
Contributions, Indemnities and Taxes	<u>2,314,500</u>
Total	\$ 57,669,081

2.24 TO THE MAYOR – OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY – ART MUSEUM SUBSIDY

Contributions, Indemnities and Taxes	\$ <u>2,550,000</u>
Total	\$ 2,550,000

2.25 TO THE MAYOR – OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY – BOARD OF TRUSTEES OF ATWATER KENT MUSEUM

Personal Services	\$ 244,817
Contributions, Indemnities and Taxes	<u>50,000</u>
Total	\$ 294,817

2.26 TO THE DEPARTMENT OF PUBLIC PROPERTY

Personal Services	\$ 8,318,847
Purchase of Services	28,122,008
Materials, Supplies and Equipment	1,338,535
Payments to Other Funds	<u>23,916,920</u>
Total	\$ 61,696,310

City of Philadelphia

BILL NO. 160172 continued

2.27 TO THE DEPARTMENT OF PUBLIC PROPERTY – CITY SUBSIDY FOR SEPTA

Purchase of Services	\$ <u>79,720,000</u>
Total	\$ 79,720,000

2.28 TO THE DEPARTMENT OF PUBLIC PROPERTY – UTILITIES

Purchase of Services	\$ <u>30,656,047</u>
Total	\$ 30,656,047

2.29 TO THE DEPARTMENT OF PUBLIC PROPERTY – SPACE RENTALS

Purchase of Services	\$ <u>20,875,402</u>
Total	\$ 20,875,402

2.30 TO THE DEPARTMENT OF HUMAN SERVICES

Personal Services	\$ 23,454,344
Purchase of Services	78,896,204
Materials, Supplies and Equipment	<u>868,952</u>
Total	\$ 103,219,500

2.31 TO THE DEPARTMENT OF PRISONS

Personal Services	\$ 147,301,168
Purchase of Services	105,455,001
Materials, Supplies and Equipment	4,773,744
Contributions, Indemnities and Taxes	<u>1,301,757</u>
Total	\$ 258,831,670

2.32 TO THE DEPARTMENT OF HUMAN SERVICES – OFFICE OF SUPPORTIVE HOUSING

Personal Services	\$ 8,636,443
Purchase of Services	37,044,215

City of Philadelphia

BILL NO. 160172 continued

Materials, Supplies and Equipment	344,127
Contributions, Indemnities and Taxes	<u>32,421</u>
Total	\$ 46,057,206

2.33 TO THE DEPARTMENT OF LICENSES AND INSPECTIONS

Personal Services	\$ 21,594,751
Purchase of Services	10,730,904
Materials, Supplies and Equipment	<u>1,286,464</u>
Total	\$ 33,612,119

2.34 TO THE DEPARTMENT OF LICENSES AND INSPECTIONS – BOARD OF LICENSE AND INSPECTION REVIEW

Personal Services	\$ 159,201
Purchase of Services	<u>10,436</u>
Total	\$ 169,637

2.35 TO THE DEPARTMENT OF LICENSES AND INSPECTIONS – BOARD OF BUILDING STANDARDS

Personal Services	\$ <u>75,419</u>
Total	\$ 75,419

2.36 TO THE DEPARTMENT OF LICENSES AND INSPECTIONS – ZONING BOARD OF ADJUSTMENT

Personal Services	\$ 337,749
Purchase of Services	<u>34,541</u>
Total	\$ 372,290

2.37 TO THE DEPARTMENT OF RECORDS

Personal Services	\$ 3,083,221
Purchase of Services	1,538,779
Materials, Supplies and Equipment	143,758
Contributions, Indemnities and Taxes	<u>1,456</u>

City of Philadelphia

BILL NO. 160172 continued

Total\$ 4,767,214

2.38 TO THE DEPARTMENT OF PUBLIC PROPERTY – PHILADELPHIA
HISTORICAL COMMISSION

Personal Services\$ 429,943

Purchase of Services980

Materials, Supplies and Equipment809

Total\$ 431,732

2.39 TO THE DIRECTOR OF FINANCE

Personal Services\$ 6,911,556

Purchase of Services3,029,912

Materials, Supplies and Equipment103,109

Contributions, Indemnities and Taxes2,350,000

Total\$ 12,394,577

2.40 TO THE DIRECTOR OF FINANCE – FRINGE BENEFITS

Personal Services-Employee Benefits\$ 1,229,284,926

Total\$ 1,229,284,926

2.41 TO THE DIRECTOR OF FINANCE – COMMUNITY COLLEGE OF
PHILADELPHIA

Contributions, Indemnities and Taxes\$ 28,909,207

Total\$ 28,909,207

2.42 TO THE DIRECTOR OF FINANCE – HERO AWARD

Contributions, Indemnities and Taxes\$ 25,000

Total\$ 25,000

2.43 TO THE DIRECTOR OF FINANCE – REFUNDS

City of Philadelphia

BILL NO. 160172 continued

Contributions, Indemnities and Taxes\$ 250,000

Total\$ 250,000

2.44 TO THE DIRECTOR OF FINANCE – INDEMNITIES

Contributions, Indemnities and Taxes\$ 40,675,000

Total\$ 40,675,000

2.45 TO THE DIRECTOR OF FINANCE – WITNESS FEES

Purchase of Services\$ 171,518

Total\$ 171,518

2.46 TO THE DIRECTOR OF FINANCE – CONTRIBUTION TO SCHOOL DISTRICT

Contributions, Indemnities and Taxes\$ 104,263,617

Total\$ 104,263,617

2.47 TO THE DEPARTMENT OF REVENUE

Personal Services\$ 22,142,214

Purchase of Services7,038,149

Materials, Supplies and Equipment1,023,476

Total\$ 30,203,839

2.48 TO THE DEPARTMENT OF REVENUE – SINKING FUND COMMISSION

Purchase of Services\$ 123,639,615

Debt Service153,950,119

Total\$ 277,589,734

2.49 TO THE PROCUREMENT DEPARTMENT

Personal Services\$ 2,504,399

City of Philadelphia

BILL NO. 160172 continued

Purchase of Services2,316,267
Materials, Supplies and Equipment49,054
Total\$ 4,869,720

2.50 TO THE CITY TREASURER

Personal Services\$ 1,040,058
Purchase of Services118,444
Materials, Supplies and Equipment22,224
Total\$ 1,180,726

2.51 TO THE CITY REPRESENTATIVE

Personal Services\$ 474,381
Purchase of Services481,730
Materials, Supplies and Equipment54,000
Total\$ 1,010,111

2.52 TO THE DIRECTOR OF COMMERCE

Personal Services\$ 2,374,990
Purchase of Services1,775,481
Materials, Supplies and Equipment26,654
Contributions, Indemnities and Taxes500,000
Total\$ 4,677,125

2.53 TO THE DIRECTOR OF COMMERCE – ECONOMIC STIMULUS

Purchase of Services\$ 3,294,448
Total\$ 3,294,448

2.54 TO THE DIRECTOR OF COMMERCE – CONVENTION CENTER SUBSIDY

Purchase of Services\$ 15,000,000
Total\$ 15,000,000

City of Philadelphia

BILL NO. 160172 continued

2.55 TO THE MAYOR – OFFICE OF ARTS AND CULTURE AND THE CREATIVE ECONOMY

Personal Services	\$ 312,767
Purchase of Services	482,400
Materials, Supplies and Equipment	7,000
Contributions, Indemnities and Taxes	<u>3,370,688</u>
Total	\$ 4,172,855

2.56 TO THE LAW DEPARTMENT

Personal Services	\$ 7,934,005
Purchase of Services	8,410,034
Materials, Supplies and Equipment	<u>248,676</u>
Total	\$ 16,592,715

2.57 TO THE BOARD OF ETHICS

Personal Services	\$ 961,403
Purchase of Services	96,000
Materials, Supplies and Equipment	<u>14,000</u>
Total	\$ 1,071,403

2.58 TO THE OFFICE OF SUSTAINABILITY

Personal Services	\$ 537,979
Purchase of Services	279,508
Materials, Supplies and Equipment	<u>17,840</u>
Total	\$ 835,327

2.59 TO THE CITY PLANNING COMMISSION

Personal Services	\$ 2,369,484
Purchase of Services	129,592
Materials, Supplies and Equipment	<u>40,652</u>
Total	\$ 2,539,728

City of Philadelphia

BILL NO. 160172 continued

2.60 TO THE BOARD OF TRUSTEES OF THE FREE LIBRARY OF PHILADELPHIA

Personal Services	\$ 35,454,254
Purchase of Services	2,324,077
Materials, Supplies and Equipment	<u>2,302,659</u>
Total	\$ 40,080,990

2.61 TO THE COMMISSION ON HUMAN RELATIONS

Personal Services	\$ 2,142,519
Purchase of Services	34,657
Materials, Supplies and Equipment	<u>13,031</u>
Total	\$ 2,190,207

2.62 TO THE CIVIL SERVICE COMMISSION

Personal Services	\$ 148,882
Purchase of Services	29,500
Materials, Supplies and Equipment	1,094
Advances and Other Miscellaneous Payments	<u>10,000,000</u>
Total	\$ 10,179,476

2.63 TO THE OFFICE OF HUMAN RESOURCES

Personal Services	\$ 5,403,578
Purchase of Services	802,070
Materials, Supplies and Equipment	<u>69,932</u>
Total	\$ 6,275,580

2.64 TO THE OFFICE OF PROPERTY ASSESSMENT

Personal Services	\$ 10,434,139
Purchase of Services	1,578,126
Materials, Supplies and Equipment	<u>782,600</u>
Total	\$ 12,794,865

City of Philadelphia

BILL NO. 160172 continued

2.65 TO THE AUDITING DEPARTMENT

Personal Services	\$ 7,909,512
Purchase of Services	497,450
Materials, Supplies and Equipment	<u>25,000</u>
Total	\$ 8,431,962

2.66 TO THE BOARD OF REVISION OF TAXES

Personal Services	\$ 819,627
Purchase of Services	20,200
Materials, Supplies and Equipment	<u>15,727</u>
Total	\$ 855,554

2.67 TO THE REGISTER OF WILLS

Personal Services	\$ 3,563,499
Purchase of Services	75,486
Materials, Supplies and Equipment	<u>33,210</u>
Total	\$ 3,672,195

2.68 TO THE DISTRICT ATTORNEY

Personal Services	\$ 33,303,525
Purchase of Services	2,467,172
Materials, Supplies and Equipment	<u>525,021</u>
Total	\$ 36,295,718

2.69 TO THE SHERIFF

Personal Services	\$ 19,008,101
Purchase of Services	715,267
Materials, Supplies and Equipment	<u>418,907</u>
Total	\$ 20,142,275

2.70 TO THE CITY COMMISSIONERS

City of Philadelphia

BILL NO. 160172 continued

Personal Services	\$ 5,638,818
Purchase of Services	3,497,350
Materials, Supplies and Equipment	<u>541,617</u>
Total	\$ 9,677,785

2.71 TO THE FIRST JUDICIAL DISTRICT OF PENNSYLVANIA

Personal Services	\$ 97,254,698
Purchase of Services	10,656,574
Materials, Supplies and Equipment	<u>2,391,868</u>
Total	\$ 110,303,140

SECTION 3. Appropriations in the sum of seven hundred sixty-nine million, one hundred eighty-five thousand (769,185,000) dollars are hereby made from the WATER FUND, as follows:

3.1 TO THE MAYOR – OFFICE OF INNOVATION AND TECHNOLOGY

Personal Services	\$ 6,316,852
Purchase of Services	14,050,511
Materials, Supplies and Equipment	<u>2,045,628</u>
Total	\$ 22,412,991

3.2 TO THE MANAGING DIRECTOR

Personal Services	\$ <u>138,550</u>
Total	\$ 138,550

3.3 TO THE MANAGING DIRECTOR – OFFICE OF FLEET MANAGEMENT

Personal Services	\$ 2,969,317
Purchase of Services	1,489,000
Materials, Supplies and Equipment	<u>4,274,640</u>
Total	\$ 8,732,957

City of Philadelphia

BILL NO. 160172 continued

3.4 TO THE DEPARTMENT OF PUBLIC PROPERTY

Purchase of Services	\$ <u>4,042,633</u>
Total	\$ 4,042,633

3.5 TO THE WATER DEPARTMENT

Personal Services	\$ 107,808,919
Purchase of Services	160,565,792
Materials, Supplies and Equipment	48,537,569
Contributions, Indemnities and Taxes	501,000
Payments to Other Funds	<u>66,700,000</u>
Total	\$ 384,113,280

3.6 TO THE DIRECTOR OF FINANCE – FRINGE BENEFITS

Personal Services-Employee Benefits	\$ <u>113,965,262</u>
Total	\$ 113,965,262

3.7 TO THE DIRECTOR OF FINANCE – INDEMNITIES

Contributions, Indemnities and Taxes	\$ <u>6,500,000</u>
Total	\$ 6,500,000

3.8 TO THE DEPARTMENT OF REVENUE

Personal Services	\$ 11,979,473
Purchase of Services	5,072,174
Materials, Supplies and Equipment	1,434,199
Contributions, Indemnities and Taxes	<u>5,000</u>
Total	\$ 18,490,846

3.9 TO THE DEPARTMENT OF REVENUE – SINKING FUND COMMISSION

Debt Service	\$ <u>207,371,679</u>
--------------------	-----------------------

City of Philadelphia

BILL NO. 160172 continued

Total\$ 207,371,679

3.10 TO THE PROCUREMENT DEPARTMENT

Personal Services\$ 82,098

Total\$ 82,098

3.11 TO THE LAW DEPARTMENT

Personal Services\$ 2,506,206

Purchase of Services691,614

Materials, Supplies and Equipment43,010

Total\$ 3,240,830

3.12 TO THE OFFICE OF SUSTAINABILITY

Personal Services\$ 63,874

Purchase of Services30,000

Total\$ 93,874

SECTION 4. Appropriations in the sum of thirty-four million, seven hundred twenty-four thousand (34,724,000) dollars are hereby made from the WATER RESIDUAL FUND, as follows:

4.1 TO THE WATER DEPARTMENT

Payments to Other Funds\$ 34,724,000

Total\$ 34,724,000

SECTION 5. Appropriations in the sum of four million, five hundred thousand (4,500,000) dollars are hereby made from the COUNTY LIQUID FUELS TAX FUND, as follows:

5.1 TO THE DEPARTMENT OF STREETS

Personal Services\$ 3,734,000

Purchase of Services747,330

Payments to Other Funds18,670

City of Philadelphia

BILL NO. 160172 continued

Total\$ 4,500,000

SECTION 6. Appropriations in the sum of thirty-four million, seven hundred seventy thousand (34,770,000) dollars are hereby made from the SPECIAL GASOLINE TAX FUND, as follows:

6.1 TO THE DEPARTMENT OF STREETS

Personal Services\$ 4,057,500
Purchase of Services16,590,335
Materials, Supplies and Equipment13,102,165
Payments to Other Funds20,000

Total\$ 33,770,000

6.2 TO THE DIRECTOR OF FINANCE – FRINGE BENEFITS

Personal Services-Employee Benefits\$ 1,000,000

Total\$ 1,000,000

SECTION 7. Appropriations in the sum of one billion, three hundred two million, (1,302,000,000) dollars are hereby made from the HEALTHCHOICES BEHAVIORAL HEALTH REVENUE FUND, as follows:

7.1 TO THE DEPARTMENT OF PUBLIC HEALTH – OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY

Purchase of Services\$ 1,300,350,000
Materials, Supplies and Equipment50,000
Payments to Other Funds1,600,000

Total\$ 1,302,000,000

SECTION 8. Appropriations in the sum of sixty-three million, nine hundred fifty-four thousand (63,954,000) dollars are hereby made from the HOTEL ROOM RENTAL TAX FUND, as follows:

8.1 TO THE DIRECTOR OF COMMERCE

Contributions, Indemnities and Taxes\$ 63,954,000

City of Philadelphia

BILL NO. 160172 continued

Total\$ 63,954,000

SECTION 9. Appropriations in the sum of one billion, five hundred forty-one million, four hundred twenty-seven thousand (1,541,427,000) dollars are hereby made from the GRANTS REVENUE FUND, as follows:

9.1 TO THE MAYOR

Personal Services\$ 948,946
Personal Services-Employee Benefits72,595
Purchase of Services8,929
Materials, Supplies and Equipment5,120

Total\$ 1,035,590

9.2 TO THE MAYOR – OFFICE OF INNOVATION AND TECHNOLOGY

Personal Services\$ 605,300
Purchase of Services834,939
Materials, Supplies and Equipment10,450
Payments to Other Funds43,005,648

Total\$ 44,456,337

9.3 TO THE MAYOR – OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Purchase of Services\$ 116,180,000

Total\$ 116,180,000

9.4 TO THE MAYOR – OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY

Personal Services\$ 2,600,554
Personal Services-Employee Benefits502,358
Purchase of Services12,979,913
Materials, Supplies and Equipment58,465

Total\$ 16,141,290

9.5 TO THE OFFICE OF SUSTAINABILITY

City of Philadelphia

BILL NO. 160172 continued

Personal Services	<u>40,000</u>
Total	\$ 40,000

9.6 TO THE MANAGING DIRECTOR

Personal Services	\$ 2,518,877
Purchase of Services	5,862,479
Materials, Supplies and Equipment	<u>242,926</u>
Total	\$ 8,624,282

9.7 TO THE POLICE DEPARTMENT

Personal Services	\$ 5,462,896
Personal Services-Employee Benefits	730,910
Purchase of Services	3,832,048
Materials, Supplies and Equipment	<u>10,889,084</u>
Total	\$ 20,914,938

9.8 TO THE DEPARTMENT OF STREETS

Personal Services	\$ 1,035,000
Purchase of Services	19,111,000
Materials, Supplies and Equipment	<u>4,604,000</u>
Total	\$ 24,750,000

9.9 TO THE FIRE DEPARTMENT

Personal Services	\$ 12,006,223
Personal Services-Employee Benefits	3,578,224
Purchase of Services	6,300,019
Materials, Supplies and Equipment	<u>934,732</u>
Total	\$ 22,819,198

9.10 TO THE DEPARTMENT OF PUBLIC HEALTH

Personal Services	\$ 11,209,498
-------------------------	---------------

City of Philadelphia

BILL NO. 160172 continued

Personal Services-Employee Benefits	4,262,956
Purchase of Services	65,216,029
Materials, Supplies and Equipment	2,229,209
Payments to Other Funds	<u>771,376</u>

Total\$ 83,689,068

9.11 TO THE DEPARTMENT OF PUBLIC HEALTH – OFFICE OF BEHAVIORAL HEALTH AND INTELLECTUAL DISABILITY

Personal Services	\$ 15,819,174
Personal Services-Employee Benefits	8,116,205
Purchase of Services	237,182,673
Materials, Supplies and Equipment	290,000
Payments to Other Funds	<u>79,010</u>

Total\$ 261,487,062

9.12 TO THE DEPARTMENT OF PARKS AND RECREATION

Personal Services	\$ 3,143,901
Personal Services-Employee Benefits	520,298
Purchase of Services	1,627,045
Materials, Supplies and Equipment	6,846,240
Contributions, Indemnities and Taxes	<u>100,000</u>

Total\$ 12,237,484

9.13 TO THE DEPARTMENT OF HUMAN SERVICES

Personal Services	\$ 83,576,415
Personal Services-Employee Benefits	36,402,511
Purchase of Services	446,146,244
Materials, Supplies and Equipment	<u>1,833,876</u>

Total\$ 567,959,046

9.14 TO THE DEPARTMENT OF PRISONS

Purchase of Services	\$ <u>30,000</u>
----------------------------	------------------

Total\$ 30,000

City of Philadelphia

BILL NO. 160172 continued

9.15 TO THE DEPARTMENT OF HUMAN SERVICES – OFFICE OF SUPPORTIVE HOUSING

Personal Services	\$ 610,701
Purchase of Services	45,842,016
Materials, Supplies and Equipment	<u>1,000,000</u>
Total	\$ 47,452,717

9.16 TO THE DEPARTMENT OF LICENSES AND INSPECTIONS

Purchase of Services	\$ <u>4,500,000</u>
Total	\$ 4,500,000

9.17 TO THE DIRECTOR OF FINANCE – PROVISION FOR OTHER GRANTS

Advances and Other Miscellaneous Payment.....	\$ <u>203,800,585</u>
Total	\$ 203,800,585

9.18 TO THE DEPARTMENT OF REVENUE

Purchase of Services	\$ <u>21,425,000</u>
Total	\$ 21,425,000

9.19 TO THE DIRECTOR OF COMMERCE

Personal Services	\$ 49,814
Purchase of Services	<u>10,292,701</u>
Total	\$ 10,342,515

9.20 TO THE CITY PLANNING COMMISSION

Personal Services	\$ 98,220
Personal Services-Employee Benefits	24,984
Purchase of Services	355,144
Payments to Other Funds	<u>400</u>

City of Philadelphia

BILL NO. 160172 continued

Total	\$ 478,748
9.21 TO THE BOARD OF TRUSTEES OF THE FREE LIBRARY OF PHILADELPHIA	
Personal Services	\$ 955,527
Personal Services-Employee Benefits	197,434
Purchase of Services	3,739,590
Materials, Supplies and Equipment	<u>3,378,378</u>
Total	\$ 8,270,929
9.22 TO THE AUDITING DEPARTMENT	
Materials, Supplies and Equipment	\$ <u>249,999</u>
Total	\$ 249,999
9.23 TO THE DISTRICT ATTORNEY	
Personal Services	\$ 14,404,628
Personal Services-Employee Benefits	545,000
Purchase of Services	1,020,850
Materials, Supplies and Equipment	<u>61,550</u>
Total	\$ 16,032,028
9.24 TO THE CITY COMMISSIONERS	
Personal Services	\$ 100,000
Purchase of Services	600,000
Materials, Supplies and Equipment	<u>200,000</u>
Total	\$ 900,000
9.25 TO THE FIRST JUDICIAL DISTRICT OF PENNSYLVANIA	
Personal Services	\$ 27,347,710
Personal Services-Employee Benefits	14,321,479
Purchase of Services	5,404,400
Materials, Supplies and Equipment	<u>536,595</u>

City of Philadelphia

BILL NO. 160172 continued

Total\$ 47,610,184

SECTION 10. Appropriations in the sum of four hundred sixty-eight million, eight hundred seventy-two thousand (468,872,000) dollars are hereby made from the AVIATION FUND, as follows:

10.1 TO THE MAYOR – OFFICE OF INNOVATION AND TECHNOLOGY

Personal Services\$ 257,908
Purchase of Services9,024,238
Materials, Supplies and Equipment720,000

Total\$ 10,002,146

10.2 TO THE OFFICE SUSTAINABILITY

Personal Services\$ 63,873
Purchase of Services30,000

Total\$ 93,873

10.3 TO THE MANAGING DIRECTOR – OFFICE OF FLEET MANAGEMENT

Personal Services\$ 1,364,188
Purchase of Services588,000
Materials, Supplies and Equipment1,493,000

Total\$ 3,445,188

10.4 TO THE MANAGING DIRECTOR – OFFICE OF FLEET MANAGEMENT-VEHICLE PURCHASE

Materials, Supplies and Equipment\$ 4,800,000

Total\$ 4,800,000

10.5 TO THE POLICE DEPARTMENT

Personal Services\$ 15,666,636
Purchase of Services77,500

City of Philadelphia

BILL NO. 160172 continued

Materials, Supplies and Equipment93,000

Total\$ 15,837,136

10.6 TO THE FIRE DEPARTMENT

Personal Services\$ 6,563,366

Purchase of Services15,000

Materials, Supplies and Equipment125,000

Payments to Other Funds23,000

Total\$ 6,726,366

10.7 TO THE DEPARTMENT OF PUBLIC PROPERTY – UTILITIES

Purchase of Services\$ 26,900,000

Total\$ 26,900,000

10.8 TO THE DIRECTOR OF FINANCE

Purchase of Services\$ 4,146,000

Total\$ 4,146,000

10.9 TO THE DIRECTOR OF FINANCE – FRINGE BENEFITS

Personal Services-Employee Benefits\$ 59,194,271

Total\$ 59,194,271

10.10 TO THE DIRECTOR OF FINANCE – INDEMNITIES

Contributions, Indemnities and Taxes\$ 2,512,000

Total\$ 2,512,000

10.11 TO THE DEPARTMENT OF REVENUE – SINKING FUND COMMISSION

Debt Service\$ 139,626,331

City of Philadelphia

BILL NO. 160172 continued

Total\$ 139,626,331

10.12 TO THE DIRECTOR OF COMMERCE

Personal Services\$ 47,716,649
Purchase of Services103,125,441
Materials, Supplies and Equipment13,896,000
Contributions, Indemnities and Taxes4,205,000
Payments to Other Funds24,625,000

Total\$ 193,568,090

10.13 TO THE LAW DEPARTMENT

Personal Services\$ 1,563,803
Purchase of Services432,439
Materials, Supplies and Equipment24,357

Total\$ 2,020,599

SECTION 11. Appropriations in the sum of ninety-two million, eight hundred four thousand (92,804,000) dollars are hereby made from the COMMUNITY DEVELOPMENT FUND, as follows:

11.1 TO THE MAYOR – OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Personal Services\$ 4,395,140
Purchase of Services56,430,419
Materials, Supplies and Equipment271,000
Payments to Other Funds25,000

Total\$ 61,121,559

11.2 TO THE DEPARTMENT OF LICENSES AND INSPECTIONS

Personal Services\$ 514,818

Total\$ 514,818

11.3 TO THE DIRECTOR OF FINANCE-FRINGE BENEFITS

City of Philadelphia

BILL NO. 160172 continued

Personal Services-Employee Benefits\$ 4,082,031
Total\$ 4,082,031

11.4 TO THE DIRECTOR OF FINANCE – COMMUNITY
DEVELOPMENT BLOCK GRANT – TO BE ALLOCATED

Advances and Other Miscellaneous Payment.....\$ 20,000,000
Total\$ 20,000,000

11.5 TO THE DIRECTOR OF COMMERCE

Personal Services\$ 935,454
Purchase of Services5,707,501
Materials, Supplies and Equipment8,000
Total\$ 6,650,955

11.6 TO THE LAW DEPARTMENT

Personal Services\$ 154,637
Total\$ 154,637

11.7 TO THE CITY PLANNING COMMISSION

Personal Services\$ 280,000
Total\$ 280,000

SECTION 12. Appropriations in the sum of six million (6,000,000) dollars are hereby made from the CAR RENTAL TAX FUND, as follows:

12.1 TO THE DEPARTMENT OF REVENUE – SINKING FUND
COMMISSION

Purchase of Services\$ 6,000,000
Total\$ 6,000,000

City of Philadelphia

BILL NO. 160172 continued

SECTION 13. There is hereby authorized nine million, nine hundred eight thousand (9,908,000) dollars to be paid from the MUNICIPAL PENSION FUND, the recurring costs of administering the functional activities of the Board of Pensions and Retirement. The Director of Finance is authorized to transfer these costs to the appropriate funds based on the appropriate allocation plan, as he/she shall determine:

13.1 TO THE BOARD OF PENSIONS AND RETIREMENT

Personal Services	\$ 3,750,000
Personal Services-Employee Benefits	3,420,000
Purchase of Services	2,475,000
Materials, Supplies and Equipment	138,000
Payments to Other Funds	<u>125,000</u>
Total	\$ 9,908,000

SECTION 14. Appropriations in the sum of twenty-three million, five hundred thousand (23,500,000) dollars are hereby made from the HOUSING TRUST FUND, as follows:

14.1 TO THE MAYOR – OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Personal Services	\$ 1,250,000
Purchase of Services	<u>22,250,000</u>
Total	\$ 23,500,000

SECTION 15. Appropriations in the sum of one hundred sixty million, one hundred thirty-six thousand (160,136,000) dollars are hereby made from the ACUTE CARE HOSPITAL FUND, as follows:

15.1 TO THE DEPARTMENT OF PUBLIC HEALTH

Personal Services	\$ 3,992,653
Purchase of Services	5,174,083
Materials, Supplies and Equipment	81,000
Payments to Other Funds	<u>1,500,000</u>
Total	\$ 10,747,736

15.2 TO THE DEPARTMENT OF PUBLIC HEALTH – STATE PAYMENT

City of Philadelphia

BILL NO. 160172 continued

Purchase of Services\$ 149,000,000
Total\$ 149,000,000

15.3 TO THE DIRECTOR OF FINANCE

Personal Services\$ 75,000
Total\$ 75,000

15.4 TO THE DIRECTOR OF FINANCE – FRINGE BENEFITS

Personal Services-Employee Benefits\$ 268,264
Total\$ 268,264

15.5 TO THE DEPARTMENT OF REVENUE

Personal Services\$ 30,000
Materials, Supplies and Equipment15,000
Total\$ 45,000

SECTION 16. General Provisions.

(1) The sums herein appropriated under Items 2.44, 3.7, and 10.10 “To the Director of Finance-Indemnities” shall be used for the purpose of settling claims against the City. Payments therefore shall be made by the Director of Finance only upon the authorization of the City Solicitor or his/her designated representative for this purpose.

(2) If any function is transferred from one office, department, board or commission to another office, department, board or commission, the Director of Finance may not, without Council approval by ordinance, transfer to the successor office, department, board or commission those portions of the appropriations which appertain to the function transferred.

(3) Whenever, pursuant to the provisions of Section 8-401 of the Philadelphia Home Rule Charter, employees of any office, department, board or commission are used by another office, department, board or commission, the compensation of such employees for the period of such use may, at the discretion of the Director of Finance, be charged against the applicable appropriations to the using office, department, board or

City of Philadelphia

BILL NO. 160172 continued

commission. The Director of Finance shall notify the President of Council, the Chief Clerk of Council and the Chair of the Appropriations Committee at least two (2) days prior to making any such charge against appropriations.

(4) In respect to any grant received by the City under Sections 5, 6, 7 or 9 of this Ordinance, the Director of Finance may, upon written authorization by the grantor transfer non-City funds between and among classes. The authorizations for such transfers shall be transmitted by the Director of Finance to the Clerk of Council within two (2) working days of any such transfer, along with a statement explaining the reason for such transfer. Transfers between and among departments respecting grants of two hundred fifty thousand (250,000) dollars or greater shall not be made except with the prior approval of the Council by resolution or ordinance. Approval shall not be granted to any such transfer request submitted to Council unless it is accompanied by a copy of the grant proposal (and, if received, the grant award) which has caused the transfer request to be made. Transfers between and among departments respecting grants of less than two hundred fifty thousand (250,000) dollars shall be made upon written authorization of the Director of Finance; provided however, that such authorization, along with a full description of the grant affected is transmitted to the President of Council at least two (2) days before the effective date of such authorization.

In respect to funds from the Department of Housing and Urban Development's Community Development Block Grant (CDBG) appropriated under Section 11 of this Ordinance, the limitations set forth in the provisions of Chapter 21-1100 of The Philadelphia Code shall govern any transfer of CDBG funds between and among classes, departments and elements (grants).

(5) In respect to the appropriation made in Item 11.4 of this Ordinance "To the Director of Finance-Community Development Block Grant-To be Allocated", the sums shall not be construed as being available for commitment prior to the adoption of any ordinance appropriating moneys to be made available by the Department of Housing and Urban Development for the Fiscal Year 2016.

(6) The Director of Finance may make adjustments for obligations incurred in Fiscal Year 2016 and prior years. These may be made out of the appropriations therefore to the respective offices, departments, boards, commissions and agencies for Fiscal Year 2017. Within one week of taking any action authorized by this subsection (6), the Director of Finance shall provide written notice to the President and all members of the Council, with a copy to the Chief Clerk of Council, detailing such action.

(7) Except as otherwise provided by this Ordinance, special funds heretofore established pursuant to ordinance or statute, shall continue to be utilized in Fiscal Year

City of Philadelphia

BILL NO. 160172 continued

2017 for the purposes and in the manner prescribed by such ordinance or statutes to the extent that they are consistent with the provisions of the Philadelphia Home Rule Charter.

When under the Philadelphia Home Rule Charter an appropriation is a prerequisite to payments of money from such special funds, this paragraph should be construed as an appropriation of the full receipts of such funds for the purpose heretofore authorized by such ordinance or statutes, except that this paragraph shall not be construed as an appropriation of any funds contained in the Housing Trust Fund created under Chapter 21-1600 of The Philadelphia Code, and expenditures from the Housing Trust Fund shall be made only pursuant to appropriations made in Section 14 of this Ordinance. The provisions in the prior sentence relating to the Housing Trust Fund are not severable from the remainder of that sentence or from any of the other provisions of this subsection (7), but are essentially and inseparably connected with those provisions, it being Council's intent that no portion of this subsection (7) would have been enacted if it did not also contain the provisions relating to the Housing Trust Fund.

The Director of Finance is authorized and directed to impound the balance of any special fund with respect to which he/she finds that the purposes for which the fund is being expended were intended by ordinance or law to be funded by an appropriation made in other Sections of this Ordinance.

(8) The City Treasurer is authorized and directed to make temporary advances in such amounts as the Director of Finance shall specify between any of the operating funds receiving appropriations in this Ordinance or between any operating fund and the Capital Projects Fund, and the Industrial and Commercial Development Fund, in anticipation of the collection of revenues or other receipts which are estimated to be receivable during the Fiscal Year 2017. Such advances shall bear interest at such rates as the City Treasurer, upon approval of the Director of Finance, shall determine.

(9) The amounts herein appropriated for Purchase of Services; Materials, Supplies and Equipment; Contributions, Indemnities and Taxes; and Debt Service shall be deemed to be available for encumbrance upon the effective date of this Ordinance, to the extent necessary to facilitate the operations of the various offices, departments, boards and commissions for Fiscal Year 2017; provided, that no service shall be rendered prior to July 1, 2016 and no materials, supplies or equipment acquired shall be used in Fiscal Year 2016 except to the extent required to prepare for Fiscal Year 2017.

Such portions of the appropriations herein made for debt service to the Sinking Fund Commission may be paid over to the City's fiscal agent prior to July 1, 2016 as in the judgment of the Director of Finance is necessary to meet interest and principal on the debt of the City due on July 1, 2016.

City of Philadelphia

BILL NO. 160172 continued

(10) The Director of Finance is authorized to charge or credit fund balances available for appropriations as of June 30, 2016 to record properly actual charges for Interfund Services for the Fiscal Year 2016.

(11) The Director of Finance is authorized to charge to fund balance payment of any obligation properly incurred in Fiscal Year 2016 or in any prior year, provided that at the time such obligation was incurred an appropriation was available against which it could have been charged, but that such appropriation shall have ceased to exist due to merger into surplus. It is further provided that the payment of any such obligation be in the same manner and subject to the same controls as would have been followed had the obligation been paid in a timely manner. Within one week of taking any action authorized by this subsection (11), the Director of Finance shall provide written notice to the President and all members of Council, with a copy to the Chief Clerk of Council, detailing such action.

(12) Provided that the appropriation contained in Sections 7, 9 and 11 of this Ordinance shall be made available for encumbrances and/or expenditure only when the Director of Finance has certified that he/she has been responsibly advised that funds necessary to finance such appropriation or portion thereof have been received or are to be forthcoming from another government or from a nongovernmental source.

In such event the Director of Finance is authorized to accept the award for the City and to provide for the appropriation as may be required to execute the program covered by the award.

(13) The Director of Finance is authorized and directed to restore any deficiency in any Sinking Fund Reserve established pursuant to a revenue bond general ordinance, when such deficiency results from a decline in the market value of its investments, by charging the amount of the deficiency against available loan balances, or in the absence of available loan balances, against the appropriate operating fund balance. Within one week of taking any action authorized by this subsection (13), the Director of Finance shall provide written notice to the President and all members of Council, with a copy to the Chief Clerk of Council, detailing such action.

(14) None of the appropriations herein provided in Section 11 shall be encumbered against or expended out of the forty second (42nd) entitlement grant prior to the formal award thereof: Provided, that pending the receipt of all or a portion of the aforesaid grant award the Director of Finance is authorized to finance the appropriations herein provided from balances of prior entitlement grants awards. The authorization for such financing shall be transmitted by the Director of Finance to the Clerk of Council within two (2) working days of any such authorizations.

City of Philadelphia

BILL NO. 160172 continued

(15) In respect to the authorization amounts as set forth in Section 13 for purposes of operating the Board of Pensions and Retirement, the Director of Finance may increase each class amount by an amount not to exceed fifteen percent (15%) of the total budget for the fund for Fiscal Year 2017. The authorization for such increases shall be transmitted by the Director of Finance to the Clerk of Council within two (2) working days of any such increases.

(16) The appropriation contained in Section 9.3 of this Ordinance shall only be made available for obligation upon certification by the Director of Finance that Community Development Block Grant unexpended funds are available for Interim and Construction Assistance and that the amounts to be made available are guaranteed by an irrevocable Letter of Credit or similar security. At such time the Director of Finance may authorize amounts to be provided from his/her appropriation, which amounts shall be financed by Community Development Block Grant revenues. Amounts which are repaid shall be credited as program income to finance Community Development Fund activities.

The Director of Finance and the Director of Housing, in accordance with the regulations of the Department of Housing and Urban Development (HUD), are authorized and directed to draw funds in a single lump sum from HUD's Community Development Block Grant (CDBG) to the City of Philadelphia for the appropriation contained in Section 11.1 of this Ordinance to establish a rehabilitation fund in one or more private institutions for the purpose of financing the rehabilitation of privately owned properties as part of the City's CDBG program. Funds drawn down from HUD, pursuant to this authorization, may be deposited in any private financial institution as defined by the applicable HUD regulations notwithstanding the limitations on the placement of City deposits set forth in Chapter 19-200 of The Philadelphia Code.

(17) The Director of Finance, with the concurrence of the U. S. Department of Housing and Urban Development (HUD), shall as of June 30 of the fiscal period preceding the start of this Operating Budget Ordinance, transfer all unobligated encumbrances and other available balances from the oldest Community Development Program Year not previously closed out to the next oldest Program Year as of July 1. Further, any questioned cost items from the closed out Program Year which are determined by HUD to be ineligible costs shall be transferred to the oldest open Program Year after such costs are removed. Program regulations governing such transferred funds shall be determined by HUD. The Director of Finance shall notify the Clerk of Council periodically concerning Program Year close outs and transfers.

(18) The Director of Finance is hereby authorized, at his/her discretion, to transfer the amount of the authorization and/or the obligations in respect to indemnities, advertising, insurance, telephone, postage, rental, leases, vehicle purchases, utilities, employer's share of fringe benefits and data processing services from the appropriations

**Office of the Chief Administrative Officer
FISCAL YEAR 2017 BUDGET TESTIMONY
April 20, 2016**

INTRODUCTION

Good morning, President Clarke and Members of City Council. I am Rebecca Rhynhart, Chief Administrative Officer. I am pleased to provide testimony on the Office of the Chief Administrative Officer Fiscal Year 2017 operating budget.

DEPARTMENT MISSION/PLANS

Mission:

The Office of the Chief Administrative Officer ("CAO") is a newly created office responsible for improving the way the City allocates resources, acquires goods and services, and the way it hires, develops and compensates employees. The CAO has an emphasis on improving efficiency and effectiveness across the government and ensuring accountability in the performance of government departments through implementation of citywide performance management.

Plans for Fiscal Year 2017:

The CAO's office will supervise and coordinate the operations of the Department of Public Property, Department of Records, Procurement Department, Office of Fleet Management, Office of Innovation and Technology, Office of Administrative Review, Contracting Unit and the Bureau of Administrative Adjudication as well as coordinate the operations of the Office of Human Resources. The CAO's office is overseeing several initiatives that will modernize processes and will bring about a more efficient government.

In FY17, some of the initiatives are:

- Review, streamline, and refine current performance measures and integrate them into a central reporting system.
- Conduct an annual citizen survey to improve the alignment of City service delivery with customer and community needs.

Re-design, test, and roll-out new, internal performance management process – *PerformancePhilly* (to replace PhillyStat) - focused on collaborative problem-solving and sharing best practices. *PerformancePhilly* will be significantly different from *PhillyStat* in that it will be an internal, solution-focused, and collaborative process designed to strengthen the performance and effectiveness of City services. It will not be just about showing and discussing data, it will not be televised, and the session itself will not be the end result of the data collection and discussion. *PerformancePhilly* will be focused on utilizing relevant data to *track* progress toward departmental or program goals, *solve* complex issues, and *share* best practices in performance measurement and management. There will be a new and needed focus on providing timely support to departments and programs in taking the necessary steps toward improving performance. (A separate set of strategies and tools will be employed to publicly share performance data [such as a website in the near future]).

- Procurement reform and modernization through a new electronic e-Procurement system
- Evaluate issue of slow speed of capital projects and implement change
- Records Department to begin move towards electronic document retention for city departments
- OIT to increase open data, support innovation and focus on core systems
- Establish employee recruitment function in Human Resources & Talent to assist all departments
- Establish training function within Human Resources & Talent which will develop a city wide training strategy that incorporates classroom, eLearning and blended platforms

**Office of the Chief Administrative Officer
BUDGET SUMMARY AND OTHER BUDGET DRIVERS**

CAO has shown employee data in two ways.

This first set of staff data only includes CAO central, Performance Management and Human Resources and Talent.

Staff Demographics Summary (as of April 2016)

	Total	Minority	White	Female
Full-Time Staff	10	3	7	9
Executive Staff	5	2	3	5
Average Salary - Full-Time Staff	\$102,850	\$117,667	\$96,500	\$107,611
Average Salary - Executive Staff	\$143,000	\$139,000	\$145,667	\$143,000
Median Salary - Full-Time Staff	\$93,500	\$130,000	\$75,000	\$112,000
Median Salary - Executive Staff	\$148,000	\$139,000	\$150,000	\$148,000

Employment Levels (as of April 2016)

	Budgeted	Approved	Filled
Full-Time Positions	12	12	10
Part-Time Positions	0	0	0
Executive Positions	5	5	5
Overall Average Salary	\$100,665	\$100,665	\$102,850
Overall Median Salary	\$88,641	\$88,641	\$93,500

The second set of staff data includes all functions budgeted within CAO for the proposed FY2017 budget including those show above as well as Contracting Unit, Office of Administrative Review and the Bureau of Administrative Adjudication. If all the above units were part of CAO (as of April 2016) the data would display as follows for our office.

Staff Demographics Summary (as of April 2016)

	Total	Minority	White	Female
Full-Time Staff	45	28	17	32
Executive Staff	9	3	6	7
Average Salary - Full-Time Staff	\$60,803	\$49,236	\$75,419	\$62,271
Average Salary - Executive Staff	\$129,195	\$127,120	\$130,233	\$131,640
Median Salary - Full-Time Staff	\$45,088	\$41,640	\$59,174	\$45,088
Median Salary - Executive Staff	\$130,000	\$130,000	\$131,057	\$130,000

Employment Levels (as of April 2016)

	Budgeted	Approved	Filled
Full-Time Positions	49	49	45
Part-Time Positions	4	4	3
Executive Positions	9	9	9
Overall Average Salary	\$60,671	\$60,671	\$60,803
Overall Median Salary	\$45,088	\$45,088	\$45,088

*Part time includes Tax Review Board Members

Financial Summary by Class - General Fund

	Fiscal 2015 Actual Obligations	Fiscal 2016 Original Appropriations	Fiscal 2016 Estimated Obligations	Fiscal 2017 Proposed Appropriations	Difference FY17-FY16
Class 100 - Employee Compensation	\$	\$	\$0	\$3,092,731	\$3,092,731
Class 200 - Purchase of Services	\$	\$	\$0	\$1,521,049	\$1,521,049
Class 300 - Materials and Supplies	\$	\$	\$0	\$14,665	\$14,665
Class 400 - Equipment	\$	\$	\$0	\$1,000	\$1,000
Class 500 - Contributions	\$	\$	\$0	\$0	\$0
Class 700 - Debt Service	\$	\$	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$	\$	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	\$	\$	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$4,629,445	\$4,629,445

Since this is a new department; we currently do not have any FY2016 contracts. However, if we included all functions as proposed in the FY2017 budget, the largest contract, which is approx. \$1.3 million of the \$1.5 million budgeted in class 200, has a goal of 20%-25% M/W/DBE participation. This contract achieves 20% of MBE participation.

CAO will work with the Office of Economic Opportunity for setting M/W/DBE participation goals in upcoming contracts within our office.

**Office of the Chief Administrative Officer
PROPOSED BUDGET OVERVIEW**

PROPOSED FUNDING REQUEST

The proposed Fiscal Year 2017 general fund budget totals \$4,629,445 and is budgeted for in three divisions: (1) Administration which includes Performance Management, the Contracting Unit and the BAA; (2) the Office of Administrative Review; and (3) Human Resources and Talent. The FY17 budget is a 100% increase over FY16 estimated obligations since this office will have its first budget in FY17. Funding has been transferred from Finance in the amount of \$3.2 million and from MDO in the amount of \$1.0 million. Total new general fund dollars proposed in the FY2017 budget is \$432,000.

The proposed budget includes:

- \$3,092,731 in Class 100. This funding will support salaries for all CAO staff. To create the Office of the CAO under the new organization structure, \$1.0 million of Class 100 funds were transferred from the Managing Director’s Office budget to the CAO’s budget, and \$1.85 million of Class 100 funds were transferred from Finance related to the movement of the Contracting, Office of Administrative Review (OAR) and the Bureau of Administrative Adjudication (BAA) to the CAO’s budget. The net new general funding in the proposed Class 100 budget is \$244,000.
- \$1,521,049 in Class 200. This funding will support the everyday functions of the CAO through various contracts for professional services such as stenographer, hearing masters, citizen survey consultants, maintenance and repair services, HR learning system and seminars. \$1.34 million of Class 200 funds were transferred from Finance related to contracts currently held by OAR. The net new funding request is \$180,000.
- \$14,665 in Class 300. This funding will be used to purchase materials and supplies for the CAO. \$7,665 was transferred from Finance related to costs currently incurred by the OAR. The net new cost is \$7,000.
- \$1,000 in Class 400. This funding will be used for office equipment needed for the CAO.

STAFFING LEVELS

Staffing Levels for the Proposed FY2017 Budget (as of April 2016)

	Positions	Class 100 Amounts
Budgeted	49	3,042,313
Approved	49	3,042,313
Filled*	45	2,805,598

FY16 Full Time New Hires
As of April 2016

Total	Minority	White	Female
5	40%	60%	80%

**Office of the Chief Administrative Officer
PERFORMANCE, CHALLENGES AND INITIATIVES**

DEPARTMENT PERFORMANCE (OPERATIONS)

Performance Measures (Office of Administrative Review)	FY15 Actual	FY16 YTD	FY17 Target
Number of requests made for an online “hearing” for CVNs and False Alarm Violations (<i>without an in-person hearing</i>)	2,000	1,000	Approx. 2,000 – 2,500
Number of Code Violation Notices processed by OAR	111,000	53,887	N/A*
Number of False Alarm Violation notices processed by OAR	65,000	33,000	N/A*

Performance Measures (Contracts Legislation Unit)	FY15 Actual	FY16 YTD	FY17 Target
Average number of vendors responding to professional services contract opportunities	5	5	8
Number of days to fully execute a contract from RFP origination (for contracts drafted by Departments)	108	99	90
Number of days to fully execute a contract from RFP origination (for contracts drafted by Law Dept.)	128	135	90
Percent (%) of contracts fully executed by contract start date	4.5%	2.5%	50%

Goals (Performance Management)	FY17 Target	FY21 Target	Goals
Review and refine performance measures for City departments	Indicators for 50 departments/agencies/offices are reviewed and refined/updated.	50 departments/agencies/offices regularly report measures aligned with programs and Mayor’s goals.	Review and refine performance measures for City departments
Conduct an annual citizen survey to improve the alignment of City service delivery with customer and community needs	First survey, October – December 2016	Ongoing annual survey and reporting mechanisms in place	Conduct an annual citizen survey to improve the alignment of City service delivery with customer and community needs
Re-design and roll-out new, internal performance management and problem-solving process (to replace PhillyStat)	5 departments	50 departments/agencies/offices	Re-design and roll-out new, internal performance management and problem-solving process (to replace PhillyStat)
Design and roll-out web-based performance dashboard for Philadelphia city government	5 major city-wide indicators	15-20 major city-wide indicators	Design and roll-out web-based performance dashboard for Philadelphia city government

*Code Violation Notices and Number of False Alarm Violations processed by OAR do not lend themselves to targets. Numbers processed depend on the violations issued by the issuing departments and the ones that residents decide to appeal. The numbers reported are utilized to illustrate volume from year to year. OAR will be working closely with the office of Performance Management in FY17 to identify and utilize additional performance measures more oriented toward outcomes, such as processing times and responsiveness to customers.

**Office of the Chief Administrative Officer
OTHER BUDGETARY IMPACTS
Office of the Chief Administrative Officer**

FEDERAL AND STATE (WHERE APPLICABLE)

- NOT APPLICABLE

Office of the Chief Administrative Officer- CONTRACTING EXPERIENCE

Since this is a new department; we currently do not have any FY2016 contracts. However, if we included all functions as proposed in the FY2017 budget, the largest contract, which is approx. \$1.3 million of the \$1.5 million budgeted in class 200 has a goal of 20%-25% M/W/DBE participation; in which, the contract achieves 20% of MBE participation.

CAO will work with the Office of Economic Opportunity for setting M/W/DBE participation goals in upcoming contracts within our office.

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % and \$ Value Participation - All DSBEs	Local Business	Living Wage Compliant ?
XEROX State & Local Solutions	Administer & collect code violation & alarm fees.	\$1,412,500	12/15/12	1/1/14	MBE: 20-25%	20%	\$282,500	20%	Yes	Yes
					WBE: 20-25%	0%	\$0			
					DSBE: Best efforts	0%	\$0	\$282,500		

Office of the Chief Administrative Officer – EMPLOYEE DATA

Staff Demographics (as of April 2016)

This first set of staff data only includes CAO central, Performance Management and Human Resources and Talent.

<i>Full-Time Staff</i>			<i>Executive Staff</i>		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	0	2	<i>Total</i>	0	1
<i>% of Total</i>	0.0%	20.0%	<i>% of Total</i>	0.0%	20.0%
<i>Average Salary</i>	N/A	\$111,500.00	<i>Average Salary</i>	N/A	\$148,000.0
<i>Median Salary</i>	N/A	\$111,500.00	<i>Median Salary</i>	N/A	\$148,000.0
	White	White		White	White
<i>Total</i>	1	6	<i>Total</i>	0	3
<i>% of Total</i>	10.0%	60.0%	<i>% of Total</i>	0.0%	60.0%
<i>Average Salary</i>	\$60,000.0	\$102,583.3	<i>Average Salary</i>	N/A	\$145,666.7
<i>Median Salary</i>	\$60,000.0	\$93,500.0	<i>Median Salary</i>	N/A	\$150,000.0
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	0	1	<i>Total</i>	0	1
<i>% of Total</i>	0.0%	10.0%	<i>% of Total</i>	0.0%	20.0%
<i>Average Salary</i>	N/A	\$ 130,000.0	<i>Average Salary</i>	N/A	\$130,000.0
<i>Median Salary</i>	N/A	\$ 130,000.0	<i>Median Salary</i>	N/A	\$130,000.0
	Asian	Asian		Asian	Asian
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Other	Other		Other	Other
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Bi-lingual	Bi-lingual		Bi-lingual	Bi-lingual
<i>Total</i>	0	1	<i>Total</i>	0	1
<i>% of Total</i>	0%	10.0%	<i>% of Total</i>	0%	20.0%
<i>Average Salary</i>	N/A	\$130,000.0	<i>Average Salary</i>	N/A	\$130,000.0
<i>Median Salary</i>	N/A	\$130,000.0	<i>Median Salary</i>	N/A	\$130,000.0
	Male	Female		Male	Female
<i>Total</i>	1	9	<i>Total</i>	0	5
<i>% of Total</i>	10.0%	90.0%	<i>% of Total</i>	0.0%	100.0%
<i>Average Salary</i>	\$60,000.0	\$107,611.1	<i>Average Salary</i>	N/A	\$143,000.0
<i>Median Salary</i>	\$60,000.0	\$112,000.0	<i>Median Salary</i>	N/A	\$148,000.0

Staff Demographics (as of April 2016)

The second set of staff data includes all functions budgeted within CAO for the proposed FY2017 budget including those show above as well as Contracting Unit, Office of Administrative Review and the Bureau of Administrative Adjudication. If all the above units were part of CAO (as of April 2016) the data would display as follows for our office.

<i>Full-Time Staff</i>			<i>Executive Staff</i>		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	5	17	<i>Total</i>	1	1
<i>% of Total</i>	11.1%	37.8%	<i>% of Total</i>	11.1%	11.1%
<i>Average Salary</i>	\$51,966	\$47,114	<i>Average Salary</i>	\$103,360	\$148,000
<i>Median Salary</i>	\$45,088	\$38,192	<i>Median Salary</i>	\$103,360	\$148,000
	White	White		White	White
<i>Total</i>	6	11	<i>Total</i>	1	5
<i>% of Total</i>	13.3%	24.4%	<i>% of Total</i>	11.1%	55.6%
<i>Average Salary</i>	\$69,815	\$85,333	<i>Average Salary</i>	\$137,914	\$128,696
<i>Median Salary</i>	\$59,174	\$75,000	<i>Median Salary</i>	\$137,914	\$124,200
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	2	4	<i>Total</i>	0	1
<i>% of Total</i>	4.4%	8.9%	<i>% of Total</i>	0.0%	11.1%
<i>Average Salary</i>	\$32,381	\$63,266	<i>Average Salary</i>	N/A	\$130,000
<i>Median Salary</i>	\$32,381	\$45,088	<i>Median Salary</i>	N/A	\$130,000
	Asian	Asian		Asian	Asian
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Other	Other		Other	Other
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	0.0%	<i>% of Total</i>	0.0%	0.0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Bi-lingual	Bi-lingual		Bi-lingual	Bi-lingual
<i>Total</i>	2	4	<i>Total</i>	0	1
<i>% of Total</i>	4.4%	8.9%	<i>% of Total</i>	0.0%	11.1%
<i>Average Salary</i>	\$32,381	\$63,266	<i>Average Salary</i>	N/A	\$130,000.0
<i>Median Salary</i>	\$32,381	\$45,088	<i>Median Salary</i>	N/A	\$130,000.0
	Male	Female		Male	Female
<i>Total</i>	13	32	<i>Total</i>	2	7
<i>% of Total</i>	28.9%	71.1%	<i>% of Total</i>	22.2%	77.8%
<i>Average Salary</i>	\$57,190.8	\$62,270.7	<i>Average Salary</i>	\$120,637	\$131,640
<i>Median Salary</i>	\$45,088.0	\$45,088.0	<i>Median Salary</i>	\$120,637	\$130,000

Office of the Chief Administrative Officer
 APPENDIX (Other Relevant Data and Charts)

This first set of bilingual employee data only includes CAO central, Performance Management and Human Resources and Talent.

Number of Bilingual Employees (as of April 2016)

	Spanish	French	Portuguese
Performance Management	1	1	1
Total - All Divisions	1	1	1
Total - # of Bilingual Employees		1	
Total - # of Languages Spoken		3	

This second set of bilingual employee data includes all functions budgeted within CAO for the proposed FY2017 budget including those show above as well as Contracting Unit, Office of Administrative Review and the Bureau of Administrative Adjudication. If all the above units were part of CAO (as of April 2016) the data would display as follows for our office.

Number of Bilingual Employees (as of April 2016)

	Spanish	French	Portuguese
Performance Management	1	1	1
OAR	3	0	0
BAA	2	0	0
Total - All Divisions	6	1	1
Total - # of Bilingual Employees		6	
Total - # of Languages Spoken		3	

**DEPARTMENT OF PUBLIC PROPERTY
FISCAL YEAR 2017 BUDGET TESTIMONY
APRIL 20, 2016**

INTRODUCTION

Good morning, President Clarke and Members of City Council. I am Bridget Collins-Greenwald, Commissioner of Public Property. Joining me today are key members of the Department of Public Property. I am pleased to provide testimony on The Department of Public Property's Fiscal Year 2017 operating budget.

DEPARTMENT MISSION/PLANS

Mission: To professionally manage the infrastructure supporting City government operations through the acquisition, disposition, lease, design, construction, renovation and maintenance of City properties.

Description of Major Services: The Department of Public Property (Public Property) is responsible for the acquisition, disposition, lease, design, construction, renovation and maintenance of City properties. Public Property provides these services through three divisions: Real Estate, Capital Programs and Facilities Management. Public Property is also responsible for the negotiation of leases for City-occupied space, as well as managing the space standards for City owned buildings.

Plans for Fiscal Year 2017:

- Create a comprehensive master facility plan for police and fire facilities throughout the City.
- Complete an exterior laser scan of City Hall to determine where to expend dollars on exterior maintenance.
- Pursue grant/private/public funding for renovations to City Hall Courtyard and the portals to complement the gate and lighting projects.
- Implement fully automated asset management, capital project and space management systems.
- Reconfigure the space in City-owned facilities, beginning with the One Parkway Building.
- Transfer a majority of vacant surplus properties into the Philadelphia Landbank.

**DEPARTMENT OF PUBLIC PROPERTY
BUDGET SUMMARY AND OTHER BUDGET DRIVERS**

Staff Demographics Summary (as of January 2016)

	Total	Minority	White	Female
Full-Time Staff	145	67	78	28
Executive Staff	5	0	5	2
Average Salary - FTS	\$51,298	\$45,155	\$56,888	\$59,387
Average Salary - ES	\$117,320	\$0	\$117,320	\$120,775
Median Salary - FTS	\$43,496	\$42,572	\$48,660	\$50,306
Median Salary - ES	\$113,850	\$0	\$113,850	\$120,775

Employment Levels (as of January 2016)

	Budgeted	Approved	Filled
Full-Time Positions	159	159	145
Part-Time Positions	0	0	0
Executive Positions	5	5	5
Overall Average Salary	\$51,298	\$51,298	\$51,298
Overall Median Salary	\$43,496	\$43,496	\$43,496

Financial Summary by Class - General Fund

	Fiscal 2015 Actual Obligations	Fiscal 2016 Original Appropriations	Fiscal 2016 Estimated Obligations	Fiscal 2017 Proposed Appropriations	Difference FY17-FY16
Class 100 - Employee Compensation	\$8,217,002	\$8,400,083	\$8,519,841	\$8,318,847	(\$200,994)
Class 200 - Purchase of Services	\$148,803,853	\$154,718,771	\$155,408,182	\$159,373,457	\$3,965,275
Class 300 - Materials and Supplies	\$1,148,024	\$1,201,947	\$1,188,047	\$1,188,047	\$0
Class 400 - Equipment	\$164,918	\$136,588	\$150,488	\$150,488	\$0
Class 500 - Contributions	\$484,077	\$0	\$0	\$0	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$30,417,400	\$23,367,706	\$23,367,706	\$23,916,920	\$549,214
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0	\$0
TOTAL	\$189,235,274	\$187,825,095	\$188,634,264	\$192,947,759	\$4,313,495

Contracts Summary (as of December 2015)

	FY11	FY12	FY13	FY14	FY15	FY16*
Total amount of contracts	\$13,067,609	\$13,694,007	\$13,073,410	\$13,560,446	\$13,999,303	\$5,510,589
Total amount to M/W/DBE	\$13,067,609	\$13,694,007	\$13,073,410	\$13,560,446	\$13,999,303	\$5,510,589
Participation Rate	100%	100%	100%	100%	100%	100%

* as of December 2015

The Department of Public Property's participation goal for FY17 is 65%.

**DEPARTMENT OF PUBLIC PROPERTY
PROPOSED BUDGET OVERVIEW**

PROPOSED FUNDING REQUEST

The proposed Fiscal Year 2017 general fund budget totals \$192,947,759, an increase of \$4,313,495 over Fiscal Year 2016 estimated obligation levels. This increase is primary due to increase of SEPTA subsidy, space rental, and the interfund transfers.

The proposed budget includes:

- \$8,318,847 in Class 100, an \$200,994 decrease over FY16. The Department is budgeted for 159 positions.
- \$159,373,457 in Class 200, an \$3,965,275 increase over FY16. The increase in Class 200 is largely due to the increase for SEPTA subsidy. In addition to the \$79,720,000 for City support of SEPTA, the Class 200 General Fund request includes: \$20,875,402 for space rental; \$30,656,047 for utility charges; and \$28,122,008 for core departmental operations.
- \$1,188,047 in Class 300, there is no change over FY16.
- \$150,488 in Class 400, there is no change over FY16.
- In Class 800, we are requesting \$23,916,920, an increase of \$549,214 over FY16.
- In the Water Fund, we are requesting \$4,042,633 in Class 200, there is no change over FY16.
- In the Aviation Fund, we are requesting \$26,900,000, reflecting no change from FY16 estimated obligations.

STAFFING LEVELS

The current staffing levels for FY 16 are:

Facilities Management Division

Filled	Authorized
105	114

Capital Projects Division

Filled	Authorized
19	20

Real Estate Division

Filled	Authorized
9	9

General Support Division

Filled	Authorized
13	15

- The department hired 9 employees. The ethnic composition of these new hires is 3 Black or African American (not Hispanic or Latino) and 6 White. None of these new hires are listed as bilingual.

**DEPARTMENT OF PUBLIC PROPERTY
 PERFORMANCE, CHALLENGES AND INITIATIVES**

DEPARTMENT PERFORMANCE (OPERATIONS)

Performance Measure	FY15	FY16 YTD (as of 12/31/15)	FY17 Target
Total Lease Expense (\$ Million)	\$17M	\$21M	\$19M
Number of Square Ft. Managed	1,302,864	1,294,534	1,294,534
Number of substantially completed construction projects	80	70	75
Facilities Division Work Order Volume	13,906	13,000	13,500
Work Orders completed within service level agreement	83.10%	85%	87%

**DEPARTMENT OF PUBLIC PROPERTY
OTHER BUDGETARY IMPACTS**

FEDERAL AND STATE (WHERE APPLICABLE)

- None

DEPARTMENT OF PUBLIC PROPERTY – CONTRACTING EXPERIENCE

M/W/DSBE Participation on Large Contracts
FY16 Contracts

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % and \$ Value Participation - All DSBES	Local Business	Living Wage Compliant?
US Facilities, Inc.	Operations, Maintenance and Support Services for the Triplex	\$13,695,375	4/26/13	10/1/13	MBE: 20-25%	100%	\$13,695,375	100%	Yes	Yes
					WBE: 10 - 15%	0%	\$0			
					DSBE: 10 - 15%	0%	\$0			
							\$13,695,375			

DEPARTMENT OF PUBLIC PROPERTY - EMPLOYEE DATA

Staff Demographics (as of January 2016)

<i>Full-Time Staff</i>				<i>Executive Staff</i>			
		<i>Male</i>	<i>Female</i>			<i>Male</i>	<i>Female</i>
	<i>African-American</i>		<i>African-American</i>		<i>African-American</i>		<i>African-American</i>
<i>Total</i>	39		13	<i>Total</i>	0		0
<i>% of Total</i>	6.2%		8.9%	<i>% of Total</i>	0%		0%
<i>Average Salary</i>	\$42,818		\$46,792	<i>Average Salary</i>	N/A		N/A
<i>Median Salary</i>	\$41,778		\$43,969	<i>Median Salary</i>	N/A		N/A
	<i>White</i>		<i>White</i>		<i>White</i>		<i>White</i>
<i>Total</i>	69		9	<i>Total</i>	4		2
<i>% of Total</i>	47.6%		6.2%	<i>% of Total</i>	66.7%		33.3%
<i>Average Salary</i>	\$46,641		\$85,917	<i>Average Salary</i>	\$115,016		\$120,775
<i>Median Salary</i>	\$93,307		\$90,203	<i>Median Salary</i>	\$113,850		\$120,775
	<i>Hispanic</i>		<i>Hispanic</i>		<i>Hispanic</i>		<i>Hispanic</i>
<i>Total</i>	7		3	<i>Total</i>	0		0
<i>% of Total</i>	4.8%		2.1%	<i>% of Total</i>	0.0%		0.0%
<i>Average Salary</i>	\$55,567		\$40,608	<i>Average Salary</i>	N/A		N/A
<i>Median Salary</i>	\$42,071		\$39,792	<i>Median Salary</i>	N/A		N/A
	<i>Asian</i>		<i>Asian</i>		<i>Asian</i>		<i>Asian</i>
<i>Total</i>	1		1	<i>Total</i>	0		0
<i>% of Total</i>	0.7%		0.7%	<i>% of Total</i>	0.0%		0.0%
<i>Average Salary</i>	\$44,290		\$74,395	<i>Average Salary</i>	N/A		N/A
<i>Median Salary</i>	\$44,290		\$74,395	<i>Median Salary</i>	N/A		N/A
	<i>Other</i>		<i>Other</i>		<i>Other</i>		<i>Other</i>
<i>Total</i>	1		2	<i>Total</i>	0		0
<i>% of Total</i>	0.7%		1.4%	<i>% of Total</i>	0.0%		0.0%
<i>Average Salary</i>	\$33,270		\$42,544	<i>Average Salary</i>	N/A		N/A
<i>Median Salary</i>	\$33,270		\$42,544	<i>Median Salary</i>	N/A		N/A
	<i>Bi-lingual</i>		<i>Bi-lingual</i>		<i>Bi-lingual</i>		<i>Bi-lingual</i>
<i>Total</i>	13		5	<i>Total</i>	0		0
<i>% of Total</i>	9.0%		3.4%	<i>% of Total</i>	0.0%		0.0%
<i>Average Salary</i>	\$60,750		\$62,891	<i>Average Salary</i>	N/A		N/A
<i>Median Salary</i>	\$50,729		\$67,225	<i>Median Salary</i>	N/A		N/A
	<i>Male</i>		<i>Female</i>		<i>Male</i>		<i>Female</i>
<i>Total</i>	117		28	<i>Total</i>	4		2
<i>% of Total</i>	80.7%		19.3%	<i>% of Total</i>	66.7%		33.3%
<i>Average Salary</i>	\$49,362		\$59,387	<i>Average Salary</i>	\$115,016		\$120,775
<i>Median Salary</i>	\$43,496		\$50,306	<i>Median Salary</i>	\$113,850		\$120,775

**DEPARTMENT OF PUBLIC PROPERTY
APPENDIX (Other Relevant Data and Charts)**

Number of Bilingual Employees (as of January 2016)

	Spanish	Arabic	Malayalam	Hindi	Cantonese & Mandarin	Portuguese	French	Japanese	Swedish	Italian	German	Ukrainian	Russian	Lithuanian
Facilities Management	4	1	0	0	0	0	1	0	0	1	0	1	2	2
Capital Projects	5	0	1	1	0	2	1	1	1	2	1	0	0	0
General Support	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Real Estate	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Total - All Divisions	10	1	1	1	1	2	2	1	1	3	1	1	2	2
Total - # of Bilingual Employees	18													
Total - # of Languages Spoken	14													

**PROCUREMENT DEPARTMENT
FISCAL YEAR 2017 BUDGET TESTIMONY
April 20, 2016**

INTRODUCTION

Good morning, President Clarke and Members of City Council. I am Trevor Day, Procurement Commissioner. Joining me today are Nicholas Susi, Deputy Commissioner, and Jessica DeJesus, Director of Public Works and Special Services. I am pleased to provide testimony on the Procurement Department's Fiscal Year 2017 operating budget.

DEPARTMENT MISSION/PLANS

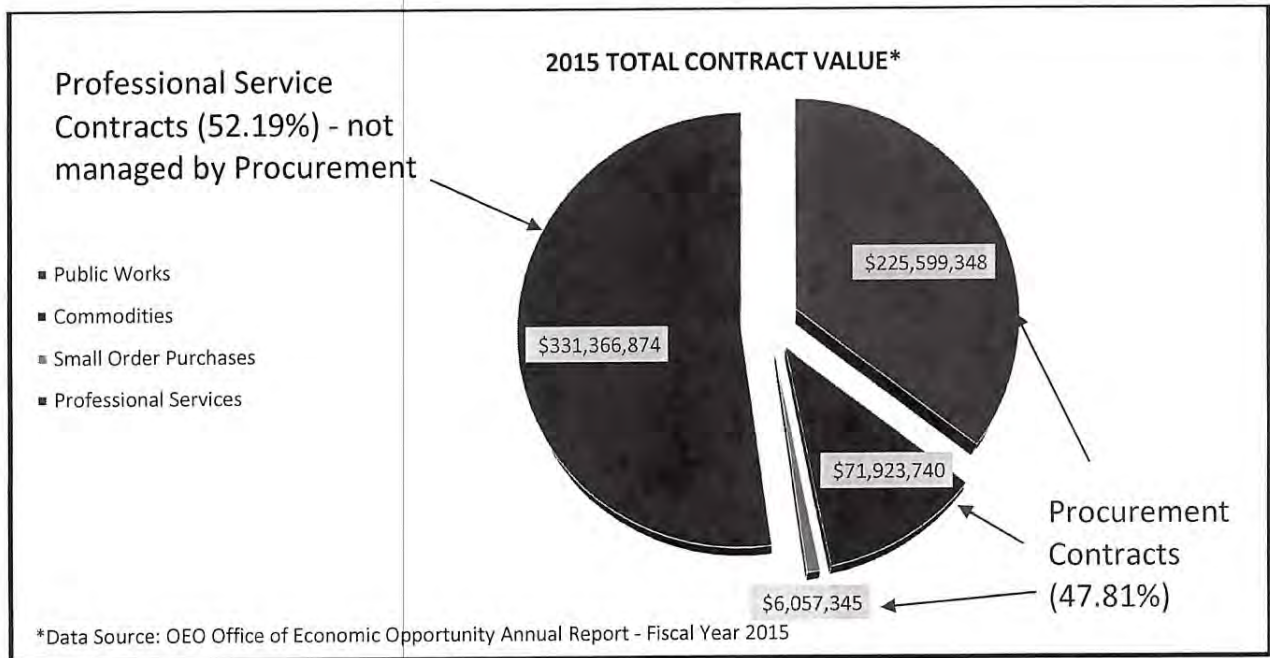
Mission: The mission of the Procurement Department is to obtain, manage, and dispose of quality goods, services, construction, and concessions in an open, timely, and cost-effective manner by a competitive, fair and socially responsible process in accordance with the law.

Plans for Fiscal Year 2017: The Procurement Department is the central purchasing and materials management agency for the City of Philadelphia. For each contract, the Procurement Department works in partnership with the using agency to ensure that the City has the contracts it needs to provide services to the public. Our goal is to acquire services, commodities, revenue generating and construction contracts, as well as public advertising, at the best value that meets our needs while ensuring a fair and open process. We seek to leverage the use of the City's funding resources in a way that upholds our citizens' trust by using government procurement best practices. The Procurement Department is also responsible for tracking and inspecting the City's inventory and ensuring unneeded inventory is disposed of in a cost-effective and environmentally-sound manner. In Fiscal Year 2017 we will accomplish the following objectives.

1. **Implement an eProcurement System:** This project will create new functionality and replace an aged system with possibilities for expansion with future functionality. This objective will enable robust analysis, process improvement and better reporting leading to increased efficiencies, cost savings and more transparency. It will immediately replace our SQL database with the following upgraded capabilities (modules): vendor management; vendor communication & sourcing; solicitation management (electronic bidding); and contract management enabling both City employees and vendors to request, track, search and respond to bid opportunities through this system.
2. **Expand our efforts to market City contract opportunities with an emphasis on local and minority, women and disabled owned businesses:** The department will implement a strategy to conduct outreach with the goal of attracting and sourcing more vendors to Procurement contract opportunities. The Procurement Department has already begun to implement a phased approach of this strategy. We have reached out to all of the local chambers to create strategic alliances. In partnership with the Office of Innovation and Technology, staff began tweeting bid announcements in calendar year 2015. Additionally, vendor forums, specific to construction and commodities contracting, will create a space for networking, marketing and improving the communication around contracting with the City.
3. **Create and distribute a Procurement Guide:** A comprehensive procurement manual is critical to ensuring that procurement, department staff, and all stakeholders have the appropriate documentation to follow the proper procedures and rules in order to have a clear and consistent understanding of the required regulations. In the absence of such guidance, a lack of transparency in how procurement work is carried out becomes likely. This ambiguity has resulted in frustration within and outside City government..

4. **Implement a reverse auction process with a plan to achieve 5% savings on our commodities contracts:** The Request for Proposal for a reverse auction service provider recently closed. Three proposals were received and are currently being reviewed and evaluated. The benefit of this service is that qualified vendors compete to offer the lowest possible price that the market will bear in order to win the contract from the City. It is a type of auction in which the roles of buyer and seller are reversed. In an ordinary auction (also known as a forward auction), buyers compete to obtain a good or service by offering increasingly higher prices. In a reverse auction, the sellers compete to obtain business from the buyer (the City) by offering lower prices than their competitors. The overall price will typically decrease as the sellers lower their bids.
5. **Collaborate with the Office of Sustainability to implement sustainable procurement policies and procedures:** According to the United States Environmental Protection Agency, sustainability means: "Meeting the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable procurement is an approach to purchasing that considers the environmental, societal, and economic value of the goods and services being purchased. This approach evaluates the full cost of a purchase. The policy and procedures, created in coordination with the Office of Sustainability, will guide city employees in the purchase of goods and services that are environmentally preferable, provide benefit to society and the local economy, and achieve good value for money on a life-cycle basis. As a result the purchase of goods and services that are better for both the environment and the local economy will ensure that resources are not diminished for future generations.
6. **Create a Contract Planning Process working with each department on new anticipated Procurement contracts:** For planning and resource allocation purposes, the Procurement Department is working with City Departments to determine a method to identify future procurement events of the City that will need to be processed through Procurement. In collaborating with each major department this will assist Procurement to manage our workforce, work cycle, avoid contract lapses and provide the best service to client departments/agencies. This will enable the City to evaluate and combine bid opportunities that currently go out as single opportunities enabling the City to purchase commodities or services more strategically. Procurement will also work with OEO to analyze markets where contracts can be de-bundled to achieve a greater level of supplier diversity. Additionally, this plan will enable Procurement to market expected upcoming contract opportunities, allowing vendors to better prepare for bidding.
7. **Research and implement a new asset management system and process:** To address the antiquated technology that is currently used for City-wide inventory tracking, the Procurement Department will work with various City stakeholders to identify and implement a better asset management system and process. We are working collaboratively with the Accounting Division of the Office of Finance to update the current rules and regulations that will track assets so they are appropriately reported, tracked and disposed.

PROCUREMENT AT A GLANCE



- The Procurement Department manages the City's Local Business Entity (LBE) program as defined by section 17-109 of the City Code. The department is proud of the LBE participation received on public works contracts let by the City. The Procurement Department is working to improve LBE participation for SS&E contracts. LBE metrics for both public works and SS&E are reported by mandate on a calendar year basis to both the Mayor and City Council President. The table below highlights those metrics.

Calendar Year	% of contracts where low bidder was LBE - PW	% of Contract Value to LBE's - PW
2015	70%	80%
2014	66%	58%
Calendar Year	% of contracts where low bidder was SS&E	% of Contract Value to SS&E
2015	20%	28%
2014	15%	20%

- The Procurement Department has improved Public Works processing times from bid initiation to PO sent to the contractor by 20% from FY15 to FY16 year to date. The Department is working with all stakeholder to continue these improved processing times.

	FY15	FY16 (ytd)
Average Time from Bid Initiation to PO Released to Contractor*	160	128

*Processing times reflected in calendar days

- The department, in coordination with the CAO's office is engaged in two working groups focused on improving the procurement process in order for it to be more transparent, efficient and effective. One of the working groups led by the CAO's office focuses on identifying policies and procedures that may need to be adjusted in order to improve the overall program. The other cross-functional working group focuses on improving the procurement process for public works projects.
- Since January, 2016, the Procurement Department in coordination with OEO, the CAO, PWD, and the Health Department has participated in seven vendor outreach events reaching several hundred local businesses.
- The Department negotiated a contract for a new front end e-procurement system and is scheduled to begin the project in May, 2016.

**PROCUREMENT DEPARTMENT
BUDGET SUMMARY AND OTHER BUDGET DRIVERS**

Staff Demographics Summary (as of April 1, 2016)*

	Total	Minority	White	Female
Full-Time Staff	41	26	15	29
Executive Staff	3	1	2	1
Average Salary - FTS	\$44,094	\$43,621	\$44,913	\$43,149
Average Salary - ES	\$102,333	\$85,000	\$111,000	\$85,000
Median Salary - FTS	\$41,282	\$40,437	\$42,307	\$39,592
Median Salary - ES	\$102,000	\$85,000	\$111,000	\$85,000

Employment Levels (as of April 1, 2016)

	Budgeted	Approved	Filled
Full-Time Positions	46	46	41
Part-Time Positions	0	0	0
Executive Positions	5	5	3
Overall Average Salary	\$48,596	\$48,596	\$48,065
Overall Median Salary	\$41,630	\$41,630	\$42,053

*One of Procurement's core strategic objectives is to attract and retain staff through increased training opportunities. The Department has also worked closely with OHR to update Civil Service job specifications to align job requirements with public procurement best practices. The Department has also updated Civil Service regulations to allow for bonuses related to professional certifications.

Financial Summary by Class - General Fund

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Difference
	Actual Obligations	Original Appropriations	Estimated Obligations	Proposed Appropriations
				FY17 - FY16
Class 100 - Employee Compensation	\$2,333,610	\$2,472,351	\$2,472,351	\$2,504,399
Class 200 - Purchase of Services	\$2,447,216	\$2,316,267	\$2,316,267	\$2,316,267
Class 300 - Materials and Supplies	\$25,004	\$39,554	\$39,554	\$33,588
Class 400 - Equipment	\$24,001	\$9,500	\$9,500	\$15,466
Class 500 - Contributions	\$28,000	\$0	\$0	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$0	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0
TOTAL	\$4,857,831	\$4,837,672	\$4,837,672	\$4,869,720
				\$32,048

Contracts Summary (as of December 2015)

	FY11	FY12	FY13	FY14	FY15	FY16*
Total amount of contracts	\$3,080	\$1,801	\$33,650	\$2,602	\$4,806,741	\$1
Total amount to M/W/DBE	\$0	\$0	\$4,500	\$0	\$826,200	\$0
Participation Rate	0%	0%	13%	0%	17%	0%

*Contract value for 2016 will be with online auction contractors, which are \$0 contracts. One online auction vendor with which Procurement entered into a contract on January 1, 2016, is a local business.

The department is committed to supporting the Administration's goal of 30% minority, woman, and disabled-owned business (W/M/DSBE) participation in City contracting. We continue to review our contracts and always look for more opportunities as they arise.

**PROCUREMENT DEPARTMENT
PROPOSED BUDGET OVERVIEW**

PROPOSED FUNDING REQUEST

The proposed Fiscal Year 2017 general fund budget totals \$4,869,720, an increase of \$32,048 over Fiscal Year 2016 estimated obligation levels. This increase is due to scheduled raises as agreed to in the last contract agreement for District Council 47.

The proposed budget includes:

- \$2,504,399 in Class 100, an increase of \$32,048 over FY16. This increase is due to scheduled raises as agreed to in the last contract agreement for District Council 47.
- \$2,316,267 in Class 200, equal to FY16 appropriations. These dollars will mostly fund City-wide advertising needs, of which the majority is for election related newspaper advertising. The small amount of funds not used for advertising, will fund improvements to the Department's customer service counter, a business analyst resource for the eProcurement system, professional dues and department-wide training, a key pillar of the Department's strategic plan.
- \$33,588 in Class 300, a \$5,966 decrease over FY16. This funding will fund various office supply and professional subscription needs for the Department
- \$15,466 in Class 400, a \$5,966 increase over FY16. This funding will allow the Department to replace end of life office equipment.

STAFFING LEVELS

- The Procurement Department has 51 budgeted positions on the General Fund in both FY16 and FY17. Of those positions, 48 were filled as of December 31, 2015. As of today, 44 of those positions are filled. The Department is actively seeking to fill two Executive Level positions with the goal of ensuring a diverse and qualified Executive Team. All of the five staff positions to be filled will come from upcoming or existing Civil Service lists.
- There are two positions budgeted and filled on the Water Fund in both FY16 and FY17.
- The Procurement Department recently filled the Director of Public Works and Special Services position with a bilingual Hispanic female who was promoted from a position within the department. She brings years of experience and a strong educational background to the position. Other recent hires and their ethnicity are listed below:
 - Two African American Females
 - One African American Male
 - One Caucasian Male
- See appendix for Bilingual Employees Chart

**PROCUREMENT DEPARTMENT
PERFORMANCE, CHALLENGES AND INITIATIVES**

DEPARTMENT PERFORMANCE (OPERATIONS)

Performance Measures (Services, Supplies & Equipment)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
Average number of days from bid initiation to award	125	118	110	90
Average number of Bidders (Awarded Contracts)	2.3	2.9	3.5	4
Percentage of awards that are single response	40%	28%	20%	10%
% of contracts awarded to Local Business Entities (LBEs)	26%*	21%**	30%	35%

*Data available for FY15 Q3 and Q4 only

**Percent of contracts awarded decreased from FY15 to FY16, but total dollar amount increased.

Performance Measures (Public Works Program)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
Average number of days from bid initiation to award	97	88	83	75
Average number of Bidders (Awarded Contracts)	4	5	5	5
Percentage of awards that are single response	7%*	0%	5%	2%
% of contracts where low bidders was LBE	76%*	61%	65%	70%

*Data available for FY15 Q3 and Q4 only

Performance Measures (Customer Service Program)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
% of Internal survey respondents that rated Procurement customer service as Satisfactory or better	96%*	100%	97%	100%
% of External survey respondents that rated Procurement as Satisfactory or better	93%*	97%	97%	100%

*Data available for FY15 Q3 and Q4 only

Performance Measures (Inventory Control Program)	FY15 Actual	FY16 YTD	FY17 Target	FY21 Target
# of Items Tagged	8,419	3,527	7,500	TBD
% of Asset Tags processed within 7 days of Agency Request	100%	100%*	100%**	100%**

*Data available for FY15 Q3 and Q4 only

** Revised upwards from 5 year plan

**PROCUREMENT DEPARTMENT
OTHER BUDGETARY IMPACTS**

FEDERAL AND STATE (WHERE APPLICABLE)

- Procurement does not have any federal and/or state appropriations.

PROCUREMENT DEPARTMENT - CONTRACTING EXPERIENCE

**M/W/DSBE Participation on Large Contracts
FY16 Contracts***

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation on Achieved	\$ Value of M/W/DSBE Participation	Total % and \$ Value Participation - All DSBEs	Local Businesses	Living Wage Compliant?
					MBE: Best and Good Faith Efforts	Best and Good Faith Efforts	\$0		Y	Y
					WBE: Best and Good Faith Efforts	Best and Good Faith Efforts	\$0	0%	Y	Y
Municipibid.com, LLC	Online Auction Services	\$1	5/18/15	1/1/16	DSBE: Best and Good Faith Efforts	Best and Good Faith Efforts	\$0	\$0	Y	Y
					MBE: Best and Good Faith Efforts	Best and Good Faith Efforts	\$0		TBD	TBD
					WBE: Best and Good Faith Efforts	Best and Good Faith Efforts	\$0		TBD	TBD
TBD	Reverse Auctions	\$1	3/2/16	TBD	DSBE: Best and Good Faith Efforts	Best and Good Faith Efforts	\$0	\$0	TBD	TBD

Important Note: Procurement and OIT have selected Periscope Holdings, Inc. to provide the aforementioned front-end e-procurement system. The contract for this technology service totals \$1.4 million, and is managed and reported on by OIT. However, it is worth noting that actual OEO participation on the contract is 13% MBE (\$117,600) and 4% WBE (\$62,342) for a total of 17% (\$239,942) OEO participation on the contract. Procurement will also use a staff augmentation contract through OIT to assist with project management needs on the project. The contract from which this support resource will come is with Modis, which has 21% OEO participation on the contract.

* Contract value for 2016 will be with online auction contractors, which are \$0 contracts. One online auction vendor with which Procurement entered into a contract on January 1, 2016, is a local business.

PROCUREMENT DEPARTMENT- EMPLOYEE DATA

Staff Demographics (as of April, 2016)

	<i>Full-Time Staff</i>			<i>Executive Staff</i>	
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	4	22	<i>Total</i>	0	0
<i>% of Total</i>	9.3%	53.7%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	\$43,639	\$43,618	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	\$41,705	\$38,141	<i>Median Salary</i>	N/A	N/A
	White	White		White	White
<i>Total</i>	8	7	<i>Total</i>	2	0
<i>% of Total</i>	19.5%	17.1%	<i>% of Total</i>	66.7%	0%
<i>Average Salary</i>	\$47,745	\$41,676	<i>Average Salary</i>	\$111,000	N/A
<i>Median Salary</i>	\$44,851	\$39,792	<i>Median Salary</i>	\$111,000	N/A
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	0	0	<i>Total</i>	0	1
<i>% of Total</i>	0%	0%	<i>% of Total</i>	0%	33%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	\$85,000
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	\$85,000
	Asian	Asian		Asian	Asian
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0%	0%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Other	Other		Other	Other
<i>Total</i>	0	0	<i>Total</i>	0	0
<i>% of Total</i>	0%	0%	<i>% of Total</i>	0%	0%
<i>Average Salary</i>	N/A	N/A	<i>Average Salary</i>	N/A	N/A
<i>Median Salary</i>	N/A	N/A	<i>Median Salary</i>	N/A	N/A
	Bi-lingual	Bi-lingual		Bi-lingual	Bi-lingual
<i>Total</i>	0	2	<i>Total</i>	1	1
<i>% of Total</i>	0%	2.3%	<i>% of Total</i>	33.0%	33%
<i>Average Salary</i>	N/A	\$65,726	<i>Average Salary</i>	\$102,000	\$85,000
<i>Median Salary</i>	N/A	\$65,726	<i>Median Salary</i>	\$102,000	\$85,000
	Male	Female		Male	Female
<i>Total</i>	12	31	<i>Total</i>	2	1
<i>% of Total</i>	27.9%	72.1%	<i>% of Total</i>	75.0%	25.0%
<i>Average Salary</i>	\$46,059	\$43,374	<i>Average Salary</i>	\$100,992	\$87,975
<i>Median Salary</i>	\$41,705	\$38,389	<i>Median Salary</i>	\$95,000	\$87,975

**PROCUREMENT DEPARTMENT
APPENDIX (Other Relevant Data and Charts)**

Number of Bilingual Employees (as of April, 2016)

	Spanish	Portuguese	German	
Executive Direction	2	1	1	
Total - All Divisions	2	1	1	
Total - # of Bilingual Employees				3
Total - # of Languages Spoken				3

**Office of Human Resources
FISCAL YEAR 2017 BUDGET TESTIMONY
April 20, 2016**

INTRODUCTION

Good afternoon, President Clarke and Members of City Council. My name is Marsha Greene-Jones and I am the City's Acting Director of Human Resources. With me today are Deputy Human Resources Directors: Brian Albert, Maria Agelakis, Celia O'Leary and Sheila Pate, Dr. George Hayes – our Director of Medical Services and other members of my Senior Team. I am pleased to provide testimony on the Office of Human Resources' Fiscal Year 2017 operating budget.

DEPARTMENT MISSION/PLANS

Mission: The mission of the Office of Human Resources (also known as "OHR") is to attract, select and retain a qualified, diverse, and effective workforce to support the goals of the City. OHR accomplishes its Core Mission by administering the civil service system, classifying and determining compensation rates for all civil service positions, developing and administering examinations, establishing eligible lists used for hire and promotion, ensuring compliance with the Home Rule Charter and Civil Service Regulations, and managing and administering a competitive yet cost-effective benefits program for non-represented employees.

Plans for Fiscal Year 2017 and Beyond:

OHR currently collects data on the measures provided below. In FY17, OHR will work closely with the Performance Management team to review and update strategic goals, set meaningful and aligned measures, and develop or strengthen data collection mechanisms for the updated measures.

Objectives (New or Continuing)	Program/Unit responsible	FY 17	FY 21
<p>OHR's Key Objective #1: Produce Civil Service Eligible Lists on or before the targeted date provided to the client department. In FY15, OHR met this target at 98.4% of time. <i>Meeting this target is often dependent on the availability of subject matter experts.</i></p> <ul style="list-style-type: none"> • Continuing objective 	Hiring Services	95%	95%
<p>OHR's Key Objective #2: Maintain the average number of days for producing Civil Service eligible lists at 65 days from the closing of the application period. The average number of days required to produce eligible lists varies based on annual departmental staffing needs. It has been as low as 48 and as high as 180 days. In comparing itself to other OHR civil service jurisdictions, 65 days is lower than other similar jurisdictions.</p> <ul style="list-style-type: none"> • New objective 	Hiring Services	65 days	65 days
<p>OHR's Key Objective #3: Administer Civil Service examinations on the published and projected target date. In FY15, OHR met the targeted date 97.5% of the time.</p>	Hiring Services	95%	95%

<p><i>Meeting this target is often dependent on the availability of subject matter experts.</i></p> <ul style="list-style-type: none"> Continuing objective 			
<p>OHR's Key Objective #4: Maintain the costs of City Administered Benefits within budget. For FY 15, the budget for City Administered Benefits was \$76.4 million and the City's net cost was \$73.7 million. Despite medical trend being consistently higher than general inflation, the Office of Human Resources has managed to keep benefit spend flat for the last five years.</p> <ul style="list-style-type: none"> Continuing objective 	Benefits	Maintain the net costs of City Administered Benefits within budget.	Maintain the net costs of City Administered Benefits within budget.
<p>OHR's Key Objective #5: Increase percent of OHR employees with current evaluations from 62% in FY 15 to 80% in FY17 and 90% in FY21.</p> <ul style="list-style-type: none"> New objective 	Strategic Services	80%	90%
<p>OHR's Key Objective #6: Assess the quality of eligibles by evaluating the percent of new hires who have satisfactory or higher performance evaluations and have not been involuntarily separated after 1 year of hire. In FY 15, 1,856 permanent civil service employees were hired, of whom 90 were rejected during probation and 11 have an unsatisfactory rating, yielding a quality factor of 94.5%</p> <ul style="list-style-type: none"> New objective 	Hiring Services	95%	95%
<p>OHR's Key Objective #7: Increase the percentage of employees enrolled in wellness initiatives to 50% from the current rate of 38.9%</p> <ul style="list-style-type: none"> New objective 	Benefits	50%	50%
<p>OHR's Key Objective #8: Maintain the average turnaround days for HR transactions audit and approval @ 2 business days. In FY 15, the average turnaround for OHR, processing all City transactions, was 2.04 days.</p> <ul style="list-style-type: none"> New objective 	Shared Services	2	2

Key Performance Facts	Program/Unit Responsible
<p>OHR's Key Performance Fact: The number of Civil Service eligible lists produced annually is dependent upon departmental needs and requests. The number of lists typically vary from 250 to 450. In FY15, OHR produced 434 Eligible Lists.</p>	Hiring Services

OHR's Key Performance Fact: OHR collects data on the diversity of the City's workforce. This data can be utilized by other departments and the Mayor's Office to set measurable diversity goals. The current workforce demographics are:

Strategic Services

Race/Ethnicity	Civil Service	Exempt	Total
White	39.96%	52.99%	42.40%
Black	50.59%	37.17%	48.08%
Asian	2.80%	3.35%	2.90%
Hispanic or Latino	5.80%	5.25%	5.70%
American Indian or Alaskan Native	0.20%	0.14%	0.19%
Native Hawaiian or Other Pacific	0.02%	0.02%	0.02%
Two or More Races (Not Hispanic or Latino)	0.64%	1.07%	0.72%

**Office of Human Resources
BUDGET SUMMARY AND OTHER BUDGET DRIVERS**

Staff Demographics Summary (as of January 2016)

	Total	Minority	White	Female
Full-Time Staff	83	61	22	54
Executive Staff	16	9	7	11
Average Salary - Full-Time Staff	\$60,889	\$57,314	\$70,838	\$59,758
Average Salary - Executive Staff	\$108,151	\$107,918	\$108,450	\$101,330
Median Salary - Full-Time Staff	\$47,884	\$42,572	\$66,312	\$44,066
Median Salary - Executive Staff	\$122,648	\$90,203	\$122,648	\$90,203

Employment Levels (as of January 2016)

	Budgeted	Approved	Filled
Full-Time Positions	91	91	83
Part-Time Positions	0	0	0
Executive Positions	16	16	16
<i>Overall Average Salary</i>	\$59,126	\$59,126	\$60,889
<i>Overall Median Salary</i>	\$51,186	\$51,186	\$47,884

**Office of Human Resources
BUDGET SUMMARY AND OTHER BUDGET DRIVERS**

Financial Summary by Class - General Fund

	Fiscal 2015 Actual Obligations	Fiscal 2016 Original Appropriations	Fiscal 2016 Estimated Obligations	Fiscal 2017 Proposed Appropriations	Difference FY17-FY16
Class 100 - Employee Compensation	\$5,083,865	\$5,399,621	\$5,399,621	\$5,403,578	\$3,957
Class 200 - Purchase of Services	\$787,696	\$964,070	\$964,070	\$802,070	(\$162,000)
Class 300 - Materials and Supplies	\$67,329	\$69,932	\$69,932	\$69,932	\$0
Class 400 - Equipment	\$0	\$0	\$0	\$0	\$0
Class 500 - Contributions	\$0	\$0	\$0	\$0	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$0	\$0	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0	\$0
TOTAL	\$5,938,890	\$6,433,623	\$6,433,623	\$6,275,580	(\$158,043)

Contracts Summary (as of December 2015)

	FY11	FY12	FY13	FY14	FY15	FY16*
Total amount of contracts	\$316,917	\$355,819	\$401,875	\$419,779	\$357,783	\$327,100
Total amount to M/W/DBE	\$39,200	\$42,500	\$53,750	\$50,000	\$80,000	\$50,000
Participation Rate	12%	12%	13%	12%	22%	15%

* as of December 2015

OEO Participation Rate goals:

FY16 - 10%

FY17 - 20%

**Office of Human Resources
PROPOSED BUDGET OVERVIEW**

PROPOSED FUNDING REQUEST

The proposed Fiscal Year 2017 general fund budget totals \$6,275,580, a decrease of \$158,043 over Fiscal Year 2016 estimated obligation levels. This decrease is due to the decrease in Class 200 for Public Safety Promotional exams which are given every other year. The slight decrease in Class 100 is due to the addition of funding for the negotiated wage increase for DC47 and Non-Represented employees combined with a decrease in funding for lump sum payouts.

The proposed budget includes:

- \$5,403,578 in Class 100, a \$3,957 decrease over FY16. This decrease is due to the addition of funding for the negotiated wage increase for DC47 and Non-Represented employees combined with a decrease in funding for lump sum payouts.
- \$802,070 in Class 200, a \$162,000 decrease over FY16. This decrease is due to the decrease in Class 200 for Public Safety Promotional exams which are given every other year.
- \$69,932 in Class 300/400, matching FY16.

STAFFING LEVELS

- 83 of 91 budgeted positions were filled in January of 2016. Budgeted positions for FY17 will decrease to 90.
- New hires in FY 16 include 1 American Indian or Alaskan Native Female, 3 Black Females and 1 White Male.
- See appendix for Bilingual Employees Chart

Office of Human Resources
PERFORMANCE, CHALLENGES AND INITIATIVES

DEPARTMENT PERFORMANCE (OPERATIONS)

Please see page 1.

Office of Human Resources – CONTRACTING EXPERIENCE

M/W/DSBE Participation on Large Contracts
FY16 Contracts

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % and \$ Value Participation - All DSBEs	Local Business	Living Wage Compliant?
Aon Consulting	Benefits Consultant	\$250,000	6/20/13	8/1/13	MBE: 15% - 20%	20%	\$50,000		Y	Y
					WBE: 2% - 5%	0%	\$0	20%		
					DSBE: N/A	0%	\$0	\$50,000		
Zakia Moore	Legal Services	\$32,000	N/A	7/1/15	MBE: N/A	0%	\$0		Y	Y
					WBE: N/A	0%	\$0	0%		
					DSBE: N/A	0%	\$0	\$0		
IMX Medical	Fitness Evaluations	\$20,000	N/A	7/1/15	MBE: N/A	0%	\$0		Y	Y
					WBE: N/A	0%	\$0	0%		
					DSBE: N/A	0%	\$0	\$0		
NutriSavings	Nutrition Wellness	\$20,000	N/A	9/23/15	MBE: N/A	0%	\$0		Y	Y
					WBE: N/A	0%	\$0	0%		
					DSBE: N/A	0%	\$0	\$0		

Office of Human Resources – EMPLOYEE DATA

<i>Full-Time Staff</i>				<i>Executive Staff</i>			
		Male	Female			Male	Female
		African-American	African-American			African-American	African-American
<i>Total</i>		15	35	<i>Total</i>		1	7
<i>% of Total</i>		18.1%	42.2%	<i>% of Total</i>		6.3%	43.8%
<i>Average Salary</i>		55,915	60,269	<i>Average Salary</i>		191,121	100,000
<i>Median Salary</i>		40,192	42,772	<i>Median Salary</i>		191,121	90,203
		White	White			White	White
<i>Total</i>		10	12	<i>Total</i>		4	3
<i>% of Total</i>		12.0%	14.5%	<i>% of Total</i>		25.0%	18.8%
<i>Average Salary</i>		78,175	64,724	<i>Average Salary</i>		105,963	111,766
<i>Median Salary</i>		76,967	59,965	<i>Median Salary</i>		103,609	122,648
		Hispanic	Hispanic			Hispanic	Hispanic
<i>Total</i>		0	3	<i>Total</i>		0	0
<i>% of Total</i>		0.0%	3.6%	<i>% of Total</i>		0.0%	0.0%
<i>Average Salary</i>		0	50,425	<i>Average Salary</i>		0	0
<i>Median Salary</i>		\$	55,342	<i>Median Salary</i>		0	0
		Asian	Asian			Asian	Asian
<i>Total</i>		3	1	<i>Total</i>		0	0
<i>% of Total</i>		3.6%	1.2%	<i>% of Total</i>		0.0%	0.0%
<i>Average Salary</i>		48,552	30,060	<i>Average Salary</i>		0	0
<i>Median Salary</i>		36,360	30,060	<i>Median Salary</i>		0	0
		Other	Other			Other	Other
<i>Total</i>		1	3	<i>Total</i>		0	1
<i>% of Total</i>		1.2%	3.6%	<i>% of Total</i>		0.0%	6.3%
<i>Average Salary</i>		61,565	53,164	<i>Average Salary</i>		0	79,339
<i>Median Salary</i>		61,565	42,572	<i>Median Salary</i>		0	79,339
		Bi-lingual	Bi-lingual			Bi-lingual	Bi-lingual
<i>Total</i>		3	7	<i>Total</i>		0	1
<i>% of Total</i>		3.6%	8.4%	<i>% of Total</i>		0.0%	6.3%
<i>Average Salary</i>		68,175	64,909	<i>Average Salary</i>		0	122,648
<i>Median Salary</i>		69,190	55,342	<i>Median Salary</i>		0	122,648
		Male	Female			Male	Female
<i>Total</i>		29	54	<i>Total</i>		5	11
<i>% of Total</i>		34.9%	65.1%	<i>% of Total</i>		31.3%	68.8%
<i>Average Salary</i>		63,023	59,758	<i>Average Salary</i>		123,155	101,330
<i>Median Salary</i>		49,737	44,065	<i>Median Salary</i>		84,569	90,003

Office of Human Resources – EMPLOYEE DATA

**Number of Bilingual
Employees (as of January
2016)**

	Spanish	Greek	French	Arabic	Malayalam	Portuguese	Sub-Saharan African	Haitian-Creole
Hiring Services	1	1	1	1	0	1	1	0
Benefits	1	0	0	0	0	0	0	0
Shared Services	1	0	0	0	1	0	0	0
Strategic Services	0	0	0	0	0	0	0	0
Medical Eval	0	0	2	0	0	0	0	1
Total - All Divisions	3	1	3	1	1	1	1	1
Total - # of Bilingual Employees	9							
Total - # of Languages Spoken	8							

OFFICE OF FLEET MANAGEMENT
FISCAL YEAR 2017 BUDGET TESTIMONY
APRIL 20, 2016

INTRODUCTION

Good afternoon, President Clarke and Members of City Council. I am Christopher Cocci, Fleet Manager for the City of Philadelphia. Joining me today are Mr. Joseph Rosati, Deputy Fleet Manager for Operations, and Dr. K Wilson, Deputy Fleet Manager for Administration. I am pleased to provide testimony on Office of Fleet Management's Fiscal Year 2017 operating budget.

DEPARTMENT MISSION/PLANS

The mission of the Office of Fleet Management (OFM) is to support City departments and agencies in the delivery of municipal services by ensuring that City vehicles and other automotive-related equipment and services are available, dependable, and safe to operate.

PLANS FOR FISCAL YEAR 2017

Optimal Vehicle Replacement Strategy: OFM's strategy is to replace older and no longer economically-feasible vehicles and equipment with more technologically-advanced and fuel-efficient vehicles and equipment. In FY15 & FY16, the Capital budget included \$28.6 million of funding for the purchase of vehicles and equipment costing over \$100,000. Going forward, OFM will continue to use capital dollars to replace these larger vehicles and will focus its operating dollars on the replacement of small vehicles and equipment. The FY17 budget includes, \$19.8 million in Capital funding of which \$9.8 million is allocated for Fire Department and \$8 million for Streets Departments vehicles & equipment. The FY17 Operating budget includes \$8.5 million for vehicle purchases of which \$6.4 million is allocated to Police Department to replace Radio Patrol Cars and other aged vehicles.

Hybrid and Electric Vehicles: OFM is exploring opportunities for more Plug-in-Electric and Hybrid vehicles to replace existing gasoline/diesel vehicles. In FY16 OFM purchased four plug in hybrid sedans for the police department, going forward OFM plans to purchase 12 hybrid electric vehicles in FY17 and is currently working with departments for placement of charging stations.

Modernization & Consolidation of Repair Facilities: OFM plans to consolidate vehicle administration functions to the Central Repair Facility at Front St & Hunting Park Ave. Centralizing these functions into a modern repair facility that meets industry standards will improve operational efficiency and increase building and equipment safety. The design plans of this project are complete, construction is scheduled to begin in FY17 and be completed by FY21.

High School Internship Program: OFM plans to continue its High School Internship Program in FY17 with four (4) more students. At present we have ten (10) high school students enrolled in to this program. At the end of the internship program, students have the opportunity to join OFM's workforce through the civil service position titled Automotive Apprentice. By the end of FY16, seven (7) interns will successfully complete the program and they have expressed their

intention to join OFM as Automotive Apprentices. Currently, OFM's 11 full time staff received their training through this program and a total of 108 students have been trained through this program since its inception in 1993.

**OFFICE OF FLEET MANAGEMENT
BUDGET SUMMARY AND OTHER BUDGET DRIVERS**

Staff Demographics Summary (as of January 2016)

	Total	Minority	White	Female
Full-Time Staff	330	143	187	23
Executive Staff	3	1	2	0
Average Salary - FTS	\$447,936	\$45,003	\$49,849	\$47,399
Average Salary - ES	\$110,745	\$106,605	\$112,815	\$0
Median Salary - FTS	\$45,628	\$45,628	\$46,041	\$45,628
Median Salary - ES	\$106,605	\$106,605	\$112,815	\$0

Employment Levels (as of January 2016)

	Budgeted	Approved	Filled
Full-Time Positions	365	365	330
Part-Time Positions	0	0	0
Executive Positions	3	3	3
<i>Overall Average Salary</i>	\$447,298	\$447,298	\$447,956
<i>Overall Median Salary</i>	\$46,241	\$46,241	\$45,628

Financial Summary by Class - General Fund

	Fiscal 2015 Actual Obligations	Fiscal 2016 Original Appropriations	Fiscal 2016 Estimated Obligations	Fiscal 2017 Proposed Appropriations	Difference FY17-FY16
Class 100 - Employee Compensation	\$17,168,959	\$16,544,893	\$16,650,458	\$16,613,280	(\$37,178)
Class 200 - Purchase of Services	\$9,509,880	\$9,604,396	\$9,660,411	\$9,604,396	(\$56,015)
Class 300 - Materials and Supplies	\$26,253,949	\$24,663,211	\$24,667,596	\$26,163,211	\$1,495,615
Class 400 - Equipment	\$7,664,665	\$10,765,000	\$10,765,000	\$8,765,000	(\$2,000,000)
Class 500 - Contributions	\$67,500	\$0	\$0	\$0	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$0	\$0	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0	\$0
TOTAL	\$60,664,953	\$61,577,500	\$61,743,465	\$61,145,887	(\$597,578)

Contracts Summary (as of December 2015)

	FY11	FY12	FY13	FY14	FY15	FY16*
Total amount of contracts	\$4,338,791	\$5,317,580	\$2,304,471	\$4,385,377	\$6,812,030	\$1,034,539
Total amount to M/W/DBE	\$1,525,277	\$93,742	\$63,679	\$65,606	\$37,615	\$58,149
Participation Rate	35%	2%	3%	1%	1%	5.62%

* as of December 2015

**OFFICE OF FLEET MANAGEMENT
PROPOSED BUDGET OVERVIEW**

PROPOSED FUNDING REQUEST

The proposed Fiscal Year 2017 general fund budget totals \$61,145,887 a decrease of \$597,578 over Fiscal Year 2016 estimated obligation levels. This decrease is due to the elimination of one time obligations in various classes in relation to the papal visit, a reduction in vehicle purchases and vehicle fuel price adjustments.

The proposed budget includes:

- \$16,613,280 in Class 100 which is \$37,178 lower than FY16 estimated obligations. This decrease is a combination of funding requirements for DC#47/Non-Rep Salary increases, increases in increment & longevity and reductions in overtime expenditures.
- \$9,604,396 in Class 200 a reduction of \$56,015 from FY16 estimated obligations due to the one-time expenditures related to the papal visit. This funding will be mainly allocated for vehicle lease payment of \$4.5 million, \$780,000 for Various Vehicle Repair Services, \$694,000 for various Professional Services, \$490,000 for Auto Collision Repairs, \$480,000 for Heavy Equipment Repairs, \$430,000 for Engine & Transmission Repairs, \$398,000 for Rental of Vehicle Parking Spaces and \$276,000 for Fire Boat Repair & Maintenance.
- \$26,163,211 in Class 300, a \$1,495,615 increase over FY16 due to fuel price adjustments. This funding will be mainly allocated for \$9.1 million for Gasoline Fuel, \$6.3 million for Diesel Fuel, \$7.5 million for Vehicle Parts, \$1.3 million for Tire & Tube, \$545,000 for Vehicle Lubricants and \$118,000 for Anti-Freeze purchases.
- \$8,765,000 in Class 400, a \$2,000,000 decrease over FY16 due to a reallocation of funds to fuel purchases. This funding will be mainly used to purchase 150 Radio Patrol Cars at a cost of \$4.4 million, 75 unmarked sedans at a cost of \$1.4 million for the Police Department, 380,000 to replace Fire Department vehicles and \$1.5 million to replace various aged vehicles for all other departments.

Staffing Levels: As of January 31, 2016 OFM's total employee count is 330 of which 23 (7%) are female and 307 (93%) are male. Of the total employees, 108 (32.73%) are African American, 187 (56.67%) are Caucasians, 17 (5.15%) are Hispanic, 12 (3.63%) are Asian and 6 (1.82%) are in other category. OFM's first level management team consist of 3 employees, all of whom (100%) are male. Of the 3 management employees, 2 (66.67%) are Caucasians and 1 (33.33%) is Asian.

New Hire Staffing Diversity: In FY16, as of January 31, 2016, OFM hired 16 new employees of which 1 (6.25%) is female and 15 (93.75%) are male. Of the total employees 4 (25%) are African American and 12 (75%) are Caucasian. Of the 16 new employees 1 (6.25%) is bilingual. During this period, there were no new hires in first level management.

Bilingual Employee: As of January 31, 2016 OFM's workforce includes 14 (4.24%) bilingual employees who speak seven different languages. These languages consist of Spanish, Greek French, Cambodian, Malayalam, Vietnamese and Italian.

**OFFICE OF FLEET MANAGEMENT
PERFORMANCE, CHALLENGES AND INITIATIVES**

DEPARTMENT PERFORMANCE (OPERATIONS)

Performance Measure	FY15 Actual	FY16 YTD (as of 12/31/15)	FY17 Target
Fleet Availability - Citywide	90.7%	89.1%	90.0%
Availability of Radio Patrol Cars	85.6%	87.4%	90.0%
Availability of Medic Units	82.3%	78.0%	90.0%
Availability of Compactors	74.2%	70.0%	90.0%
Median Age of Vehicles (General Fund)	8.5	8.4	8
Median Age of Vehicles (Water Fund)	9.5	10.5	8
Median Age of Vehicles (Aviation Fund)	11.5	12.0	8
Percentage (%) if Vehicles Repaired in One (1) Day or Less	67.8%	63.3%	70.0%

**OFFICE OF FLEET MANAGEMENT
OTHER BUDGETARY IMPACTS**

FEDERAL AND STATE (WHERE APPLICABLE)

Not Applicable

OFFICE OF FLEET MANAGEMENT – CONTRACTING EXPERIENCE

M/W/DSBE Participation on Large Contracts
FY16 Contracts

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % and \$ Value Participation - All DSBEs	Local Business	Living Wage Compliant?
Oxford Engineering	Fuel Site Environmental Services	\$240,000	2/4/13	6/30/13	MBE: 10-15%	5%	\$12,000	10%	N	Y
					WBE: 10-15%	5%	\$12,000			
					DSBE: 10-15%	0%	\$0			
Rob's Automotive & Collision	Vehicle Towing Services	\$198,000	8/14/13	11/1/13	MBE: Best and	0%	\$0	\$0	Y	Y
					WBE: Good Faith	0%	\$0			
					DSBE: Efforts	0%	\$0			
Assetworks	Asset Management System Computer Software and Hosting	\$140,000	2/1/13	4/1/14	MBE: Best and	0%	\$0	0%	Y	Y
					WBE: Good Faith	0%	\$0			
					DSBE: Efforts	0%	\$0			

Participation in Economic Opportunity: The department is committed to supporting the Administration's goal for minority, woman, and disabled-owned business (W/M/DSBE) participation in City contracting. OFM's FY2016 year-to-date W/M/DSBE participation is 5.62%. Many of our contracts are technical due to the specificity of our requirements and specifications, particularly around the purchase of heavy equipment, vehicles, and other related parts and equipment. There are limited W/M/DSBE vendors for such contracts. We continue to review our contracts and always look for more opportunities as they arise.

OFFICE OF FLEET MANAGEMENT – EMPLOYEE DATA

Staff Demographics (as of January 2016)

<i>Full-Time Staff</i>				<i>Executive Staff</i>			
		Male	Female			Male	Female
		African-American	African-American			African-American	African-American
<i>Total</i>		91	17	<i>Total</i>		0	0
<i>% of Total</i>		27.6%	5.2%	<i>% of Total</i>		0%	0%
<i>Average Salary</i>		44,669	47,048	<i>Average Salary</i>		N/A	N/A
<i>Median Salary</i>		45,416	42,972	<i>Median Salary</i>		N/A	N/A
		White	White			White	White
<i>Total</i>		181	6	<i>Total</i>		2	0
<i>% of Total</i>		54.8%	1.8%	<i>% of Total</i>		66.7%	0%
<i>Average Salary</i>		49,864	49,412	<i>Average Salary</i>		112,815	N/A
<i>Median Salary</i>		46,041	40,004	<i>Median Salary</i>		112,815	N/A
		Hispanic	Hispanic			Hispanic	Hispanic
<i>Total</i>		17	0	<i>Total</i>		0	0
<i>% of Total</i>		5.2%	0%	<i>% of Total</i>		0%	0%
<i>Average Salary</i>		45,507	N/A	<i>Average Salary</i>		N/A	N/A
<i>Median Salary</i>		45,416	N/A	<i>Median Salary</i>		N/A	N/A
		Asian	Asian			Asian	Asian
<i>Total</i>		12	0	<i>Total</i>		1	0
<i>% of Total</i>		3.6%	0%	<i>% of Total</i>		33.3%	0%
<i>Average Salary</i>		49,451	N/A	<i>Average Salary</i>		106,605	0
<i>Median Salary</i>		45,728	N/A	<i>Median Salary</i>		106,605	0
		Other	Other			Other	Other
<i>Total</i>		6	0	<i>Total</i>		0	0
<i>% of Total</i>		1.8%	0%	<i>% of Total</i>		0%	0%
<i>Average Salary</i>		43,752	N/A	<i>Average Salary</i>		N/A	N/A
<i>Median Salary</i>		45,729	N/A	<i>Median Salary</i>		N/A	N/A
		Bi-lingual	Bi-lingual			Bi-lingual	Bi-lingual
<i>Total</i>		14	0	<i>Total</i>		1	0
<i>% of Total</i>		4.2%	0%	<i>% of Total</i>		33.3%	0%
<i>Average Salary</i>		49,407	N/A	<i>Average Salary</i>		106,605	0
<i>Median Salary</i>		45,416	N/A	<i>Median Salary</i>		106,605	0
		Male	Female			Male	Female
<i>Total</i>		307	23	<i>Total</i>		3	0
<i>% of Total</i>		93.0%	7.0%	<i>% of Total</i>		100.0%	0%
<i>Average Salary</i>		47,956	47,665	<i>Average Salary</i>		110,745	N/A
<i>Median Salary</i>		46,441	45,678	<i>Median Salary</i>		106,605	N/A

**OFFICE OF FLEET MANAGEMENT
APPENDIX (Other Relevant Data and Charts)**

Number of Bilingual Employees (as of January 2016)

	Spanish	Greek	French	Cambodian	Malayalam	Vietnamese	Italian
Administration	0	0	0	0	1	0	0
Operations	4	2	2	1	2	1	1
Total - All Divisions	4	2	2	1	3	1	1
Total - # of Bilingual Employees		14					
Total - # of Languages Spoken		7					