

1                                   **GOVERNMENT OPERATIONS, PERSONNEL, HOUSING,**  
2  
3                                   **INFORMATION TECHNOLOGY & DIVERSITY COMMITTEE**  
4  
5                                   **OF THE**  
6  
7                                   **SUFFOLK COUNTY LEGISLATURE**  
8  
9

10  
11 A meeting of the Government Operations, Personnel, Housing,  
12 Information Technology & Diversity Committee of the Suffolk County  
13 Legislature was held in the Rose Y. Caracappa Legislative  
14 Auditorium of the William H. Rogers Legislature Building,  
15 725 Veterans Memorial Highway, Smithtown, New York, on  
16 February 5, 2020.  
17

18  
19 **MEMBERS PRESENT:**

20 Legislator Samuel Gonzalez, Chairperson  
21 Legislator Tom Donnelly, Vice Chair  
22 Legislator Susan A. Berland  
23 Legislator Leslie Kennedy  
24 Legislator Kevin J. McCaffrey  
25 Presiding Officer Rob Calarco  
26

27 **ALSO IN ATTENDANCE:**

28 Legislator Anthony Piccirillo  
29 Sarah Simpson, Counsel/Suffolk County Legislature  
30 Amy Ellis, Chief Deputy Clerk/Suffolk County Legislature.  
31 Lance Reinheimer, Director of Budget Review  
32 Benny Pernice, Budget Review Office  
33 Derek Stein, Aide to Presiding Officer Gregory  
34 Samantha Sarube, Aide to Legislator Berland  
35 Ali Nazir, Aide to Legislator Kennedy  
36 Amy Keyes, County Executive's Office  
37 Douglas Sutherland, Suffolk County Deputy Comptroller  
38 Thomas Melito, Personnel Direct/Civil Service Department  
39 David Gallagher, Union President/Suffolk Detectives Association  
40 Jen McNamara, Director of Labor Relations  
41 Ivan Larios, New York Immigration Coalition  
42 Anita Halasz, Long Island Jobs With Justice  
43 Retha Fernandez, Chief Diversity and Inclusion Officer Nominee  
44 And all other interested parties  
45

46 **TAKEN BY:**

47 Lucia Braaten, Court Stenographer  
48  
49  
50  
51  
52  
53  
54  
55  
56

1 (\*The meeting was called to order at 10:02 a.m.\*)

2  
3 **CHAIRMAN GONZALEZ:**

4 Good morning, everyone. Can we please stand for the Pledge of  
5 Allegiance, beginning with Legislator Donnelly.

6  
7 (\*Salutation\*)

8  
9 Please remain standing for a moment of silence for all those who  
10 have given the ultimate sacrifice for us.

11  
12 (\*Moment of Silence\*)

13  
14 Thank you. You may be seated. So good morning, everyone. Welcome  
15 to the Gov Ops, Personnel, Information Tech and Diversity Committee  
16 meeting. So we're going to -- we do not have at this time any  
17 correspondence, and we will start with the Public Portion.  
18 Madam Clerk, do we have any cards?

19  
20 **MS. ELLIS:**

21 No, sir.

22  
23 **CHAIRMAN GONZALEZ:**

24 Okay. Is there anyone at this moment that would like to come up  
25 and say anything? Please do so. Okay. Not seeing anyone, we will  
26 close the Public Portion and move on to the agenda.

27  
28 Okay. Well, today, Ladies and Gentlemen, we have two appointments.  
29 ***I.R. 1036 - Approving the appointment of a relative of the***  
30 ***Department Head in the Suffolk County Department of Economic***  
31 ***Development and Planning, John T -- I believe it's Schneidawin, Jr.***  
32 ***(Co. Exec.)*** I have a motion.

33  
34 **LEG. DONNELLY:**

35 Second.

36  
37 **CHAIRMAN GONZALEZ:**

38 Okay. Motion to approve by Legislator Donnelly. Second?

39  
40 **LEG. KENNEDY:**

41 (Raised hand)

42  
43 **CHAIRMAN GONZALEZ:**

44 Is there a second?

45  
46 **LEG. BERLAND:**

47 Yeah.

48  
49 **LEG. KENNEDY:**

50 (Raised hand).

51  
52 **CHAIRMAN GONZALEZ:**

53 Second by Legislator --

54  
55 **LEG. BERLAND:**

56 Berland.

1  
2 **CHAIRMAN GONZALEZ:**

3 Berland. I'm sorry. I got there late on it.

4  
5 **LEG. BERLAND:**

6 That's okay, it happens to me all the time.

7  
8 (\*Laughter\*)

9  
10 **CHAIRMAN GONZALEZ:**

11 All those in favor? Opposed? Abstentions? I.R. 1036 is approved.  
12 Thank you, Susan. Thank you so much. (Vote: Approved 6-0-0-0)

13  
14 *I.R. 1053 - Confirming the appointment of Thomas Melito as*  
15 *Personnel Officer of the Suffolk County Department of Human*  
16 *Resources, Personnel and Civil Service. (Co. Exec.) Tom?*

17  
18 **LEG. DONNELLY:**

19 Motion to approve.

20  
21 **CHAIRMAN GONZALEZ:**

22 Tom's not here, is he?

23  
24 **MR. MELITO:**

25 Yes, I'm here.

26  
27 **CHAIRMAN GONZALEZ:**

28 Tom?

29  
30 **MR. MELITO:**

31 I'm here.

32  
33 **CHAIRMAN GONZALEZ:**

34 All right? Would you like to come up, please, and say a couple of  
35 words?

36  
37 **MR. MELITO:**

38 Yeah.

39  
40 **CHAIRMAN GONZALEZ:**

41 And tell us a little bit about yourself.

42  
43 **MR. MELITO:**

44 At the podium right here or at the table?

45  
46 **CHAIRMAN GONZALEZ:**

47 Right there is fine.

48  
49 **MR. MELITO:**

50 So, first of all, I want to say thank you all very much for taking  
51 the time to meet with me today, I appreciate it. I'd just like to  
52 say beforehand, I'm personally excited by this opportunity, quite  
53 frankly, which seems like a place that my career has been leading  
54 inexorably over the last 31 years. Over the course of this 31-year  
55 career in the public sector, I've been reminded constantly of how  
56 important our human resources are, and how little our overall

1 public organizations understand those needs, cater to those needs,  
2 and cultivate those relationships necessary to create an effective  
3 and profitable workforce.

4  
5 For those of you who may not know much about me, I'll just give you  
6 a very brief little overview. I'm current -- I was Deputy County  
7 Executive for Performance Management for Steve Bellone for the last  
8 eight years. Basically, in that role, I was responsible for trying  
9 to look at operations, find opportunities for improvements,  
10:05AM 10 introduce uses of technology and the idea of data-driven  
11 decision-making to help make decisions.

12  
13 Most recently, I've been involved with a number of projects that  
14 have been pretty large and far-reaching, including the development  
15 and implementation of the 311 Call Center. We are just in the  
16 final stages of a process of evaluating our payroll, time and  
17 activity and human resources technology system. We have -- we  
18 performed a total cost of ownership. We used that to develop an  
19 RFP. We did a significant process, RFP process, to find  
10:06AM 20 alternatives, have made a decision, and we're poised to begin  
21 implementation of that project, which completely dovetails and  
22 overlaps with responsibilities of the Department of Human  
23 Resources, Personnel and Civil Service.

24  
25 We are currently still performing a review of all procurement and  
26 payment procedures around the County. We spent about a  
27 year-and-a-half working on implementation, developing consensus  
28 among the municipalities on Long Island for the New York State  
29 Shared Services Program. We then embarked on a process of  
10:06AM 30 developing a web portal for that system. We are continuing to  
31 introduce technology tools in terms of performance management,  
32 metrics, and, of course, we wrote the Civil Service Assessment  
33 Report.

34  
35 More personally, after getting my MBA at NYU, and stints at Revlon  
36 and Paine Webber, I got involved with local government quite by  
37 accident, and was asked to be the Deputy Town Supervisor in the  
38 Town of Babylon by Arthur Pitts about going on 32 years ago. In  
39 Babylon, we created what I call the private sector approach to  
10:07AM 40 managing government, whereupon we looked to instill a sense of  
41 private sector accountability, strategic planning and performance  
42 within the context of the overall governmental operation. We did a  
43 lot of work. We implemented -- we became the first Town in New  
44 York State to fully comply with the 1990 Landfill Law, which was a  
45 huge, time-consuming \$160 million program. We created the first  
46 public/private partnership with New York State for development --  
47 for disposing of red bag autoclave medical waste, we had to forge  
48 new legislation to do that. And we implemented lots of  
49 organizational operational changes throughout the Town. At the end  
10:07AM 50 of our term, our tenure, my tenure there, we actually had our  
51 credit rating raised to an A+ by Fitch Investor Services.

52  
53 After leaving Babylon, I joined the consulting world. I was in  
54 Babylon for five years, and then, ultimately, leading to  
55 development of my own consulting practice, where I worked probably  
56 for most of the bigger towns on Long Island, both Nassau and

1 Suffolk, the two counties, and numbers of villages as well. And  
2 that was a great opportunity, a very rich opportunity to learn  
3 about the similarities and differences between the various  
4 governments, understand from various levels what the issues were,  
5 and how to identify opportunities to make improvements that would  
6 deal with those, those challenges. I got to really see from three  
7 levels, from a Board level, Senior Executive level, as well as from  
8 nuts and bolts operational level, and it was a great experience in  
9 understanding how local government operates. I also served for  
10 14 years on my local School Board in Babylon Village, which  
11 afforded me the opportunity to deal with a lot of these issues at a  
12 Board level as well.

13  
14 So, which brings us to the report that we prepared. The report,  
15 which I'm hoping most of you have had a chance to at least take a  
16 look at, will serve as a template for us to move forward over the  
17 next couple of years. We focused on three primary areas of  
18 opportunity. One was building and sustaining a diverse workforce,  
19 fulfilling the charter responsibility that's in our charter already  
20 for human resources, and a function that operates within the  
21 framework of the County, and improving the execution and operation  
22 of the activities that go on within Civil Service to comply with  
23 New York State Civil Service Law. So, upon taking office, the  
24 first things we will do is work to develop those three areas. One  
25 will be to establish the Human Resources function, and we'll work  
26 with the Diversity Officer and the Director of Human Resources to  
27 develop an implementation plan. That will be the first step.

28  
29 The implementation plan will set forth a structure of how Human  
30 Resources will be housed, and how we will interact with the various  
31 levels of departments throughout the County. We're going to  
32 probably look at what we call the business partner model, whereas  
33 we have a hub of activity and policy development in the central  
34 part of Human Resources, and then we have smaller unit operations  
35 within the departments. There are lots of people in those  
36 departments right now that have related responsibilities, and we'll  
37 be able to capitalize on that. And we'll continue to reach out to  
38 the multiple constituencies, and, hopefully, we'll be able to over  
39 time serve as a model for the other municipalities and entities  
40 that fall within Suffolk County Civil Service.

41  
42 The next thing we want to do is develop the I.T. capability, again,  
43 to solve problems today in all of our organizations. It's about  
44 people, process, and technology. Technology is the lifeblood  
45 through which information moves and statistically analyses are  
46 created. So we want to introduce some of those tools. We want to  
47 work more closely with the Central Office of Technology, bring a  
48 team in and help us automate much of the functioning that happens  
49 now on a paper-based basis. We definitely have to clean that up.  
50 That will free up other resources within the Department to do some  
51 more of the other activities that are not getting addressed at the  
52 moment, and that will make a huge difference. And we, hopefully,  
53 will be developing a portal whereupon the municipalities and the  
54 other entities in Suffolk County can interact with Civil Service  
55 directly. Instead of sending emails with ideas and questions, it  
56 will go right into the portal. We'll have a record of when it was

1 sent in, and then we'll be able to follow up and make sure  
2 activities go back within a time -- a reasonable time period.

3  
4 A huge process, which I mentioned just a few seconds ago, is the  
5 new payroll, time and activity and human resources system. This  
6 system is going to replace one that was built in around 1988. It's  
7 programmed in a program called COBOL, which nobody really -- very  
8 few people use today and know about, and it will automate many of  
9 the functions that we now do with paper. The time sheets will all  
10 be automated, the review of the time sheets, the rules and  
11 regulations will all be built into the system, and everybody will  
12 be inter -- be able to interact directly with this system for  
13 anything related to their activities, their benefits, and their  
14 time and activities and benefits. And then we'd like to, you know,  
15 ultimately use these opportunities to inculcate a whole sense of  
16 human resources into the operation of Suffolk County government.

17  
18 At the end of day, our most expensive and most precious resource is  
19 our people, our staff, and we have to make provision for having an  
20 entity that acknowledges that, understands that, and is intent on  
21 increasing the effectiveness, the engagement, and the productivity  
22 of our workforce, and helping to create an environment in Suffolk  
23 County that's attractive to people coming into the County. Right  
24 now we're competing with resources from the private sector.

25  
26 I don't know if you saw Sunday's Newsday talking all about the  
27 relationship of Stony Brook University and the new technology and  
28 information pipeline through Long Island from New York City. We  
29 are competing for those exact same resources. The needs of our  
30 government have increased as time has gone on in terms of skill  
31 sets, and the Human Resources Department has to be a key and  
32 critical element in bringing an environment here that people want  
33 to come into, and that we can sustain, recruit, sustain and  
34 encourage and engage the employees that we have.

35  
36 And with that, I'll open it up to questions.

37  
38 **CHAIRMAN GONZALEZ:**

39 Thank you, Mr. Melito. We do have a question by Legislator  
40 Donnelly.

41  
42 **LEG. DONNELLY:**

43 Good morning, Tom. Over here.

44  
45 **MR. MELITO:**

46 Yeah.

47  
48 **LEG. DONNELLY:**

49 Hi. How are you? So I look forward to support your nomination. I  
50 know you have a lot of credentials. I just wanted to kind of  
51 question you and kind of chat and get your thoughts. Clearly, this  
52 is probably one of the most important positions within the  
53 governmental workforce, in addition to the County workforce, which  
54 is in excess of 8,000 people. You also have to interact with the  
55 various other municipalities, the water districts, the fire  
56 districts, etcetera, etcetera, the villages. So how do you see

1 your role in that, because I think that's a pretty important role.  
2 And the Townships rely on the County to help them with the  
3 establishment of lists, the movement of personnel when required.  
4 How do you see your role in that?

5  
6 **MR. MELITO:**

7 Well, quite clearly, I 100% agree that that's a critical role that  
8 we have, it's one that we take very seriously. I'm hoping on  
9 several different levels. I'm hoping on the one level that the  
10 work we do with the Department of Human Resources, with the Office  
11 of Human Resources, we'll be able to reach out to the community  
12 members, the larger community of constituents that we have, and I'm  
13 including those, those elements in there, and serve as a model for  
14 them as well, and also to provide support for them. They, too, are  
15 struggling with a lot of the same issues we're struggling with in  
16 terms of acquiring talent and retaining talent. It's very  
17 difficult.

18  
19 When we go out and develop our plans, and I mentioned earlier, we  
20 will definitely be reaching out to those constituencies, having  
21 them be part of this process. In order for anything to be  
22 successful, there has to be a mutual understanding of the goals and  
23 objectives. There's got to be a longer term strategic plan and  
24 strategy, then we have to engage them and have them feel that  
25 they're part of that process. So that's an extremely important  
26 thing. And my experience around the County and working with  
27 municipalities shows me that we're all facing very, very similar  
28 issues, very similar problems, so that's definitely something that  
29 I will take very seriously.

30  
31 **LEG. DONNELLY:**

32 Thank you. And I appreciate your thoughts, and, you know, it's  
33 always -- it's a complex kind of world in terms of staffing and  
34 budgeting, and what government has the ability to fund in terms of  
35 positions. So that being said, the second part of my question was  
36 there's different, different bargaining units within the County,  
37 and those particular bargaining units offer different assisted  
38 programs to their -- to their members, and I know that our Labor  
39 Relations Department does a good job with this. But I think that,  
40 just kind of in the short tenure that I'm here at the Legislature,  
41 our employee assistance kind of programs, how do you -- what's your  
42 overall kind of 50,000-foot view of that. Can we be doing better?  
43 Is there -- is there room for improvement?

44  
45 **MR. MELITO:**

46 There's absolutely no question, we need to do a lot better. We  
47 need an EAP program that really responds to the needs of our  
48 community. Many of the towns on Long Island have EAP programs that  
49 are very, very effective, including the Town of Babylon. When I  
50 was there, we had a very good program, helped a lot of people. It  
51 is definitely something a county, an organization the size of  
52 Suffolk County needs to have. It's definitely something we're  
53 going to have to talk to and get to happen.

54  
55 **LEG. DONNELLY:**

56 Yeah, I really appreciate your comments. You know, I think you

1 know where I'm coming from. And you said it yourself, that the  
2 most -- one of the most precious commodities we have here in the  
3 County is our workforce, from, you know, the crew member on the DPW  
4 project to our Police Officers, to our CPS workers, to everybody.  
5 It's really important that the workforce be productive. So I can't  
6 think of a more qualified person. I feel pretty comfortable with  
7 your steady hands on the wheel, so I look forward to supporting  
8 you.

10:18AM

9  
10 **MR. MELITO:**

11 Thank you very much. Thank you.

12  
13 **CHAIRMAN GONZALEZ:**

14 McCaffrey, Legislator McCaffrey, please, has a question for you,  
15 sir.

16  
17 **LEG. MC CAFFREY:**

18 Thank you, Mr. Chairman. Hey, Tom, how are you?

10:18AM

19  
20 **MR. MELITO:**

21 Good.

22  
23 **LEG. MC CAFFREY:**

24 A couple of questions. The first one, you mentioned one of your  
25 goals, one of your goals, top three priorities is diversity in the  
26 workplace. How would you go about that? What are your thoughts on  
27 that?

10:18AM

28  
29 **MR. MELITO:**

30 So, the first thing is we have to keep in mind that we have  
31 limitations on what we could do, because we have to adhere to New  
32 York State Civil Service Law. But at the end of the day -- just to  
33 step back for a second, study upon study shows that increasing  
34 diversity and having a diverse workforce that -- workforce that  
35 reflects the community is an important factor in increasing  
36 productivity. And so one of the things we have to do is let people  
37 know that Suffolk County Government is here, that we're an  
38 employer, we can be an employer of choice, that people have to  
39 understand what Civil Service is all about. I think Civil Service  
40 is one of the best kept secrets around. People don't understand  
41 it, don't know about it. I didn't know anything about it  
42 personally until I got involved in Babylon. So that's -- that's an  
43 area. So we need to work with our universities, our high schools.  
44 We already do outreach to high schools through Civil Service now,  
45 but I think we need to do a lot more marketing, and maybe work with  
46 some of the community groups as well.

10:19AM

47  
48 **LEG. MC CAFFREY:**

49 So your focus would be on outreach in terms of --

10:19AM

50  
51 **MR. MELITO:**

52 Yes.

53  
54 **LEG. MC CAFFREY:**

55 Okay.



1 **MR. MELITO:**

2 Yes.

3  
4 **LEG. MC CAFFREY:**

5 All right. And, you know, for this title, a Civil Service title  
6 that requires certain specifications, and one of them is time in  
7 human resources. Can you tell me a little bit about -- I see that  
8 on your resumé that you were day-to-day management of Human  
9 Resources when you were there in the Town of Babylon?

10:19AM 10

11 **MR. MELITO:**

12 Oh, you want me to tell you about that?

13  
14 **LEG. MC CAFFREY:**

15 Yeah.

16  
17 **MR. MELITO:**

18 Yeah. So, I mean, at the end of the day, everything we do really  
19 is about human resources, and so in Babylon we did a full  
20 assessment of what people were doing, what jobs they were in. We  
21 looked at the organization. We really reorganized several of the  
22 departments when we first came into the Town, starting with the  
23 Building Department, and we went through Parks Department, went  
24 through all of the major departments. And, essentially, what it  
25 comes down to is understanding what jobs have to be done, what  
26 skill sets are necessary, what job titles we have, and how we're  
27 structured, and can we structure ourselves differently or better to  
28 more reflect the needs that we have. So that was an ongoing  
29 day-to-day issue that we dealt with all the time.

10:20AM 30

31 **LEG. MC CAFFREY:**

32 By day-to-day, I mean, in terms of like in the trenches with the  
33 Human Resources, in terms of Labor Relations, etcetera.

34  
35 **MR. MELITO:**

36 Yes.

37  
38 **LEG. MC CAFFREY:**

39 You know, specifying job titles, not just looking overall what the  
40 needs are of the Town, but the specific drilling down of what  
41 someone, a Human Resources Director, in terms of, you know, hiring,  
42 firing, etcetera, were you responsible for those?

10:20AM 43

44 **MR. MELITO:**

45 Yes, yes, in many cases I was. We -- you know, when we came into  
46 Babylon, I'm sure you understand, you know, it was a new  
47 administration. There really weren't a lot of resources around, so  
48 we had to really look at recruiting people to come into the Town  
49 and do the jobs that had to be done. So in some cases there were  
50 jobs that we felt weren't important enough anymore, we eliminated  
51 some of those jobs. And I was involved with Arthur in recruiting,  
52 hiring. And then in terms of disciplining, if something wasn't  
53 working right, we had some issues in the -- in the Highway  
54 Department, in DPW, so I was involved with all of those things.

10:21AM 55

56

1 **LEG. MC CAFFREY:**

2 Yeah. And you say in many cases, but I'm looking for the specific  
3 job experience that may be required for this Civil Service title,  
4 which is the actual day-to-day, where you were the one that's in  
5 charge of Human Resources, Labor Relations --

6  
7 **MR. MELITO:**

8 Yes.

10:21AM

9  
10 **LEG. MC CAFFREY:**

11 -- and all those things.

12  
13 **MR. MELITO:**

14 Yes, and I worked --

15  
16 **LEG. MC CAFFREY:**

17 So you were the day-to-day guy, that if someone was -- or if they  
18 needed to create a new job title, it went through you?

10:22AM

19  
20 **MR. MELITO:**

21 Yes.

22  
23 **LEG. MC CAFFREY:**

24 If they needed to -- if there was an issue in terms of hiring and  
25 firing of somebody you had disciplined, you were the person that  
26 was in charge of that?

27  
28 **MR. MELITO:**

29 I was one of the people involved with that process, yes.

10:22AM

30  
31 **LEG. MC CAFFREY:**

32 You're one of the people? Because I asked if you were the person.

33  
34 **MR. MELITO:**

35 Yes, with Arthur. I worked very closely with Fred Gallagher as  
36 well in that. So Fred Gallagher was our Human Resources. He was  
37 the Personnel person there, so he and I worked very closely  
38 together.

10:22AM

39  
40 **LEG. MC CAFFREY:**

41 So Fred Gallagher was the Human Resources person and you assisted  
42 him?

43  
44 **MR. MELITO:**

45 He was the Personnel person and I was more the Human Resources.  
46 Human Resources to me connotes the larger picture, all of it;  
47 personnel is one specific element of it.

48  
49 **LEG. MC CAFFREY:**

10:22AM

50 Yeah. This is more -- the job we're looking at to fill now is  
51 personnel, more personnel orientated than it would be --

52  
53 **MR. MELITO:**

54 Well, the job we're hiring now, in all due respect, is to head  
55 Human Resources, Personnel and Civil Service.

1 **LEG. MC CAFFREY:**

2 Correct. But I'm talking about the specific experience necessary  
3 to fulfill the requirements for Civil Service as it's --

4  
5 **MR. MELITO:**

6 Yes.

7  
8 **LEG. MC CAFFREY:**

9 -- dictated by New York State. So that's why -- I know about the  
10 other stuff. I know we're kind of blending --

10:23AM

11  
12 **MR. MELITO:**

13 Yes.

14  
15 **LEG. MC CAFFREY:**

16 -- these titles. But I'm talking about the qualifications for the  
17 Civil Service appointment as the Civil Service Director.

18  
19 **MR. MELITO:**

20 Yes. I was --

10:23AM

21  
22 **LEG. MC CAFFREY:**

23 So --

24  
25 **MR. MELITO:**

26 I was Arthur's person to make those decisions.

27  
28 **LEG. MC CAFFREY:**

29 Okay. And Fred Gallagher did what?

10:23AM

30  
31 **MR. MELITO:**

32 He assisted in terms of looking up titles, does this title fit with  
33 this issue or not, those kinds of things.

34  
35 **LEG. MC CAFFREY:**

36 Okay. And collective bargaining, directly responsible for  
37 collective bargaining and dealing with --

38  
39 **MR. MELITO:**

40 I was involved in collective bargaining. I did not directly  
41 negotiate the contracts, but Arthur and I did, and that was part  
42 of, you know --

10:23AM

43  
44 **LEG. MC CAFFREY:**

45 All right. I'm just looking at your resumé and it says directly  
46 responsible for collective bargaining with employee bargaining  
47 units.

48  
49 **MR. MELITO:**

50 Yes, I was involved with those collective bargainings.

10:23AM

51  
52 **LEG. MC CAFFREY:**

53 It says directly responsible, and then you said you were -- it  
54 sounded kind of peripherally involved in it, you sat in on  
55 negotiations or things like that.

1 **MR. MELITO:**

2 I was involved with all of the personnel-related decisions that  
3 Arthur was involved with. He's the Town Supervisor.

4  
5 **LEG. MC CAFFREY:**

6 Right.

7  
8 **MR. MELITO:**

9 Every one of those.

10:24AM

10  
11 **LEG. MC CAFFREY:**

12 Okay. So the resumé says you were directly responsible for  
13 collective bargaining with employee bargaining units; is that the  
14 case?

15  
16 **MR. MELITO:**

17 Yes. I was involved with that, yes.

18  
19 **LEG. MC CAFFREY:**

10:24AM

20 Okay. You were directly involved in it, okay.

21  
22 **MR. MELITO:**

23 Yes.

24  
25 **LEG. MC CAFFREY:**

26 And you had the day-to-day management of operations and human  
27 resources activities?

28  
29 **MR. MELITO:**

10:24AM

30 Yes.

31  
32 **LEG. MC CAFFREY:**

33 Okay. All right. Thank you.

34  
35 **CHAIRMAN GONZALEZ:**

36 Legislator Berland.

37  
38 **LEG. BERLAND:**

10:24AM

39 Thank you. I just want to piggyback on one thing you mentioned  
40 about Civil Service being like the best kept secret kind of thing.  
41 And I guess one of my suggestions, I'd like know your thoughts,  
42 would be to really help educate our employees as to the tests that  
43 are coming up and what they should take, and how they can, you  
44 know, rise in their -- you know, in their rank in their various  
45 departments, because I get calls all the time, you know, "Well, how  
46 can I" -- "how can I do this," or, "How can I do that?" I'm like,  
47 "Well, have you taken any tests? Have you looked at the list?"  
48 And I think we need to take care of our own employees better and  
49 do, you know, much more of an outreach, so that, you know, they can  
50 take advantage of opportunities and they could know to take those  
51 tests whenever they come out. So --

10:25AM

52  
53 **MR. MELITO:**

54 Yes.

55  
56

1 **LEG. BERLAND:**  
2 -- how are you trying to --

3  
4 **MR. MELITO:**  
5 Very much.

6  
7 **LEG. BERLAND:**  
8 What are your thoughts about that?

9  
10:25AM 10 **MR. MELITO:**  
11 Very much so. And so that's where the Department of Human  
12 Resources can be very helpful, because the Department of -- the  
13 Offices of Human Resources is the face of the organization and it's  
14 the face that we present to our employees. So it's kind of in  
15 between the Civil Service, which is the rules and regulations  
16 associated with taking tests, creating lists, developing job  
17 descriptions versus having a plan for employees working, this is  
18 what I can expect to do over the next five years, these are the  
19 things we offer. Maybe we can structure something a little  
10:25AM 20 different that would be more helpful to you. So that's exactly  
21 where Human Resources comes in. Human Resources is really about  
22 representing the employees to the organization, that's really what  
23 it's about.

24  
25 **LEG. BERLAND:**  
26 Yeah. I think, you know, I see your job as really upping the  
27 outreach to our own employees, and instead of just being a  
28 reactionary thing, where, okay, if something goes wrong, then you  
29 go see Human Resources to really be there as, you know, someone  
10:26AM 30 who's going to bolster our employees and, you know, make their life  
31 and experience working in the County better.

32  
33 **MR. MELITO:**  
34 Absolutely.

35  
36 **LEG. BERLAND:**  
37 So, all right.

38  
39 **MR. MELITO:**  
10:26AM 40 Yeah, no question about it.

41  
42 **LEG. BERLAND:**  
43 Yeah. And I know in the Town we did like, you know, "Employee of  
44 the Month" or "Employee of the Year." I don't even know if we --

45  
46 **MR. MELITO:**  
47 Yes.

48  
49 **LEG. BERLAND:**  
10:26AM 50 -- do that here. I haven't --

51  
52 **MR. MELITO:**  
53 Well, some --

54  
55 **LEG. BERLAND:**  
56 -- heard of that, but --

1  
2 **MR. MELITO:**

3 Some departments do, and some departments don't. One project I  
4 worked on --

5  
6 **P.O. CALARCO:**

7 We do it.

8  
9 **LEG. BERLAND:**

10 We do it, yeah, here.

11  
12 **MR. MELITO:**

13 -- for Tom Suozzi in Nassau County is when he first took office, we  
14 created this Employee Performance Appraisal Program, and the  
15 program was not received very well, because Tom was the new guy  
16 coming in and he felt, and all the employees felt he was there --  
17 this program was there to get rid of their -- those employees,  
18 which it really wasn't. And so, you know, people don't --  
19 performance appraisal is really not about everybody being in A, B,  
20 C, D and getting rewarded or punished, it's really about  
21 communication. And so we worked with the unions, we worked with  
22 their Civil Service Commission, and we put together a steering  
23 committee.

24  
25 We created this program, we implemented it over the course of the  
26 first year, and one of the things that came out of that is that  
27 employees not only loved the fact that they had a formal way to  
28 communicate with their superiors, and peers in some cases, but that  
29 they also create additional training. You know, many of them could  
30 not, you know, do much more with the titles that they had in terms  
31 of advancement, but they wanted to be trained and learn more about  
32 what it was they were doing. So it was -- it was a great -- it  
33 helped morale tremendously, and it also created a framework for  
34 employees to feel engaged and connected to the organization. So  
35 that's an example of it, sure. So, I'm sorry.

36  
37 **LEG. BERLAND:**

38 Yeah. No, I think it's important that we recognize our employees.  
39 I mean, I know, you know, our Presiding Officer reminded me we do  
40 do that here at the Legislature, but maybe we can, you know, now  
41 integrate a County-wide type thing --

42  
43 **MR. MELITO:**

44 Sure.

45  
46 **LEG. BERLAND:**

47 -- and have different departments, you know, recommend, you know,  
48 their staff and --

49  
50 **MR. MELITO:**

51 Absolutely.

52  
53 **LEG. BERLAND:**

54 You know, I think that recognizing a job well done is a very  
55 important thing and we should be doing more of that for our  
56 employees.

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56

10:28AM  
10:28AM  
10:28AM

**MR. MELITO:**  
Absolutely, no question about it. And there are lots of ways to reward employees without having to give them money, although it would be nice.

**LEG. BERLAND:**  
Money is nice, but --

(\*Laughter\*)

**MR. MELITO:**  
It would be nice to be able to do that in --

**LEG. BERLAND:**  
Right.

**MR. MELITO:**  
-- different cases. Public organizations have created programs to do that, but there are other ways.

**LEG. BERLAND:**  
Yeah, thank yous and recognition go really a long way.

**MR. MELITO:**  
Yeah, 100%.

**LEG. BERLAND:**  
So, all right, wonderful. I support you wholeheartedly and --

**MR. MELITO:**  
Thank you.

**LEG. BERLAND:**  
-- look forward to all the good things you're going to do.

**MR. MELITO:**  
Thank you.

**LEG. BERLAND:**  
My pleasure.

**CHAIRMAN GONZALEZ:**  
Legislator Piccirillo, please, has a question, Tom.

**LEG. PICCIRILLO:**  
Thank you, Mr. Chairman. Good morning, Tom.

**MR. MELITO:**  
Hi. How are you? Oh, I'm sorry.

**LEG. PICCIRILLO:**  
No, it's okay. I have more of a process question than --

**MR. MELITO:**  
Yes.

1  
2 **LEG. PICCIRILLO:**

3 -- a personal question. As you know, the Comptroller's Office  
4 handles payroll. So is there any reason why the Comptroller's  
5 Office hasn't been involved in any of the RFP negotiations for a  
6 new payroll system?  
7

8 **MR. MELITO:**

9 They are, they have been, and we've been meeting over the last  
10 month-and-a-half, and the Comptroller's Office has had  
11 representatives in every one of those meetings. So, no, they have  
12 to be part of it, and they're part of the implementation team going  
13 forward, and they definitely participated in the evaluation of the  
14 responses to the RFPs.  
15

16 **LEG. PICCIRILLO:**

17 Thank you, Tom. Thank you, Mr. Chairman. I yield back.  
18

19 **CHAIRMAN GONZALEZ:**

20 Hey, Tom, thank you again for being here, but I have a question.  
21

22 **MR. MELITO:**

23 Yeah.  
24

25 **CHAIRMAN GONZALEZ:**

26 As a -- as the individual who's about to take over the Personnel  
27 Officer of -- for these three departments, as a union man that I've  
28 been for over 27 years, my worry is always the layoffs, the  
29 possibility of layoffs, the possibility of going to different  
30 departments and starting to streamline. And that is always the  
31 worry when someone comes in for the very first time and takes over.  
32 You're going to look at the departments, you're going to look -- go  
33 into each and every one. And I'm just wondering if, like  
34 Legislator Berland said, you know, to try to assist those that are  
35 working here, if there is a department that needed to be lean and  
36 one that's supposed to be maybe increased in employment, would you  
37 transfer over those that are in possible layoffs to go over into a  
38 particular department, if it's possible through the Civil Services?  
39 Would you take that into consideration?  
40

41 My always worry is that people that have been working for many,  
42 many years, and I know the reasoning that you're there is to, you  
43 know, diversify and do everything that has to be done, but many of  
44 the employees today think Human Resources is that to cut and to spy  
45 and to get rid of employees. And so I'm just asking, would you  
46 consider doing that if you come on?  
47

48 **MR. MELITO:**

49 You're saying repurpose --  
50

51 **CHAIRMAN GONZALEZ:**

52 Yes.  
53

54 **MR. MELITO:**

55 -- people's skill sets?  
56



1 **CHAIRMAN GONZALEZ:**

2 (Nodded yes)

3  
4 **MR. MELITO:**

5 One hundred percent. We have no agenda whatsoever on eliminating.  
6 We're not -- we're not cost-cutters, we are -- we're here to make  
7 our workforce more productive, and whatever that means. And so in  
8 some of the work that we're doing, the payroll system, for example,  
9 is going to eliminate the need for some more of the -- more manual  
10 operations. There's absolutely no question that people that are  
11 doing some of those functions will be potentially part of this  
12 whole group of being able to do this work. So we have no, no  
13 preconceived idea of anything like that, and what we want to do is  
14 make our workforce as productive as it can be. And what I found,  
15 frankly, what I found is, you know, maybe -- so what I found is  
16 over the course of my career, some of the most creative,  
17 hardworking and talented individuals that I've worked with have  
18 been civil servants.

19  
20 **CHAIRMAN GONZALEZ:**

21 Right.

22  
23 **MR. MELITO:**

24 And contrary to sometimes you hear, you know, civil servants just  
25 for the check, or whatever, at the end of the day, civil servants  
26 are here because, in a large degree, we're all here because we want  
27 to do good stuff. We want to help people, we want to have an  
28 impact on others. That's why in the Town of Babylon, when we did  
29 the 1990 Landfill Law, I fell in love with local government,  
30 because we were really doing things that impacted people's lives  
31 and had a positive impact. So I have no preconceived ideas at all  
32 about getting rid of people. Putting people in places that make  
33 more sense, 100%, so that's our philosophy.

34  
35 **CHAIRMAN GONZALEZ:**

36 Okay. Are there any questions from the Legislators? All right.  
37 Tom, thank you so much for being here.

38  
39 **MR. MELITO:**

40 Thank you.

41  
42 **CHAIRMAN GONZALEZ:**

43 I do want to say that to, please, come in on the 11th for the  
44 General Meeting, so that you come here before all the  
45 Legislators --

46  
47 **MR. MELITO:**

48 Of course.

49  
50 **CHAIRMAN GONZALEZ:**

51 -- at the General Meeting.

52  
53 **MR. MELITO:**

54 Of course.

1 **CHAIRMAN GONZALEZ:**

2 Thank you so much.

3

4 **MR. MELITO:**

5 Thank you, guys, all for being here to listen to me. Thank you.

6

7 **CHAIRMAN GONZALEZ:**

8 We have the motion, right?

9

10:33AM 10 **LEG. DONNELLY:**

11 (Raised hand)

12

13 **CHAIRMAN GONZALEZ:**

14 Can I get a second, please, on the motion?

15

16 **LEG. BERLAND:**

17 (Raised hand)

18

19 **CHAIRMAN GONZALEZ:**

10:33AM 20 Second by Legislator Berland. All in favor? Opposed?

21 Abstentions?

22

23 **LEG. KENNEDY:**

24 Abstain.

25

26 **LEG. MC CAFFREY:**

27 Abstain.

28

29 **CHAIRMAN GONZALEZ:**

10:33AM 30 Two abstentions. *(Vote: Approved 4-0-2-0/Abstentions: Legislators*  
31 *Kennedy and McCaffrey)*

32

33 Okay. All right. So I.R. 1053 is approved. Ladies and Gentlemen,  
34 I am going to open up the Public Portion again. There is a late  
35 card that came in, so I'd like to open it up. Ivan Larios. Ivan,  
36 please come up.

37

38 **MR. LARIOS:**

10:34AM 39 Good morning. My name is Ivan Larios. I represent the New York  
40 Immigration Coalition, the largest statewide immigration coalition  
41 in the United States, and thank you for giving me the opportunity.  
42 I'm here to support Resolution 1016.

43

44 Limited English proficiency individuals held in County correctional  
45 facilities deserve access to legal representation in translation to  
46 the native language. No one should be put at a disadvantage in  
47 custody by reason of race, ethnicity or gender. The framework of  
48 the legal system is jeopardized if immigrants are unable to access  
49 competent interpreters and language assistance.

10:35AM 50

51 One in six people who live in Suffolk County are immigrants and  
52 they should have the same rights as English-speaking detainees.  
53 Lack of language access in correctional facilities is an obstacle  
54 for individuals in understanding their legal rights. It also  
55 jeopardizes their health if they cannot communicate medical  
56 problems to staff. Additionally, individuals who are not fluid in

1 English often end up in deportation, because they are not  
2 meaningfully informed in their own language of their rights to not  
3 be interviewed by U.S. Immigration and Custom Enforcement Agents.

4  
5 Individuals in custody deserve to have equal access to justice,  
6 whether they speak English or not. The existing communication  
7 barriers must be removed. Thank you very much.

8  
9 **CHAIRMAN GONZALEZ:**

10 Thank you, Mr. Larios. Any questions? Okay. Next up is Anita  
11 Halasz. Hi, Anita.

12  
13 **MS. HALASZ:**

14 Good morning. How is everyone doing? Happy New Year. So my name  
15 is Anita Halasz. I'm the Executive Director of Long Island Jobs  
16 With Justice. I've been here many times before advocating for  
17 language access for many, many years. Just here today to show  
18 support, just like Ivan did, for Resolution 1016.

19  
20 I think this one's a no-brainer. The County's been committed to  
21 ensuring language access laws for many, many years, dating back to  
22 2012, when the Executive Order was announced in 2018, when  
23 Legislator Martinez codified it and you all voted for it. This one  
24 is important because it's simply just strengthening the language of  
25 the resolution, of the Local Law. And it's imperative that we do  
26 strengthen language on resolutions like this, because it is tied to  
27 Title VI, and it is a law that the County must abide by. So I  
28 think it's a really great step taken to strengthen a law that's  
29 already existing and the County has supported. So I commend the  
30 Legislators' leadership for this, and thank you. And I look  
31 forward to speaking next week at the public hearing as well.

32  
33 **LEG. BERLAND:**

34 I have a question.

35  
36 **CHAIRMAN GONZALEZ:**

37 Question by Legislator Berland.

38  
39 **LEG. BERLAND:**

40 I'm very confused by this particular piece of legislation. What is  
41 it that you think is missing, because I think we're already doing  
42 this.

43  
44 **MS. HALASZ:**

45 Right. So it's a -- it's a good question. We get asked that  
46 question a lot. Like I said, I think it's definitely a step  
47 towards strengthening the bill. I actually have done a word scan  
48 of the previous Local Law and I did a word scan of the Sheriff's  
49 language access plan as well, and nowhere in those plans is there  
50 language explicitly stating that the law should also be a service,  
51 also be something given to inmates and incarcerated individuals.  
52 So it's simply just ensuring that the law includes that language,  
53 so that that gap is no longer there.

54  
55 **LEG. BERLAND:**

56 But I believe it says more than that. It actually doesn't say what

1 documents it's referring to or anything. It's incredibly, you  
2 know, broad and generic when we already are translating documents  
3 that inmates have. I mean, that's -- that's the question. What --  
4 what documents do you feel are not being translated that are part  
5 of this? And why do you need this if you're already doing it?  
6

7 **MS. HALASZ:**

8 So, again, I don't think it's putting into question what's already  
9 being done. It's strengthening the language so that we can make  
10 sure that there is language in there that includes the inmates in  
11 the County facility, because right now, it simply just says LEP  
12 individuals interfacing with County Government and programs in the  
13 jails. So we want to be very explicit that the language also  
14 includes the inmates.  
15

16 And to answer your question, one of the vital documents that I  
17 believe is something that needs to be expanded in its -- in the  
18 interpretation and translation is the inmate handbook, which up  
19 until a couple of months ago the inmates at the jails were still  
20 receiving an inmate handbook dated back to Sheriff DeMarco's time.  
21 So it's really important that we do translate all these documents  
22 and all resources that the inmates receive. So this bill really,  
23 again, it doesn't change anything about the language access law,  
24 it's actually not -- we're not questioning any aspect of the  
25 language access law or what's in there, we're simply just making  
26 sure that the language is strong enough and is explicit that  
27 inmates and incarcerated individuals who are waiting trial are also  
28 implicated in the bill itself. So no challenge to the law and  
29 it --  
30

31 **LEG. BERLAND:**

32 Yeah, I still don't get it, but okay.  
33

34 **MS. HALASZ:**

35 Okay. I'm sorry about that.  
36

37 **LEG. BERLAND:**

38 I think it's not necessary, and okay.  
39

40 **CHAIRMAN GONZALEZ:**

41 Any other question?  
42

43 **LEG. KENNEDY:**

44 (Raised hand) I, too --  
45

46 **CHAIRMAN GONZALEZ:**

47 Legislator Kennedy.  
48

49 **LEG. KENNEDY:**

50 I, too, am having a little bit of difficulty with this bill.  
51

52 **MS. HALASZ:**

53 Okay.  
54

55 **LEG. KENNEDY:**

56 We have signs in the jail that are in a bunch of different

1 languages. I'm not sure if it's all six of the major languages  
2 that are there. And if I remember correctly, the Financial Impact  
3 Statement for redoing this and having written handouts for  
4 everybody is at minimal \$40,000. That's a lot of money for paper.  
5 I -- somebody, I don't know if anybody's gone into the jail to read  
6 what the signs say, exactly what languages; have you?

7  
8 **MS. HALASZ:**

9 So, again, I'm not questioning what is currently in the jails or  
10 what is in the process of being established in the jails. I want  
11 to be very clear about that, we're not -- we're not trying to  
12 change the law, we're just trying to strengthen the language so  
13 that the terms "inmate" and "incarcerated individual" are also in  
14 the law, especially if those individuals are going to be receiving  
15 the vital documents and those translations. So, again, the signs  
16 might be up there, I haven't done a visit, but it's not a challenge  
17 to the law itself, it's simply just adjusting language. So it's  
18 not any different than, let's say, a law was missing the word  
19 "worker" and we wanted to get the word "worker" in there to make  
20 sure that -- I'm sorry, I'm having confusion as to understanding  
21 why this is so hard for you. I'm sorry.

22  
23 **LEG. KENNEDY:**

24 I have to understand.

25  
26 **MS. HALASZ:**

27 I think that we -- it requires a little bit more dialogue, maybe.

28  
29 **LEG. KENNEDY:**

30 Yes.

31  
32 **MS. HALASZ:**

33 So --

34  
35 **CHAIRMAN GONZALEZ:**

36 Legislator Berland.

37  
38 **LEG. BERLAND:**

39 I guess the question is if it's appropriate to do it in this  
40 aspect, then what's to stop every single department from saying,  
41 "Well, maybe we should specifically have one for our department,  
42 too," because it seems to me the only people who really are going  
43 to need the documents translated who are in our correctional  
44 facilities are the inmates.

45  
46 **MS. HALASZ:**

47 Right, but there's no language in the -- in the bill itself that  
48 says "inmates". It says, "Individuals interfacing with County  
49 Government." That could be family members going to see their loved  
50 ones in the jails, so --

51  
52 **LEG. BERLAND:**

53 Right. It should be broad and it should be everyone.

54  
55 **LEG. KENNEDY:**

56 Yes.

1  
2 **LEG. BERLAND:**

3 Why is it -- it doesn't exclude the inmates. That's why I think  
4 this is extraneous and unnecessary, because I think this is going  
5 to open up a door, like I said, for every department to come in.  
6 So I don't see the necessity for it, and that's why I started with  
7 the question, what do you think they're not getting that this will  
8 help them get? And it seems that they're --  
9

10 **MS. HALASZ:**

11 So --

12  
13 **LEG. BERLAND:**

14 -- getting everything already.  
15

16 **MS. HALASZ:**

17 A translated inmate handbook is one thing.  
18

19 **LEG. BERLAND:**

10:42AM 20 Well, you said an updated, so I assume if it's an old one --  
21

22 **MS. HALASZ:**

23 And translated into the six languages. There's only one.  
24

25 **LEG. BERLAND:**

26 Right.  
27

28 **MS. HALASZ:**

10:43AM 29 There's only one language in which the handbook is translated into,  
30 which is Spanish, so the law also requires six other languages as  
31 well, and if -- I welcome any revisions to laws that strengthen  
32 laws. I think that is a responsibility of local government to  
33 make, that if a law is not clear in its language, that it should be  
34 strengthened. And in addition -- I'm sorry, I'm just going to say  
35 it as it is. It kind of sounds like there's a sort of desire -- I  
36 mean, I don't understand the need to exclude -- I don't understand  
37 the confusion that you all are having about just the language,  
38 because if those are the predominant people in the jails who are  
39 being serviced by the County Government, then why wouldn't we want  
10:43AM 40 to strengthen the law to make sure that they are in there,  
41 especially because we, as community advocates, are seeing many  
42 individuals who are nonnative English-speakers in the jails not  
43 receiving access to these services, which is a liability on the  
44 County Government. So if we can strengthen the law as much as we  
45 can, I only see that as a positive for the County to make sure that  
46 no future liabilities are a risk.  
47

48 **LEG. BERLAND:**

10:44AM 49 Well, if you're -- you know, don't make allegations you're not  
50 willing to back up. If you think that there are people who are not  
51 getting access to documents that they're required to receive, how  
52 many complaints have you filed, or how many -- you know, how many  
53 names have you brought forward to the Administration to let us know  
54 how many people's rights you're claiming are being violated? You  
55 know, this is -- this is the problem with doing something like  
56 this, is that when you are, you know, taking one department and

1 singling it out, and saying, "Well, we want to make sure that you  
2 do this, because we don't think you're doing it," but, you know,  
3 show me one instance where the Sheriff's Office has not given  
4 documentation to an inmate, and then we can go from there, but  
5 don't make allegations that you're not willing to back up.

6  
7 **MS. HALASZ:**

8 I mean, I can -- we, as an organization, don't work directly with  
9 the inmates, but I can reach out to my partners and we could  
10 probably get you some of those, if that's a concern.

11  
12 **LEG. BERLAND:**

13 Well, it is a concern. If you say that this is happening, and this  
14 is why you need this because what you said was happening, and I  
15 would, you know, disagree that that's happening. And if you think  
16 it is, then, you know, before you say that, you need to have the  
17 documentation to back it up. Don't -- you know, I don't -- you  
18 know, I don't say things unless I have the information to back it  
19 up, so, but -- all right. But thank you for your thoughts,  
20 appreciate it.

21  
22 **CHAIRMAN GONZALEZ:**  
23 Legislator Kennedy.

24  
25 **LEG. KENNEDY:**

26 I just want to go back. What is the wording in the bill,  
27 individuals that interface with--

28  
29 **MS. HALASZ:**

30 So this -- this particular amendment, as I understand it --

31  
32 **LEG. KENNEDY:**

33 No, not in this amendment, but --

34  
35 **MS. HALASZ:**

36 So there is no explicit language in the language access law that  
37 says inmate incarcerated individual. It simply says anyone who  
38 receives programs or interfaces with County Government.

39  
40 **LEG. KENNEDY:**

41 It uses the word "anyone"?

42  
43 **MS. HALASZ:**

44 "Individual".

45  
46 **LEG. KENNEDY:**

47 "Individual".

48  
49 **MS. HALASZ:**

50 "LEP individual".

51  
52 **LEG. KENNEDY:**

53 Okay. So I consider residents of the jail to be individuals that  
54 interface with government.

1 MS. HALASZ:

2 Okay.

3  
4 LEG. KENNEDY:

5 Calling them inmates, aren't we making them less? They're  
6 individuals just that interface with County Government. They're  
7 interfacing. Their position at this point is an inmate, but we  
8 don't describe every other human being that comes and interfaces  
9 with County Government.

10:46AM 10

11 MS. HALASZ:

12 Okay. I understand.

13  
14 LEG. KENNEDY:

15 I mean, I'm just --

16  
17 MS. HALASZ:

18 I understand.

19  
20 LEG. KENNEDY:

21 Yeah.

22  
23 MS. HALASZ:

24 I understand the position that you all are taking, but I still feel  
25 strongly that it's important to strengthen bills, especially when  
26 we -- again, I think what's written in paper can often be different  
27 than what we see in public life, and I think, you know, from --  
28 again, from the position that I'm coming from, I find that inmates  
29 and incarcerated individuals aren't always afforded the same  
30 protections that other County residents are.

10:47AM 30

31  
32 LEG. KENNEDY:

33 Okay.

34  
35 MS. HALASZ:

36 So this is to ensure that even though there might be individuals in  
37 the jails who may have committed crimes, whatever they are, that  
38 they still deserve the same dignity and access to laws. And if  
39 we're seeing an absence of that, then we, as advocates, are going  
40 to do everything in our power to make sure that laws are amended to  
41 make sure that those individuals are protected.

10:47AM 40

42  
43 LEG. KENNEDY:

44 But are you seeing an absence? Are they being denied any of their  
45 rights?

46  
47 MS. HALASZ:

48 Well, I find that if an inmate is Haitian-Creole-speaking and  
49 doesn't have access to an inmate handbook in their native language,  
50 then yes, they are being denied. They are being denied the very  
51 vital information that they need to know about the place in which  
52 they are currently being held.

10:47AM 50

53  
54 LEG. KENNEDY:

55 Well, we have to come up, in my opinion, with some other way,  
56 because all the languages in the world we can't print up a handbook



1 for, we don't have the money.

2

3 **MS. HALASZ:**

4 No, it's only the six most common.

5

6 **LEG. KENNEDY:**

7 Okay.

8

9 **MS. HALASZ:**

10 Which by law we are mandated to --

11

12 **LEG. KENNEDY:**

13 Is Haitian Creole one of the six?

14

15 **MS. HALASZ:**

16 Yes.

17

18 **LEG. KENNEDY:**

19 Okay.

20

21 **MS. HALASZ:**

22 Yep, Russian, I believe Chinese, Spanish. And right now, there's  
23 only one inmate handbook translated into one language, which is  
24 Spanish. So there's a lot still to be done and this law would  
25 ensure that that is done.

26

27 **LEG. KENNEDY:**

28 Okay.

29

30 **MS. HALASZ:**

31 Yes.

32

33 **LEG. KENNEDY:**

34 We have to have a public hearing on this anyway, so maybe a little  
35 tweak.

36

37 **MS. HALASZ:**

38 Right, next week, on the 11th. Okay.

39

10:48AM

40 **CHAIRMAN GONZALEZ:**

41 Any other questions? Thank you.

42

43 **MS. HALASZ:**

44 Thank you.

45

46 **CHAIRMAN GONZALEZ:**

47 Thank you very much, Anita. All right. I'm going to now close the  
48 Public Portion. I don't see anyone else. All right. So we are  
49 now going to -- we're moving on to Introductory Resolutions.

10:48AM

50

51

### **INTRODUCTORY RESOLUTIONS**

52

53 ***I.R. 1016 - Adopting a Local Law, a Local Law to expand language***  
54 ***access laws in Suffolk County. (Gonzalez)*** This needs to be tabled  
55 for a Public Hearing.

56

1 **LEG. DONNELLY:**

2 Motion.

3

4 **CHAIRMAN GONZALEZ:**

5 Motion by Legislator Donnelly.

6

7 **LEG. KENNEDY:**

8 Second.

9

10:49AM

10 **CHAIRMAN GONZALEZ:**

11 Second by Legislator Kennedy. All those in favor? Opposed?  
12 Abstentions? (*Vote: Tabled for Public Hearing 6-0-0-0*)

13

14 ***I.R. 1019 - Adopting a Local Law, a Local Law to amend Chapter 528***  
15 ***of the Suffolk County Code to ensure Fair Employment Screening in***  
16 ***Suffolk County. (Berland)*** This also needs to be tabled for a  
17 Public Hearing.

18

19 **LEG. BERLAND:**

20 (Raised hand)

10:49AM

21

22 **CHAIRMAN GONZALEZ:**

23 Motion by Legislator Berland.

24

25 **LEG. DONNELLY:**

26 (Raised hand)

27

28 **CHAIRMAN GONZALEZ:**

29 Second by Legislator Donnelly. All those in favor? Opposed?  
30 Abstentions? (*Vote: Tabled for Public Hearing 6-0-0-0*).

10:49AM

31

32 Okay. ***I.R. 1028 - Authorizing the County Executive to execute an***  
33 ***Agreement with the Suffolk County Detectives Association covering***  
34 ***the terms and conditions of employment for the period of***  
35 ***January 1st, 2019 through December 31st, 2024. (Co. Exec.)*** I'll  
36 make a motion to approve.

37

38 **LEG. DONNELLY:**

39 Second.

10:49AM

40

41 **CHAIRMAN GONZALEZ:**

42 Second by Legislator Donnelly.

43

44 **P.O. CALARCO:**

45 Should call them up.

46

47 **CHAIRMAN GONZALEZ:**

48 Would you please come up to explain the contract, sir?

49

50 **MS. SIMPSON:**

51 And also Jen McNamara from Labor Relations.

52

53 **CHAIRMAN GONZALEZ:**

54 And Jen McNamara.

55

56

1 **MR. GALLAGHER:**  
2 Where would you like us?

3  
4 **CHAIRMAN GONZALEZ:**  
5 Right there, sir. There you go, have a seat, relax.

6  
7 **MS. MC NAMARA:**  
8 Good morning, everyone. I'll just give you some brief highlights  
9 of the contract and then I'll open it up to questions.

10:50AM 10  
11 The contract is consistent with the PBA contract. It's a six-year  
12 term covering January 1st, 2019 through December 31st, 2024. Part  
13 of the contract reduces sick days. We also cap longevity pay at  
14 32 years. We eliminate meals and mileage, which was previously  
15 given. And it also reduces recall for court appearances, all  
16 similar and parallel to the PBA contract.

17  
18 I don't know if there's anything further you'd like to ask about,  
19 but I'd be happy to take any questions.

10:51AM 20  
21 **CHAIRMAN GONZALEZ:**  
22 Dave, do you have anything to add to that?

23  
24 **MR. GALLAGHER:**  
25 I think it's a fair agreement, it's in alignment with the PBA and  
26 the SOA.

27  
28 **CHAIRMAN GONZALEZ:**  
29 Okay. So I will make a motion to approve.

10:51AM 30  
31 **LEG. BERLAND:**  
32 Everyone's happy.

33  
34 **CHAIRMAN GONZALEZ:**  
35 Huh?

36  
37 **P.O. CALARCO:**  
38 Before you make a motion.

10:51AM 39  
40 **CHAIRMAN GONZALEZ:**  
41 Okay, Legislator.

42  
43 **P.O. CALARCO:**  
44 Thank you, Mr. Chair. And thank you, Dave and Ms. McNamara, for  
45 coming. I think it's a fair contract. I think it accomplishes  
46 ensuring that your members get something that's in line with  
47 everybody else in the Department and is fair to the County. But I  
48 think it is a question we have to ask to Budget Review, is just  
49 what is their, their analysis of the contract and what is the total  
50 cost?

10:51AM 51  
52 **DIRECTOR REINHEIMER:**  
53 The total cost for the contract is approximately \$40 million.  
54 Budget Review reviewed the contract, compared our numbers to the  
55 County Executive's numbers, and over that five-year period,  
56 \$40 million, the separation is only \$500,000. On a \$40 million

1 contract, that's pretty close. In other words, we're in agreement  
2 with the total cost of the contract. More importantly, in 2020,  
3 the cost of the contract is somewhere between 3 million;  
4 3.1 million was the County Executive's number, ours was 3 million.  
5 Those costs were wrapped into the 2020 adopted budget in  
6 anticipation that the contract would be similar to the PBA.

7  
8 **P.O. CALARCO:**

9 Okay. So there's sufficient funding in this year's budget  
10 anticipated for this to occur.

11  
12 **DIRECTOR REINHEIMER:**

13 That's correct.

14  
15 **P.O. CALARCO:**

16 And, of course, concurrent to some of the costs that may occur in  
17 the contract, we've experienced some savings, because the Union, as  
18 all of the bargaining units have, have agreed to an arrangement on  
19 healthcare, where they are now contributing to the healthcare costs  
20 for the County, correct?

21  
22 **DIRECTOR REINHEIMER:**

23 Yes. There's savings through healthcare and other savings that  
24 were mentioned previously for longevity and meals and mileage.

25  
26 **P.O. CALARCO:**

27 Okay, good. Again, congratulations, Dave.

28  
29 **MR. GALLAGHER:**

30 Thank you.

31  
32 **P.O. CALARCO:**

33 Your members are certainly due a good contract, and I think this is  
34 a fair one for both the members and for the County. Thank you.

35  
36 **MR. GALLAGHER:**

37 Thank you.

38  
39 **CHAIRMAN GONZALEZ:**

40 Thank you, Legislator Calarco. Legislator McCaffrey.

41  
42 **LEG. MC CAFFREY:**

43 Thank you, Mr. Chairman. I just want to say congratulations. I  
44 think this was a good contract, a fair contract, and it goes a long  
45 way in terms of putting us on the right path in terms of with all  
46 the savings that we're going to see in this contract, specifically  
47 with those healthcare changes. And it's fully in line with all the  
48 other contracts, so I'll be supporting it. Thank you.

49  
50 **MR. GALLAGHER:**

51 Thank you.

52  
53 **LEG. DONNELLY:**

54 Giving kudos to the Administration. Well done, Legislator  
55 McCaffrey.

(*\*Laughter\**)

1  
2  
3 **LEG. MC CAFFREY:**  
4 Did I say the Administration?

5  
6 **MS. MC NAMARA:**  
7 Oh, come on.

8  
9 **LEG. BERLAND:**  
10 I want a transcript.

11  
12 (*\*Laughter\**)

13  
14 **CHAIRMAN GONZALEZ:**  
15 Thank you once again. Presiding Officer, thank you for the  
16 question. There is a motion. There is a motion on the floor to  
17 approve by myself. May I -- can I have a second, please?

18  
19 **P.O. CALARCO:**  
20 Second.

21  
22 **LEG. MC CAFFREY:**  
23 Legislator Donnelly.

24  
25 **P.O. CALARCO:**  
26 You have the two motions.

27  
28 **CHAIRMAN GONZALEZ:**  
29 Okay, so they have the two motions. All those in favor? Opposed?  
30 Abstentions? I.R. 1028 is approved. (*Vote: Approved 6-0-0-0*)  
31 Thank you so much, guys.

32  
33 **MR. GALLAGHER:**  
34 Thank you very much.

35  
36 **MS. MC NAMARA:**  
37 Thank you.

38  
39 **CHAIRMAN GONZALEZ:**  
40 *I.R. 1052 - Amending the Suffolk County Classification and Salary*  
41 *Plan in connection with a new position title in the County*  
42 *Executive's Office: Chief Diversity and Inclusion Officer.*  
43 (*Co. Exec.*) Retha Fernandez. Retha, is she here? Yes, she is.  
44 Hi. Thank you for coming. And if you, please, tell us a little  
45 bit about yourself and this creation of the Chief Diversity  
46 Inclusion Officer, please.

47  
48 **MS. FERNANDEZ:**  
49 Sure. Thank you. Thank you, Chairman. I do have a statement  
50 prepared to give you all some more information about who I am, and  
51 the reason why this role is necessary for our County.

52  
53 For the past two years I've served as the Project Director of the  
54 State of Black Long Island Equity Council, a project convened by  
55 the Urban League of Long Island. In this role I reported to the  
56 President and CEO, and was responsible for the project delivery of

1 the Council's equity agenda and campaigns. The council's efforts  
2 are focused on policy development and the creation and enhancement  
3 of regional programs and services designed to improve the quality  
4 of life of people of color on Long Island.

5  
6 According to the Urban League's report, Long Island would be  
7 \$24 billion richer if racial disparities within the Hispanic and  
8 Black communities were eliminated. This number is made up of the  
9 billions of dollars that could be generated when all residents have  
10 the capacity to spend on food, housing, apparel, entertainment, and  
11 can fully participate and enjoy the wonderful aspects of our  
12 region. The project is, like I said, an economic imperative.

13  
14 Prior to joining the Urban League, just to give you a little bit  
15 more about my background, I spent 15 years in the prestige beauty  
16 industry, leading regional teams and overseeing technology strategy  
17 development and execution as an Information Technology Executive.  
18 My 25-year corporate career has spanned several industries, where  
19 my earliest roles included creating and executing test scripts for  
20 Y2K. And as a result of my delivering with excellent results,  
21 progressed to me managing and leading regional teams. My  
22 background also includes managing employees through change  
23 management processes. It includes developing strategies to allow  
24 the business to achieve its goals.

25  
26 I also served as the inclusion and diversity trainer when the  
27 Fortune 500 company that I was employed at, Estee Lauder Companies,  
28 introduced its corporate inclusion and diversity plan. I was  
29 responsible for delivering the High-Touch Inclusion Workshop to  
30 approximately 3,000 employees across the Melville campus. As a  
31 result of an appointment by a member of the executive leadership  
32 team, I helped convene and launch the company's first employee  
33 resource group, and created a model for growth and sustainability  
34 for future groups, and that number is currently at 30. These  
35 voluntary groups of employees are key to the success of any  
36 diversity and inclusion strategy, as they are formed and led by  
37 committed employees, encourage innovation, and foster community.

38  
39 As it relates to the role of Chief Diversity and Inclusion Officer,  
40 the Suffolk County Department of Human Resources, Personnel and  
41 Civil Service Assessment Report proposes the vision for the  
42 Department to be recognized as a preferred employer and provider of  
43 innovative and results-oriented human services, and this would be  
44 for all of the residents of Suffolk County, so that we can have a  
45 fair and equitable County. In order for that to happen, our County  
46 workforce needs to be representative of the population that we  
47 serve. This role is, therefore, paramount.

48  
49 I define diversity and inclusion as centered on the people that we  
50 serve. It starts from getting individuals to recognize that the  
51 thing within themselves that they love most, and giving them an  
52 opportunity to express that in the workplace. It's an -- it's a  
53 way to meld varying experiences, different backgrounds and  
54 individual perspectives, not only, but along -- along with race and  
55 gender.

1 So the report that was released by the office also indicates the  
2 reasons why diversity and inclusion initiatives are necessary.  
3 These reasons are researched and proven. Businesses with more  
4 diverse workforce have been shown to have more customers, higher  
5 revenues and profits, greater market share, less absenteeism and  
6 turnover, and higher level of employee and customer commitment to  
7 their organizations. More diverse companies are better able to  
8 attract top talent to improve their customer orientation, employee  
9 satisfaction and decision-making.

11:00AM

10  
11 McKinsey also found, and it's also included in the report, that  
12 companies in the top quartile for gender diversity on their  
13 executive teams were 21% more likely to experience above average  
14 possibility -- sorry, profitability, and for ethnic and cultural  
15 diversity, that number is at 33%. These numbers are also tied to  
16 earnings increases as well.

11:00AM

17  
18 And so for Long Island, our business case is clear, it's an  
19 economic imperative, as I stated. So how do we get to recoup that  
20 \$24 billion? We do that by making policies that enable every  
21 resident that wants to, to be able to fully participate in the  
22 vitality of our County. We create a more productive workforce,  
23 leading to a population with higher earnings. And for local  
24 governments, a population with higher earnings will require less  
25 public spending on programs supporting food, housing, medical care,  
26 and other essential needs.

11:01AM

27  
28 So, as a strategy, we would first start with developing a plan  
29 focusing on workforce diversity, workforce inclusion, and County  
30 departmental accountability and leadership to include removing any  
31 barriers to equal opportunity that may exist in our recruitment,  
32 our hiring, our promotion, our retention, our professional  
33 development, and training policies and practices. We would  
34 establish a system to regularly report on that progress, and  
35 collaborate with all County departments, divisions and agencies to  
36 implement this County-wide plan.

11:01AM

37  
38 I am looking forward to working with the County Executive and the  
39 County Personnel Officer to build and grow a sustainable County  
40 workforce that is reflective of our diverse and talented  
41 population. Thank you.

42  
43 **CHAIRMAN GONZALEZ:**

44 Thank you very, very much. I know there's going to be some  
45 questions. I just want to clarify, Mr. Vice Chair, Presiding  
46 Officer, Legislators, that this motion to approve is to approve the  
47 new position title, okay? So Legislator McCaffrey.

48  
49 **LEG. MC CAFFREY:**

11:02AM

50 Thank you, Mr. Chairman. Hi. How are you?

51  
52 **MS. FERNANDEZ:**

53 Good. How are you?

54  
55 **LEG. MC CAFFREY:**

56 Good, good. I just -- I was listening to what you were saying and

1 you spoke about some of your priorities, and one of them is to  
2 remove some barriers that are in the way now in these departments.  
3 Can you be more specific about what you think are some barriers to  
4 us being more inclusive and more diverse in Suffolk County?  
5

6 **MS. FERNANDEZ:**

7 Yeah. So I think we -- it came up earlier during the discussion  
8 about Civil Service and access to those jobs, and awareness that  
9 those jobs and tests are available. So -- and so that includes for  
10 individuals outside of County Government that may want to seek a  
11 career in County Government, and it also includes the existing  
12 employees that may want to seek promotion.  
13

14 **LEG. MC CAFFREY:**

15 So, but when you say "barriers", it almost gives the impression  
16 that currently there's something in the way that we're doing wrong  
17 in Suffolk County in terms of providing for more diversity in our  
18 workforce. So that's what my concern is. If there's something  
19 that's there that you see right now, I think we should all know  
20 about that right now.  
21

22 **MS. FERNANDEZ:**

23 I think it's lack of awareness.  
24

25 **LEG. MC CAFFREY:**

26 So it would be more of you think that there needs to be more  
27 outreach to other communities, etcetera, as opposed to a barrier  
28 with saying, "Hey, you're not allowed here or you're not welcome  
29 here," correct?  
30

31 **MS. FERNANDEZ:**

32 Correct, correct, right.  
33

34 **LEG. MC CAFFREY:**

35 Okay. All right.  
36

37 **MS. FERNANDEZ:**

38 Right. So it's definitely more about the awareness of, so if you  
39 don't know that it exists --  
40

41 **LEG. MC CAFFREY:**

42 Right.  
43

44 **MS. FERNANDEZ:**

45 -- or if you're unable to find information that it exists, that can  
46 be perceived as a barrier. So it's outreach out into the  
47 community --  
48

49 **LEG. MC CAFFREY:**

50 Okay.  
51

52 **MS. FERNANDEZ:**

53 -- and internal marketing within the workforce.  
54

55 **LEG. MC CAFFREY:**

56 Okay. Not that we don't have more work to do, but you put my mind



1 at ease, so.

2

3 **MS. FERNANDEZ:**

4 Okay. Thank you.

5

6 **CHAIRMAN GONZALEZ:**

7 Legislator Kennedy.

8

9 **LEG. KENNEDY:**

11:04AM 10 Hello, and thank you for coming in. I agree with what you and  
11 Kevin have said. It does make me feel much more comfortable,  
12 because I -- just by the title of the position, it made me wonder  
13 whether you were going to do away entirely with the Civil Service  
14 system. Yes, we need more outreach in the County for everything.  
15 All the positions are posted, all the tests are posted, but they're  
16 just posted on the Civil Service website.

17

18 **MS. FERNANDEZ:**

19 Right.

20

21 **LEG. KENNEDY:**

22 Possibly, if they were posted more prominently on the general  
23 County and general Legislative website, people would notice when  
24 they just log on. That's a good thing, and outreach is always a  
25 good thing. I just want to clarify, diversity does not mean Black  
26 and Hispanic.

27

28 **MS. FERNANDEZ:**

29 Does not.

11:04AM 30

31 **LEG. KENNEDY:**

32 Good. And the other question is, is this in the County Executive's  
33 Office, or is this in the Department of Civil Service, the  
34 position?

35

36 **MR. MELITO:**

37 It's in the Department of Human Resources, Personnel, Civil  
38 Service.

39

11:05AM 40

41 **LEG. KENNEDY:**

42 Civil Service. Okay. Is there is a reason why it was put in  
43 there?

43

44 **MR. MELITO:**

45 It's definitely a human resource -- oh, I'm sorry.

46

47 **MS. FERNANDEZ:**

48 I think they want you on the mic.

49

50 **MR. MELITO:**

51 Oh, sorry. It's definitely a human resource related function and  
52 that's why it would go in there. If you read all the, you know,  
53 articles and literature about it, it all has that hand in hand as  
54 part of the Human Resources service.

55

56

1 **LEG. KENNEDY:**

2 Right. The last gentleman did both, did all of the positions. We  
3 only had one, now we're getting three to do it.

4  
5 **MR. MELITO:**

6 Well, okay. There wasn't, quite frankly, an outreach of the -- of  
7 the level that we're talking about in the past.

8  
9 **LEG. KENNEDY:**

11:05AM 10 You want to increase it, yeah.

11  
12 **MR. MELITO:**

13 Yes, yes.

14  
15 **LEG. KENNEDY:**

16 Okay. All right. Thank you very much.

17  
18 **MS. FERNANDEZ:**

19 Thank you.

11:05AM

20  
21 **CHAIRMAN GONZALEZ:**

22 Legislator Donnelly.

23  
24 **LEG. DONNELLY:**

25 Hi. Good morning. Several of the questions aren't really for you,  
26 they're more for the Administration, so I guess either Tom or Amy  
27 can kind of walk me through this.

11:06AM

28  
29 So I understand why we want the position, and, you know, on balance  
30 I agree with it. However, I have several concerns that I just want  
31 to have alleviated, and most of it relates to the line of  
32 questioning that Legislator Kennedy took, in particular about Civil  
33 Service. So the Chief Diversity Officer is going to be within your  
34 realm as the Director of Civil Service and Human Resources, right,  
35 it's going to be part of your --

36  
37 **MR. MELITO:**

38 Yes.

11:06AM

39  
40 **LEG. DONNELLY:**

41 For lack of a better way of saying it, of your command staff; is  
42 that -- is that a fair analysis?

43  
44 **MR. MELITO:**

45 Yes.

46  
47 **LEG. DONNELLY:**

48 Okay. So this is going to be an appointed Civil Service position,  
49 or is it going to be a competitive Civil Service position?

11:06AM

50  
51 **MR. MELITO:**

52 At this moment, it's going to be an appointed Civil Service  
53 position.

54  
55 **LEG. DONNELLY:**

56 Okay, okay. So when we have -- so I know we have the Commissioner

1 of Labor Relations here as well. So a Chief Diversity and  
2 Inclusion Officer, when there is a Labor Relations issue, if it's  
3 related to diversity and/or inclusion, the Labor Relations  
4 Commissioner will still have the authority to make the proper  
5 decision?

6  
7 **MR. MELITO:**

8 Yes.

9  
10 **LEG. DONNELLY:**

11 If you can just walk me through that process.

12  
13 **MR. MELITO:**

14 Yes. Well, there's a natural affinity for the two areas that will  
15 have to work hand in hand. But, at the end of the day, Labor  
16 Relations has their own responsibility and they would make  
17 decisions relating to those things.

18  
19 **LEG. DONNELLY:**

20 Okay. So then to our OMB folks, I know I looked and I saw it. Can  
21 you just give me the fiscal kind of impact in terms of say the next  
22 couple of years? And is it -- I'm pretty sure when we did the  
23 Working Group, the Exec put it in his budget, I think.

24  
25 **MR. PERNICE:**

26 No. This was something that came about afterwards, but -- so what  
27 the resolution does is it adds the title to the salary and  
28 classification plan and it creates a position. It doesn't include  
29 any additional funding, so that's going to require that the  
30 Department manage its budget with existing resources. The  
31 position, depending -- I don't know what step it's going to be  
32 filled out, but, you know, an entry level salary for the position  
33 would be 81,000 and a top level salary would be 120,000. So  
34 depending on what step is filled out, that's the approximate cost  
35 salary-wise.

36  
37 **LEG. DONNELLY:**

38 And that's going to be -- have to be managed by the new department?

39  
40 **MR. PERNICE:**

41 Correct, because this resolution does not add any additional  
42 funding, so they're going to have to use whatever salary funding  
43 they have to make this work.

44  
45 **LEG. DONNELLY:**

46 Okay. Okay, I understand. So you're aware of that, right, Tom?

47  
48 **MR. MELITO:**

49 Yes.

50  
51 **LEG. DONNELLY:**

52 That's going to be under your umbrella in terms of the funding.  
53 And then I think that was it. Okay. That was it. Thank you so  
54 much.

1 **CHAIRMAN GONZALEZ:**

2 Thank you, Mr. Vice Chair. Any other questions? Presiding Officer  
3 Calarco, please.

4  
5 **P.O. CALARCO:**

6 Thank you, Mr. Chair. And I appreciate the efforts of the  
7 Administration, and I fully support this resolution and the effort.  
8 In fact, we added "diversity" to the name of this committee to make  
9 sure that we are making efforts to ensure that we are increasing  
10 the diversity in our workforce and looking at how we can make sure  
11 that our workforce looks like our communities that we serve, and  
12 when we don't, we're doing a disservice to our communities, and I  
13 think it's very important. So I appreciate that you're looking to  
14 come in and do this.

15  
16 And I would ask, like I think one of the other challenges we have  
17 in government, and this is -- actually goes beyond just increasing  
18 the number of people who are working for the County of -- who are  
19 minorities or women, what have you, is all governments right now  
20 are facing this challenge of secession planning and being prepared  
21 for the Baby Boomers when they leave, because they're going to  
22 leave us one last problem and that's not having enough workers to  
23 do the jobs and having -- losing that level of institutional  
24 knowledge that governments and institutions as large as Suffolk  
25 County, with a budget of \$3 billion, needs to have. So would you  
26 say that part of what you have to do is make sure that we are  
27 attracting bright young talent wherever it may come from, so that  
28 we have people coming into the County wanting to work for the  
29 County and take these jobs, especially in a good economic  
30 environment, we are competing for talent with the private sector?

31  
32 **MS. FERNANDEZ:**

33 Yes, absolutely. And that is part of any existing diversity and  
34 inclusion plan that we -- that we see in the private sector and  
35 also in the public sector, how we make our business, so County  
36 Government, more attractive to the talent. How do we internally  
37 create programs for mentorship, right, which also is -- increases  
38 employee engagement, because mentors do want to teach others, and  
39 mentees, or people in lower positions, do want to be mentored and  
40 do want to have the possibility for career advancement, and I see  
41 no reason why we can't do that within our County.

42  
43 **P.O. CALARCO:**

44 Sure. And the reality is, is we're still operating under a 1980s  
45 consent decree from the Federal Government about our inability to  
46 attract minorities to the Suffolk County Police Department. And,  
47 clearly, if we have been making such tremendous strides, that DOJ  
48 agreement wouldn't still be in effect, right? So --

49  
50 **MS. FERNANDEZ:**

51 And that's a model to follow, also.

52  
53 **P.O. CALARCO:**

54 Yeah. So that's certainly points to the issue that we need to deal  
55 with. And part of our challenge, and I think your challenge,  
56 Retha, will be we have communities, and, unfortunately, Suffolk

1 County is a very segregated place, and we have communities that  
2 have a natural inclination to distrust government, which will also  
3 give them a natural inclination to want -- not want to necessarily  
4 go work in government, and we have to try to build those layers of  
5 trust with them, right?

6  
7 **MS. FERNANDEZ:**

8 Correct. I'm ready for the challenge.

9  
10 **P.O. CALARCO:**

11 Great. Thank you very much.

12  
13 **CHAIRMAN GONZALEZ:**

14 Any other questions? Okay. So a motion to approve. Can I have a  
15 second, please?

16  
17 **P.O. CALARCO:**

18 Second.

19  
20 **CHAIRMAN GONZALEZ:**

21 Second by Presiding Officer Calarco. All those in favor? Opposed?  
22 Abstentions? I.R. 1052 is approved. (Vote: Approved 6-0-0-0)

23  
24 Moving on it to *I.R. 1054 - Amending the Suffolk County*  
25 *Classification and Salary Plan in accordance with the 2020 Adopted*  
26 *Budget. (Co. Exec.)* Can I have a motion? Motion?

27  
28 **LEG. DONNELLY:**

29 On the motion.

30  
31 **CHAIRMAN GONZALEZ:**

32 On the motion?

33  
34 **LEG. DONNELLY:**

35 On the motion.

36  
37 **CHAIRMAN GONZALEZ:**

38 Legislator. Can I get a second?

39  
40 **LEG. BERLAND:**

41 Sure.

42  
43 **CHAIRMAN GONZALEZ:**

44 Second by Legislator Berland. On the motion, Legislator.

45  
46 **LEG. DONNELLY:**

47 Can we have somebody from the Administration who could -- hi, Amy,  
48 good morning.

49  
50 **MS. KEYES:**

51 Good morning.

52  
53 **LEG. DONNELLY:**

54 I don't want to revisit or relive the budget, the omnibus trauma  
55 that we all suffered.

1 **MS. KEYES:**  
2 Yeah, me least of all.

3  
4 **LEG. DONNELLY:**  
5 But I do want to just -- so I'm looking at the plan. I just want  
6 to be sure that there's the commitment to fill these --

7  
8 **MS. KEYES:**  
9 Oh, yeah.

11:13AM 10  
11 **LEG. DONNELLY:**  
12 -- in conjunction with the vacancies and the possibility of new  
13 positions, if they're requested by the departments.

14  
15 **MS. KEYES:**  
16 Yes.

17  
18 **LEG. DONNELLY:**  
19 Okay. Just because, you know, we see this in my short tenure here,  
11:13AM 20 you know, as part of the Budget Group that oftentimes Department  
21 Heads, you know, have -- are going through the Administration, and  
22 not necessarily maybe asking. And I just want to, you know, get it  
23 on the record. And I know that there's a lot of concern and a lot  
24 different venues that were committed to, you know, increasing  
25 personnel where we need them.

26  
27 **MS. KEYES:**  
28 Yes, yes, as -- yes, absolutely.

29  
11:14AM 30 **LEG. DONNELLY:**  
31 Okay. Thank you.

32  
33 **CHAIRMAN GONZALEZ:**  
34 Any other questions? Thank you. Okay. So there is a motion,  
35 there's a second by Legislator Berland. All in favor? Opposed?  
36 Abstentions? I.R. 1054 is approved. (Vote: Approved 6-0-0-0)

37  
38 ***I.R. 1072 - Adopting a Local Law, a Local Law to ensure a second***  
39 ***chance in Suffolk County. (Gonzalez)*** This needs to be tabled for a  
11:14AM 40 public hearing. Ladies and Gentlemen, motion?

41  
42 **LEG. DONNELLY:**  
43 Motion.

44  
45 **CHAIRMAN GONZALEZ:**  
46 Legislator Donnelly. Second? Yes.

47  
48 **P.O. CALARCO:**  
49 Second.

11:14AM 50  
51 **CHAIRMAN GONZALEZ:**  
52 I'll second to table. Okay. All right. So all those in favor?  
53 Opposed? Abstentions?

54  
55 **LEG. BERLAND:**  
56 I'm going to abstain.

1  
2 **CHAIRMAN GONZALEZ:**  
3 I figured.

4  
5 *(\*Laughter\*)*

6  
7 All right. Thank you. So it will be tabled for a public hearing.  
8 *(Vote: Tabled for Public Hearing 5-0-1-0/Abstention: Leg. Berland)*

9  
10 That is our agenda for today. Ladies and Gentlemen, we are  
11 adjourned.

12  
13 *(\*The meeting was adjourned at 11:15 a.m.\*)*  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56

11:14AM

# INDEX

[Occurrence of Word] - Page Number:Line Number

<b>\$</b>	<b>4</b>	<b>accident</b> [1] - 4:37	<b>agreed</b> [1] - 28:18	<b>Approved</b> [5] - 3:12, 18:30, 29:30, 37:22, 38:36
<b>\$160</b> [1] - 4:45	<b>4-0-2-0/Abstentions</b> [1] - 18:30	<b>accomplishes</b> [1] - 27:45	<b>Agreement</b> [1] - 26:33	<b>Approving</b> [1] - 2:29
<b>\$24</b> [2] - 30:7, 31:20		<b>accordance</b> [1] - 37:25	<b>agreement</b> [3] - 27:25, 28:1, 36:48	<b>approximate</b> [1] - 35:34
<b>\$40</b> [3] - 27:53, 27:56	<b>5</b>	<b>accounting</b> [1] - 30:6	<b>Aide</b> [3] - 1:33, 1:34, 1:35	<b>area</b> [1] - 8:43
<b>\$40,000</b> [1] - 21:4	<b>5</b> [1] - 1:16	<b>accountability</b> [2] - 4:41, 31:30	<b>Ali</b> [1] - 1:35	<b>areas</b> [3] - 5:17, 5:24, 35:14
<b>\$500,000</b> [1] - 27:56	<b>5-0-1-0/Abstention</b> [1] - 39:8	<b>achieve</b> [1] - 30:24	<b>alignment</b> [1] - 27:25	<b>arrangement</b> [1] - 28:18
<b>1</b>	<b>50,000-foot</b> [1] - 7:42	<b>acknowledges</b> [1] - 6:20	<b>allegations</b> [2] - 22:49, 23:5	<b>Arthur</b> [5] - 4:38, 9:51, 10:35, 11:41, 12:3
<b>100%</b> [3] - 7:7, 15:26, 17:33	<b>500</b> [1] - 30:27	<b>acquiring</b> [1] - 7:16	<b>Allegiance</b> [1] - 2:5	<b>Arthur's</b> [1] - 11:26
<b>1016</b> [3] - 18:42, 19:18, 25:53	<b>528</b> [1] - 26:14	<b>activities</b> [6] - 5:22, 5:51, 6:2, 6:13, 6:14, 12:27	<b>alleviated</b> [1] - 34:31	<b>articles</b> [1] - 33:53
<b>1019</b> [1] - 26:14	<b>6</b>	<b>activity</b> [3] - 4:17, 5:33, 6:5	<b>allow</b> [1] - 30:23	<b>aspect</b> [2] - 20:24, 21:40
<b>1028</b> [2] - 26:32, 29:30	<b>6-0-0-0</b> [5] - 3:12, 26:12, 29:30, 37:22, 38:36	<b>actual</b> [1] - 10:4	<b>allowed</b> [1] - 32:28	<b>aspects</b> [1] - 30:11
<b>1036</b> [2] - 2:29, 3:11	<b>6-0-0-0</b> [1] - 26:30	<b>add</b> [2] - 27:22, 35:41	<b>almost</b> [1] - 32:15	<b>assessment</b> [1] - 9:20
<b>1052</b> [2] - 29:40, 37:22	<b>7</b>	<b>added</b> [1] - 36:8	<b>ALSO</b> [1] - 1:27	<b>Assessment</b> [2] - 4:32, 30:41
<b>1053</b> [2] - 3:14, 18:33	<b>725</b> [1] - 1:15	<b>addition</b> [2] - 6:53, 22:34	<b>alternatives</b> [1] - 4:20	<b>assist</b> [1] - 16:34
<b>1054</b> [2] - 37:24, 38:36	<b>8</b>	<b>additional</b> [3] - 14:29, 35:29, 35:41	<b>amend</b> [1] - 26:14	<b>assistance</b> [2] - 7:41, 18:49
<b>1072</b> [1] - 38:38	<b>8,000</b> [1] - 6:54	<b>additionally</b> [1] - 18:56	<b>amended</b> [1] - 24:40	<b>assisted</b> [3] - 7:37, 10:41, 11:32
<b>10:02</b> [1] - 2:1	<b>81,000</b> [1] - 35:33	<b>addressed</b> [1] - 5:51	<b>Amending</b> [2] - 29:40, 37:24	<b>associated</b> [1] - 13:16
<b>11:15</b> [1] - 39:13	<b>A</b>	<b>adds</b> [1] - 35:27	<b>amendment</b> [2] - 23:30, 23:33	<b>Association</b> [2] - 1:39, 26:33
<b>11th</b> [2] - 17:43, 25:38	<b>a.m</b> [2] - 2:1, 39:13	<b>adhere</b> [1] - 8:31	<b>Amy</b> [4] - 1:30, 1:36, 34:26, 37:47	<b>assume</b> [1] - 22:20
<b>120,000</b> [1] - 35:33	<b>abide</b> [1] - 19:27	<b>adjourned</b> [2] - 39:11, 39:13	<b>analyses</b> [1] - 5:45	<b>ATTENDANCE</b> [1] - 1:27
<b>14</b> [1] - 5:10	<b>ability</b> [1] - 7:34	<b>adjusting</b> [1] - 21:17	<b>analysis</b> [2] - 27:49, 34:42	<b>attract</b> [2] - 31:8, 36:46
<b>15</b> [1] - 30:15	<b>able</b> [9] - 5:37, 5:38, 6:1, 6:12, 7:11, 15:13, 17:12, 31:7, 31:21	<b>Administration</b> [7] - 22:53, 28:54, 29:4, 34:26, 36:7, 37:47, 38:21	<b>Anita</b> [5] - 1:42, 19:10, 19:11, 19:15, 25:47	<b>attracting</b> [1] - 36:27
<b>1980s</b> [1] - 36:44	<b>absence</b> [2] - 24:39, 24:44	<b>admission</b> [1] - 9:47	<b>announced</b> [1] - 19:22	<b>attractive</b> [2] - 6:23, 36:36
<b>1988</b> [1] - 6:6	<b>absenteeism</b> [1] - 31:5	<b>Adopted</b> [1] - 37:25	<b>answer</b> [1] - 20:16	<b>Auditorium</b> [1] - 1:14
<b>1990</b> [2] - 4:44, 17:29	<b>absolutely</b> [7] - 7:46, 13:34, 14:51, 15:3, 17:10, 36:33, 38:28	<b>adopted</b> [1] - 28:5	<b>Anthony</b> [1] - 1:28	<b>authority</b> [1] - 35:4
<b>1st</b> [2] - 26:35, 27:12	<b>abstain</b> [3] - 18:24, 18:27, 38:56	<b>Adopting</b> [3] - 25:53, 26:14, 38:38	<b>anticipated</b> [1] - 28:10	<b>Authorizing</b> [1] - 26:32
<b>2</b>	<b>Abstentions</b> [7] - 3:11, 18:21, 26:30, 29:30, 37:22, 38:36, 38:53	<b>advancement</b> [2] - 14:31, 36:40	<b>anticipation</b> [1] - 28:6	<b>autoclave</b> [1] - 4:47
<b>2012</b> [1] - 19:22	<b>abstentions</b> [2] - 18:30, 26:12	<b>advantage</b> [1] - 12:50	<b>anyway</b> [1] - 25:34	<b>automate</b> [2] - 5:48, 6:8
<b>2018</b> [1] - 19:22	<b>access</b> [16] - 18:45, 18:48, 18:53, 19:5, 19:17, 19:21, 19:49, 20:23, 20:25, 22:43, 22:51, 23:36, 24:38, 24:49, 25:54, 32:8	<b>advocates</b> [2] - 22:41, 24:39	<b>apparel</b> [1] - 30:10	<b>automated</b> [1] - 6:10
<b>2019</b> [2] - 26:35, 27:12		<b>advocating</b> [1] - 19:16	<b>appearances</b> [1] - 27:15	<b>available</b> [1] - 32:9
<b>2020</b> [4] - 1:16, 28:2, 28:5, 37:25		<b>affinity</b> [1] - 35:14	<b>appointed</b> [2] - 34:48, 34:52	<b>average</b> [1] - 31:13
<b>2024</b> [2] - 26:35, 27:12		<b>afforded</b> [2] - 5:11, 24:29	<b>appointment</b> [4] - 2:29, 3:14, 11:17, 30:31	<b>aware</b> [1] - 35:46
<b>21%</b> [1] - 31:13		<b>afterwards</b> [1] - 35:26	<b>appointments</b> [1] - 2:28	<b>awareness</b> [3] - 32:8, 32:23, 32:38
<b>25-year</b> [1] - 30:18		<b>agencies</b> [1] - 31:35	<b>Appraisal</b> [1] - 14:14	<b>B</b>
<b>27</b> [1] - 16:28		<b>agenda</b> [4] - 2:26, 17:5, 30:1, 39:10	<b>appraisal</b> [1] - 14:19	<b>Baby</b> [1] - 36:21
<b>3</b>		<b>Agents</b> [1] - 19:3	<b>appreciate</b> [6] - 3:51, 7:32, 7:56, 23:20, 36:6, 36:13	<b>Babylon</b> [11] - 4:38, 4:39, 4:53, 4:54, 5:10, 7:49, 8:42, 9:9, 9:19, 9:46, 17:28
<b>3</b> [3] - 28:3, 28:4, 36:25		<b>ago</b> [3] - 4:38, 6:4, 20:19	<b>approach</b> [1] - 4:39	<b>background</b> [2] - 30:15, 30:22
<b>3,000</b> [1] - 30:30		<b>agree</b> [3] - 7:7, 33:10, 34:30	<b>appropriate</b> [1] - 21:39	
<b>3.1</b> [1] - 28:4			<b>approve</b> [8] - 2:38, 3:19, 26:36, 27:29, 29:17, 31:46, 37:14	
<b>30</b> [1] - 30:34			<b>approved</b> [5] - 3:11, 18:33, 29:30, 37:22, 38:36	
<b>31</b> [1] - 3:54				
<b>31-year</b> [1] - 3:54				
<b>311</b> [1] - 4:15				
<b>31st</b> [2] - 26:35, 27:12				
<b>32</b> [2] - 4:38, 27:14				
<b>33%</b> [1] - 31:15				



# INDEX

[Occurrence of Word] - Page Number:Line Number

<p><b>backgrounds</b> [1] - 30:53  <b>bag</b> [1] - 4:47  <b>balance</b> [1] - 34:29  <b>bargaining</b> [10] - 7:36, 7:37, 11:36, 11:37, 11:40, 11:46, 12:13, 28:18  <b>bargainings</b> [1] - 11:50  <b>barrier</b> [2] - 32:27, 32:46  <b>barriers</b> [5] - 19:7, 31:31, 32:2, 32:3, 32:15  <b>based</b> [1] - 5:49  <b>basis</b> [1] - 5:49  <b>beauty</b> [1] - 30:15  <b>became</b> [1] - 4:43  <b>beforehand</b> [1] - 3:52  <b>begin</b> [1] - 4:20  <b>beginning</b> [1] - 2:5  <b>Bellone</b> [1] - 4:7  <b>benefits</b> [2] - 6:13, 6:14  <b>Benny</b> [1] - 1:32  <b>Berland</b> [14] - 1:22, 1:34, 2:56, 3:3, 12:36, 16:34, 18:20, 19:37, 21:36, 26:16, 26:23, 37:44, 38:35, 39:8  <b>BERLAND</b> [40] - 2:46, 2:55, 3:5, 12:38, 13:1, 13:7, 13:25, 13:36, 13:42, 13:49, 13:55, 14:9, 14:37, 14:46, 14:53, 15:7, 15:15, 15:22, 15:28, 15:34, 15:40, 18:16, 19:33, 19:39, 19:55, 20:31, 20:37, 21:38, 21:52, 22:2, 22:13, 22:19, 22:25, 22:48, 23:12, 26:19, 27:31, 29:9, 37:40, 38:55  <b>best</b> [2] - 8:40, 12:40  <b>better</b> [7] - 7:42, 7:46, 9:27, 12:48, 13:31, 31:7, 34:41  <b>between</b> [3] - 5:3, 13:15, 28:3  <b>beyond</b> [1] - 36:17  <b>bigger</b> [1] - 4:56  <b>bill</b> [6] - 19:47, 20:22, 20:28, 20:50, 21:47, 23:26  <b>billion</b> [3] - 30:7, 31:20, 36:25  <b>billions</b> [1] - 30:9</p>	<p><b>bills</b> [1] - 24:25  <b>bit</b> [6] - 3:41, 9:7, 20:50, 21:27, 29:45, 30:14  <b>Black</b> [3] - 29:54, 30:8, 33:25  <b>blending</b> [1] - 11:10  <b>Board</b> [3] - 5:7, 5:10, 5:12  <b>bolster</b> [1] - 13:30  <b>bolts</b> [1] - 5:8  <b>Boomers</b> [1] - 36:21  <b>Braaten</b> [1] - 1:47  <b>brainer</b> [1] - 19:20  <b>brief</b> [2] - 4:6, 27:8  <b>bright</b> [1] - 36:27  <b>bring</b> [1] - 5:47  <b>bringing</b> [1] - 6:32  <b>brings</b> [1] - 5:14  <b>broad</b> [2] - 20:2, 21:53  <b>Brook</b> [1] - 6:27  <b>brought</b> [1] - 22:53  <b>budget</b> [6] - 28:5, 28:9, 35:23, 35:30, 36:25, 37:54  <b>Budget</b> [6] - 1:31, 1:32, 27:48, 27:54, 37:26, 38:20  <b>budgeting</b> [1] - 7:34  <b>build</b> [2] - 31:39, 37:4  <b>Building</b> [2] - 1:14, 9:23  <b>building</b> [1] - 5:18  <b>built</b> [2] - 6:6, 6:11  <b>bunch</b> [1] - 20:56  <b>business</b> [4] - 5:32, 30:24, 31:18, 36:35  <b>businesses</b> [1] - 31:3  <b>BY</b> [1] - 1:46</p>	<p><b>care</b> [2] - 12:48, 31:25  <b>career</b> [6] - 3:53, 3:55, 17:16, 30:18, 32:11, 36:40  <b>case</b> [2] - 12:14, 31:18  <b>cases</b> [5] - 9:45, 9:49, 10:2, 14:28, 15:19  <b>cater</b> [1] - 4:1  <b>Center</b> [1] - 4:15  <b>centered</b> [1] - 30:49  <b>Central</b> [1] - 5:47  <b>central</b> [1] - 5:33  <b>CEO</b> [1] - 29:56  <b>certain</b> [1] - 9:6  <b>certainly</b> [2] - 28:33, 36:54  <b>Chair</b> [5] - 1:21, 27:44, 31:45, 36:2, 36:6  <b>CHAIRMAN</b> [66] - 2:3, 2:23, 2:37, 2:43, 2:52, 3:2, 3:10, 3:21, 3:27, 3:33, 3:40, 3:46, 6:38, 8:13, 12:35, 15:43, 16:19, 16:25, 16:51, 17:1, 17:20, 17:35, 17:42, 17:50, 18:1, 18:7, 18:13, 18:19, 18:29, 19:9, 19:36, 20:40, 20:46, 21:35, 23:22, 25:40, 25:46, 26:4, 26:10, 26:22, 26:28, 26:41, 26:47, 26:53, 27:4, 27:21, 27:28, 27:34, 27:40, 28:39, 29:14, 29:28, 29:39, 31:43, 33:6, 34:21, 36:1, 37:13, 37:20, 37:31, 37:37, 37:43, 38:33, 38:45, 38:51, 39:2  <b>Chairman</b> [6] - 8:18, 15:47, 16:17, 28:43, 29:49, 31:50  <b>Chairperson</b> [1] - 1:20  <b>challenge</b> [6] - 20:28, 21:16, 36:20, 36:55, 37:8  <b>challenges</b> [2] - 5:6, 36:16  <b>chance</b> [2] - 5:15, 38:39  <b>change</b> [3] - 20:23, 21:12, 30:22  <b>changes</b> [2] - 4:49, 28:47  <b>Chapter</b> [1] - 26:14  <b>charge</b> [2] - 10:5, 10:26  <b>charter</b> [2] - 5:19</p>	<p><b>chat</b> [1] - 6:51  <b>check</b> [1] - 17:25  <b>Chief</b> [7] - 1:30, 1:43, 29:42, 29:45, 30:39, 34:33, 35:1  <b>Chinese</b> [1] - 25:22  <b>choice</b> [1] - 8:38  <b>City</b> [1] - 6:28  <b>civil</b> [3] - 17:18, 17:24, 17:25  <b>Civil</b> [33] - 3:16, 4:23, 4:32, 5:22, 5:23, 5:40, 5:54, 8:32, 8:39, 8:44, 9:5, 10:3, 10:55, 11:3, 11:17, 12:40, 13:15, 14:22, 16:38, 30:41, 32:8, 33:13, 33:16, 33:33, 33:37, 33:41, 34:32, 34:34, 34:48, 34:49, 34:52  <b>claiming</b> [1] - 22:54  <b>clarify</b> [2] - 31:45, 33:25  <b>classification</b> [1] - 35:28  <b>Classification</b> [2] - 29:40, 37:25  <b>clean</b> [1] - 5:49  <b>clear</b> [3] - 21:11, 22:33, 31:18  <b>clearly</b> [3] - 6:51, 7:7, 36:47  <b>Clerk</b> [1] - 2:18  <b>Clerk/Suffolk</b> [1] - 1:30  <b>close</b> [3] - 2:26, 25:47, 28:1  <b>closely</b> [3] - 5:47, 10:35, 10:37  <b>Co</b> [5] - 2:32, 3:16, 26:35, 29:43, 37:26  <b>Coalition</b> [2] - 1:41, 18:40  <b>coalition</b> [1] - 18:40  <b>COBOL</b> [1] - 6:7  <b>Code</b> [1] - 26:15  <b>codified</b> [1] - 19:23  <b>collaborate</b> [1] - 31:35  <b>collective</b> [6] - 11:36, 11:37, 11:40, 11:46, 11:50, 12:13  <b>color</b> [1] - 30:4  <b>comfortable</b> [2] - 8:6, 33:11  <b>coming</b> [9] - 6:23, 8:1, 12:43, 14:16, 24:28, 27:45, 29:44, 33:10, 36:28  <b>command</b> [1] - 34:41</p>	<p><b>commend</b> [1] - 19:29  <b>comments</b> [1] - 7:56  <b>Commission</b> [1] - 14:22  <b>Commissioner</b> [2] - 34:56, 35:4  <b>commitment</b> [2] - 31:6, 38:6  <b>committed</b> [4] - 19:20, 24:37, 30:37, 38:24  <b>committee</b> [2] - 14:23, 36:8  <b>COMMITTEE</b> [1] - 1:3  <b>Committee</b> [2] - 1:12, 2:15  <b>commodities</b> [1] - 8:2  <b>common</b> [1] - 25:4  <b>communicate</b> [2] - 14:28, 18:55  <b>communication</b> [2] - 14:21, 19:6  <b>communities</b> [6] - 30:8, 32:27, 36:11, 36:12, 36:56, 37:1  <b>community</b> [8] - 7:11, 7:12, 7:48, 8:35, 8:46, 22:41, 30:37, 32:47  <b>Companies</b> [1] - 30:27  <b>companies</b> [2] - 31:7, 31:12  <b>company</b> [1] - 30:27  <b>company's</b> [1] - 30:32  <b>compared</b> [1] - 27:54  <b>competent</b> [1] - 18:49  <b>competing</b> [3] - 6:24, 6:29, 36:30  <b>competitive</b> [1] - 34:49  <b>complaints</b> [1] - 22:52  <b>completely</b> [1] - 4:21  <b>complex</b> [1] - 7:33  <b>comply</b> [2] - 4:44, 5:22  <b>Comptroller</b> [1] - 1:37  <b>Comptroller's</b> [3] - 16:3, 16:4, 16:10  <b>concern</b> [4] - 23:10, 23:13, 32:18, 38:23  <b>concerns</b> [1] - 34:30  <b>concurrent</b> [1] - 28:16  <b>conditions</b> [1] - 26:34  <b>Confirming</b> [1] - 3:14  <b>confused</b> [1] - 19:40  <b>confusion</b> [2] - 21:20, 22:37  <b>congratulations</b> [2] - 28:27, 28:43  <b>conjunction</b> [1] - 38:12  <b>connected</b> [1] - 14:34</p>
<h2 style="margin: 0;">C</h2>				
<p><b>CALARCO</b> [16] - 14:6, 26:44, 27:37, 27:43, 28:8, 28:15, 28:26, 28:32, 29:19, 29:25, 36:5, 36:43, 36:53, 37:10, 37:17, 38:48  <b>Calarco</b> [4] - 1:25, 28:40, 36:3, 37:21  <b>campaigns</b> [1] - 30:1  <b>campus</b> [1] - 30:30  <b>cannot</b> [1] - 18:55  <b>cap</b> [1] - 27:13  <b>capability</b> [1] - 5:42  <b>capacity</b> [1] - 30:10  <b>capitalize</b> [1] - 5:37  <b>Caracappa</b> [1] - 1:13  <b>Card</b> [1] - 18:35  <b>cards</b> [1] - 2:18</p>				

# INDEX

[Occurrence of Word] - Page Number:Line Number

<p><b>connection</b> [1] - 29:41  <b>connotes</b> [1] - 10:46  <b>consensus</b> [1] - 4:27  <b>consent</b> [1] - 36:45  <b>consider</b> [2] - 16:46, 23:53  <b>consideration</b> [1] - 16:39  <b>consistent</b> [1] - 27:11  <b>constantly</b> [1] - 3:55  <b>constituencies</b> [2] - 5:38, 7:20  <b>constituents</b> [1] - 7:12  <b>consulting</b> [2] - 4:53, 4:55  <b>consuming</b> [1] - 4:45  <b>context</b> [1] - 4:42  <b>continue</b> [1] - 5:37  <b>continuing</b> [1] - 4:30  <b>contract</b> [19] - 26:48, 27:9, 27:11, 27:13, 27:16, 27:45, 27:49, 27:53, 27:54, 28:1, 28:2, 28:3, 28:6, 28:17, 28:33, 28:44, 28:46  <b>contracts</b> [2] - 11:41, 28:48  <b>contrary</b> [1] - 17:24  <b>contributing</b> [1] - 28:19  <b>convene</b> [1] - 30:32  <b>convened</b> [1] - 29:54  <b>corporate</b> [2] - 30:18, 30:28  <b>correct</b> [8] - 11:2, 28:13, 28:20, 32:29, 32:32, 35:41, 37:8  <b>correctional</b> [3] - 18:44, 18:53, 21:43  <b>correctly</b> [1] - 21:2  <b>correspondence</b> [1] - 2:17  <b>cost</b> [7] - 4:18, 17:6, 27:50, 27:53, 28:2, 28:3, 35:34  <b>cost-cutters</b> [1] - 17:6  <b>costs</b> [3] - 28:5, 28:16, 28:19  <b>Council</b> [1] - 29:54  <b>Council's</b> [1] - 30:1  <b>council's</b> [1] - 30:1  <b>Counsel/Suffolk</b> [1] - 1:29  <b>counties</b> [1] - 5:1  <b>COUNTY</b> [1] - 1:7  <b>county</b> [1] - 7:51  <b>County</b> [81] - 1:12, 1:29, 1:30, 1:36, 1:37, 2:30, 3:15, 4:6,</p>	<p>4:26, 5:21, 5:31, 5:40, 5:54, 6:16, 6:23, 6:53, 7:2, 7:26, 7:36, 7:52, 8:3, 8:37, 13:31, 14:13, 14:41, 18:44, 18:51, 19:27, 19:29, 20:11, 20:12, 21:48, 22:39, 22:44, 22:45, 23:38, 24:6, 24:9, 24:30, 25:54, 26:15, 26:16, 26:32, 26:33, 27:47, 27:55, 28:4, 28:20, 28:34, 29:40, 29:41, 29:51, 30:40, 30:44, 30:45, 31:22, 31:29, 31:35, 31:36, 31:38, 31:39, 32:4, 32:10, 32:11, 32:17, 33:14, 33:23, 33:32, 36:18, 36:25, 36:28, 36:29, 36:35, 36:41, 36:46, 37:1, 37:24, 38:39  <b>County's</b> [1] - 19:20  <b>County-wide</b> [2] - 14:41, 31:36  <b>couple</b> [5] - 3:34, 5:17, 8:24, 20:19, 35:22  <b>course</b> [7] - 3:54, 4:32, 14:25, 17:16, 17:48, 17:54, 28:16  <b>court</b> [1] - 27:15  <b>Court</b> [1] - 1:47  <b>covering</b> [2] - 26:33, 27:12  <b>CPS</b> [1] - 8:4  <b>create</b> [6] - 4:2, 6:22, 10:18, 14:29, 31:22, 36:37  <b>created</b> [8] - 4:39, 4:45, 5:46, 14:14, 14:25, 14:33, 15:19, 30:33  <b>creates</b> [1] - 35:28  <b>creating</b> [2] - 13:16, 30:19  <b>creation</b> [2] - 29:45, 30:2  <b>creative</b> [1] - 17:16  <b>credentials</b> [1] - 6:50  <b>credit</b> [1] - 4:51  <b>Creole</b> [2] - 24:48, 25:13  <b>crew</b> [1] - 8:3  <b>crimes</b> [1] - 24:37  <b>critical</b> [2] - 6:32, 7:7  <b>cultivate</b> [1] - 4:2  <b>cultural</b> [1] - 31:14  <b>current</b> [1] - 4:6</p>	<p><b>custody</b> [2] - 18:47, 19:5  <b>Custom</b> [1] - 19:3  <b>customer</b> [2] - 31:6, 31:8  <b>customers</b> [1] - 31:4  <b>cut</b> [1] - 16:44  <b>cutters</b> [1] - 17:6</p> <hr/> <p style="text-align: center;"><b>D</b></p> <hr/> <p><b>data</b> [1] - 4:10  <b>data-driven</b> [1] - 4:10  <b>dated</b> [1] - 20:20  <b>dating</b> [1] - 19:21  <b>Dave</b> [3] - 27:22, 27:44, 28:27  <b>David</b> [1] - 1:39  <b>day-to-day</b> [6] - 9:8, 9:29, 9:32, 10:4, 10:17, 12:26  <b>days</b> [1] - 27:13  <b>deal</b> [3] - 5:6, 5:11, 36:54  <b>dealing</b> [1] - 11:37  <b>dealt</b> [1] - 9:29  <b>December</b> [2] - 26:35, 27:12  <b>decision</b> [4] - 4:11, 4:20, 31:9, 35:5  <b>decision-making</b> [2] - 4:11, 31:9  <b>decisions</b> [4] - 4:11, 11:26, 12:2, 35:17  <b>decree</b> [1] - 36:45  <b>define</b> [1] - 30:49  <b>definitely</b> [10] - 5:49, 7:20, 7:28, 7:51, 7:52, 16:13, 19:46, 32:38, 33:45, 33:51  <b>degree</b> [1] - 17:26  <b>delivering</b> [2] - 30:20, 30:29  <b>delivery</b> [1] - 29:56  <b>DeMarco's</b> [1] - 20:20  <b>denied</b> [3] - 24:44, 24:50  <b>Department</b> [22] - 1:38, 2:30, 3:15, 4:22, 5:50, 6:31, 7:10, 7:39, 9:23, 9:54, 13:11, 13:12, 27:47, 30:40, 30:42, 33:33, 33:37, 35:30, 36:46, 38:20  <b>department</b> [7] - 16:35, 16:38, 21:40, 21:41, 22:5, 22:56, 35:38  <b>departmental</b> [1] -</p>	<p>31:30  <b>departments</b> [15] - 5:31, 5:35, 5:36, 9:22, 9:24, 12:45, 14:3, 14:47, 16:27, 16:30, 16:32, 31:35, 32:2, 38:13  <b>deportation</b> [1] - 19:1  <b>Deputy</b> [4] - 1:30, 1:37, 4:6, 4:37  <b>Derek</b> [1] - 1:33  <b>describe</b> [1] - 24:8  <b>descriptions</b> [1] - 13:17  <b>deserve</b> [3] - 18:45, 19:5, 24:38  <b>designed</b> [1] - 30:3  <b>desire</b> [1] - 22:35  <b>detainees</b> [1] - 18:52  <b>Detectives</b> [2] - 1:39, 26:33  <b>develop</b> [5] - 4:18, 5:24, 5:27, 5:42, 7:19  <b>developing</b> [6] - 4:27, 4:30, 5:53, 13:16, 30:23, 31:28  <b>Development</b> [1] - 2:31  <b>development</b> [7] - 4:14, 4:46, 4:55, 5:33, 30:2, 30:17, 31:33  <b>dialogue</b> [1] - 21:27  <b>dictated</b> [1] - 11:9  <b>difference</b> [1] - 5:52  <b>differences</b> [1] - 5:3  <b>different</b> [13] - 7:9, 7:36, 7:37, 13:20, 14:47, 15:19, 16:29, 20:56, 21:18, 24:26, 30:53, 38:24  <b>differently</b> [1] - 9:27  <b>difficult</b> [1] - 7:17  <b>difficulty</b> [1] - 20:50  <b>dignity</b> [1] - 24:38  <b>Direct/Civil</b> [1] - 1:38  <b>directly</b> [9] - 5:55, 6:12, 11:36, 11:40, 11:45, 11:53, 12:12, 12:20, 23:8  <b>Director</b> [8] - 1:31, 1:40, 5:26, 9:41, 11:17, 19:15, 29:53, 34:34  <b>DIRECTOR</b> [3] - 27:52, 28:12, 28:22  <b>disadvantage</b> [1] - 18:46  <b>disagree</b> [1] - 23:15</p>	<p><b>disciplined</b> [1] - 10:25  <b>disciplining</b> [1] - 9:52  <b>discussion</b> [1] - 32:7  <b>disparities</b> [1] - 30:7  <b>disposing</b> [1] - 4:47  <b>disservice</b> [1] - 36:12  <b>districts</b> [2] - 6:55, 6:56  <b>distrust</b> [1] - 37:2  <b>diverse</b> [6] - 5:18, 8:34, 31:4, 31:7, 31:40, 32:4  <b>diversify</b> [1] - 16:43  <b>DIVERSITY</b> [1] - 1:3  <b>diversity</b> [16] - 8:25, 8:34, 30:26, 30:28, 30:36, 30:49, 31:2, 31:12, 31:15, 31:29, 32:17, 33:25, 35:3, 36:8, 36:10, 36:33  <b>Diversity</b> [9] - 1:12, 1:43, 2:15, 5:26, 29:42, 29:45, 30:39, 34:33, 35:1  <b>divisions</b> [1] - 31:35  <b>documentation</b> [2] - 23:4, 23:17  <b>documents</b> [8] - 20:1, 20:2, 20:4, 20:16, 20:21, 21:15, 21:43, 22:51  <b>DOJ</b> [1] - 36:47  <b>dollars</b> [1] - 30:9  <b>done</b> [10] - 9:25, 9:49, 14:54, 16:43, 19:47, 20:9, 21:16, 25:24, 25:25, 28:54  <b>Donnelly</b> [10] - 1:21, 2:5, 2:38, 6:40, 26:5, 26:29, 26:42, 29:23, 34:22, 38:46  <b>DONNELLY</b> [29] - 2:34, 3:18, 6:42, 6:48, 7:31, 7:55, 18:10, 26:1, 26:25, 26:38, 28:53, 34:24, 34:40, 34:47, 34:55, 35:10, 35:19, 35:37, 35:45, 35:51, 37:28, 37:34, 37:46, 37:53, 38:4, 38:11, 38:18, 38:30, 38:42  <b>door</b> [1] - 22:5  <b>Douglas</b> [1] - 1:37  <b>dovetails</b> [1] - 4:21  <b>down</b> [2] - 9:25, 9:40  <b>DPW</b> [2] - 8:3, 9:54  <b>drilling</b> [1] - 9:40  <b>driven</b> [1] - 4:10  <b>due</b> [2] - 10:54, 28:33</p>
---	--	--	---	--

# INDEX

[Occurrence of Word] - Page Number:Line Number

<p>during [1] - 32:7</p> <hr/> <p style="text-align: center;"><b>E</b></p> <hr/> <p><b>EAP</b> [2] - 7:47, 7:48  <b>earliest</b> [1] - 30:19  <b>earnings</b> [3] - 31:16, 31:23, 31:24  <b>ease</b> [1] - 33:1  <b>economic</b> [3] - 30:12, 31:19, 36:29  <b>Economic</b> [1] - 2:30  <b>educate</b> [1] - 12:42  <b>effect</b> [1] - 36:48  <b>effective</b> [2] - 4:2, 7:49  <b>effectiveness</b> [1] - 6:21  <b>effort</b> [1] - 36:7  <b>efforts</b> [3] - 30:1, 36:6, 36:9  <b>eight</b> [1] - 4:8  <b>either</b> [1] - 34:26  <b>element</b> [2] - 6:32, 10:47  <b>elements</b> [1] - 7:13  <b>eliminate</b> [2] - 17:9, 27:14  <b>eliminated</b> [2] - 9:50, 30:8  <b>eliminating</b> [1] - 17:5  <b>Ellis</b> [1] - 1:30  <b>ELLIS</b> [1] - 2:20  <b>emails</b> [1] - 5:55  <b>embarked</b> [1] - 4:29  <b>employed</b> [1] - 30:27  <b>Employee</b> [3] - 13:43, 13:44, 14:14  <b>employee</b> [7] - 7:41, 11:46, 12:13, 30:32, 31:6, 31:8, 36:38  <b>employees</b> [22] - 6:34, 12:42, 12:48, 13:14, 13:17, 13:22, 13:27, 13:30, 14:16, 14:17, 14:27, 14:34, 14:38, 14:56, 15:4, 16:44, 16:45, 30:22, 30:30, 30:35, 30:37, 32:12  <b>employer</b> [3] - 8:38, 30:42  <b>Employment</b> [1] - 26:15  <b>employment</b> [2] - 16:36, 26:34  <b>enable</b> [1] - 31:20  <b>encourage</b> [2] - 6:34, 30:37  <b>end</b> [7] - 4:49, 6:18, 8:32, 9:18, 17:25, 19:1, 35:15</p>	<p><b>Enforcement</b> [1] - 19:3  <b>engage</b> [2] - 6:34, 7:24  <b>engaged</b> [1] - 14:34  <b>engagement</b> [2] - 6:21, 36:38  <b>English</b> [5] - 18:44, 18:52, 19:1, 19:6, 22:42  <b>English-speakers</b> [1] - 22:42  <b>English-speaking</b> [1] - 18:52  <b>enhancement</b> [1] - 30:2  <b>enjoy</b> [1] - 30:11  <b>ensure</b> [5] - 24:36, 25:25, 26:15, 36:9, 38:38  <b>ensuring</b> [3] - 19:21, 19:52, 27:46  <b>entertainment</b> [1] - 30:10  <b>entirely</b> [1] - 33:13  <b>entities</b> [2] - 5:39, 5:54  <b>entity</b> [1] - 6:20  <b>entry</b> [1] - 35:32  <b>environment</b> [3] - 6:22, 6:32, 36:30  <b>equal</b> [2] - 19:5, 31:31  <b>equitable</b> [1] - 30:45  <b>Equity</b> [1] - 29:54  <b>equity</b> [1] - 30:1  <b>especially</b> [4] - 21:14, 22:41, 24:25, 36:29  <b>essential</b> [1] - 31:26  <b>essentially</b> [1] - 9:24  <b>establish</b> [2] - 5:25, 31:34  <b>established</b> [1] - 21:10  <b>establishment</b> [1] - 7:3  <b>Estee</b> [1] - 30:27  <b>etcetera</b> [5] - 6:56, 9:33, 9:42, 32:27  <b>ethnic</b> [1] - 31:14  <b>ethnicity</b> [1] - 18:47  <b>evaluating</b> [1] - 4:16  <b>evaluation</b> [1] - 16:13  <b>exact</b> [1] - 6:29  <b>exactly</b> [2] - 13:20, 21:6  <b>example</b> [2] - 14:35, 17:8  <b>excellent</b> [1] - 30:20  <b>excess</b> [1] - 6:54  <b>excited</b> [1] - 3:52</p>	<p><b>exclude</b> [2] - 22:3, 22:36  <b>Exec</b> [6] - 2:32, 3:16, 26:35, 29:43, 35:23, 37:26  <b>execute</b> [1] - 26:32  <b>executing</b> [1] - 30:19  <b>execution</b> [2] - 5:21, 30:17  <b>Executive</b> [7] - 4:7, 5:7, 19:15, 19:22, 26:32, 30:17, 31:38  <b>executive</b> [2] - 30:31, 31:13  <b>Executive's</b> [5] - 1:36, 27:55, 28:4, 29:42, 33:32  <b>exist</b> [1] - 31:31  <b>existing</b> [5] - 19:6, 19:29, 32:11, 35:30, 36:33  <b>exists</b> [2] - 32:39, 32:45  <b>expand</b> [1] - 25:53  <b>expanded</b> [1] - 20:17  <b>expect</b> [1] - 13:18  <b>expensive</b> [1] - 6:18  <b>experience</b> [6] - 5:8, 7:26, 10:3, 11:2, 13:31, 31:13  <b>experienced</b> [1] - 28:17  <b>experiences</b> [1] - 30:53  <b>explain</b> [1] - 26:48  <b>explicit</b> [3] - 20:13, 20:26, 23:36  <b>explicitly</b> [1] - 19:50  <b>express</b> [1] - 30:52  <b>extraneous</b> [1] - 22:4  <b>extremely</b> [1] - 7:25</p> <hr/> <p style="text-align: center;"><b>F</b></p> <hr/> <p><b>face</b> [2] - 13:13, 13:14  <b>facilities</b> [3] - 18:45, 18:53, 21:44  <b>facility</b> [1] - 20:11  <b>facing</b> [2] - 7:27, 36:20  <b>fact</b> [2] - 14:27, 36:8  <b>factor</b> [1] - 8:35  <b>Fair</b> [1] - 26:15  <b>fair</b> [7] - 27:25, 27:45, 27:47, 28:34, 28:44, 30:45, 34:42  <b>fall</b> [1] - 5:40  <b>family</b> [1] - 21:49  <b>far</b> [1] - 4:14  <b>far-reaching</b> [1] - 4:14</p>	<p><b>favor</b> [8] - 3:11, 18:20, 26:11, 26:29, 29:29, 37:21, 38:35, 38:52  <b>February</b> [1] - 1:16  <b>Federal</b> [1] - 36:45  <b>fell</b> [1] - 17:29  <b>felt</b> [3] - 9:50, 14:16  <b>Fernandez</b> [2] - 1:43, 29:43  <b>FERNANDEZ</b> [16] - 29:48, 31:52, 32:6, 32:22, 32:31, 32:37, 32:44, 32:52, 33:3, 33:18, 33:28, 33:47, 34:18, 36:32, 36:50, 37:7  <b>few</b> [2] - 6:4, 6:8  <b>figured</b> [1] - 39:3  <b>filed</b> [1] - 22:52  <b>fill</b> [2] - 10:50, 38:6  <b>filled</b> [2] - 35:32, 35:34  <b>final</b> [1] - 4:16  <b>Financial</b> [1] - 21:2  <b>fine</b> [1] - 3:47  <b>fire</b> [1] - 6:55  <b>firing</b> [2] - 9:42, 10:25  <b>first</b> [13] - 3:50, 4:43, 4:45, 5:24, 5:27, 8:24, 8:30, 9:22, 14:13, 14:26, 16:31, 30:32, 31:28  <b>fiscal</b> [1] - 35:21  <b>fit</b> [1] - 11:32  <b>Fitch</b> [1] - 4:51  <b>five</b> [3] - 4:54, 13:18, 27:55  <b>five-year</b> [1] - 27:55  <b>floor</b> [1] - 29:16  <b>fluid</b> [1] - 18:56  <b>focus</b> [1] - 8:49  <b>focused</b> [2] - 5:17, 30:2  <b>focusing</b> [1] - 31:29  <b>folks</b> [1] - 35:20  <b>follow</b> [2] - 6:1, 36:51  <b>food</b> [2] - 30:10, 31:25  <b>forge</b> [1] - 4:47  <b>formal</b> [1] - 14:27  <b>formed</b> [1] - 30:36  <b>forth</b> [1] - 5:29  <b>Fortune</b> [1] - 30:27  <b>forward</b> [8] - 5:16, 6:49, 8:7, 15:35, 16:13, 19:31, 22:53, 31:38  <b>foster</b> [1] - 30:37  <b>framework</b> [3] - 5:21, 14:33, 18:47  <b>frankly</b> [3] - 3:53, 17:15, 34:6</p>	<p><b>Fred</b> [4] - 10:35, 10:36, 10:41, 11:29  <b>free</b> [1] - 5:50  <b>fulfill</b> [1] - 11:3  <b>fulfilling</b> [1] - 5:19  <b>full</b> [1] - 9:19  <b>fully</b> [5] - 4:44, 28:47, 30:11, 31:21, 36:7  <b>function</b> [3] - 5:20, 5:25, 33:51  <b>functioning</b> [1] - 5:48  <b>functions</b> [2] - 6:9, 17:11  <b>fund</b> [1] - 7:34  <b>funding</b> [5] - 28:9, 35:29, 35:42, 35:52  <b>future</b> [2] - 22:46, 30:34</p> <hr/> <p style="text-align: center;"><b>G</b></p> <hr/> <p><b>Gallagher</b> [5] - 1:39, 10:35, 10:36, 10:41, 11:29  <b>GALLAGHER</b> [6] - 27:1, 27:24, 28:29, 28:36, 28:50, 29:33  <b>gap</b> [1] - 19:53  <b>gender</b> [3] - 18:47, 30:55, 31:12  <b>general</b> [2] - 33:22, 33:23  <b>General</b> [2] - 17:44, 17:51  <b>generated</b> [1] - 30:9  <b>generic</b> [1] - 20:2  <b>gentleman</b> [1] - 34:2  <b>Gentlemen</b> [4] - 2:28, 18:33, 38:40, 39:10  <b>given</b> [4] - 2:10, 19:51, 23:3, 27:15  <b>goals</b> [4] - 7:22, 8:25, 30:24  <b>GONZALEZ</b> [66] - 2:3, 2:23, 2:37, 2:43, 2:52, 3:2, 3:10, 3:21, 3:27, 3:33, 3:40, 3:46, 6:38, 8:13, 12:35, 15:43, 16:19, 16:25, 16:51, 17:1, 17:20, 17:35, 17:42, 17:50, 18:1, 18:7, 18:13, 18:19, 18:29, 19:9, 19:36, 20:40, 20:46, 21:35, 23:22, 25:40, 25:46, 26:4, 26:10, 26:22, 26:28, 26:41, 26:47, 26:53, 27:4, 27:21, 27:28, 27:34, 27:40, 28:39,</p>
---	---	--	---	---

# INDEX

[Occurrence of Word] - Page Number:Line Number

<p>29:14, 29:28, 29:39, 31:43, 33:6, 34:21, 36:1, 37:13, 37:20, 37:31, 37:37, 37:43, 38:33, 38:45, 38:51, 39:2</p> <p><b>Gonzalez</b> [3] - 1:20, 25:54, 38:39</p> <p><b>Gov</b> [1] - 2:15</p> <p><b>government</b> [12] - 4:36, 4:40, 5:9, 6:16, 6:30, 7:34, 17:29, 22:32, 23:54, 36:17, 37:2, 37:4</p> <p><b>GOVERNMENT</b> [1] - 1:1</p> <p><b>Government</b> [13] - 1:11, 8:37, 20:12, 21:49, 22:39, 22:44, 23:38, 24:6, 24:9, 32:10, 32:11, 36:36, 36:45</p> <p><b>governmental</b> [2] - 4:42, 6:53</p> <p><b>governments</b> [4] - 5:4, 31:24, 36:19, 36:24</p> <p><b>great</b> [5] - 5:2, 5:8, 14:32, 19:28, 37:11</p> <p><b>greater</b> [1] - 31:5</p> <p><b>Gregory</b> [1] - 1:33</p> <p><b>Group</b> [2] - 35:23, 38:20</p> <p><b>group</b> [2] - 17:12, 30:33</p> <p><b>groups</b> [3] - 8:46, 30:34, 30:35</p> <p><b>grow</b> [1] - 31:39</p> <p><b>growth</b> [1] - 30:33</p> <p><b>guess</b> [3] - 12:41, 21:39, 34:26</p> <p><b>guy</b> [2] - 10:17, 14:15</p> <p><b>guys</b> [2] - 18:5, 29:31</p>	<p><b>Halasz</b> [3] - 1:42, 19:11, 19:15</p> <p><b>half</b> [2] - 4:27, 16:10</p> <p><b>hand</b> [10] - 2:41, 18:11, 18:17, 20:44, 26:20, 26:26, 33:53, 35:15</p> <p><b>hand</b> [1] - 2:50</p> <p><b>handbook</b> [7] - 20:18, 20:20, 22:17, 22:29, 24:49, 24:56, 25:23</p> <p><b>handles</b> [1] - 16:4</p> <p><b>handouts</b> [1] - 21:3</p> <p><b>hands</b> [1] - 8:7</p> <p><b>happy</b> [3] - 19:14, 27:19, 27:32</p> <p><b>hard</b> [1] - 21:21</p> <p><b>hardworking</b> [1] - 17:17</p> <p><b>head</b> [1] - 10:54</p> <p><b>Head</b> [1] - 2:30</p> <p><b>Heads</b> [1] - 38:21</p> <p><b>health</b> [1] - 18:55</p> <p><b>healthcare</b> [4] - 28:19, 28:23, 28:47</p> <p><b>hear</b> [1] - 17:24</p> <p><b>heard</b> [1] - 13:56</p> <p><b>Hearing</b> [5] - 25:55, 26:12, 26:17, 26:30, 39:8</p> <p><b>hearing</b> [4] - 19:31, 25:34, 38:40, 39:7</p> <p><b>held</b> [3] - 1:13, 18:44, 24:52</p> <p><b>hello</b> [1] - 33:10</p> <p><b>help</b> [6] - 4:11, 5:48, 7:2, 12:42, 17:27, 22:8</p> <p><b>helped</b> [3] - 7:50, 14:33, 30:32</p> <p><b>helpful</b> [2] - 13:12, 13:20</p> <p><b>helping</b> [1] - 6:22</p> <p><b>hi</b> [7] - 6:49, 15:50, 19:11, 29:44, 31:50, 34:25, 37:47</p> <p><b>High</b> [1] - 30:29</p> <p><b>high</b> [2] - 8:43, 8:44</p> <p><b>High-Touch</b> [1] - 30:29</p> <p><b>higher</b> [4] - 31:4, 31:6, 31:23, 31:24</p> <p><b>highlights</b> [1] - 27:8</p> <p><b>Highway</b> [2] - 1:15, 9:53</p> <p><b>hiring</b> [5] - 9:41, 9:52, 10:24, 10:54, 31:32</p> <p><b>Hispanic</b> [2] - 30:7, 33:26</p> <p><b>hopefully</b> [2] - 5:38,</p>	<p>5:52</p> <p><b>hoping</b> [3] - 5:15, 7:8, 7:9</p> <p><b>housed</b> [1] - 5:30</p> <p><b>HOUSING</b> [1] - 1:1</p> <p><b>housing</b> [2] - 30:10, 31:25</p> <p><b>Housing</b> [1] - 1:11</p> <p><b>hub</b> [1] - 5:33</p> <p><b>huge</b> [3] - 4:45, 5:52, 6:4</p> <p><b>Human</b> [26] - 3:15, 4:22, 5:25, 5:26, 5:29, 5:34, 6:31, 7:10, 7:11, 9:8, 9:33, 9:41, 10:5, 10:36, 10:41, 10:45, 10:55, 13:11, 13:13, 13:21, 13:29, 16:44, 30:40, 33:37, 33:54, 34:34</p> <p><b>human</b> [14] - 3:56, 4:17, 5:20, 6:5, 6:16, 9:7, 9:19, 10:46, 12:26, 13:21, 24:8, 30:43, 33:45, 33:51</p> <p><b>hundred</b> [1] - 17:5</p>	<p>14:55, 19:24, 20:21, 24:25, 36:13</p> <p><b>importantly</b> [1] - 28:2</p> <p><b>impression</b> [1] - 32:15</p> <p><b>improve</b> [2] - 30:3, 31:8</p> <p><b>improvement</b> [1] - 7:43</p> <p><b>improvements</b> [2] - 4:9, 5:5</p> <p><b>improving</b> [1] - 5:21</p> <p><b>IN</b> [1] - 1:27</p> <p><b>inability</b> [1] - 36:45</p> <p><b>incarcerated</b> [5] - 19:51, 20:27, 21:13, 23:37, 24:29</p> <p><b>inclination</b> [2] - 37:2, 37:3</p> <p><b>include</b> [2] - 31:30, 35:28</p> <p><b>included</b> [2] - 30:19, 31:11</p> <p><b>includes</b> [7] - 19:52, 20:10, 20:14, 30:22, 30:23, 32:9, 32:11</p> <p><b>including</b> [3] - 4:14, 7:13, 7:49</p> <p><b>Inclusion</b> [6] - 1:43, 29:42, 29:46, 30:29, 30:39, 35:2</p> <p><b>inclusion</b> [8] - 30:26, 30:28, 30:36, 30:49, 31:2, 31:29, 35:3, 36:34</p> <p><b>inclusive</b> [1] - 32:4</p> <p><b>increase</b> [1] - 34:10</p> <p><b>increased</b> [2] - 6:30, 16:36</p> <p><b>increases</b> [2] - 31:16, 36:37</p> <p><b>increasing</b> [6] - 6:21, 8:33, 8:35, 36:9, 36:17, 38:24</p> <p><b>incredibly</b> [1] - 20:1</p> <p><b>inculcate</b> [1] - 6:15</p> <p><b>indicates</b> [1] - 31:1</p> <p><b>individual</b> [4] - 16:26, 21:13, 23:37, 30:54</p> <p><b>individual</b> [2] - 23:44, 23:50</p> <p><b>Individual</b> [1] - 23:47</p> <p><b>individuals</b> [18] - 4:15, 4:21, 4:27, 5:27, 5:29, 16:12</p> <p><b>implemented</b> [3] - 4:43, 4:48, 14:25</p> <p><b>implicated</b> [1] - 20:28</p> <p><b>important</b> [13] - 3:56, 6:52, 7:1, 7:25, 8:5, 8:35, 9:50, 14:38,</p>	<p><b>industry</b> [1] - 30:16</p> <p><b>inexorably</b> [1] - 3:54</p> <p><b>information</b> [6] - 5:45, 6:28, 23:18, 24:51, 29:50, 32:45</p> <p><b>INFORMATION</b> [1] - 1:3</p> <p><b>Information</b> [3] - 1:12, 2:15, 30:17</p> <p><b>informed</b> [1] - 19:2</p> <p><b>initiatives</b> [1] - 31:2</p> <p><b>inmate</b> [10] - 20:18, 20:20, 21:13, 22:17, 23:4, 23:37, 24:7, 24:48, 24:49, 25:23</p> <p><b>inmates</b> [12] - 19:51, 20:3, 20:10, 20:14, 20:19, 20:22, 20:27, 21:44, 22:3, 23:9, 24:5, 24:28</p> <p><b>inmates</b> [1] - 21:48</p> <p><b>innovation</b> [1] - 30:37</p> <p><b>innovative</b> [1] - 30:43</p> <p><b>instance</b> [1] - 23:3</p> <p><b>instead</b> [2] - 5:55, 13:27</p> <p><b>instill</b> [1] - 4:40</p> <p><b>institutional</b> [1] - 36:23</p> <p><b>institutions</b> [1] - 36:24</p> <p><b>integrate</b> [1] - 14:41</p> <p><b>intent</b> [1] - 6:20</p> <p><b>inter</b> [1] - 6:12</p> <p><b>interact</b> [4] - 5:30, 5:54, 6:12, 6:54</p> <p><b>interested</b> [1] - 1:44</p> <p><b>interface</b> [3] - 23:27, 23:54, 24:6</p> <p><b>interfaces</b> [2] - 23:38, 24:8</p> <p><b>interfacing</b> [3] - 20:12, 21:48, 24:7</p> <p><b>internal</b> [1] - 32:53</p> <p><b>internally</b> [1] - 36:36</p> <p><b>interpretation</b> [1] - 20:18</p> <p><b>interpreters</b> [1] - 18:49</p> <p><b>interviewed</b> [1] - 19:3</p> <p><b>introduce</b> [3] - 4:10, 4:31, 5:46</p> <p><b>introduced</b> [1] - 30:28</p> <p><b>Introductory</b> [1] - 25:49</p> <p><b>INTRODUCTORY</b> [1] - 25:51</p> <p><b>Investor</b> [1] - 4:51</p> <p><b>involved</b> [14] - 4:13, 4:36, 8:42, 9:51, 9:54, 10:29, 11:40,</p>
<b>H</b>		<b>I</b>		
<p><b>Haitian</b> [2] - 24:48, 25:13</p> <p><b>Haitian-Creole-speaking</b> [1] - 24:48</p> <p><b>HALASZ</b> [31] - 19:13, 19:44, 20:7, 20:34, 20:52, 21:8, 21:26, 21:32, 21:46, 22:10, 22:16, 22:22, 22:28, 23:7, 23:29, 23:35, 23:43, 23:49, 24:1, 24:11, 24:17, 24:23, 24:35, 24:47, 25:3, 25:9, 25:15, 25:21, 25:30, 25:37, 25:43</p>		<p><b>I.R</b> [13] - 2:29, 3:11, 3:14, 18:33, 25:53, 26:14, 26:32, 29:30, 29:40, 37:22, 37:24, 38:36, 38:38</p> <p><b>I.T</b> [1] - 5:42</p> <p><b>idea</b> [2] - 4:10, 17:13</p> <p><b>ideas</b> [2] - 5:55, 17:31</p> <p><b>identify</b> [1] - 5:5</p> <p><b>immigrants</b> [2] - 18:48, 18:51</p> <p><b>Immigration</b> [3] - 1:41, 18:40, 19:3</p> <p><b>immigration</b> [1] - 18:40</p> <p><b>Impact</b> [1] - 21:2</p> <p><b>impact</b> [3] - 17:28, 17:31, 35:21</p> <p><b>impacted</b> [1] - 17:30</p> <p><b>imperative</b> [3] - 19:25, 30:12, 31:19</p> <p><b>implement</b> [1] - 31:36</p> <p><b>implementation</b> [6] - 4:15, 4:21, 4:27, 5:27, 5:29, 16:12</p> <p><b>implemented</b> [3] - 4:43, 4:48, 14:25</p> <p><b>implicated</b> [1] - 20:28</p> <p><b>important</b> [13] - 3:56, 6:52, 7:1, 7:25, 8:5, 8:35, 9:50, 14:38,</p>	<p>14:55, 19:24, 20:21, 24:25, 36:13</p> <p><b>importantly</b> [1] - 28:2</p> <p><b>impression</b> [1] - 32:15</p> <p><b>improve</b> [2] - 30:3, 31:8</p> <p><b>improvement</b> [1] - 7:43</p> <p><b>improvements</b> [2] - 4:9, 5:5</p> <p><b>improving</b> [1] - 5:21</p> <p><b>IN</b> [1] - 1:27</p> <p><b>inability</b> [1] - 36:45</p> <p><b>incarcerated</b> [5] - 19:51, 20:27, 21:13, 23:37, 24:29</p> <p><b>inclination</b> [2] - 37:2, 37:3</p> <p><b>include</b> [2] - 31:30, 35:28</p> <p><b>included</b> [2] - 30:19, 31:11</p> <p><b>includes</b> [7] - 19:52, 20:10, 20:14, 30:22, 30:23, 32:9, 32:11</p> <p><b>including</b> [3] - 4:14, 7:13, 7:49</p> <p><b>Inclusion</b> [6] - 1:43, 29:42, 29:46, 30:29, 30:39, 35:2</p> <p><b>inclusion</b> [8] - 30:26, 30:28, 30:36, 30:49, 31:2, 31:29, 35:3, 36:34</p> <p><b>inclusive</b> [1] - 32:4</p> <p><b>increase</b> [1] - 34:10</p> <p><b>increased</b> [2] - 6:30, 16:36</p> <p><b>increases</b> [2] - 31:16, 36:37</p> <p><b>increasing</b> [6] - 6:21, 8:33, 8:35, 36:9, 36:17, 38:24</p> <p><b>incredibly</b> [1] - 20:1</p> <p><b>inculcate</b> [1] - 6:15</p> <p><b>indicates</b> [1] - 31:1</p> <p><b>individual</b> [4] - 16:26, 21:13, 23:37, 30:54</p> <p><b>individual</b> [2] - 23:44, 23:50</p> <p><b>Individual</b> [1] - 23:47</p> <p><b>individuals</b> [18] - 4:15, 4:21, 4:27, 5:27, 5:29, 16:12</p> <p><b>implemented</b> [3] - 4:43, 4:48, 14:25</p> <p><b>implicated</b> [1] - 20:28</p> <p><b>important</b> [13] - 3:56, 6:52, 7:1, 7:25, 8:5, 8:35, 9:50, 14:38,</p>	<p><b>industry</b> [1] - 30:16</p> <p><b>inexorably</b> [1] - 3:54</p> <p><b>information</b> [6] - 5:45, 6:28, 23:18, 24:51, 29:50, 32:45</p> <p><b>INFORMATION</b> [1] - 1:3</p> <p><b>Information</b> [3] - 1:12, 2:15, 30:17</p> <p><b>informed</b> [1] - 19:2</p> <p><b>initiatives</b> [1] - 31:2</p> <p><b>inmate</b> [10] - 20:18, 20:20, 21:13, 22:17, 23:4, 23:37, 24:7, 24:48, 24:49, 25:23</p> <p><b>inmates</b> [12] - 19:51, 20:3, 20:10, 20:14, 20:19, 20:22, 20:27, 21:44, 22:3, 23:9, 24:5, 24:28</p> <p><b>inmates</b> [1] - 21:48</p> <p><b>innovation</b> [1] - 30:37</p> <p><b>innovative</b> [1] - 30:43</p> <p><b>instance</b> [1] - 23:3</p> <p><b>instead</b> [2] - 5:55, 13:27</p> <p><b>instill</b> [1] - 4:40</p> <p><b>institutional</b> [1] - 36:23</p> <p><b>institutions</b> [1] - 36:24</p> <p><b>integrate</b> [1] - 14:41</p> <p><b>intent</b> [1] - 6:20</p> <p><b>inter</b> [1] - 6:12</p> <p><b>interact</b> [4] - 5:30, 5:54, 6:12, 6:54</p> <p><b>interested</b> [1] - 1:44</p> <p><b>interface</b> [3] - 23:27, 23:54, 24:6</p> <p><b>interfaces</b> [2] - 23:38, 24:8</p> <p><b>interfacing</b> [3] - 20:12, 21:48, 24:7</p> <p><b>internal</b> [1] - 32:53</p> <p><b>internally</b> [1] - 36:36</p> <p><b>interpretation</b> [1] - 20:18</p> <p><b>interpreters</b> [1] - 18:49</p> <p><b>interviewed</b> [1] - 19:3</p> <p><b>introduce</b> [3] - 4:10, 4:31, 5:46</p> <p><b>introduced</b> [1] - 30:28</p> <p><b>Introductory</b> [1] - 25:49</p> <p><b>INTRODUCTORY</b> [1] - 25:51</p> <p><b>Investor</b> [1] - 4:51</p> <p><b>involved</b> [14] - 4:13, 4:36, 8:42, 9:51, 9:54, 10:29, 11:40,</p>

# INDEX

[Occurrence of Word] - Page Number:Line Number

<p>11:50, 11:54, 12:2, 12:3, 12:17, 12:20, 16:5</p> <p><b>Island</b> [11] - 1:42, 4:28, 4:56, 6:28, 7:48, 19:15, 29:54, 29:55, 30:4, 30:6, 31:18</p> <p><b>issue</b> [5] - 9:29, 10:24, 11:33, 35:2, 36:54</p> <p><b>issues</b> [5] - 5:4, 5:11, 7:15, 7:28, 9:53</p> <p><b>itself</b> [3] - 20:28, 21:17, 21:47</p> <p><b>Ivan</b> [5] - 1:41, 18:35, 18:39, 19:18</p>	<p><b>KEYES</b> [5] - 37:50, 38:1, 38:8, 38:15, 38:27</p> <p><b>kind</b> [13] - 6:50, 6:51, 7:33, 7:40, 7:41, 7:42, 11:10, 11:54, 12:40, 13:14, 22:35, 34:27, 35:21</p> <p><b>kinds</b> [1] - 11:33</p> <p><b>knowledge</b> [1] - 36:24</p> <p><b>kudos</b> [1] - 28:54</p>	<p>21:14, 21:17, 21:18, 22:30, 22:33, 22:40, 22:44, 23:36, 25:10, 25:24</p> <p><b>laws</b> [6] - 19:21, 22:31, 22:32, 24:38, 24:40, 25:54</p> <p><b>layers</b> [1] - 37:4</p> <p><b>layoffs</b> [3] - 16:28, 16:29, 16:37</p> <p><b>leadership</b> [3] - 19:30, 30:31, 31:30</p> <p><b>leading</b> [5] - 3:53, 4:54, 30:16, 30:21, 31:23</p> <p><b>League</b> [2] - 29:55, 30:14</p> <p><b>League's</b> [1] - 30:6</p> <p><b>lean</b> [1] - 16:35</p> <p><b>learn</b> [2] - 5:2, 14:31</p> <p><b>least</b> [2] - 5:15, 38:2</p> <p><b>leave</b> [2] - 36:21, 36:22</p> <p><b>leaving</b> [1] - 4:53</p> <p><b>led</b> [1] - 30:36</p> <p><b>Leg</b> [1] - 39:8</p> <p><b>LEG</b> [73] - 2:34, 2:46, 2:55, 3:5, 3:18, 6:42, 6:48, 7:31, 7:55, 12:38, 13:1, 13:7, 13:25, 13:36, 13:42, 13:49, 13:55, 14:9, 14:37, 14:46, 14:53, 15:7, 15:15, 15:22, 15:28, 15:34, 15:40, 15:46, 15:52, 16:2, 16:16, 18:10, 18:16, 19:33, 19:39, 19:55, 20:31, 20:37, 21:38, 21:52, 22:2, 22:13, 22:19, 22:25, 22:48, 23:12, 26:1, 26:19, 26:25, 26:38, 27:31, 28:53, 29:9, 34:24, 34:40, 34:47, 34:55, 35:10, 35:19, 35:37, 35:45, 35:51, 37:28, 37:34, 37:40, 37:46, 37:53, 38:4, 38:11, 38:18, 38:30, 38:42, 38:55</p> <p><b>LEG. KENNEDY</b> [33] - 2:40, 2:49, 18:23, 20:43, 20:49, 20:55, 21:23, 21:29, 21:55, 23:25, 23:32, 23:40, 23:46, 23:52, 24:4, 24:14, 24:20, 24:32, 24:43, 24:54, 25:6, 25:12, 25:18, 25:27,</p>	<p>25:33, 26:7, 33:9, 33:21, 33:31, 33:40, 34:1, 34:9, 34:15</p> <p><b>LEG. MC CAFFREY</b> [40] - 8:17, 8:23, 8:48, 8:54, 9:4, 9:14, 9:31, 9:38, 10:1, 10:10, 10:16, 10:23, 10:31, 10:40, 10:49, 11:1, 11:8, 11:15, 11:22, 11:28, 11:35, 11:44, 11:52, 12:5, 12:11, 12:19, 12:25, 12:32, 18:26, 28:42, 29:3, 29:22, 31:49, 31:55, 32:14, 32:25, 32:34, 32:41, 32:49, 32:55</p> <p><b>legal</b> [3] - 18:45, 18:48, 18:54</p> <p><b>legislation</b> [2] - 4:48, 19:40</p> <p><b>Legislative</b> [2] - 1:13, 33:23</p> <p><b>Legislator</b> [41] - 1:20, 1:21, 1:22, 1:23, 1:24, 1:28, 1:34, 1:35, 2:5, 2:38, 2:53, 6:39, 8:14, 12:36, 15:44, 16:34, 18:20, 19:23, 19:37, 20:47, 21:36, 23:23, 26:5, 26:11, 26:23, 26:29, 26:42, 27:41, 28:40, 28:54, 29:23, 31:47, 33:7, 34:22, 34:32, 37:38, 37:44, 38:35, 38:46</p> <p><b>Legislators</b> [4] - 17:36, 17:45, 18:30, 31:46</p> <p><b>Legislators'</b> [1] - 19:30</p> <p><b>LEGISLATURE</b> [1] - 1:7</p> <p><b>Legislature</b> [6] - 1:13, 1:14, 1:29, 1:30, 7:40, 14:40</p> <p><b>LEP</b> [2] - 20:11, 23:50</p> <p><b>Leslie</b> [1] - 1:23</p> <p><b>less</b> [3] - 24:5, 31:5, 31:24</p> <p><b>level</b> [10] - 5:7, 5:8, 5:12, 7:9, 31:6, 34:7, 35:32, 35:33, 36:23</p> <p><b>levels</b> [4] - 5:4, 5:7, 5:31, 7:9</p> <p><b>liabilities</b> [1] - 22:46</p> <p><b>liability</b> [1] - 22:43</p> <p><b>life</b> [3] - 13:30, 24:27,</p>	<p>30:4</p> <p><b>lifeblood</b> [1] - 5:44</p> <p><b>likely</b> [1] - 31:13</p> <p><b>limitations</b> [1] - 8:31</p> <p><b>limited</b> [1] - 18:44</p> <p><b>line</b> [3] - 27:46, 28:47, 34:31</p> <p><b>list</b> [1] - 12:47</p> <p><b>listen</b> [1] - 18:5</p> <p><b>listening</b> [1] - 31:56</p> <p><b>lists</b> [2] - 7:3, 13:16</p> <p><b>literature</b> [1] - 33:53</p> <p><b>live</b> [1] - 18:51</p> <p><b>lives</b> [1] - 17:30</p> <p><b>local</b> [6] - 4:36, 5:9, 5:10, 17:29, 22:32, 31:23</p> <p><b>Local</b> [8] - 19:25, 19:48, 25:53, 26:14, 38:38</p> <p><b>log</b> [1] - 33:24</p> <p><b>longevity</b> [2] - 27:13, 28:24</p> <p><b>look</b> [10] - 4:9, 5:16, 5:32, 6:49, 8:7, 9:48, 15:35, 16:32, 19:30</p> <p><b>looked</b> [4] - 4:40, 9:21, 12:47, 35:20</p> <p><b>looking</b> [9] - 9:39, 10:2, 10:50, 11:32, 11:45, 31:38, 36:10, 36:13, 38:5</p> <p><b>looks</b> [1] - 36:11</p> <p><b>losing</b> [1] - 36:23</p> <p><b>love</b> [2] - 17:29, 30:51</p> <p><b>loved</b> [2] - 14:27, 21:49</p> <p><b>lower</b> [1] - 36:39</p> <p><b>Lucia</b> [1] - 1:47</p>
<b>J</b>	<b>L</b>			
<p><b>jail</b> [3] - 20:56, 21:5, 23:53</p> <p><b>jails</b> [8] - 20:13, 20:19, 21:9, 21:10, 21:50, 22:38, 22:42, 24:37</p> <p><b>January</b> [2] - 26:35, 27:12</p> <p><b>Jen</b> [3] - 1:40, 26:51, 26:54</p> <p><b>jeopardized</b> [1] - 18:48</p> <p><b>jeopardizes</b> [1] - 18:55</p> <p><b>job</b> [10] - 7:39, 9:26, 9:39, 10:3, 10:18, 10:50, 10:54, 13:16, 13:26, 14:54</p> <p><b>jobs</b> [9] - 9:20, 9:25, 9:49, 9:50, 9:51, 32:8, 32:9, 36:23, 36:29</p> <p><b>Jobs</b> [2] - 1:42, 19:15</p> <p><b>John</b> [1] - 2:31</p> <p><b>joined</b> [1] - 4:53</p> <p><b>joining</b> [1] - 30:14</p> <p><b>Jr</b> [1] - 2:31</p> <p><b>justice</b> [1] - 19:5</p> <p><b>Justice</b> [2] - 1:42, 19:16</p>	<p><b>Labor</b> [9] - 1:40, 7:38, 9:33, 10:5, 26:51, 35:1, 35:2, 35:3, 35:15</p> <p><b>lack</b> [3] - 18:53, 32:23, 34:41</p> <p><b>Ladies</b> [4] - 2:28, 18:33, 38:40, 39:10</p> <p><b>Lance</b> [1] - 1:31</p> <p><b>Landfill</b> [2] - 4:44, 17:29</p> <p><b>language</b> [28] - 18:46, 18:49, 18:53, 19:2, 19:17, 19:21, 19:24, 19:26, 19:49, 19:50, 19:52, 20:9, 20:10, 20:13, 20:23, 20:25, 20:26, 21:12, 21:17, 21:47, 22:29, 22:33, 22:37, 23:36, 24:49, 25:23, 25:53</p> <p><b>languages</b> [6] - 21:1, 21:6, 22:23, 22:30, 24:56</p> <p><b>large</b> [3] - 4:14, 17:26, 36:24</p> <p><b>larger</b> [2] - 7:12, 10:46</p> <p><b>largest</b> [1] - 18:40</p> <p><b>Larios</b> [4] - 1:41, 18:35, 18:39, 19:10</p> <p><b>LARIOS</b> [1] - 18:38</p> <p><b>last</b> [5] - 3:54, 4:7, 16:9, 34:2, 36:22</p> <p><b>late</b> [2] - 3:3, 18:34</p> <p><b>Lauder</b> [1] - 30:27</p> <p><b>Laughter</b> [5] - 3:8, 15:10, 29:1, 29:12, 39:5</p> <p><b>launch</b> [1] - 30:32</p> <p><b>Law</b> [12] - 4:44, 5:23, 8:32, 17:29, 19:25, 19:48, 25:53, 26:14, 38:38</p> <p><b>law</b> [18] - 19:27, 19:28, 19:50, 19:52, 20:23, 20:25, 20:28, 21:12,</p>	<p>21:14, 21:17, 21:18, 22:30, 22:33, 22:40, 22:44, 23:36, 25:10, 25:24</p> <p><b>laws</b> [6] - 19:21, 22:31, 22:32, 24:38, 24:40, 25:54</p> <p><b>layers</b> [1] - 37:4</p> <p><b>layoffs</b> [3] - 16:28, 16:29, 16:37</p> <p><b>leadership</b> [3] - 19:30, 30:31, 31:30</p> <p><b>leading</b> [5] - 3:53, 4:54, 30:16, 30:21, 31:23</p> <p><b>League</b> [2] - 29:55, 30:14</p> <p><b>League's</b> [1] - 30:6</p> <p><b>lean</b> [1] - 16:35</p> <p><b>learn</b> [2] - 5:2, 14:31</p> <p><b>least</b> [2] - 5:15, 38:2</p> <p><b>leave</b> [2] - 36:21, 36:22</p> <p><b>leaving</b> [1] - 4:53</p> <p><b>led</b> [1] - 30:36</p> <p><b>Leg</b> [1] - 39:8</p> <p><b>LEG</b> [73] - 2:34, 2:46, 2:55, 3:5, 3:18, 6:42, 6:48, 7:31, 7:55, 12:38, 13:1, 13:7, 13:25, 13:36, 13:42, 13:49, 13:55, 14:9, 14:37, 14:46, 14:53, 15:7, 15:15, 15:22, 15:28, 15:34, 15:40, 15:46, 15:52, 16:2, 16:16, 18:10, 18:16, 19:33, 19:39, 19:55, 20:31, 20:37, 21:38, 21:52, 22:2, 22:13, 22:19, 22:25, 22:48, 23:12, 26:1, 26:19, 26:25, 26:38, 27:31, 28:53, 29:9, 34:24, 34:40, 34:47, 34:55, 35:10, 35:19, 35:37, 35:45, 35:51, 37:28, 37:34, 37:40, 37:46, 37:53, 38:4, 38:11, 38:18, 38:30, 38:42, 38:55</p> <p><b>LEG. KENNEDY</b> [33] - 2:40, 2:49, 18:23, 20:43, 20:49, 20:55, 21:23, 21:29, 21:55, 23:25, 23:32, 23:40, 23:46, 23:52, 24:4, 24:14, 24:20, 24:32, 24:43, 24:54, 25:6, 25:12, 25:18, 25:27,</p>	<p>25:33, 26:7, 33:9, 33:21, 33:31, 33:40, 34:1, 34:9, 34:15</p> <p><b>LEG. MC CAFFREY</b> [40] - 8:17, 8:23, 8:48, 8:54, 9:4, 9:14, 9:31, 9:38, 10:1, 10:10, 10:16, 10:23, 10:31, 10:40, 10:49, 11:1, 11:8, 11:15, 11:22, 11:28, 11:35, 11:44, 11:52, 12:5, 12:11, 12:19, 12:25, 12:32, 18:26, 28:42, 29:3, 29:22, 31:49, 31:55, 32:14, 32:25, 32:34, 32:41, 32:49, 32:55</p> <p><b>legal</b> [3] - 18:45, 18:48, 18:54</p> <p><b>legislation</b> [2] - 4:48, 19:40</p> <p><b>Legislative</b> [2] - 1:13, 33:23</p> <p><b>Legislator</b> [41] - 1:20, 1:21, 1:22, 1:23, 1:24, 1:28, 1:34, 1:35, 2:5, 2:38, 2:53, 6:39, 8:14, 12:36, 15:44, 16:34, 18:20, 19:23, 19:37, 20:47, 21:36, 23:23, 26:5, 26:11, 26:23, 26:29, 26:42, 27:41, 28:40, 28:54, 29:23, 31:47, 33:7, 34:22, 34:32, 37:38, 37:44, 38:35, 38:46</p> <p><b>Legislators</b> [4] - 17:36, 17:45, 18:30, 31:46</p> <p><b>Legislators'</b> [1] - 19:30</p> <p><b>LEGISLATURE</b> [1] - 1:7</p> <p><b>Legislature</b> [6] - 1:13, 1:14, 1:29, 1:30, 7:40, 14:40</p> <p><b>LEP</b> [2] - 20:11, 23:50</p> <p><b>Leslie</b> [1] - 1:23</p> <p><b>less</b> [3] - 24:5, 31:5, 31:24</p> <p><b>level</b> [10] - 5:7, 5:8, 5:12, 7:9, 31:6, 34:7, 35:32, 35:33, 36:23</p> <p><b>levels</b> [4] - 5:4, 5:7, 5:31, 7:9</p> <p><b>liabilities</b> [1] - 22:46</p> <p><b>liability</b> [1] - 22:43</p> <p><b>life</b> [3] - 13:30, 24:27,</p>	<p>30:4</p> <p><b>lifeblood</b> [1] - 5:44</p> <p><b>likely</b> [1] - 31:13</p> <p><b>limitations</b> [1] - 8:31</p> <p><b>limited</b> [1] - 18:44</p> <p><b>line</b> [3] - 27:46, 28:47, 34:31</p> <p><b>list</b> [1] - 12:47</p> <p><b>listen</b> [1] - 18:5</p> <p><b>listening</b> [1] - 31:56</p> <p><b>lists</b> [2] - 7:3, 13:16</p> <p><b>literature</b> [1] - 33:53</p> <p><b>live</b> [1] - 18:51</p> <p><b>lives</b> [1] - 17:30</p> <p><b>local</b> [6] - 4:36, 5:9, 5:10, 17:29, 22:32, 31:23</p> <p><b>Local</b> [8] - 19:25, 19:48, 25:53, 26:14, 38:38</p> <p><b>log</b> [1] - 33:24</p> <p><b>longevity</b> [2] - 27:13, 28:24</p> <p><b>look</b> [10] - 4:9, 5:16, 5:32, 6:49, 8:7, 9:48, 15:35, 16:32, 19:30</p> <p><b>looked</b> [4] - 4:40, 9:21, 12:47, 35:20</p> <p><b>looking</b> [9] - 9:39, 10:2, 10:50, 11:32, 11:45, 31:38, 36:10, 36:13, 38:5</p> <p><b>looks</b> [1] - 36:11</p> <p><b>losing</b> [1] - 36:23</p> <p><b>love</b> [2] - 17:29, 30:51</p> <p><b>loved</b> [2] - 14:27, 21:49</p> <p><b>lower</b> [1] - 36:39</p> <p><b>Lucia</b> [1] - 1:47</p>
<b>K</b>			<b>M</b>	
<p><b>keep</b> [1] - 8:30</p> <p><b>Kennedy</b> [8] - 1:23, 1:35, 18:31, 20:47, 23:23, 26:11, 33:7, 34:32</p> <p><b>kept</b> [2] - 8:40, 12:40</p> <p><b>Kevin</b> [2] - 1:24, 33:11</p> <p><b>key</b> [2] - 6:31, 30:35</p> <p><b>Keyes</b> [1] - 1:36</p>			<p><b>Madam</b> [1] - 2:18</p> <p><b>major</b> [2] - 9:24, 21:1</p> <p><b>man</b> [1] - 16:27</p> <p><b>manage</b> [1] - 35:30</p> <p><b>managed</b> [1] - 35:38</p> <p><b>management</b> [4] - 4:31, 9:8, 12:26, 30:23</p> <p><b>Management</b> [1] - 4:7</p> <p><b>managing</b> [3] - 4:40, 30:21, 30:22</p> <p><b>mandated</b> [1] - 25:10</p> <p><b>manual</b> [1] - 17:9</p> <p><b>market</b> [1] - 31:5</p> <p><b>marketing</b> [2] - 8:45, 32:53</p> <p><b>Martinez</b> [1] - 19:23</p> <p><b>MBA</b> [1] - 4:35</p>	

# INDEX

[Occurrence of Word] - Page Number:Line Number

<p><b>MC</b> [3] - 27:7, 29:6, 29:36  <b>McCaffrey</b> [7] - 1:24, 8:14, 18:31, 28:40, 28:55, 31:47  <b>McKinsey</b> [1] - 31:11  <b>McNamara</b> [4] - 1:40, 26:51, 26:54, 27:44  <b>meals</b> [2] - 27:14, 28:24  <b>mean</b> [8] - 9:18, 9:32, 14:39, 20:3, 22:36, 23:8, 24:15, 33:25  <b>meaningfully</b> [1] - 19:2  <b>means</b> [1] - 17:7  <b>medical</b> [3] - 4:47, 18:55, 31:25  <b>meet</b> [1] - 3:51  <b>meeting</b> [5] - 1:11, 2:1, 2:16, 16:9, 39:13  <b>Meeting</b> [2] - 17:44, 17:51  <b>meetings</b> [1] - 16:11  <b>meld</b> [1] - 30:53  <b>MELITO</b> [76] - 3:24, 3:30, 3:37, 3:43, 3:49, 6:45, 7:6, 7:45, 8:10, 8:20, 8:29, 8:51, 9:1, 9:11, 9:17, 9:35, 9:44, 10:7, 10:13, 10:20, 10:28, 10:34, 10:44, 10:53, 11:5, 11:12, 11:19, 11:25, 11:31, 11:39, 11:49, 12:1, 12:8, 12:16, 12:22, 12:29, 12:39, 13:3, 13:39, 13:46, 13:52, 14:2, 14:12, 14:43, 14:43, 14:50, 15:2, 15:12, 15:12, 15:18, 15:25, 15:31, 15:37, 15:49, 15:55, 15:55, 16:8, 16:22, 16:48, 16:54, 17:4, 17:23, 17:39, 17:47, 17:47, 17:53, 18:4, 33:36, 33:44, 33:50, 34:5, 34:12, 34:37, 34:44, 34:51, 35:7, 35:13, 35:25, 35:40, 35:48  <b>Melito</b> [3] - 1:38, 3:14, 6:39  <b>Melville</b> [1] - 30:30  <b>member</b> [2] - 8:3, 30:31  <b>MEMBERS</b> [1] - 1:19  <b>members</b> [6] - 7:12, 7:38, 21:49, 27:46,</p>	<p>28:33, 28:34  <b>Memorial</b> [1] - 1:15  <b>mentees</b> [1] - 36:39  <b>mentioned</b> [5] - 6:4, 7:19, 8:24, 12:39, 28:24  <b>mentored</b> [1] - 36:39  <b>mentors</b> [1] - 36:38  <b>mentorship</b> [1] - 36:37  <b>metrics</b> [1] - 4:32  <b>mic</b> [1] - 33:48  <b>might</b> [2] - 21:16, 24:36  <b>mileage</b> [2] - 27:14, 28:24  <b>million</b> [7] - 4:45, 27:53, 27:56, 28:3, 28:4  <b>mind</b> [2] - 8:30, 32:56  <b>minimal</b> [1] - 21:4  <b>minorities</b> [2] - 36:19, 36:46  <b>missing</b> [2] - 19:41, 21:18  <b>model</b> [5] - 5:32, 5:39, 7:13, 30:33, 36:51  <b>moment</b> [4] - 2:9, 2:24, 5:52, 34:52  <b>Moment</b> [1] - 2:12  <b>money</b> [4] - 15:4, 15:8, 21:4, 25:1  <b>Month</b> [1] - 13:44  <b>month</b> [1] - 16:10  <b>month-and-a-half</b> [1] - 16:10  <b>months</b> [1] - 20:19  <b>morale</b> [1] - 14:33  <b>morning</b> [10] - 2:4, 2:14, 6:43, 15:47, 18:39, 19:14, 27:8, 34:25, 37:48, 37:51  <b>most</b> [12] - 4:13, 4:56, 5:15, 6:18, 6:52, 8:2, 17:16, 25:4, 30:51, 34:31  <b>motion</b> [24] - 2:32, 2:38, 3:19, 18:8, 18:14, 26:2, 26:5, 26:23, 26:36, 27:29, 27:38, 29:16, 31:46, 37:14, 37:26, 37:29, 37:32, 37:35, 37:44, 38:34, 38:40, 38:43  <b>motions</b> [2] - 29:26, 29:29  <b>move</b> [2] - 2:26, 5:16  <b>movement</b> [1] - 7:3  <b>moves</b> [1] - 5:45  <b>moving</b> [2] - 25:49,</p>	<p>37:24  <b>MR</b> [85] - 3:24, 3:30, 3:37, 3:43, 3:49, 6:45, 7:6, 7:45, 8:10, 8:20, 8:29, 8:51, 9:1, 9:11, 9:17, 9:35, 9:44, 10:7, 10:13, 10:20, 10:28, 10:34, 10:44, 10:53, 11:5, 11:12, 11:19, 11:25, 11:31, 11:39, 11:49, 12:1, 12:8, 12:16, 12:22, 12:29, 12:53, 13:4, 13:10, 13:33, 13:39, 13:46, 13:52, 14:2, 14:12, 14:43, 14:50, 15:2, 15:12, 15:18, 15:25, 15:31, 15:37, 15:49, 15:55, 16:8, 16:22, 16:48, 16:54, 17:4, 17:23, 17:39, 17:47, 17:53, 18:4, 18:38, 27:1, 27:24, 28:29, 28:36, 28:50, 29:33, 33:36, 33:44, 33:50, 34:5, 34:12, 34:37, 34:44, 34:51, 35:7, 35:13, 35:25, 35:40, 35:48  <b>MS</b> [57] - 2:20, 19:13, 19:44, 20:7, 20:34, 20:52, 21:8, 21:26, 21:32, 21:46, 22:10, 22:16, 22:22, 22:28, 23:7, 23:29, 23:35, 23:43, 23:49, 24:1, 24:11, 24:17, 24:23, 24:35, 24:47, 25:3, 25:9, 25:15, 25:21, 25:30, 25:37, 25:43, 26:50, 27:7, 29:6, 29:36, 29:48, 31:52, 32:6, 32:22, 32:31, 32:37, 32:44, 32:52, 33:3, 33:18, 33:28, 33:47, 34:18, 36:32, 36:50, 37:7, 37:50, 38:1, 38:8, 38:15, 38:27  <b>multiple</b> [1] - 5:38  <b>municipalities</b> [5] - 4:28, 5:39, 5:53, 6:55, 7:27  <b>must</b> [2] - 19:7, 19:27  <b>mutual</b> [1] - 7:22</p>	<p>19:14, 36:8  <b>names</b> [1] - 22:53  <b>Nassau</b> [2] - 4:56, 14:13  <b>native</b> [2] - 18:46, 24:49  <b>natural</b> [3] - 35:14, 37:2, 37:3  <b>Nazir</b> [1] - 1:35  <b>necessarily</b> [2] - 37:3, 38:22  <b>necessary</b> [6] - 4:2, 9:26, 11:2, 20:38, 29:51, 31:2  <b>necessity</b> [1] - 22:6  <b>need</b> [15] - 7:46, 7:47, 8:43, 8:45, 12:48, 17:9, 20:5, 21:43, 22:36, 23:14, 23:16, 24:51, 33:14, 36:54, 38:25  <b>needed</b> [3] - 10:18, 10:24, 16:35  <b>needs</b> [15] - 4:1, 6:29, 7:47, 7:52, 9:28, 9:40, 20:17, 25:54, 26:16, 30:46, 31:26, 32:26, 36:25, 38:39  <b>negotiate</b> [1] - 11:41  <b>negotiations</b> [2] - 11:55, 16:5  <b>new</b> [11] - 4:48, 6:5, 6:27, 9:46, 10:18, 14:15, 16:6, 29:41, 31:47, 35:38, 38:12  <b>New</b> [11] - 1:15, 1:41, 4:28, 4:43, 4:46, 5:23, 6:28, 8:31, 11:9, 18:39, 19:14  <b>Newsday</b> [1] - 6:26  <b>next</b> [7] - 5:17, 5:42, 13:18, 19:10, 19:31, 25:38, 35:21  <b>nice</b> [3] - 15:5, 15:8, 15:13  <b>no-brainer</b> [1] - 19:20  <b>nobody</b> [1] - 6:7  <b>nomination</b> [1] - 6:49  <b>Nominee</b> [1] - 1:43  <b>nonnative</b> [1] - 22:42  <b>notice</b> [1] - 33:23  <b>nowhere</b> [1] - 19:49  <b>number</b> [6] - 4:13, 28:4, 30:8, 30:34, 31:15, 36:18  <b>numbers</b> [4] - 5:1, 27:54, 27:55, 31:15  <b>nuts</b> [1] - 5:8  <b>NYU</b> [1] - 4:35</p>	<p><b>O</b></p> <p><b>objectives</b> [1] - 7:23  <b>obstacle</b> [1] - 18:53  <b>occur</b> [2] - 28:10, 28:16  <b>OF</b> [1] - 1:5  <b>offer</b> [2] - 7:37, 13:19  <b>office</b> [3] - 5:23, 14:13, 31:1  <b>Office</b> [10] - 1:32, 1:36, 5:47, 7:10, 16:3, 16:5, 16:10, 23:3, 29:42, 33:33  <b>Officer</b> [17] - 1:25, 1:33, 1:43, 3:15, 5:26, 14:39, 16:27, 29:15, 29:42, 29:46, 30:39, 31:39, 31:46, 34:33, 35:2, 36:2, 37:21  <b>Officers</b> [1] - 8:4  <b>Offices</b> [1] - 13:13  <b>often</b> [2] - 19:1, 24:26  <b>oftentimes</b> [1] - 38:20  <b>old</b> [1] - 22:20  <b>OMB</b> [1] - 35:20  <b>omnibus</b> [1] - 37:54  <b>once</b> [1] - 29:15  <b>one</b> [45] - 5:18, 5:24, 6:6, 6:52, 7:8, 7:9, 8:2, 8:24, 8:25, 8:36, 8:40, 9:6, 10:4, 10:29, 10:32, 10:47, 12:9, 12:39, 12:41, 14:3, 14:26, 16:11, 16:33, 16:36, 17:5, 18:46, 18:51, 19:23, 20:16, 21:41, 22:17, 22:20, 22:23, 22:29, 22:56, 23:3, 25:13, 25:23, 28:34, 32:1, 34:3, 36:16, 36:22  <b>one's</b> [1] - 19:20  <b>ones</b> [1] - 21:50  <b>ongoing</b> [1] - 9:28  <b>open</b> [5] - 6:36, 18:34, 18:35, 22:5, 27:9  <b>operates</b> [2] - 5:9, 5:20  <b>operating</b> [1] - 36:44  <b>operation</b> [3] - 4:42, 5:21, 6:16  <b>operational</b> [2] - 4:49, 5:8  <b>OPERATIONS</b> [1] - 1:1  <b>operations</b> [4] - 4:9, 5:34, 12:26, 17:10  <b>Operations</b> [1] - 1:11</p>
<b>N</b>				
<p><b>NAMARA</b> [3] - 27:7, 29:6, 29:36  <b>name</b> [3] - 18:39,</p>				

# INDEX

[Occurrence of Word] - Page Number:Line Number

<p><b>opinion</b> [1] - 24:55  <b>opportunities</b> [4] - 4:9, 5:5, 6:15, 12:50  <b>opportunity</b> [8] - 3:52, 5:2, 5:11, 5:18, 18:41, 30:52, 31:31  <b>opposed</b> [1] - 32:27  <b>Opposed</b> [8] - 3:11, 18:20, 26:11, 26:29, 29:29, 37:21, 38:35, 38:53  <b>Ops</b> [1] - 2:15  <b>Order</b> [1] - 19:22  <b>order</b> [3] - 2:1, 7:21, 30:45  <b>organization</b> [6] - 7:51, 9:21, 13:13, 13:22, 14:34, 23:8  <b>organizational</b> [1] - 4:49  <b>organizations</b> [4] - 4:1, 5:43, 15:19, 31:7  <b>oriented</b> [1] - 10:51  <b>orientation</b> [1] - 31:8  <b>oriented</b> [1] - 30:43  <b>ourselves</b> [1] - 9:27  <b>outreach</b> [9] - 8:44, 8:49, 12:49, 13:27, 32:27, 32:46, 33:14, 33:24, 34:6  <b>outside</b> [1] - 32:10  <b>overall</b> [4] - 3:56, 4:42, 7:42, 9:39  <b>overlaps</b> [1] - 4:22  <b>overseeing</b> [1] - 30:16  <b>overview</b> [1] - 4:6  <b>own</b> [5] - 4:55, 12:48, 13:27, 19:2, 35:16  <b>ownership</b> [1] - 4:18</p>	<p>36:26, 36:33, 36:55, 38:20  <b>participate</b> [2] - 30:11, 31:21  <b>participated</b> [1] - 16:13  <b>particular</b> [5] - 7:37, 16:38, 19:40, 23:30, 34:32  <b>parties</b> [1] - 1:44  <b>partner</b> [1] - 5:32  <b>partners</b> [1] - 23:9  <b>partnership</b> [1] - 4:46  <b>past</b> [2] - 29:53, 34:7  <b>path</b> [1] - 28:45  <b>pay</b> [1] - 27:13  <b>payment</b> [1] - 4:26  <b>payroll</b> [5] - 4:16, 6:5, 16:4, 16:6, 17:8  <b>PBA</b> [4] - 27:11, 27:16, 27:25, 28:6  <b>peers</b> [1] - 14:28  <b>people</b> [31] - 5:35, 5:44, 6:8, 6:19, 6:23, 6:32, 6:54, 7:50, 8:36, 8:38, 8:40, 9:20, 9:48, 10:29, 10:32, 14:18, 16:41, 17:10, 17:27, 17:32, 18:51, 21:42, 22:38, 22:50, 30:4, 30:49, 33:23, 36:18, 36:28, 36:39  <b>people's</b> [3] - 16:55, 17:30, 22:54  <b>perceived</b> [1] - 32:46  <b>percent</b> [1] - 17:5  <b>Performance</b> [2] - 4:7, 14:14  <b>performance</b> [3] - 4:31, 4:41, 14:19  <b>performed</b> [1] - 4:18  <b>performing</b> [1] - 4:25  <b>period</b> [3] - 6:2, 26:34, 27:55  <b>peripherally</b> [1] - 11:54  <b>Pernice</b> [1] - 1:32  <b>PERNICE</b> [2] - 35:25, 35:40  <b>person</b> [7] - 8:6, 10:25, 10:32, 10:37, 10:41, 10:45, 11:26  <b>personal</b> [1] - 16:3  <b>personally</b> [3] - 3:52, 4:35, 8:42  <b>PERSONNEL</b> [1] - 1:1  <b>personnel</b> [6] - 7:3, 10:47, 10:51, 12:2, 38:25</p>	<p><b>Personnel</b> [13] - 1:11, 1:38, 2:15, 3:15, 3:16, 4:23, 10:37, 10:45, 10:55, 16:26, 30:40, 31:39, 33:37  <b>personnel-related</b> [1] - 12:2  <b>perspectives</b> [1] - 30:54  <b>philosophy</b> [1] - 17:33  <b>PICCIRILLO</b> [4] - 15:46, 15:52, 16:2, 16:16  <b>Piccirillo</b> [2] - 1:28, 15:44  <b>picture</b> [1] - 10:46  <b>piece</b> [1] - 19:40  <b>piggyback</b> [1] - 12:39  <b>pipeline</b> [1] - 6:28  <b>Pitts</b> [1] - 4:38  <b>place</b> [3] - 3:53, 24:51, 37:1  <b>places</b> [1] - 17:32  <b>Plan</b> [2] - 29:41, 37:25  <b>plan</b> [11] - 5:27, 5:29, 7:23, 13:17, 19:49, 30:28, 31:28, 31:36, 35:28, 36:34, 38:5  <b>Planning</b> [1] - 2:31  <b>planning</b> [2] - 4:41, 36:20  <b>plans</b> [2] - 7:19, 19:49  <b>pleasure</b> [1] - 15:41  <b>Pledge</b> [1] - 2:4  <b>podium</b> [1] - 3:44  <b>point</b> [1] - 24:7  <b>points</b> [1] - 36:54  <b>poised</b> [1] - 4:20  <b>Police</b> [2] - 8:4, 36:46  <b>policies</b> [2] - 31:20, 31:33  <b>policy</b> [2] - 5:33, 30:2  <b>population</b> [4] - 30:46, 31:23, 31:24, 31:41  <b>portal</b> [3] - 4:30, 5:53, 5:56  <b>Portion</b> [4] - 2:17, 2:26, 18:34, 25:48  <b>position</b> [14] - 24:7, 24:24, 24:28, 29:41, 31:47, 33:12, 33:34, 34:29, 34:48, 34:49, 34:53, 35:28, 35:31, 35:32  <b>positions</b> [6] - 6:52, 7:35, 33:15, 34:2, 36:39, 38:13  <b>positive</b> [2] - 17:31, 22:45  <b>possibility</b> [5] - 16:29,</p>	<p>31:14, 36:40, 38:12  <b>possible</b> [2] - 16:37, 16:38  <b>possibly</b> [1] - 33:22  <b>posted</b> [4] - 33:15, 33:16, 33:22  <b>potentially</b> [1] - 17:11  <b>power</b> [1] - 24:40  <b>practice</b> [1] - 4:55  <b>practices</b> [1] - 31:33  <b>precious</b> [2] - 6:18, 8:2  <b>preconceived</b> [2] - 17:13, 17:31  <b>predominant</b> [1] - 22:38  <b>preferred</b> [1] - 30:42  <b>prepared</b> [3] - 5:14, 29:50, 36:20  <b>PRESENT</b> [1] - 1:19  <b>present</b> [1] - 13:14  <b>President</b> [1] - 29:56  <b>President/Suffolk</b> [1] - 1:39  <b>Presiding</b> [7] - 1:25, 1:33, 14:39, 29:15, 31:45, 36:2, 37:21  <b>prestige</b> [1] - 30:15  <b>pretty</b> [5] - 4:14, 7:1, 8:6, 28:1, 35:22  <b>previous</b> [1] - 19:48  <b>previously</b> [2] - 27:14, 28:24  <b>primary</b> [1] - 5:17  <b>print</b> [1] - 24:56  <b>priorities</b> [2] - 8:25, 32:1  <b>private</b> [5] - 4:39, 4:41, 6:24, 36:30, 36:34  <b>problem</b> [2] - 22:55, 36:22  <b>problems</b> [3] - 5:43, 7:28, 18:56  <b>procedures</b> [1] - 4:26  <b>process</b> [12] - 4:16, 4:19, 4:29, 5:44, 6:4, 7:21, 7:25, 10:29, 15:53, 21:10, 35:11  <b>processes</b> [1] - 30:23  <b>procurement</b> [1] - 4:25  <b>productive</b> [4] - 8:5, 17:7, 17:14, 31:22  <b>productivity</b> [2] - 6:21, 8:36  <b>professional</b> [1] - 31:32  <b>proficiency</b> [1] - 18:44  <b>profitability</b> [1] -</p>	<p>31:14  <b>profitable</b> [1] - 4:3  <b>profits</b> [1] - 31:5  <b>program</b> [7] - 4:45, 6:7, 7:47, 7:50, 14:15, 14:17, 14:25  <b>Program</b> [2] - 4:29, 14:14  <b>programmed</b> [1] - 6:7  <b>programs</b> [9] - 7:38, 7:41, 7:48, 15:19, 20:12, 23:38, 30:3, 31:25, 36:37  <b>progress</b> [1] - 31:34  <b>progressed</b> [1] - 30:21  <b>Project</b> [1] - 29:53  <b>project</b> [6] - 4:21, 8:4, 14:3, 29:54, 29:56, 30:12  <b>projects</b> [1] - 4:13  <b>prominently</b> [1] - 33:22  <b>promotion</b> [2] - 31:32, 32:12  <b>proper</b> [1] - 35:4  <b>proposes</b> [1] - 30:41  <b>protected</b> [1] - 24:41  <b>protections</b> [1] - 24:30  <b>proven</b> [1] - 31:3  <b>provide</b> [1] - 7:14  <b>provider</b> [1] - 30:42  <b>providing</b> [1] - 32:17  <b>provision</b> [1] - 6:19  <b>public</b> [10] - 3:55, 4:1, 15:19, 19:31, 24:27, 25:34, 31:25, 36:35, 38:40, 39:7  <b>Public</b> [9] - 2:17, 2:26, 18:34, 25:48, 25:55, 26:12, 26:17, 26:30, 39:8  <b>public/private</b> [1] - 4:46  <b>punished</b> [1] - 14:20  <b>put</b> [5] - 14:22, 18:46, 32:56, 33:41, 35:23  <b>putting</b> [3] - 17:32, 20:8, 28:45</p>
<b>P</b>		<b>Q</b>		
<p><b>P.O</b> [16] - 14:6, 26:44, 27:37, 27:43, 28:8, 28:15, 28:26, 28:32, 29:19, 29:25, 36:5, 36:43, 36:53, 37:10, 37:17, 38:48  <b>Paine</b> [1] - 4:36  <b>paper</b> [4] - 5:49, 6:9, 21:4, 24:26  <b>paper-based</b> [1] - 5:49  <b>parallel</b> [1] - 27:16  <b>paramount</b> [1] - 30:47  <b>Parks</b> [1] - 9:23  <b>part</b> [16] - 5:34, 7:21, 7:25, 7:35, 11:41, 16:12, 17:11, 20:4, 27:12, 33:54, 34:35,</p>	<p>36:26, 36:33, 36:55, 38:20  <b>participate</b> [2] - 30:11, 31:21  <b>participated</b> [1] - 16:13  <b>particular</b> [5] - 7:37, 16:38, 19:40, 23:30, 34:32  <b>parties</b> [1] - 1:44  <b>partner</b> [1] - 5:32  <b>partners</b> [1] - 23:9  <b>partnership</b> [1] - 4:46  <b>past</b> [2] - 29:53, 34:7  <b>path</b> [1] - 28:45  <b>pay</b> [1] - 27:13  <b>payment</b> [1] - 4:26  <b>payroll</b> [5] - 4:16, 6:5, 16:4, 16:6, 17:8  <b>PBA</b> [4] - 27:11, 27:16, 27:25, 28:6  <b>peers</b> [1] - 14:28  <b>people</b> [31] - 5:35, 5:44, 6:8, 6:19, 6:23, 6:32, 6:54, 7:50, 8:36, 8:38, 8:40, 9:20, 9:48, 10:29, 10:32, 14:18, 16:41, 17:10, 17:27, 17:32, 18:51, 21:42, 22:38, 22:50, 30:4, 30:49, 33:23, 36:18, 36:28, 36:39  <b>people's</b> [3] - 16:55, 17:30, 22:54  <b>perceived</b> [1] - 32:46  <b>percent</b> [1] - 17:5  <b>Performance</b> [2] - 4:7, 14:14  <b>performance</b> [3] - 4:31, 4:41, 14:19  <b>performed</b> [1] - 4:18  <b>performing</b> [1] - 4:25  <b>period</b> [3] - 6:2, 26:34, 27:55  <b>peripherally</b> [1] - 11:54  <b>Pernice</b> [1] - 1:32  <b>PERNICE</b> [2] - 35:25, 35:40  <b>person</b> [7] - 8:6, 10:25, 10:32, 10:37, 10:41, 10:45, 11:26  <b>personal</b> [1] - 16:3  <b>personally</b> [3] - 3:52, 4:35, 8:42  <b>PERSONNEL</b> [1] - 1:1  <b>personnel</b> [6] - 7:3, 10:47, 10:51, 12:2, 38:25</p>	<p><b>Personnel</b> [13] - 1:11, 1:38, 2:15, 3:15, 3:16, 4:23, 10:37, 10:45, 10:55, 16:26, 30:40, 31:39, 33:37  <b>personnel-related</b> [1] - 12:2  <b>perspectives</b> [1] - 30:54  <b>philosophy</b> [1] - 17:33  <b>PICCIRILLO</b> [4] - 15:46, 15:52, 16:2, 16:16  <b>Piccirillo</b> [2] - 1:28, 15:44  <b>picture</b> [1] - 10:46  <b>piece</b> [1] - 19:40  <b>piggyback</b> [1] - 12:39  <b>pipeline</b> [1] - 6:28  <b>Pitts</b> [1] - 4:38  <b>place</b> [3] - 3:53, 24:51, 37:1  <b>places</b> [1] - 17:32  <b>Plan</b> [2] - 29:41, 37:25  <b>plan</b> [11] - 5:27, 5:29, 7:23, 13:17, 19:49, 30:28, 31:28, 31:36, 35:28, 36:34, 38:5  <b>Planning</b> [1] - 2:31  <b>planning</b> [2] - 4:41, 36:20  <b>plans</b> [2] - 7:19, 19:49  <b>pleasure</b> [1] - 15:41  <b>Pledge</b> [1] - 2:4  <b>podium</b> [1] - 3:44  <b>point</b> [1] - 24:7  <b>points</b> [1] - 36:54  <b>poised</b> [1] - 4:20  <b>Police</b> [2] - 8:4, 36:46  <b>policies</b> [2] - 31:20, 31:33  <b>policy</b> [2] - 5:33, 30:2  <b>population</b> [4] - 30:46, 31:23, 31:24, 31:41  <b>portal</b> [3] - 4:30, 5:53, 5:56  <b>Portion</b> [4] - 2:17, 2:26, 18:34, 25:48  <b>position</b> [14] - 24:7, 24:24, 24:28, 29:41, 31:47, 33:12, 33:34, 34:29, 34:48, 34:49, 34:53, 35:28, 35:31, 35:32  <b>positions</b> [6] - 6:52, 7:35, 33:15, 34:2, 36:39, 38:13  <b>positive</b> [2] - 17:31, 22:45  <b>possibility</b> [5] - 16:29,</p>	<p>31:14, 36:40, 38:12  <b>possible</b> [2] - 16:37, 16:38  <b>possibly</b> [1] - 33:22  <b>posted</b> [4] - 33:15, 33:16, 33:22  <b>potentially</b> [1] - 17:11  <b>power</b> [1] - 24:40  <b>practice</b> [1] - 4:55  <b>practices</b> [1] - 31:33  <b>precious</b> [2] - 6:18, 8:2  <b>preconceived</b> [2] - 17:13, 17:31  <b>predominant</b> [1] - 22:38  <b>preferred</b> [1] - 30:42  <b>prepared</b> [3] - 5:14, 29:50, 36:20  <b>PRESENT</b> [1] - 1:19  <b>present</b> [1] - 13:14  <b>President</b> [1] - 29:56  <b>President/Suffolk</b> [1] - 1:39  <b>Presiding</b> [7] - 1:25, 1:33, 14:39, 29:15, 31:45, 36:2, 37:21  <b>prestige</b> [1] - 30:15  <b>pretty</b> [5] - 4:14, 7:1, 8:6, 28:1, 35:22  <b>previous</b> [1] - 19:48  <b>previously</b> [2] - 27:14, 28:24  <b>primary</b> [1] - 5:17  <b>print</b> [1] - 24:56  <b>priorities</b> [2] - 8:25, 32:1  <b>private</b> [5] - 4:39, 4:41, 6:24, 36:30, 36:34  <b>problem</b> [2] - 22:55, 36:22  <b>problems</b> [3] - 5:43, 7:28, 18:56  <b>procedures</b> [1] - 4:26  <b>process</b> [12] - 4:16, 4:19, 4:29, 5:44, 6:4, 7:21, 7:25, 10:29, 15:53, 21:10, 35:11  <b>processes</b> [1] - 30:23  <b>procurement</b> [1] - 4:25  <b>productive</b> [4] - 8:5, 17:7, 17:14, 31:22  <b>productivity</b> [2] - 6:21, 8:36  <b>professional</b> [1] - 31:32  <b>proficiency</b> [1] - 18:44  <b>profitability</b> [1] -</p>	<p>31:14  <b>profitable</b> [1] - 4:3  <b>profits</b> [1] - 31:5  <b>program</b> [7] - 4:45, 6:7, 7:47, 7:50, 14:15, 14:17, 14:25  <b>Program</b> [2] - 4:29, 14:14  <b>programmed</b> [1] - 6:7  <b>programs</b> [9] - 7:38, 7:41, 7:48, 15:19, 20:12, 23:38, 30:3, 31:25, 36:37  <b>progress</b> [1] - 31:34  <b>progressed</b> [1] - 30:21  <b>Project</b> [1] - 29:53  <b>project</b> [6] - 4:21, 8:4, 14:3, 29:54, 29:56, 30:12  <b>projects</b> [1] - 4:13  <b>prominently</b> [1] - 33:22  <b>promotion</b> [2] - 31:32, 32:12  <b>proper</b> [1] - 35:4  <b>proposes</b> [1] - 30:41  <b>protected</b> [1] - 24:41  <b>protections</b> [1] - 24:30  <b>proven</b> [1] - 31:3  <b>provide</b> [1] - 7:14  <b>provider</b> [1] - 30:42  <b>providing</b> [1] - 32:17  <b>provision</b> [1] - 6:19  <b>public</b> [10] - 3:55, 4:1, 15:19, 19:31, 24:27, 25:34, 31:25, 36:35, 38:40, 39:7  <b>Public</b> [9] - 2:17, 2:26, 18:34, 25:48, 25:55, 26:12, 26:17, 26:30, 39:8  <b>public/private</b> [1] - 4:46  <b>punished</b> [1] - 14:20  <b>put</b> [5] - 14:22, 18:46, 32:56, 33:41, 35:23  <b>putting</b> [3] - 17:32, 20:8, 28:45</p>

# INDEX

[Occurrence of Word] - Page Number:Line Number

<p>6:36, 8:24, 17:36, 19:10, 25:41, 27:9, 27:19, 31:45, 34:25, 36:2, 37:14, 38:34 <b>quite</b> [4] - 3:52, 4:36, 7:7, 34:6</p>	<p><b>recruit</b> [1] - 6:33 <b>recruiting</b> [2] - 9:48, 9:51 <b>recruitment</b> [1] - 31:31 <b>red</b> [1] - 4:47 <b>redoing</b> [1] - 21:3 <b>reduces</b> [2] - 27:13, 27:15 <b>referring</b> [1] - 20:1 <b>reflect</b> [1] - 9:28 <b>reflective</b> [1] - 31:40 <b>reflects</b> [1] - 8:35 <b>region</b> [1] - 30:12 <b>regional</b> [3] - 30:3, 30:16, 30:21 <b>regularly</b> [1] - 31:34 <b>regulations</b> [2] - 6:11, 13:15 <b>REINHEIMER</b> [3] - 27:52, 28:12, 28:22 <b>Reinheimer</b> [1] - 1:31 <b>related</b> [5] - 5:36, 6:13, 12:2, 33:51, 35:3 <b>relates</b> [2] - 30:39, 34:31 <b>relating</b> [1] - 35:17 <b>Relations</b> [9] - 1:40, 7:39, 9:33, 10:5, 26:51, 35:1, 35:2, 35:3, 35:16 <b>relationship</b> [1] - 6:27 <b>relationships</b> [1] - 4:2 <b>relative</b> [1] - 2:29 <b>relax</b> [1] - 27:5 <b>released</b> [1] - 31:1 <b>relive</b> [1] - 37:54 <b>rely</b> [1] - 7:2 <b>remain</b> [1] - 2:9 <b>remember</b> [1] - 21:2 <b>reminded</b> [2] - 3:55, 14:39 <b>remove</b> [1] - 32:2 <b>removed</b> [1] - 19:7 <b>removing</b> [1] - 31:30 <b>reorganized</b> [1] - 9:21 <b>replace</b> [1] - 6:6 <b>Report</b> [2] - 4:33, 30:41 <b>report</b> [6] - 5:14, 30:6, 31:1, 31:11, 31:34 <b>reported</b> [1] - 29:55 <b>represent</b> [1] - 18:39 <b>representation</b> [1] - 18:45 <b>representative</b> [1] - 30:46 <b>representatives</b> [1] -</p>	<p>16:11 <b>representing</b> [1] - 13:22 <b>repurpose</b> [1] - 16:49 <b>requested</b> [1] - 38:13 <b>require</b> [2] - 31:24, 35:29 <b>required</b> [3] - 7:3, 10:3, 22:51 <b>requirements</b> [1] - 11:3 <b>requires</b> [3] - 9:6, 21:27, 22:30 <b>researched</b> [1] - 31:3 <b>resident</b> [1] - 31:21 <b>residents</b> [4] - 23:53, 24:30, 30:9, 30:44 <b>resolution</b> [4] - 19:25, 35:27, 35:41, 36:7 <b>Resolution</b> [2] - 18:42, 19:18 <b>Resolutions</b> [1] - 25:49 <b>resolutions</b> [1] - 19:26 <b>RESOLUTIONS</b> [1] - 25:51 <b>resource</b> [4] - 6:18, 30:33, 33:45, 33:51 <b>Resources</b> [28] - 3:16, 4:23, 5:25, 5:26, 5:30, 5:34, 6:31, 7:10, 7:11, 9:9, 9:33, 9:41, 10:5, 10:36, 10:41, 10:45, 10:46, 10:55, 13:12, 13:13, 13:21, 13:29, 16:44, 30:40, 33:37, 33:54, 34:34 <b>resources</b> [14] - 3:56, 4:17, 5:20, 5:50, 6:5, 6:16, 6:24, 6:29, 9:7, 9:19, 9:47, 12:27, 20:22, 35:30 <b>respect</b> [1] - 10:54 <b>responds</b> [1] - 7:47 <b>responses</b> [1] - 16:14 <b>responsibilities</b> [2] - 4:22, 5:36 <b>responsibility</b> [3] - 5:19, 22:32, 35:16 <b>responsible</b> [8] - 4:8, 9:42, 11:36, 11:46, 11:53, 12:12, 29:56, 30:29 <b>result</b> [2] - 30:20, 30:31 <b>results</b> [2] - 30:20, 30:43 <b>results-oriented</b> [1] - 30:43</p>	<p><b>resumé</b> [3] - 9:8, 11:45, 12:12 <b>retaining</b> [1] - 7:16 <b>retention</b> [1] - 31:32 <b>Retha</b> [4] - 1:43, 29:43, 36:56 <b>revenues</b> [1] - 31:5 <b>Review</b> [4] - 1:31, 1:32, 27:48, 27:54 <b>review</b> [2] - 4:25, 6:10 <b>reviewed</b> [1] - 27:54 <b>revisions</b> [1] - 22:31 <b>revisit</b> [1] - 37:54 <b>Revlon</b> [1] - 4:35 <b>reward</b> [1] - 15:4 <b>rewarded</b> [1] - 14:20 <b>RFP</b> [3] - 4:19, 16:5 <b>RFPs</b> [1] - 16:14 <b>rich</b> [1] - 5:2 <b>richer</b> [1] - 30:7 <b>rid</b> [3] - 14:17, 16:45, 17:32 <b>rights</b> [5] - 18:52, 18:54, 19:2, 22:54, 24:45 <b>rise</b> [1] - 12:44 <b>risk</b> [1] - 22:46 <b>Rob</b> [1] - 1:25 <b>Rogers</b> [1] - 1:14 <b>role</b> [9] - 4:8, 7:1, 7:4, 7:7, 29:51, 29:55, 30:39, 30:47 <b>roles</b> [1] - 30:19 <b>room</b> [1] - 7:43 <b>Rose</b> [1] - 1:13 <b>rules</b> [2] - 6:10, 13:15 <b>Russian</b> [1] - 25:22</p>	<p>2:31 <b>School</b> [1] - 5:10 <b>schools</b> [2] - 8:43, 8:44 <b>Screening</b> [1] - 26:15 <b>scripts</b> [1] - 30:19 <b>seat</b> [1] - 27:5 <b>seated</b> [1] - 2:14 <b>secession</b> [1] - 36:20 <b>second</b> [25] - 2:35, 2:38, 2:44, 2:53, 7:35, 8:33, 18:14, 18:20, 26:8, 26:11, 26:29, 26:39, 26:42, 29:17, 29:20, 37:15, 37:18, 37:21, 37:38, 37:44, 38:35, 38:38, 38:46, 38:49, 38:52 <b>seconds</b> [1] - 6:4 <b>secret</b> [1] - 12:40 <b>secrets</b> [1] - 8:40 <b>sector</b> [7] - 3:55, 4:39, 4:41, 6:24, 36:30, 36:34, 36:35 <b>see</b> [16] - 5:6, 6:56, 7:4, 9:7, 13:26, 13:29, 21:49, 22:6, 22:45, 24:27, 25:48, 28:46, 32:19, 36:34, 36:40, 38:19 <b>seeing</b> [4] - 2:25, 22:41, 24:39, 24:44 <b>seek</b> [2] - 32:10, 32:12 <b>segregated</b> [1] - 37:1 <b>sending</b> [1] - 5:55 <b>Senior</b> [1] - 5:7 <b>sense</b> [3] - 4:40, 6:15, 17:33 <b>sent</b> [1] - 6:1 <b>separation</b> [1] - 27:56 <b>seriously</b> [2] - 7:8, 7:29 <b>servants</b> [3] - 17:18, 17:24, 17:25 <b>serve</b> [6] - 5:16, 5:39, 7:13, 30:47, 30:50, 36:11 <b>served</b> [3] - 5:9, 29:53, 30:26 <b>Service</b> [33] - 1:38, 3:16, 4:23, 4:32, 5:22, 5:23, 5:40, 5:54, 8:32, 8:39, 8:44, 9:5, 10:3, 10:55, 11:3, 11:17, 12:40, 13:15, 14:22, 30:41, 32:8, 33:13, 33:16, 33:33, 33:38, 33:41, 34:33, 34:34, 34:48, 34:49, 34:52</p>
<b>R</b>				
<p><b>race</b> [2] - 18:47, 30:54 <b>racial</b> [1] - 30:7 <b>Raised</b> [7] - 2:41, 2:50, 18:11, 18:17, 20:44, 26:20, 26:26 <b>raised</b> [1] - 4:51 <b>rank</b> [1] - 12:44 <b>rating</b> [1] - 4:51 <b>reach</b> [3] - 5:37, 7:11, 23:9 <b>reaching</b> [2] - 4:14, 7:20 <b>reactionary</b> [1] - 13:28 <b>read</b> [2] - 21:5, 33:52 <b>ready</b> [1] - 37:8 <b>reality</b> [1] - 36:44 <b>really</b> [24] - 5:6, 6:7, 7:47, 7:56, 8:5, 9:18, 9:21, 9:47, 9:48, 12:42, 13:21, 13:22, 13:26, 13:29, 14:18, 14:19, 14:20, 15:23, 17:30, 19:28, 20:21, 20:22, 21:42, 34:25 <b>realm</b> [1] - 34:34 <b>reason</b> [5] - 16:4, 18:47, 29:51, 33:41, 36:41 <b>reasonable</b> [1] - 6:2 <b>reasoning</b> [1] - 16:42 <b>reasons</b> [2] - 31:2, 31:3 <b>receive</b> [2] - 20:22, 22:51 <b>received</b> [1] - 14:15 <b>receives</b> [1] - 23:38 <b>receiving</b> [3] - 20:20, 21:14, 22:43 <b>recently</b> [1] - 4:13 <b>recognition</b> [1] - 15:23 <b>recognize</b> [2] - 14:38, 30:50 <b>recognized</b> [1] - 30:42 <b>recognizing</b> [1] - 14:54 <b>recommend</b> [1] - 14:47 <b>record</b> [2] - 5:56, 38:23 <b>recoup</b> [1] - 31:19</p>				
			<b>S</b>	
			<p><b>sacrifice</b> [1] - 2:10 <b>salary</b> [5] - 35:27, 35:32, 35:33, 35:35, 35:42 <b>Salary</b> [2] - 29:40, 37:25 <b>salary-wise</b> [1] - 35:35 <b>Salutation</b> [1] - 2:7 <b>Samantha</b> [1] - 1:34 <b>Samuel</b> [1] - 1:20 <b>Sarah</b> [1] - 1:29 <b>Sarube</b> [1] - 1:34 <b>sat</b> [1] - 11:54 <b>satisfaction</b> [1] - 31:9 <b>savings</b> [4] - 28:17, 28:23, 28:46 <b>saw</b> [2] - 6:26, 35:20 <b>scan</b> [2] - 19:47, 19:48 <b>Schneidawin</b> [1] -</p>	



# INDEX

[Occurrence of Word] - Page Number:Line Number

<p><b>service</b> [2] - 19:50, 33:54  <b>serviced</b> [1] - 22:39  <b>Services</b> [3] - 4:29, 4:51, 16:38  <b>services</b> [3] - 22:43, 30:3, 30:43  <b>set</b> [1] - 5:29  <b>sets</b> [3] - 6:31, 9:26, 16:55  <b>several</b> [5] - 7:9, 9:21, 30:18, 34:25, 34:30  <b>share</b> [1] - 31:5  <b>Shared</b> [1] - 4:29  <b>sheets</b> [2] - 6:9, 6:10  <b>Sheriff</b> [1] - 20:20  <b>Sheriff's</b> [2] - 19:48, 23:3  <b>short</b> [2] - 7:40, 38:19  <b>show</b> [2] - 19:17, 23:3  <b>shown</b> [1] - 31:4  <b>shows</b> [2] - 7:27, 8:33  <b>sick</b> [1] - 27:13  <b>significant</b> [1] - 4:19  <b>signs</b> [3] - 20:56, 21:6, 21:15  <b>silence</b> [1] - 2:9  <b>Silence</b> [1] - 2:12  <b>similar</b> [4] - 7:27, 7:28, 27:16, 28:6  <b>similarities</b> [1] - 5:3  <b>simply</b> [6] - 19:24, 19:52, 20:11, 20:25, 21:17, 23:37  <b>SIMPSON</b> [1] - 26:50  <b>Simpson</b> [1] - 1:29  <b>single</b> [1] - 21:40  <b>singling</b> [1] - 23:1  <b>six</b> [7] - 18:51, 21:1, 22:23, 22:30, 25:4, 25:13, 27:11  <b>six-year</b> [1] - 27:11  <b>size</b> [1] - 7:51  <b>skill</b> [3] - 6:30, 9:26, 16:55  <b>smaller</b> [1] - 5:34  <b>Smithtown</b> [1] - 1:15  <b>SOA</b> [1] - 27:26  <b>solve</b> [1] - 5:43  <b>someone</b> [4] - 9:41, 10:17, 13:29, 16:31  <b>sometimes</b> [1] - 17:24  <b>somewhere</b> [1] - 28:3  <b>sorry</b> [10] - 3:3, 14:35, 15:50, 20:35, 21:20, 21:21, 22:34, 31:14, 33:45, 33:51  <b>sort</b> [1] - 22:35  <b>sounded</b> [1] - 11:54</p>	<p><b>sounds</b> [1] - 22:35  <b>Spanish</b> [3] - 22:30, 25:22, 25:24  <b>spanned</b> [1] - 30:18  <b>speakers</b> [1] - 22:42  <b>speaking</b> [3] - 18:52, 19:31, 24:48  <b>specific</b> [5] - 9:40, 10:2, 10:47, 11:2, 32:3  <b>specifically</b> [2] - 21:41, 28:46  <b>specifications</b> [1] - 9:6  <b>specifying</b> [1] - 9:39  <b>spend</b> [1] - 30:10  <b>spending</b> [1] - 31:25  <b>spent</b> [2] - 4:26, 30:15  <b>spy</b> [1] - 16:44  <b>staff</b> [4] - 6:19, 14:48, 18:56, 34:41  <b>staffing</b> [1] - 7:33  <b>stages</b> [1] - 4:16  <b>stand</b> [1] - 2:4  <b>standing</b> [1] - 2:9  <b>start</b> [2] - 2:17, 31:28  <b>started</b> [1] - 22:6  <b>starting</b> [2] - 9:22, 16:30  <b>starts</b> [1] - 30:50  <b>State</b> [7] - 4:28, 4:44, 4:46, 5:23, 8:32, 11:9, 29:54  <b>statement</b> [1] - 29:49  <b>Statement</b> [1] - 21:3  <b>States</b> [1] - 18:41  <b>statewide</b> [1] - 18:40  <b>stating</b> [1] - 19:50  <b>statistically</b> [1] - 5:45  <b>steady</b> [1] - 8:7  <b>steering</b> [1] - 14:22  <b>Stein</b> [1] - 1:33  <b>Stenographer</b> [1] - 1:47  <b>step</b> [6] - 5:27, 8:33, 19:28, 19:46, 35:31, 35:34  <b>Steve</b> [1] - 4:7  <b>still</b> [9] - 4:25, 20:19, 20:32, 24:24, 24:38, 25:24, 35:4, 36:44, 36:48  <b>stints</b> [1] - 4:35  <b>Stony</b> [1] - 6:27  <b>stop</b> [1] - 21:40  <b>strategic</b> [2] - 4:41, 7:23  <b>strategies</b> [1] - 30:23  <b>strategy</b> [4] - 7:24,</p>	<p>30:16, 30:36, 31:28  <b>streamline</b> [1] - 16:30  <b>strengthen</b> [7] - 19:26, 19:28, 21:12, 22:31, 22:40, 22:44, 24:25  <b>strengthened</b> [1] - 22:34  <b>strengthening</b> [3] - 19:24, 19:47, 20:9  <b>strides</b> [1] - 36:47  <b>strong</b> [1] - 20:26  <b>strongly</b> [1] - 24:25  <b>structure</b> [3] - 5:29, 9:27, 13:19  <b>structured</b> [1] - 9:27  <b>struggling</b> [2] - 7:15  <b>study</b> [2] - 8:33  <b>stuff</b> [2] - 11:10, 17:27  <b>success</b> [1] - 30:35  <b>successful</b> [1] - 7:22  <b>suffered</b> [1] - 37:55  <b>sufficient</b> [1] - 28:9  <b>SUFFOLK</b> [1] - 1:7  <b>Suffolk</b> [26] - 1:12, 1:37, 2:30, 3:15, 5:1, 5:40, 5:54, 6:16, 6:22, 7:52, 8:37, 18:51, 25:54, 26:15, 26:16, 26:33, 29:40, 30:40, 30:44, 32:4, 32:17, 36:24, 36:46, 36:56, 37:24, 38:39  <b>suggestions</b> [1] - 12:41  <b>Sunday's</b> [1] - 6:26  <b>Suozzi</b> [1] - 14:13  <b>superiors</b> [1] - 14:28  <b>Supervisor</b> [2] - 4:37, 12:3  <b>support</b> [6] - 6:49, 7:14, 15:29, 18:42, 19:18, 36:7  <b>supported</b> [1] - 19:29  <b>supporting</b> [3] - 8:7, 28:48, 31:25  <b>supposed</b> [1] - 16:36  <b>Susan</b> [2] - 1:22, 3:12  <b>sustain</b> [2] - 6:33  <b>sustainability</b> [1] - 30:33  <b>sustainable</b> [1] - 31:39  <b>sustaining</b> [1] - 5:18  <b>Sutherland</b> [1] - 1:37  <b>system</b> [11] - 4:17, 4:30, 6:5, 6:6, 6:11, 6:12, 16:6, 17:8, 18:48, 31:34, 33:14</p>	<h2 style="margin: 0;">T</h2>	<p><b>table</b> [2] - 3:44, 38:52  <b>tabled</b> [4] - 25:54, 26:16, 38:39, 39:7  <b>Tabled</b> [3] - 26:12, 26:30, 39:8  <b>TAKEN</b> [1] - 1:46  <b>talent</b> [6] - 7:16, 31:8, 36:27, 36:30, 36:36  <b>talented</b> [2] - 17:17, 31:40  <b>teach</b> [1] - 36:38  <b>team</b> [3] - 5:48, 16:12, 30:32  <b>teams</b> [3] - 30:16, 30:21, 31:13  <b>Tech</b> [1] - 2:15  <b>technology</b> [7] - 4:10, 4:17, 4:31, 5:44, 6:27, 30:16  <b>TECHNOLOGY</b> [1] - 1:3  <b>Technology</b> [3] - 1:12, 5:47, 30:17  <b>template</b> [1] - 5:16  <b>tenure</b> [4] - 4:50, 7:40, 38:19  <b>term</b> [3] - 4:50, 7:23, 27:12  <b>terms</b> [20] - 4:31, 6:30, 7:16, 7:33, 7:34, 8:49, 9:32, 9:33, 9:41, 9:52, 10:24, 11:32, 14:30, 21:13, 26:34, 28:45, 32:17, 35:21, 35:52  <b>test</b> [1] - 30:19  <b>tests</b> [6] - 12:42, 12:47, 12:51, 13:16, 32:9, 33:15  <b>THE</b> [1] - 1:5  <b>themselves</b> [1] - 30:51  <b>therefore</b> [1] - 30:47  <b>Thomas</b> [2] - 1:38, 3:14  <b>thoughts</b> [6] - 6:51, 7:32, 8:26, 12:41, 13:8, 23:19  <b>three</b> [6] - 5:6, 5:17, 5:24, 8:25, 16:27, 34:3  <b>throughout</b> [2] - 4:49, 5:31  <b>tied</b> [2] - 19:26, 31:15  <b>time-consuming</b> [1] - 4:45  <b>title</b> [9] - 9:5, 10:3, 10:18, 11:32, 29:41, 31:47, 33:12, 35:27</p>	<p><b>Title</b> [1] - 19:27  <b>titles</b> [5] - 9:26, 9:39, 11:16, 11:32, 14:30  <b>today</b> [7] - 2:28, 3:51, 5:43, 6:8, 16:44, 19:17, 39:10  <b>together</b> [2] - 10:38, 14:22  <b>Tom</b> [14] - 1:21, 3:16, 3:28, 6:43, 8:18, 14:13, 14:15, 15:44, 15:47, 16:17, 16:20, 17:37, 34:26, 35:46  <b>Tom's</b> [1] - 3:22  <b>took</b> [2] - 14:13, 34:32  <b>tools</b> [2] - 4:31, 5:46  <b>top</b> [4] - 8:25, 31:8, 31:12, 35:33  <b>total</b> [4] - 4:18, 27:49, 27:53, 28:2  <b>Touch</b> [1] - 30:29  <b>towards</b> [1] - 19:47  <b>Town</b> [12] - 4:37, 4:38, 4:43, 4:49, 7:49, 9:9, 9:22, 9:40, 9:48, 12:3, 13:43, 17:28  <b>towns</b> [2] - 4:56, 7:48  <b>Townships</b> [1] - 7:2  <b>trained</b> [1] - 14:31  <b>trainer</b> [1] - 30:26  <b>training</b> [2] - 14:29, 31:33  <b>transcript</b> [1] - 29:10  <b>transfer</b> [1] - 16:37  <b>translate</b> [1] - 20:21  <b>translated</b> [6] - 20:4, 21:43, 22:17, 22:23, 22:29, 25:23  <b>translating</b> [1] - 20:2  <b>translation</b> [2] - 18:45, 20:18  <b>translations</b> [1] - 21:15  <b>trauma</b> [1] - 37:54  <b>tremendous</b> [1] - 36:47  <b>tremendously</b> [1] - 14:33  <b>trenches</b> [1] - 9:32  <b>trial</b> [1] - 20:27  <b>trust</b> [1] - 37:5  <b>try</b> [2] - 16:34, 37:4  <b>trying</b> [4] - 4:8, 13:2, 21:11, 21:12  <b>turnover</b> [1] - 31:6  <b>tweak</b> [1] - 25:35  <b>two</b> [7] - 2:28, 5:1, 18:30, 29:26, 29:29, 29:53, 35:14  <b>type</b> [1] - 14:41</p>
---	--	--	-------------------------------	---	--

# INDEX

[Occurrence of Word] - Page Number:Line Number

<b>U</b>	<b>vitality</b> [1] - 31:22 <b>voluntary</b> [1] - 30:35 <b>Vote</b> [8] - 3:12, 18:30, 26:12, 26:30, 29:30, 37:22, 38:36, 39:8 <b>voted</b> [1] - 19:23	16:31, 16:41 <b>wrapped</b> [1] - 28:5 <b>written</b> [2] - 21:3, 24:26 <b>wrote</b> [1] - 4:32
<b>U.S</b> [1] - 19:3 <b>ultimate</b> [1] - 2:10 <b>ultimately</b> [2] - 4:54, 6:15 <b>umbrella</b> [1] - 35:52 <b>unable</b> [2] - 18:48, 32:45 <b>under</b> [2] - 35:52, 36:44 <b>unfortunately</b> [1] - 36:56 <b>Union</b> [2] - 1:39, 28:17 <b>union</b> [1] - 16:27 <b>unions</b> [1] - 14:21 <b>unit</b> [1] - 5:34 <b>United</b> [1] - 18:41 <b>units</b> [5] - 7:36, 7:37, 11:47, 12:13, 28:18 <b>universities</b> [1] - 8:43 <b>University</b> [1] - 6:27 <b>unless</b> [1] - 23:18 <b>unnecessary</b> [1] - 22:4 <b>up</b> [27] - 2:24, 3:34, 5:49, 5:50, 6:1, 6:36, 11:32, 12:43, 18:34, 18:35, 18:36, 19:1, 19:10, 20:18, 21:16, 22:5, 22:50, 23:5, 23:17, 23:19, 24:55, 24:56, 26:45, 26:48, 27:9, 30:8, 32:7 <b>updated</b> [1] - 22:20 <b>upping</b> [1] - 13:26 <b>Urban</b> [3] - 29:55, 30:6, 30:14 <b>uses</b> [2] - 4:10, 23:41	<b>W</b>	<b>Y</b>
<b>V</b>	<b>waiting</b> [1] - 20:27 <b>walk</b> [2] - 34:27, 35:11 <b>wants</b> [1] - 31:21 <b>waste</b> [1] - 4:47 <b>water</b> [1] - 6:55 <b>ways</b> [2] - 15:3, 15:20 <b>web</b> [1] - 4:30 <b>Webber</b> [1] - 4:36 <b>website</b> [2] - 33:16, 33:23 <b>week</b> [2] - 19:31, 25:38 <b>welcome</b> [3] - 2:14, 22:31, 32:28 <b>whatsoever</b> [1] - 17:5 <b>wheel</b> [1] - 8:7 <b>whereas</b> [1] - 5:32 <b>whole</b> [2] - 6:15, 17:12 <b>wholeheartedly</b> [1] - 15:29 <b>wide</b> [2] - 14:41, 31:36 <b>William</b> [1] - 1:14 <b>willing</b> [2] - 22:50, 23:5 <b>wise</b> [1] - 35:35 <b>women</b> [1] - 36:19 <b>wonder</b> [1] - 33:12 <b>wonderful</b> [2] - 15:29, 30:11 <b>wondering</b> [1] - 16:33 <b>word</b> [5] - 19:47, 19:48, 21:18, 21:19, 23:41 <b>wording</b> [1] - 23:26 <b>words</b> [2] - 3:35, 28:1 <b>worker</b> [2] - 21:19 <b>workers</b> [2] - 8:4, 36:22 <b>workforce</b> [21] - 4:3, 5:18, 6:22, 6:53, 8:3, 8:5, 8:34, 17:7, 17:14, 30:46, 31:4, 31:22, 31:29, 31:40, 32:18, 32:53, 36:10, 36:11 <b>workplace</b> [2] - 8:26, 30:52 <b>Workshop</b> [1] - 30:29 <b>world</b> [3] - 4:53, 7:33, 24:56 <b>worry</b> [3] - 16:28,	<b>Y2K</b> [1] - 30:20 <b>Year</b> [2] - 13:44, 19:14 <b>year</b> [4] - 4:27, 14:26, 27:11, 27:55 <b>year's</b> [1] - 28:9 <b>year-and-a-half</b> [1] - 4:27 <b>years</b> [15] - 3:54, 4:8, 4:38, 4:54, 5:10, 5:17, 13:18, 16:28, 16:42, 19:17, 19:21, 27:14, 29:53, 30:15, 35:22 <b>yield</b> [1] - 16:17 <b>York</b> [10] - 1:15, 1:41, 4:28, 4:44, 4:46, 5:23, 6:28, 8:32, 11:9, 18:39 <b>young</b> [1] - 36:27 <b>yourself</b> [3] - 3:41, 8:1, 29:45 <b>yous</b> [1] - 15:23
<b>vacancies</b> [1] - 38:12 <b>various</b> [5] - 5:3, 5:4, 5:30, 6:55, 12:44 <b>varying</b> [1] - 30:53 <b>venues</b> [1] - 38:24 <b>versus</b> [1] - 13:17 <b>Veterans</b> [1] - 1:15 <b>VI</b> [1] - 19:27 <b>Vice</b> [3] - 1:21, 31:45, 36:2 <b>view</b> [1] - 7:42 <b>Village</b> [1] - 5:10 <b>villages</b> [2] - 5:1, 6:56 <b>violated</b> [1] - 22:54 <b>vision</b> [1] - 30:41 <b>visit</b> [1] - 21:16 <b>vital</b> [3] - 20:16, 21:15, 24:51		