

1 LEGISLATIVE AUDIT COMMISSION HEARING

2

3 Report of proceedings had at the Legislative
4 Audit Commission Hearing, held at the Bilandic Building,
5 160 North LaSalle Street, Room C-600, Chicago, Illinois,
6 on the 8th day of October, A.D., 2014, commencing at the
7 hour of 10:00 a.m.

8

9 APPEARANCES:

10

11 SENATOR JASON A. BARICKMAN, Co-Chair

12 REPRESENTATIVE FRANK J. MAUTINO, Co-Chair

13

14 SENATOR BILL BRADY

15 SENATOR ANDY MANAR

16 SENATOR IRIS Y. MARTINEZ

17 SENATOR JIM OBERWEIS

18 SENATOR KWAME RAOUL

19 REPRESENTATIVE FRED CRESPO

20 REPRESENTATIVE DENNIS REBOLETTI

21 REPRESENTATIVE DAVID REIS

22 REPRESENTATIVE ROBERT RITA

23 REPRESENTATIVE RON SANDACK

24

25 MS. JANE STRICKLIN, Executive Director

26

27 MR. WILLIAM G. HOLLAND, Auditor General

1 REPRESENTATIVE MAUTINO: The hour of 10:00 o'clock
2 having arrived, I'd like to call the Audit Commission to
3 order and welcome everyone back after a 90-day break.

4 At this time, I'd like to first have Jane take
5 the -- take attendance and roll.

6 MS. STRICKLIN: Senator Barickman.

7 SENATOR BARICKMAN: Here.

8 MS. STRICKLIN: Senator Brady.

9 SENATOR BRADY: Here.

10 MS. STRICKLIN: Senator Manar.

11 SENATOR MANAR: Here.

12 MS. STRICKLIN: Senator Martinez.

13 SENATOR MARTINEZ: Here.

14 MS. STRICKLIN: Senator Oberweis.

15 SENATOR OBERWEIS: Here.

16 MS. STRICKLIN: Senator Raoul?

17 SENATOR RAOUL: Here.

18 MS. STRICKLIN: Representative Crespo.

19 REPRESENTATIVE CRESPO: Present.

20 MS. STRICKLIN: Representative Mautino.

21 REPRESENTATIVE MAUTINO: Present.

22 MS. STRICKLIN: Representative Reboletti?

23 REPRESENTATIVE REBOLETTI: Present.

24 MS. STRICKLIN: Representative Reis.

25 REPRESENTATIVE REIS: Here.

1 MS. STRICKLIN: Representative Rita.

2 REPRESENTATIVE RITA: Here.

3 MS. STRICKLIN: Representative Sandack.

4 REPRESENTATIVE SANDACK: Here.

5 REPRESENTATIVE MAUTINO: 12 member -- members
6 answering the roll, all members are present, and we can
7 proceed with business.

8 We have some housekeeping items first to take
9 care of. And the first item is seating of members. We
10 have new members on the Commission. And under our
11 structure, there is no provision in our statute for
12 midterm replacement. So there's a couple things that we
13 need to do.

14 Senator Oberweis, a member of this Commission,
15 would -- I'll take a motion when I'm done, but let me
16 explain the whole situation.

17 Under our statutes, for a member to come in in
18 midterm, the previous member who was serving must resign
19 the General Assembly. So we do not want Senator --
20 Senator Mulroe to have to resign the General Assembly.
21 We do not want Representative Brauer to have to resign
22 the General Assembly. We do not want Representative
23 Pihos to have to resign the General Assembly. And so in
24 the -- in the Act's practice, we have allowed for
25 members to come in and serve and question. Under our

1 Act, only members of the Commission may question
2 witnesses.

3 And so for the purposes -- since Senator
4 Dillard has left the General Assembly, I would like to
5 get a motion from Representative Sandack to seat
6 Senator Oberweis and to allow for questions and
7 participation from Representative Reis, Representative
8 Reboletti, and Senator Raoul.

9 May I have that motion.

10 SENATOR SANDACK: Yes, Chairman. I move that
11 Senator Oberweis be seated as a member of the
12 Legislative Audit Commission and that Senator Raoul,
13 Representatives Reis and Reboletti be permitted to
14 participate in the proceedings today and as -- as
15 members of the Legislative Audit Commission.

16 REPRESENTATIVE MAUTINO: And we will have a second
17 to that motion by Representative Rita.

18 REPRESENTATIVE RITA: Yes.

19 REPRESENTATIVE MAUTINO: Rita seconds that motion.

20 And all in favor, "aye."

21 (Chorus of ayes.)

22 REPRESENTATIVE MAUTINO: Opposed, same sign.

23 (No verbal response.)

24 REPRESENTATIVE MAUTINO: In favor carries, and the
25 members are seated.

1 Welcome to the General Assembly. You
2 picked -- to the Audit Commission. You picked a great
3 day.

4 Before other items -- And Senator Barickman
5 and I have talked, and we are in agreement. Since -- So
6 we'll have a few more motions.

7 But we'd like to get a status update from our
8 Executive Director, Jane Stricklin, on the documents and
9 what's on the website since we did receive documents
10 last night. And I hope that all have received them.
11 I've looked at those documents and believe they are
12 proper, and so I'd like to have Jane just give us a
13 status update.

14 MS. STRICKLIN: Representative, we have -- it was
15 my understanding that we have everything that we have
16 received to date currently on the General Assembly
17 website, but Ms. Johnson tells me that there may be a
18 couple of items missing. And I'm checking just now.
19 The e-mails that I received from Mr. Lavin are not. I
20 received them after the close of business yesterday
21 (inaudible). And we'll do our best to get those up
22 today.

23 REPRESENTATIVE MAUTINO: Are there any --
24 Everything else is on?

25 MS. STRICKLIN: I think so, yes.

1 REPRESENTATIVE MAUTINO: Okay. So then let me ask
2 if all members have received and read the e-mails which
3 they received last night.

4 (No verbal response.)

5 REPRESENTATIVE MAUTINO: Okay. All right. We're
6 preparing to (inaudible) with the performance audit of
7 the State moneys provided to the Illinois Violence
8 Prevention Authority for the Neighborhood Recovery
9 Initiative. And this has been in process since May, and
10 it has gone through many very -- hearings and -- and
11 instructions. And we have heard from Jack Cutrone, who
12 has the agency where once the Violence Prevention
13 Authority was dissolved was placed.

14 We then put from the -- put forward a number
15 of items for all the members to read and review, a lot
16 of e-mails. And hopefully the members have done their
17 due diligence, they have studied and are prepared for a
18 series of audits.

19 In the course of this, we have issued
20 subpoenas and we have had them responded to. We were
21 requested by the Federal government and the U.S.
22 Attorney to delay our proceedings since they have
23 corresponding investigations, and so we went and we held
24 off for 90 days. At the end of an 80-day period,
25 Senator Barickman, myself, and four counsels spoke with

1 Jim Lewis, and he gave us the green light to go ahead
2 and speak to the witnesses and assured us that they had
3 no additional reasons to ask us for further delay. They
4 also said that the documents could be brought forward.
5 They had no problem with the documents. And they have
6 also said that there are no areas that we should refrain
7 from in asking questions of these witnesses.

8 And so that is our intent going forward. We
9 will go to the Auditor General to give us an overview
10 and comments, and then it's our intention today to hear
11 today and tomorrow -- to hear from the witnesses. We
12 have time slots that are there. We'll be flexible on
13 those time slots. And we will -- we'll begin our day.

14 I think that every member on this Commission
15 has many questions for the program itself, for those who
16 are directly involved in the program, and it is our hope
17 that we can get answers to those questions today.

18 And with that, I'd like to call upon the
19 Auditor General to refocus and bring us back into the
20 scope of the audit itself, what the findings were, and
21 what we are here to discuss.

22 General Holland.

23 AUDITOR GENERAL HOLLAND: Mr. Chairman, members of
24 the Commission. The performance audit of State moneys
25 provided to the Illinois Violence Prevention Authority

1 for the Neighborhood Recovery Initiative was conducted
2 pursuant to HR 1110, sponsored by, among others,
3 Representative Reis. The resolution listed eight
4 specific determinations. Each of these eight specific
5 determinations was addressed in the audit that was
6 released this past February.

7 At the Commission's May 28th hearing, both
8 Mr. Schlouch and I made extensive and detailed opening
9 remarks. Suffice it to say, the audit clearly
10 demonstrates a program that was hastily implemented and
11 poorly managed. As you know, the audit contains 19
12 recommendations, which, if addressed and implemented,
13 would make programs like the one we discuss here today
14 more transparent and more effective.

15 Now, since we met in July, there has been one
16 development to this audit that I would like to bring to
17 your attention. My office undergoes a peer review every
18 three years. The peer review is conducted by auditing
19 professionals from across the United States. Those
20 individuals independently select which audits they are
21 going to examine in detail. They then review each to
22 ensure that those audits were conducted in accordance
23 with all applicable professional auditing standards.

24 Now, just last month, my office went through
25 this peer review process. Several audits were selected

1 for re- -- for review, including this NRI audit. The
2 result: My office obtained the highest peer review
3 rating possible. I'm extremely proud of the work of my
4 staff not just on this audit but on all of the audits
5 that we have done during my 23 years as Auditor General.

6 That concludes my remarks.

7 REPRESENTATIVE MAUTINO: Further comments?

8 Senator Barickman.

9 SENATOR BARICKMAN: Thank you, Chairman Mautino.

10 And to begin, I want to thank Representative
11 Mautino for his cooperation and friendship. I think in
12 preparation of this important hearing, we have had some
13 spirited disagreements. And it happens. We have
14 different opinions, and different points of view. I
15 think we've each vigorously advocated for what we
16 thought was right and in the end we found common ground
17 more times than not. You've given a little. I've given
18 a little. And I think that's what should happen as we
19 move forward with our legal responsibility to review the
20 audit of this failed NRI program.

21 I speak for all of the Republican members on
22 this Commission when I say I really look forward to
23 working with you today and in the future.

24 I'd also like to acknowledge General Holland
25 and his staff. General Holland, as you've just heard,

1 has served as the independent Auditor General for over
2 20 years. He and his staff consistently excel at
3 delivering the independent professional service that
4 we've come to expect from an office that was designed to
5 rise above any politics of the day. And without
6 surprise, General Holland and his team have again
7 provided the legislature a guide, their audit and its
8 recommendations, which will undoubtedly make Illinois
9 better.

10 So thank you, General Holland, and to your
11 team for your continued work.

12 Today we continue our statutor- -- statutorily
13 required review of the first two years of the
14 Neighborhood Recovery Initiative. Some say this is just
15 a grossly mismanaged State program. Others call it
16 political use of taxpayer dollars. We've seen months of
17 news stories detailing the flaws of the NRI program.
18 Two Federal criminal investigations have further stoked
19 the public's questions into what went wrong, how
20 taxpayer money was wasted, and how the integrity -- how
21 the integrity of legitimate programs is now being
22 questioned and threatened.

23 Our audit is our road map. It tells us what
24 happened. Along with its specific recommendations, it
25 tells us that the program was hastily implemented, had

1 pervasive deficiencies in its operation, and that some
2 of the most violent areas in our state were ignored.
3 Today we'll hopefully begin to understand how things
4 went wrong so that we may incorporate our findings with
5 the Auditor General's recommendations and make changes
6 to our State government so we won't see failure of this
7 magnitude again.

8 But as we do this, I think it's important to
9 truly understand what is at stake with these
10 proceedings. Illinois is the fifth largest state in the
11 United States. It has nearly 13 million people.
12 Communities throughout Illinois have been rocked by
13 violence. Chicago has had 1,927 victims of gun violence
14 in just the first 9 months of 2014. It leads the news
15 in splashes across the front pages every day, including
16 today.

17 If you know Chicago well, you can point on a
18 map to the areas and the neighborhoods plagued with some
19 of the highest crime rates in our state. In 2012, the
20 last year we had statewide data, 500 murders were
21 recorded in Chicago. But violence is not limited to
22 those borders. Another 244 murders happened elsewhere
23 in the state that year.

24 As community leaders, families, and victims
25 struggle with the impact violence and crime have on

1 them, it grabs our attention as State lawmakers. The
2 people of Illinois are looking to us for solutions.

3 Twenty years ago, Illinois took thoughtful
4 steps to combat violence. With bipartisan fanfare, the
5 Illinois Violence Prevention Authority was created in
6 1995 as the first agency of its kind dedicated to
7 violence prevention in the United States. In creating
8 the IVPA, the legislature recognized the need for a
9 comprehensive collaborative public health and public
10 safety approach to violence prevention. The two
11 sponsors of the program were from downstate, my friend
12 and predecessor in the Senate, Senator John Maitland of
13 Bloomington, and Representative Tom Ryder of
14 Jerseyville, who said, at the time, the legislation was,
15 quote, one of his personal favorites.

16 The creation of the IVPA received nearly
17 unanimous support from now Congressman Jan Schakowski to
18 former U.S. Senator Peter Fitzgerald. One of our
19 witnesses, Barbara Shaw, played a significant role in
20 the creation of IVPA as she was the leader of
21 anti-violence groups before it was "in" to do so.
22 Governor Jim Edgar signed legislation creating the
23 Authority, and Attorney General Jim Ryan was a strong
24 supporter. The Illinois Violence Prevention Authority
25 was the first of its kind in the entire nation.

1 So as we proceed today, I hope we all consider
2 what's truly at stake. The people of Illinois and the
3 communities we represent are aware of the violence that
4 plagues our streets. The people want their government
5 to do something about it. They want meaningful action.

6 But as you read this audit file, it becomes
7 abundantly clear that this NRI program isn't a solution
8 to the problems we face. This Neighborhood Recovery
9 Initiative failed. It failed the very people and the
10 communities it was meant to serve.

11 Just as shameful, the profound failure of
12 Governor Quinn's NRI program led to the demise of the
13 state's Violence Prevention Authority. What was once a
14 first-in-the-nation program, a statewide initiative to
15 address violence prevention was disbanded. "Shut down"
16 are the words the Governor keeps saying.

17 But what kind of a response to violence is
18 that, to shut down the very agency asked to develop and
19 implement a statewide program for violence prevention?
20 What does -- What does this say to those community
21 leaders, families, and victims who rely on us for
22 solutions to these problems? It says that because of
23 Governor Quinn's failed NRI program, our State has taken
24 a step backwards from 20 years ago.

25 So what's at stake here? This is our

1 opportunity to learn, to hear from those intimately
2 involved in the creation and the management of this
3 program, and to begin to put the pieces together so that
4 Illinois can become a leader in violence prevention.
5 The people of Chicago and all of Illinois are demanding
6 an end to the violence that threatens their families and
7 communities, and the taxpayers of Illinois are demanding
8 that their government be good stewards of their money.

9 And so with that, Mr. Chairman, I'd like to
10 proceed with our hearings. Thank you.

11 REPRESENTATIVE MAUTINO: Thank you for your
12 comments.

13 And we are going to hear from a number of
14 witnesses in the coming days. And so at this time I
15 would like to ask Barbara Shaw.

16 Yes.

17 Okay. The -- Well, actually, Chairman
18 Barickman, would you administer -- Oh, okay.

19 Will you take the -- take the table.

20 And Representative Sandack for the purpose of
21 a motion.

22 REPRESENTATIVE SANDACK: Thank you, Chairman.

23 I move that, pursuant to Section 4 of the
24 Legislative Audit Commission Act, the Commission
25 authorize either Co-Chair to administer an oath to each

1 witness subpoenaed by the Audit Commission prior to
2 their testimony.

3 REPRESENTATIVE MAUTINO: Thank you, Representative
4 Sandack.

5 And for a second, Senator Martinez.

6 And we need a roll call vote on that.

7 So if there's no further discussion on it,
8 Jane, would you take the roll.

9 MS. STRICKLIN: Senator Barickman.

10 SENATOR BARICKMAN: Yes.

11 MS. STRICKLIN: Senator Brady.

12 SENATOR BRADY: Yes.

13 MS. STRICKLIN: Senator Manar.

14 SENATOR MANAR: Yes.

15 MS. STRICKLIN: Senator Martinez.

16 SENATOR MARTINEZ: Yes.

17 MS. STRICKLIN: Senator Oberweis.

18 SENATOR OBERWEIS: Yes.

19 MS. STRICKLIN: Senator Raoul.

20 SENATOR RAOUL: Yes.

21 MS. STRICKLIN: Representative Crespo.

22 REPRESENTATIVE CRESPO: Yes.

23 MS. STRICKLIN: Representative Mautino.

24 REPRESENTATIVE MAUTINO: Yes.

25 MS. STRICKLIN: Representative Reboletti.

1 REPRESENTATIVE REBOLETTI: Aye.

2 MS. STRICKLIN: Representative Reis.

3 REPRESENTATIVE REIS: Yes.

4 MS. STRICKLIN: Representative Rita.

5 REPRESENTATIVE RITA: Yes.

6 MS. STRICKLIN: Representative Sandack.

7 REPRESENTATIVE SANDACK: Yes.

8 REPRESENTATIVE MAUTINO: 12 voting yes, zero voting
9 no, the motion carries.

10 Welcome, Mrs. Shaw.

11 Would you please raise your right hand.

12 (Witness sworn.)

13 REPRESENTATIVE MAUTINO: Thank you.

14 MR. THEIS: Just briefly, before we begin -- there
15 it is.

16 For the record, John Theis, T H E I S. I'm
17 the attorney for Barbara Shaw present with her, and
18 she's here pursuant to the subpoena of the Commission.

19 Before beginning her responses to the
20 questions that you might have, we've had a conversation
21 with Staff and have been informed that she is -- will be
22 allowed to make a brief opening statement which she has
23 prepared, and she would like to do that first. And just
24 if any of the members of the Commission -- we do have
25 written copies of her remarks if they -- if they want

1 copies of them as well.

2 REPRESENTATIVE MAUTINO: Thank you. And please
3 have the Staff give us written copies of the remarks.

4 And it is my intention to hear opening
5 statements from each of the witnesses. We -- That is
6 something that we have offered forever in the Audit
7 Commission itself.

8 And so thank you for appearing and agreeing to
9 talk with us about your program. Please make your
10 opening comments.

11 MS. SHAW: Thank you, Mr. Chairman.

12 And good morning, members of the Commission.

13 My name is Barbara Shaw, as you know, and I
14 was the Director of the Illinois Violence Prevention
15 Authority since its inception through September '12,
16 September of 2012, when I retired.

17 Thank you for letting me make a brief
18 statement today. My main purpose is to give you my
19 perspective on the NRI program.

20 I have two points that I would like to make:
21 First, that IVPA, while a small agency, was a -- had a
22 long history of solid performance and accomplishments,
23 solid performance and accomplishments.

24 Second, the Neighborhood Recovery Initiative
25 was a serious program addressing a serious problem. The

1 program had multiple components that created jobs in
2 economically distressed communities and helped these
3 communities develop and implement a range of
4 interventions to support youth and help them stay on
5 track.

6 IVPA was created by statute, as was mentioned,
7 the Illinois Violence Prevention Act of 1995, signed by
8 Governor Jim Edgar. It began operations in FY '98. I
9 was appointed Executive Director of the agency by the
10 co-chairs, then Attorney General Jim Ryan and then
11 Director of the Illinois Department of Public Health,
12 Dr. John Lumpkin. I served as its first and only
13 Executive Director from July '97 through September 2012,
14 when I retired.

15 I brought to IVPA at the time I started over
16 20 years of experience, working at the local, state, and
17 national level on violence prevention and related
18 issues, including development and administration of our
19 State's domestic violence shelter and service systems in
20 the '80s.

21 Since its inception and prior to the launch of
22 NRI, IVPA worked closely with executive and policy
23 leaders from both sides of the aisle and with other
24 State agencies to administer over \$76 million in grants
25 to all types of agencies throughout the state, schools,

1 police departments, community agencies, health
2 departments, State coalitions, universities, all types
3 of organizations. In the 13 years prior -- of the
4 agency's existence prior to NRI, we had stellar
5 compliance audits and would -- and we were nationally
6 recognized by CDC and others for IVPA's innovative
7 approaches to violence prevention.

8 Given an opportunity to expand our work with
9 the Governor's decision to invest in violence prevention
10 in 2010, IVPA took on the challenge with vigor. We knew
11 what needed to be done, and we felt the sense of urgency
12 because many Chicago communities had just come through a
13 summer of horrific violence, including the video of
14 beating to death the Fenger High School student, and
15 these communities were suffering from economic decline
16 and job loss.

17 IVPA was an obvious choice to administer NRI
18 because IVPA was highly regarded for its vision and the
19 types of initiatives it funded, seeded, and started.

20 IVPA was a seasoned manager of innovative violence
21 prevention grant programs, including the Safe from the
22 Start program which funds a network of services to
23 children, young children, traumatized by violence, the
24 only network like it in the country.

25 IVPA was experienced in serving high-risk

1 communities, and we were already working in many of the
2 communities that the Department of Human Services, DHS,
3 had identified as having a combination of high rates of
4 violence, poverty, and youth disengagement from school.
5 Violence was not the only measure by which those
6 communities were selected.

7 Now to the Neighborhood Recovery Initiative.
8 Again, NRI was a serious program, comprehensive,
9 addressing a serious problem in the Chicago area
10 communities. Kids were dying. In 2010, nearly 700
11 Chicago children were shot and 66 of them died.

12 NRI was based on the premise that a
13 large-scale approach to violence prevention needed to be
14 multifaceted, no one program, multifaceted, and rooted
15 in and systematically involved the community. This was
16 not a top-down approach. Over 190 community agencies
17 were involved in building community networks that
18 delivered NRI programs in the 23 NRI communities.

19 The NRI program was developed through a lens
20 of public health, a preventive approach that addresses
21 multiple issues and areas of intervention shown to be
22 effective in reducing the prevalence and impact of risk
23 factors, preventive approaches that address the risk
24 factors that contribute to the likelihood that a child
25 may be engaged in violence in the future, risk factors

1 such as poverty, childhood exposure to trauma and
2 violence, and disconnection from family, school, and
3 community supports. This approach prevents -- The
4 public health approach also works to build resilience
5 and promote protective factors that can reduce the
6 effects of exposure and risk by providing employment,
7 mentoring, strong parenting, and community supports for
8 disengaged youth returning to communities from youth
9 centers or correctional facilities.

10 Under this public health approach, NRI
11 provided thousands of jobs and helped build the
12 community's capacity to coordinate a network of programs
13 and prevention services for children and youth.

14 There were five NRI components, and we
15 developed them in collaboration with many State and
16 private sector leaders and experts. We created steering
17 committees for each of these components that had experts
18 and leaders in the field to help us shape these
19 programs. The five components:

20 School-based counseling largely for
21 elementary-aged kids, elementary-aged kids, to reduce
22 trauma and promote emotional self-regulation. Kids were
23 bouncing off the walls because of the trauma and chaos
24 in their communities and in their lives.

25 Mentored, team-based employment in the summer

1 that involved youth in the violence prevention effort,
2 engaged them in helping deal with this problem.

3 Parent leadership and engagement.

4 Reentry services for juveniles and young
5 adults returning to communities from Illinois youth
6 centers and prisons. There was no such network of
7 services prior to NRI.

8 And, finally, the Safety Net Works program,
9 which provided case management, support, and youth
10 development for youth at risk.

11 As you know, there was a lead agency in each
12 neighborhood responsible for making sure that these
13 elements, these components, were implemented and
14 incorporated into a coordinated community approach.
15 Remember, we were trying to build a community-based
16 infrastructure that could engage in this work.

17 NRI programs were delivered by community
18 agencies, selected through an application process
19 conducted by the lead agencies, with advice from their
20 required advisory committees. Substantial training was
21 provided for staff of each component, and an online data
22 system was developed to capture program participants,
23 service, and intermediate outcome data. We were
24 building a system.

25 There are many positive stories about NRI that

1 have not been heard. The focus has been on the
2 relatively few organizations that had problems.

3 People say we have to get to the bottom of the
4 NRI program. I say we have to get to the middle and the
5 top and look at the excellent work that was done.

6 There is no question that not all of the ideas
7 worked equally well in all communities or that all
8 agencies were as successful as most, but the approach
9 was sound and resulted in jobs for thousands of people
10 in economically distressed communities, much needed
11 services that reached thousands of youth and parents,
12 and highly productive levels of community coordination.

13 The NRI lead and partner agencies in these
14 communities were highly engaged in implementing NRI
15 successfully, and generally they did a great job. The
16 program was very well-received, and communities were
17 very proud of their participating youth and parents.

18 To the purpose of today's hearing. There were
19 many issues raised in the audit that I will -- I'm sure
20 will be discussed through your questions today. I am
21 also sure that had the program and the agency continued,
22 IVPA would have learned from the recommendations in the
23 audit and would have worked diligently to improve its
24 practices and procedures. We would have built on the
25 NRI infrastructure that we had developed and provide

1 what communities challenged by poverty and violence
2 need, sustained efforts over time that reach children
3 and youth at various critical points and stages in their
4 lives and helps them survive, cope, and thrive with the
5 support of their families and communities.

6 It was an honor and a privilege to have worked
7 for IVPA and to have had the opportunity to take a
8 comprehensive approach to scale in so many communities.
9 With few exceptions, I am proud of the work performed by
10 staff, lead agencies, and providers in their efforts to
11 build a community response to joblessness and violence.

12 With that, I am ready and will do my best to
13 answer any questions that the Commission may have.

14 Thank you.

15 REPRESENTATIVE MAUTINO: Mrs. Shaw, thank you for
16 your opening statement.

17 And I'm glad that you have come here to speak
18 with the members of the Commission. You, above all, are
19 a person that I wanted to talk to on this audit. So
20 often in this Commission, by the time we receive the
21 audit, the director isn't there. I've known of your
22 work for 20 years. I was there when your agency was
23 created, so I understand it.

24 So I think that you have a story to tell and
25 some questions that can be answered by you, and we

1 appreciate that you are here. We have a number of
2 hours' worth of questions, so we will begin.

3 Our first question would be Senator Manar.

4 SENATOR MANAR: Thank you, Chairman.

5 REPRESENTATIVE MAUTINO: So we will go to
6 Senator Manar for the purpose of questions and then go
7 to Representative Reis.

8 SENATOR MANAR: Thank you, Mr. Chairman.

9 Barbara, good to -- good to see you.

10 WHEREUPON:

11 BARBARA SHAW,
12 called as a witness herein, having been first duly
13 sworn, was examined and testified as follows:

14 EXAMINATION

15 BY SENATOR MANAR:

16 **Q. Let me start off by asking to remind us why**
17 **you were not here in July when we had our -- I think we**
18 **had 14 hours' worth of hearings in July. Mr. Theis was**
19 **here. But what has changed between this day and July**
20 **that would compel your attendance today?**

21 A. The Federal investigators have told you that
22 you could proceed, and I interpreted that as a -- as the
23 opportunity then for me to be here and tell the story.

24 **Q. Very good. Senator Barickman mentioned the**
25 **enabling legislation, which was House Bill 1967. The**

1 year was 1995. He mentioned that in your -- in his
2 opening comments, and you did as well. And I think it
3 would be a good place to start the hearing today, to
4 dive a little bit deeper into that -- that piece of
5 legislation that created the agency itself, set many
6 things into motion. And -- And if you read the debate,
7 your -- your name was actually mentioned during the
8 debate of that bill on the House floor and I believe on
9 the Senate floor as well. So your -- your history and
10 your involvement in the issue, as -- as the Chairman
11 just stated, I think, is second -- second to none in the
12 state.

13 But the bill was described as a good bill, a
14 bill that will do good for decades to come, and it had a
15 statewide mission. That was a -- That was a point that
16 was made multiple times during the back and forth in the
17 House. The sponsor in the House said that the Violence
18 Prevention Authority and its funding has distributive
19 qualities. And that was a term that was -- that was
20 used by the sponsor. So can you give us an explanation
21 of what -- what that means, "distributive qualities."

22 A. I think that referred to -- It's a long time
23 ago, but I think that referred to the fact that the
24 agency was set up to make resources available and to
25 distribute resources to communities throughout the state

1 to enable them to implement violence prevention
2 activities.

3 Q. And would you say that that also meant to be
4 effective, you know, distribute --

5 A. Oh, of course.

6 Q. -- distribute money, funds available in an
7 effective manner to address an issue that has been
8 deemed important, in this case by the -- the
9 legislature and --

10 A. Certainly.

11 Q. -- by the -- by the Authority?

12 The sponsor said, quote, For far too long,
13 many of us have dealt with the symptoms of the disease
14 of violence, building prisons, making sentences harsher
15 without dealing with the cause, end quote. That was a
16 statement by Representative Ryder, who is a dear friend
17 of mine, when he presented the bill in the House. He
18 also described violence as a, quote, health care issue.
19 Expound on -- on that a little bit.

20 A. You know, about that time the Surgeon General
21 and the public health community in our country had begun
22 to recognize and declare that violence was a public
23 health issue. In fact, Surgeon General Satcher said:
24 Some people say violence isn't a health issue. I say,
25 why are people dying from it then?

1 So it was clearly becoming recognized as -- as
2 a public health issue. And a public health lens or a
3 public health approach into issues like that is to do as
4 much as possible to go upstream and prevent the problem
5 from happening in the first place. It focuses on
6 interventions and strategies that are not just law
7 enforcement, criminal justice practices, which had
8 largely been the way that we were treating violence up
9 to that point, after the fact. We were sheltering
10 victims after they had been injured. We were putting
11 people in prison after the crime had been committed.

12 The public health approach is a prevention
13 approach that goes upstream and looks at the risks
14 that -- for example, exposure to violence by young
15 children. So many young children grow up in homes where
16 violence is all around them, domestic violence and other
17 forms of violence. They learn it. They're traumatized
18 by it. So a public health approach would work to reduce
19 those risk factors and try to prevent -- prevent that
20 from happening and intervene with children when they're
21 young. So it would try to keep them from later in their
22 lives perpetrating violence.

23 **Q. So that was 1995 when -- when the bill was**
24 **passed. It was signed into law. It was enacted. The**
25 **agency as a State entity funded by the General Assembly**

1 from various sources was set into motion. That was many
2 years ago.

3 Where are we today? Where is -- Where is --
4 Where is the view of violence today from -- from a
5 public health care issue as compared to where it was in
6 1995? Have we gotten better? Have we gotten worse? Is
7 there cause for greater concern or less concern? Where
8 are we compared to where we were in 1995 when the State
9 made the commitment toward addressing violence?

10 A. Well, I would say several things about that.
11 One is from a sort of national perspective and -- and --
12 and the climate that we're in, that the public health
13 approach to violence has developed throughout the
14 country, that we -- we -- our Chicago Department of
15 Public Health has a focus on violence prevention. Many
16 of the State public -- the local public health
17 departments recognize violence prevention as part of
18 their mission. We have a -- much more of an
19 understanding of what are the risk and protective
20 factors that contribute to violence. Violence on the
21 whole, as you know, has gone down over the last decade.

22 We have in Illinois developed a network of --
23 of community-based organizations and statewide systems
24 that now incorporate violence prevention into their
25 community and statewide work. We have, I think,

1 developed through NRI and through other programs the
2 capacity, improved the capacity of communities to engage
3 in prevention work.

4 We still have a long way to go. As you know,
5 we -- the -- the -- the injuries and deaths continue to
6 occur. The young age at which so many of these occur is
7 still extremely alarming. School systems throughout the
8 state as a result of -- of -- of -- partially as a
9 result of funding through IVPA in 2000 through 2003 have
10 developed safety and security measures and violence
11 prevention programs and are -- were working with NRI
12 even to implement school-based approaches.

13 So what we see is violence prevention, not
14 just the purview of the criminal justice system. We see
15 violence prevention in the purview of our educational
16 system, of our community service agencies, human service
17 agencies, of parents' groups. And it's more -- there's
18 more engagement in the work.

19 **Q. So -- So the -- the origination of the**
20 **Violence Prevention Authority began in a place with**
21 **every intention to get at what you described not**
22 **overnight but over --**

23 A. Over --

24 **Q. -- over any number --**

25 A. Over --

1 Q. -- of years?

2 A. -- decades.

3 Q. Which requires investment?

4 A. Investment and -- and over time --

5 Q. And executing --

6 A. This is a long -- Violence has been with us
7 for -- for -- for centuries, and it is a -- it is a
8 problem that is not going to go away overnight. And it
9 requires sustained, focused effort over time.

10 Q. Let me read you one more -- one more quote
11 from the -- from the debate on the House floor, and then
12 I want to get into -- I just have some budget questions
13 about how money was approved within the FY '11 budget
14 before the program was shut down.

15 But I don't think the Violence Prevention
16 Authority was -- was created to be a promotional tool
17 for elected officials. Would you -- Would you agree
18 with that?

19 A. 100 percent.

20 Q. It was stated on the House floor that --
21 that -- that this particular Representative hoped to see
22 George Ryan's face promoting this on TVs, hear his voice
23 on radio, and his picture on placards because it's such
24 a good thing. So despite that -- and that comes from
25 the -- you know, from the transcript of the House

1 debate -- you would say that the Violence Prevention
2 Authority was not created to promote the agenda of -- of
3 a political figure, an elected official, but it was
4 created strictly for the purposes of getting at the root
5 of violence from a multifaceted approach which requires
6 investment and good execution?

7 A. Yes. We were a mission-driven agency.

8 Q. All right. FY '11, you were -- you were given
9 a direct appropriation of -- my memory is failing me
10 here -- I think it was about \$10 million in -- in the
11 budget at the time. And there was about \$45 million
12 transferred from other line items in the FY '11 budget,
13 not contained in the appropriation for the Violence
14 Prevention Authority but that were used for the NRI
15 program. So where did those -- where did that
16 \$45 million come from in the budget?

17 A. They came from the Governor's lump-sum
18 allocation. As you recall, in FY '10 and in FY '11, the
19 legislature cut human services type agency budgets and
20 gave the Governor large lump sums of money and asked the
21 Governor to make the decision as to where those dollars
22 were to go. So these dollars that were made available
23 for the NRI program were from the Governor's lump-sum
24 allocation.

25 Q. So there -- there was no defining language in

1 the appropriation that would limit either your decision
2 or the Governor's Office or another agency's decision
3 about where money goes for what purpose?

4 A. If you're referring to the appropriation to
5 the Governor's Office, the lump-sum appropriation, no,
6 there was -- there -- you know, I -- I don't recall the
7 exact statutory language. There may have been something
8 that said for human service type organizations or
9 whatever. I -- I -- I can't speak to the -- the -- the
10 appropriations statute, but my understanding is that
11 this was a lump sum allocated to the Governor for
12 purposes in making funding decisions.

13 Q. So when -- when you became aware -- You were
14 aware, obviously, of the \$10 million appropriation
15 because it was your budget. And when you became aware
16 of, you know, a sizable amount of money, \$40 million, in
17 addition to what was already appropriated to you, were
18 there any initial concerns about the capacity of the
19 agency to administer that amount of money?

20 A. Well, not really. I mean, we had -- we had
21 had a ballooning of our appropriation in 2000 to
22 2000- -- through 2002 when the Safe to Learn program was
23 adopted, and we went from 1 or 2 million to 15 million
24 overnight and added staff to do that. Our -- Our plan
25 with NRI was to add staff to help us implement the

1 program.

2 So -- And I want to say at this point I'm not
3 exactly sure about this 40 million figure. So just to
4 say -- I -- I'm not sure where that exact figure is
5 coming from.

6 **Q. I think that's a --**

7 A. But there was --

8 **Q. -- two-year figure --**

9 A. -- a large lump-sum amount of money
10 appropriated or -- or -- or moved from the Governor's
11 lump sum to IVPA.

12 **Q. So you -- you were confident -- you were**
13 **confident that the agency could handle the -- the**
14 **appropriation authority that was given to the agency by**
15 **both -- directly the General Assembly and the Governor's**
16 **Office through a discretionary lump sum?**

17 A. I felt at the time that we -- through
18 additional staff and through utilizing our basic
19 mechanisms of grant management that we would be able to
20 handle it.

21 I will say to all of you: My single most
22 major regret of -- associated with the NRI program is
23 that I did not ask for more staff. We ended up with
24 five people as the NRI team to administer NRI.

25 If you recall too, this was a climate of

1 cutbacks and head count decreases. So I felt like I was
2 eking out additional people to help us implement the
3 program.

4 In fact, in the beginning -- in February --
5 no -- in December, in December of '10, right after we
6 had started the program, we received from GOMB,
7 Governor's Office of Management and Budget, a request to
8 turn in -- to submit budget figures that were a cut in
9 our budget significantly and a cut in our head count.
10 And in the e-mails and documents that -- that are online
11 is our response saying: Huh, you know, we -- we can't
12 sustain the kind of budget cut that you're talking
13 about, and we really can't sustain the kind of head
14 count cut that you're talking about, given that you have
15 asked us to implement the Neighborhood Recovery
16 Initiative and others.

17 So, you know, it was -- it was a climate of
18 cutbacks. And I -- again, I regret that I didn't say,
19 you know what -- particularly six months into it.

20 And the other issue I want to say is that we
21 did not know at the outset, really, how -- how difficult
22 and challenging this program was going to be. And so,
23 you know, it really took us a while to -- to figure that
24 out. And we were very engaged in -- in -- in -- in --
25 in making it work and in a climate where staffing was

1 being cut rather than being increased.

2 Q. When the selection process -- So -- So after
3 you received -- you got -- you got a feeling for the
4 amount of money that was -- that was being directed
5 toward the program, a large amount of money that, again,
6 came from both an appropriation to your agency and an
7 appropriation to a discretionary lump sum --

8 A. May I clarify --

9 Q. Sure.

10 A. -- what you're saying?

11 Q. Sure.

12 A. The NRI program -- Are you saying the NRI
13 program received an appropriation and the Governor's
14 lump-sum money? That is not the case in FY '11. It was
15 the case in FY '12. In F- -- In FY '12, the program
16 received -- Year 2, the program received -- NRI program
17 received a \$10 million appropriation from the General
18 Assembly and then was supplemented with --

19 Q. With the lump sum.

20 A. -- with additional lump-sum dollars.

21 Q. Gotcha. So -- So once you had -- once you
22 had -- in both years, once you had an idea of the money,
23 there -- there was a selection process that began. And
24 I want to go back to -- back to 1995 and the words
25 "statewide mission." Statewide mission were used for --

1 for the enabling legislation that set up the Violence
2 Prevention Authority. And I think you would -- you
3 would be the first to recognize the -- the challenges
4 that we face with both poverty and violence are not just
5 challenges that are exclusive to the City of Chicago.

6 So during the selection process -- and I'm
7 sure we'll get into much more detail. But my question
8 revolves around the idea that NRI was concentrated in
9 one part of the state when you could, I think, make a
10 credible argument backed up by evidence and statistics
11 that -- that communities such as Decatur or the East
12 Side of Springfield would be at the time and today
13 experiencing the same if not greater violence when it
14 comes to, you know, guns and -- and things that are
15 associated with everything that NRI was intended to get
16 at. Was there a determination to make the selection
17 process exclusive only to Chicago or neighborhoods in
18 Chicago?

19 A. We were asked by the Governor's Office to
20 develop the NRI program for the Chicago area. And I
21 would add to that that we, again, were coming off a
22 terrible summer in Chicago and the levels and the
23 pervasiveness and just the sheer numbers as compared
24 to -- to -- to the balance of the state were really
25 high. And that was the -- the -- The Chicago area

1 communities were calling out to the Governor's Office,
2 asking for help in this area. So it was a really major
3 issue at the time. But we were asked to implement the
4 program in the Chicago area.

5 Q. And that was a -- that was a specific request
6 that --

7 A. Correct.

8 Q. -- that the program be limited to Chicago
9 neighborhoods?

10 A. Chicago area.

11 Q. Chicago area neighborhoods. All right.

12 What -- In -- In -- In times past I have heard
13 you -- I've heard you remark and provide statistics and
14 evidence -- evidence-based, you know, data that -- that
15 shows what programs, prevention programs accomplish.
16 And you mentioned this in your -- in your opening
17 remarks, and you acknowledged that -- that there were
18 blatant errors, there were incredible mistakes with this
19 program on a small scale, on a small scale.

20 A. Where did I acknowledge that?

21 Q. Well, let me -- let me -- Please clarify. I
22 thought I -- I thought that's --

23 A. I -- I -- What I said was that we would have
24 learned from the recommendations that came from the
25 auditor. I cer- -- This program was not perfect. There

1 are certainly problems and mistakes and so forth. I
2 don't know that the adjectives that you applied I would
3 necessarily comfortably apply, and I hope that through
4 questions maybe there could be some balancing
5 information about the -- the -- the findings.

6 **Q. The focus has been on the relatively few**
7 **organizations that had problems, was -- was --**

8 A. Oh, I see.

9 **Q. -- the statement in your --**

10 A. Okay. All right.

11 **Q. -- the sentence --**

12 A. Okay.

13 **Q. -- in your statement. That's what I'm --**

14 A. Okay. I'm sorry.

15 **Q. -- referring to.**

16 A. I didn't -- I misheard you.

17 **Q. Right. So -- So why do you think the Violence**
18 **Prevention Authority was disbanded?**

19 A. You know, that happened after I retired, and I
20 think you would have to ask those who were involved in
21 making that decision. I cannot speculate on that.

22 SENATOR MANAR: All right. Thank you,

23 Mr. Chairman. I appreciate it.

24 REPRESENTATIVE MAUTINO: Thank you.

25 Further questions?

1 Representative Reis.

2 REPRESENTATIVE REIS: Thank you, Mr. Chairman.

3 And thank you, Ms. Shaw, for coming today.

4 And I certainly got to know you over the years on
5 Appropriations. And, you know, I just want to fully
6 say -- and I think I speak for everybody on the
7 Commission here -- that no one doubts your passion for
8 these programs. We might disagree philosophically about
9 things -- and that may be people amongst your own
10 party -- but that's not why we're here today.

11 We're here to discuss the audit and the fact
12 that, you know, we had some doubts about the way things
13 were being implemented in 2011 during our Appropriation
14 Committee hearings. We really had some serious doubts
15 in 2012. And I think that this -- this audit really
16 outlines those -- those problems. And -- And we'll see
17 with an audit that's been ordered on the Illinois
18 Criminal Justice Information Authority if, in fact,
19 these recommendations have been implemented.

20 I know Senator Manar has kind of went back on
21 the timeline, but I wanted to ask a few more questions.

22 EXAMINATION

23 BY REPRESENTATIVE REIS:

24 **Q. Who makes up the Illinois Violence**
25 **Protection -- Prevention Authority's board members? Did**

1 **you have appointments? Did the AG's Office? Did the**
2 **Department of Public Health?**

3 A. By statute, the -- the agency's enabling
4 statute provided for two co-chairs of the Authority who
5 would be the sitting Attorney General and the sitting
6 Director of Public Health, because we took a public
7 safety and a public health approach to violence
8 prevention, the director or designee of a number of
9 State agencies that would be connected to violence
10 prevention ranging from the State Board of Education to
11 the Department of Corrections to the Department of Human
12 Services, Illinois Criminal Justice Information
13 Authority, so a variety of State agencies and their --
14 their directors or designees. And then each of the
15 co-chairs had appointments. And the -- we -- we added a
16 few years later that the chairperson of the youth
17 advisory board that we created would also have a seat on
18 the -- on the Authority board, if you will.

19 **Q. So you met several times a year, and they**
20 **voted on pretty much everything you moved forward with**
21 **up to that point, grant approvals? The board was very,**
22 **as I can tell, engaged and voted on a lot of things; is**
23 **that right?**

24 A. The board -- Yes. The board voted on all
25 funding applications and funding awards. We -- We --

1 The staff took to the board at our quarterly meetings
2 any funding recommendations we had for that period. The
3 board approved the rules that we adopted for our grants.
4 They -- If we were going to initiate a new program that
5 was coming out of -- out of IVPA, we would consult with
6 the board in design. The board also conducted a
7 five-year planning process every five years, and we
8 would facilitate that process with the board.

9 **Q. Okay. I also see here that -- Let me back up.**

10 **Has the Illinois Violence Prevention Authority**
11 **been disbanded or just NRI?**

12 A. The Illinois Violence Prevention Act of 1995
13 was repealed.

14 **Q. Repealed?**

15 A. Repealed.

16 **Q. So there's no board; there's nothing going on**
17 **now?**

18 A. There's no board. The -- The fund that was
19 created by the Act, the Illinois Violence Prevention
20 Fund created in the State Treasury, became a fund of the
21 Illinois Criminal Justice Information Authority. The
22 Act was repealed.

23 **Q. So I also saw that one of the sources of**
24 **funding for IV- -- IVPA was the proceeds from the sale**
25 **of special "Prevent Violence" license plates?**

1 A. Correct.

2 Q. Are those license plates still in effect, and
3 where is that money --

4 A. Oh, yes.

5 Q. -- going now?

6 A. I drive around with one on my car. They are
7 still sold. They are one of the -- the many specialty
8 plates available. At the time that the Violence
9 Prevention Act was created, we were the second specialty
10 plate. There had only been the "E" plate, the
11 environmental plate before that time. And then the "PV"
12 plate was the second plate that was created as --

13 Q. Do you recall how much --

14 A. -- a special plate.

15 Q. -- money a year that generated?

16 A. You know, we waited for a while to --

17 Q. No. I meant today.

18 A. Oh, today. I would say several hundred
19 thousand dollars.

20 Q. Do you know where that money --

21 A. 3- -- 3- to \$400,000.

22 Q. Do you know where the money is going today?

23 A. Oh, yes. That money -- Well, literally, in
24 terms of what grants have been made? The money goes
25 into the Violence Prevention Fund, and those dollars are

1 used to implement the grants that the Illinois Criminal
2 Justice Information Authority makes relative to violence
3 prevention. And I -- my understanding is that some of
4 the programs that we started are -- are -- are
5 continuing, for example, the Safe from the Start
6 program, the program that -- that -- that provides
7 services to young children who have been traumatized by
8 violence, you know, mother kills father, kills self, and
9 then the child is traumatized and the services are there
10 for him.

11 **Q. Certainly all terrible stories.**

12 **So going through the timeline here, in July**
13 **of 2010, the Illinois Violence Protection Authority**
14 **adopts administrative rules for administering grants.**
15 **This was long before a lot of things happened. What**
16 **made the board adopt these administrative rules to**
17 **oversee the grant process?**

18 A. Well, first of all, let me say that -- that
19 IVPA started in FY '98, July 1 of '97. And we
20 experienced two-year compliance audits as did every
21 other agency, and there was no mention to us by anybody
22 of the -- of the need to or the -- the -- the need to
23 create rules until the Auditor General's Office in, I
24 think it was, 2007, I want to say, 2007 or 2008, told
25 the Authority as part of its compliance audit that they

1 thought we should adopt rules for our grant-making. The
2 Attorney General's Office, the attorneys who were
3 working with us, consulted an old opinion by Jim Ryan on
4 this topic and advised us, the IVPA, that we didn't have
5 the authority to make rules and -- nor were we required
6 to make rules. So we kind of went back and forth with
7 the Auditor General's Office on that saying, you know,
8 Ah, we were -- the Attorney's General's Office is saying
9 we don't have the authority and that we don't have to
10 make rules, but we subsequently -- wanting to comply
11 with the Auditor General's desire that we create rules,
12 we went back to the legislature -- and I think it was
13 2009 -- and amended our enabling statute to enable us
14 to -- to literally make it clear that we were authorized
15 to make rules. Then we promulgated -- Then we -- we
16 made our rules. Our board adopted them, and they were
17 promulgated through the normal rule-making process.

18 **Q. And I -- And I bring that up, Barb, because,**
19 **you know, you mentioned that, you know, we wish we would**
20 **have had this audit earlier because we learned a lot of**
21 **lessons from it, but yet you kind of did that when you**
22 **adopted those rules. And most of the, I think, findings**
23 **in this audit report were requirements in your own**
24 **administrative rules. So, you know, I just -- it leaves**
25 **questions as to why the rules weren't followed. But**

1 we'll get to that in a little bit.

2 In July of 20-- -- July 26th of 2010, the
3 Governor signed an executive order creating the Illinois
4 Anti-Violence Commission. And it goes through a lot of
5 whereas's, but at the end, it says: The Commission
6 shall report its findings and recommendations to the
7 Governor and the General Assembly no later than
8 November 16th of 2010. So just kind of hold that
9 thought in your mind.

10 The Governor set up this Commission through
11 his executive order, and he wanted to find out how they
12 could better serve and better prevent violence, but yet
13 as early as August 20th, I think, the wheels started
14 turning that we're not going to necessarily wait on the
15 report and the findings of that Commission but we're
16 going to start our own -- our own program. And it
17 started out a different name. But I guess my -- my
18 question first is: Who from the Governor's Office said
19 let's go ahead with this? Who gave you the directive to
20 start putting the parameters together for this new
21 program in August?

22 A. I was approached at about the end of August, I
23 want to say, 18th, 19th, somewhere in there, 17th, to --
24 by Malcolm Weems from the Governor's Office of
25 Management and Budget. And I was told that the Governor

1 wanted to make a significant investment in violence
2 prevention and asked me to come up with a -- a model and
3 approach.

4 **Q. Did anyone say, You've got a Commission out**
5 **there, Let's -- Let's wait for them, Let's see what**
6 **they're going to come back with? I mean, I know it was**
7 **a violent summer and that Commission should have had**
8 **lots of -- of information to put their recommendation**
9 **together. But, I mean, did anyone say, No, Let's wait,**
10 **We're getting a report in November?**

11 A. Well, let's distinguish. I mean, the
12 Commission was a -- a commission, not a State agency
13 that would have responsibility for developing or
14 managing programs. It was a -- It was a commission that
15 was comprised of individuals who had all lost someone to
16 violence, and that commission was planning hearings
17 throughout the state to get feedback, in general, about
18 what we should do about violence in our state. Whether
19 or not they would have recommended specific programs or
20 what have you is uncertain. I think at the same time
21 and for the same reason that the Governor created the
22 Commission, he made an investment in the area of the
23 state that was suffering the most.

24 **Q. Did that Commission ever issue a report?**

25 A. You know, I am -- Yes. I -- At least let me

1 say this. I remember draft copies of it. So I -- I --

2 Q. If you have those --

3 A. -- I assume that there --

4 Q. -- we'd like to see --

5 A. -- was a -- a -- an eventual formal report.

6 Q. I'm not quite sure that anyone on the
7 Commission has that, and we've been told that they never
8 issued a report. But if -- if for some reason you might
9 have that --

10 A. I wasn't a member of the Commission.

11 Q. No. But -- And that's why I asked you if --
12 if the report --

13 A. I thought --

14 Q. -- was issued --

15 A. -- that it was.

16 Q. -- and you thought that it was.

17 Okay. So you started putting this together.
18 And it's my understanding from -- from notes and e-mails
19 that it started out as a 12 lead agency or 10,
20 \$10 million --

21 A. No. Twenty.

22 Q. -- and then in a matter -- Okay. And then in
23 a matter of days, it went to 30, and it just kept
24 increasing.

25 You talked about your track record prior to

1 that point being very good, administering programs and
2 stuff. Why didn't you just say, you know, Why don't we
3 try a pilot program, Why don't we try this in four or
4 five communities additionally to what we're doing now,
5 instead of it going boom, boom, boom, boom, clear up to
6 23 agencies and, you know, 199 coordinating partners and
7 120 providing partners in a matter of weeks?

8 A. Well, there are several things I want to say
9 in response to that. First, the opportunity to do what
10 needed to be done on a scale that the NRI program and
11 the Governor's investment suggested was an opportunity
12 that the Violence Prevention Authority -- that -- that
13 I -- I didn't think we would want to miss. I mean, here
14 was an opportunity to really, really provide communities
15 with some meaningful resources. Most of the programming
16 that we had been able to support up to that point was a
17 program here, a program here, a program here, nothing
18 that was comprehensive and engaged the community as a
19 whole in a variety of types of interventions at a
20 variety of points in children's lives from elementary
21 trauma reduction, school-based, to reentry for kids
22 coming back in the communities from -- from correctional
23 facilities. So it was an opportunity to make a
24 difference at a time when kids were dying and the
25 violence was extreme. So it -- Again, we took it on

1 with vigor because it was an opportunity to really make
2 a difference.

3 Q. But, I mean, looking back -- and we have this
4 long list of things that were deficient -- it would have
5 seemed to me that it would have been much better to
6 start out with a pilot program and grow with size. But
7 I know you were wanting to get things going that
8 particular fall.

9 On an e-mail of September 5th to Ivan and
10 Malik, you said: We appear to be about to take off on a
11 big ride, build a strong violence prevention movement in
12 Chicago that truly works at the community level and
13 enriches everyone involved. What did you mean by
14 "enriches everyone involved"?

15 A. I meant that it en- -- it -- it enriches the
16 violence prevention community, it enriches communities,
17 it enables youth to have a role in the program. That's
18 what I meant.

19 Q. Is it the role of Government, though, to
20 enrich people or businesses with taxpayer money?

21 A. You know, "enrich" is not a term that
22 necessarily applies to money. Enrich means to -- to --
23 to grow and to build and to empower.

24 Q. Okay. You mentioned Paula Wolff in a couple
25 e-mail documents. Who is Paula Wolff, and how did she

1 help get the anti-violence -- it's from Monday,
2 September 6th. And it's just, Hi, Paula, Here is a
3 brief summary of the information about the Governor's
4 Save Our Youth initiative, which is what the precursor
5 name was. It talks about the steering committee, and it
6 talks about being on a fast track and that you're real
7 excited. So I just wondered who Paula Wolff was.
8 That's my question, not the e-mail itself.

9 A. Many of you probably know Paula Wolff. Paula
10 Wolff at the time was with Metro- -- Metropolitan --
11 Metropolis Strategies and a leader in youth justice
12 system reform and a member of a number of groups I was
13 involved in. I met Paula years before, when she was in
14 Governor Thompson's office and I was administering the
15 domestic violence shelter and service system. So we
16 were colleagues and friends.

17 Q. So as September moved along, you mentioned
18 several times that this is very fast track, and you put
19 together a lead agency profile. And there's several
20 things mentioned in there. Members of the Commission
21 should have it, and they should have read it. But in
22 that, the most glaring thing that stood out to me was
23 that after the protocol was put together and the
24 applications went out that they were due on October 8th
25 of 2010. If you want to be a lead agency, you need to

1 have your application and all of the supporting
2 documentation in by October 8th. I mean, that's listed
3 on the application itself.

4 A. So let me distinguish something for you,
5 Representative. The profile sheet is distinct from the
6 proposal. There was -- We -- We put out a request for
7 proposal, and the applicants to be lead agencies had to
8 complete that proposal and submit that proposal by
9 October 8th.

10 Q. Right. I understand that.

11 A. The profile sheet is a different thing.

12 Q. Well, I meant after you put the parameters
13 together for the program, then you put the application
14 together, is what I meant. But, yes, it's clearly
15 stated, and you agree that they were due on October 8th?

16 A. Yes.

17 Q. Okay. September 14th, 2010, you have an
18 e-mail that goes out to a group of people, which now
19 looking at, was the 23 lead agencies that were
20 eventually chosen. And I'm just wondering how on
21 September 14th we knew who the 23 lead agencies were
22 when the applications weren't due until October 8th.

23 A. Well, as you know from the -- the various
24 documents in the audit, the Illinois Violence Prevention
25 Authority turned to elected -- local elected officials

1 to recommend, recommend lead agencies who could be
2 potential candidates for the lead agency position or the
3 lead agency role, and the Illinois Violence Prevention
4 Authority then provided to those recommended entities
5 this request for proposal. So at that time we -- we had
6 a list of -- that's what the pro- -- profile sheets
7 were. The profile sheets were sheets that gave us the
8 basic information about the recommended -- the
9 recommended lead agency. The e-mail that went out to
10 those people, I believe, is an e-mail -- I think it's
11 notifying them of the -- like the bidders' conference
12 that we were having for -- for those who were -- for the
13 applicants' conference, I should call it, for the
14 applicants for these dollars and gave -- and answered
15 their questions about the RFP itself.

16 Can I -- Can I ask what e-mail you're
17 referring to?

18 **Q. September 14, 2010, and it does mention the**
19 **September 16th applicant meeting, but it also says,**
20 **Applications must be submitted by October 8th.**

21 **But then here's a -- another e-mail from**
22 **September 14th saying that some people had contacted**
23 **either you or Toni Irving or someone, saying that they**
24 **were interested in -- but the e-mail says: Let them**
25 **know that they were not selected as a lead agency and**

1 **that they should not attend the meeting on**
2 **September 16th because the meeting is for lead agencies**
3 **only.**

4 A. Right. There were -- Again, we turned to
5 local elected officials because they know their
6 communities and asked them to recommend an applicant for
7 the NRI funds, one for each community. There were, I
8 would say, maybe two, maybe three faxes that came in
9 from organizations that had somehow heard about this and
10 sent in information, saying that they wanted to apply
11 for these funds, and we informed them that they were not
12 the recommended -- they were not the agency selected by
13 their local alderman to apply for these funds.

14 **Q. But that isn't what the application stated.**
15 **The application says you submit your -- your proposal**
16 **and that we'll decide by October 8th who's going to be**
17 **lead agency.**

18 A. We will decide whether your application is
19 acceptable. There -- Again, we had -- we had been
20 operating a -- a collaborative grants program for many
21 years as an agency where we would outreach to individual
22 organizations and invite them to apply to -- through a
23 proposal process. We always issued a proposal to any --
24 any applicant for funds. This was not a competitive
25 grants program. We did not make it available to anyone

1 who was interested. The application was available to
2 those who had been recommended to apply.

3 Q. Okay. Well, I guess where I'm headed with
4 this is now suddenly the fast track really turned into a
5 fast track and that we -- we bumped up who was picked as
6 a lead agency even before the October 8th deadline. And
7 I think there's several documents that shed light on
8 this.

9 But back to your -- your thing that aldermen
10 were picked to -- asked to pick lead agencies --

11 A. To recommend lead agencies.

12 Q. To recommend. I guess that's one of the
13 things that we're so troubled about, was that how come
14 you went to certain aldermen and said, Pick somebody in
15 your district or your area or your community, how this
16 is a fair-and-open process to get the funds truly to the
17 areas that had the most crime. I mean, did you have a
18 problem going to aldermen and -- and such, saying, Who
19 do you recommend?

20 A. Well, several things I want to pick up on what
21 you said in your question. First of all, we didn't go
22 to just certain aldermen. We reached out to the
23 aldermen who -- who -- who -- who were -- whose -- whose
24 district wards -- whose wards covered the community
25 areas where we were intending to place NRI. Those

1 aldermen -- And in some cases there were two or three
2 aldermen for a particular area. So they had to work
3 together to identify their recommended lead.

4 **Q. Was any background checks done? I know it**
5 **says in your administrative rules that background checks**
6 **on these agencies were supposed to be done, whether they**
7 **were in good standing, whether they had administered**
8 **grants on previous occasions correctly. Was any of that**
9 **done, or was this just taken --**

10 A. Oh, yes. As part of the application process,
11 we certainly did look at the -- the -- the standing
12 of -- of --

13 **Q. So Chicago Area Project didn't raise any red**
14 **flags?**

15 A. No, it did not. Chicago Area Project was a
16 grantee of a number of State agencies at that point, a
17 highly regarded network of providers of youth services
18 and --

19 **Q. And they never had any problems implementing**
20 **grants?**

21 A. We had no knowledge of any problems that
22 Chicago Area had in administering grants.

23 **Q. Okay. How -- How was the NRI rolling out of**
24 **this -- how was it tied together with the Illinois**
25 **Children's Mental Health Partnership? Was there any**

1 **collaboration there?**

2 A. There was some collaboration in that the --
3 the Children's Mental Health Partnership had funds
4 available through DMH, the Department -- Division of
5 Mental Health, DHS, that were to be used to build a
6 model of the Mentoring Plus Jobs and Parent Leadership
7 initiative. This is prior to the start of NRI. And so
8 when NRI came on board, those funds we utilized to help
9 us get started with our evaluation process.

10 **Q. Did that come -- that money come from ME- --**
11 **MEE? What is MEE's --**

12 A. From ME- --

13 **Q. -- cause?**

14 A. MEE, Motivational Educational Entertainment,
15 is a social marketing firm that had -- that -- that --
16 that the Children's Mental Health Partnership had worked
17 with for four or five years prior to NRI. This was a --
18 an entity that specialized in social marketing on --
19 on -- on -- on public health issues for black and brown
20 youth primarily, aimed at issues of -- of -- of drug
21 use, mental health, sexual health, healthy sexual
22 behaviors, violence prevention. And their model for
23 M Plus J, Mentoring Plus Jobs, component of NRI and the
24 Parent Leadership component were the models that we
25 utilized in the NRI system.

1 Q. Did they give you any start-up money?

2 A. Pardon?

3 Q. Did they give you any start-up money?

4 A. MEE give us start-up money? No.

5 Q. Okay. Sticking on the -- your administrative
6 rules, Section C of your administrative rules talks
7 about proposed budgets and line-item costs for
8 personnel. I'm certain that that would include time
9 sheets and things like that. As we found out, a lot of
10 that wasn't done, time sheets, budgets submitted on
11 time. Were there any provisions in your administrative
12 rules for penalties for those agencies that didn't
13 comply with the rules of the grant?

14 A. Well, our -- our rules -- if I recall -- and
15 again it's been -- it's been a few years. Our -- I
16 recall our rules indicating that prior performance
17 should be taken into consideration when awarding grants.
18 The -- The -- I'm trying to remember. There were two
19 parts to your question, time sheets and --

20 Q. I mean, they -- they were -- they were
21 obviously in violation. So was there any penalties put
22 in --

23 A. You know, late reports -- late reports -- IVPA
24 never prior to IV- -- prior to NRI ever considered a
25 late report grounds for discontinuing a grant. Late

1 reports happen for a variety of reasons --

2 **Q. But it says in your --**

3 A. -- and we worked hard with our grantees to get
4 their reports in on time. If they weren't in on time,
5 we called them and we -- we worked with them to get
6 those reports in on time. We did not -- We were not out
7 to discontinue programming on the basis of late reports.

8 **Q. But yet your administrative rule says that**
9 **they have to be in on a certain time and --**

10 A. Well, sure. There are -- The rules say
11 that -- that -- that we are to establish due dates,
12 which we had, and there were occasions when -- many
13 occasions with NRI, again, where those reports were
14 late, but we were running a complex program. We were --
15 We were working with lead agencies, and they had to --
16 they had to get the reports from their subs in order to
17 turn in their reports to us. And it -- it -- there
18 were -- there were some delays. There's no question
19 about that. But, again, that is not unusual for the
20 start-up of a program like this and the complex nature
21 of the work that we were asking and coaching and working
22 with lead agencies to do.

23 **Q. Back to my point that maybe we should have**
24 **done a smaller program to get this thing up and started,**
25 **so.**

1 It also says that one of the requirements is
2 to maintain, for a minimum of three years after the
3 completion of the award, adequate books, records,
4 audits, and supporting documents to verify the amounts
5 recipients, and uses of all disbursements of funds?

6 A. Correct.

7 Q. I think there's many examples in here where we
8 don't know where that stuff is at. If I recall, a bus
9 went through an office and documents were lost. There's
10 money that we don't know how it was spent, money that
11 was reallocated but really wasn't approved by the board.
12 I think this is where we start getting into all of the
13 deficiencies that are outlined in the -- in the report,
14 but yet I think a lot of this stuff was known to you
15 guys in 2011 but yet it wasn't fixed.

16 A. You said a lot in that question --

17 Q. I (inaudible).

18 A. -- so I guess I need you to help me focus on
19 what part of that you would like me to --

20 Q. I just --

21 A. -- answer.

22 Q. -- want to know why you had administrative
23 rules and throughout your two years there that the rules
24 really weren't enforced.

25 A. The rules were enforced. We had contracts.

1 We didn't put a dime out until there was a signed
2 contract. We -- We followed the process of receiving
3 quarterly reports and not making payments until those
4 quarterly reports were received. That was our general
5 practice. We required those quarterly reports. We
6 monitored those quarterly reports. We -- We -- We did
7 not do the kind of enforcement review that you're
8 talking about, but that was not generally what we did
9 with our grantees. We relied upon reports they turned
10 in.

11 Now, I will say at this point the Governor's
12 Office did want us to do more extensive monitoring. And
13 they did provide two additional staff people to --
14 which -- which made the total five, five NRI people.
15 We, however -- those two people -- It wasn't enough.
16 Those two people were immediately consumed with the
17 process of -- of having RFPs, issuing contracts,
18 revising contracts, approving subcontracts, monitoring
19 quarterly reports. And we weren't able to get to the
20 kind of expense documentation that you're talking about,
21 expense documentation, which is very different than
22 tracking funds and where they went.

23 Expense documentation is you give me a rent
24 receipt, you give me your payroll records, you back up
25 your expenses. We had in our grant agreement language

1 that specifically stated that if we needed to see that
2 information -- and in a number of cases we did -- you
3 must provide it to us, but it was not standard procedure
4 to have people sending us boxes of their accounting and
5 backup documentation.

6 Again, the Governor's Office asked us to do
7 that and added staff. They were -- Those staff were
8 consumed in the work of -- of implementing the program,
9 and we were able to get to that process in the spring
10 of 2012.

11 **Q. Okay. I think there's lots of questions**
12 **probably from other members about the stuff that went**
13 **on or didn't go on during this process.**

14 **I want to jump ahead to November 5th of 2010.**

15 **(Discussion off the record.)**

16 REPRESENTATIVE MAUTINO: I was thinking for
17 Barbara. I think that --

18 REPRESENTATIVE REIS: Well, I think this is --

19 REPRESENTATIVE MAUTINO: -- for her specifically --

20 REPRESENTATIVE REIS: She'll -- She'll remember
21 this one.

22 REPRESENTATIVE MAUTINO: Well, I -- that's kind of
23 interesting, but --

24 REPRESENTATIVE REIS: I do --

25 REPRESENTATIVE MAUTINO: -- at least have a stack

1 made up for each of our witnesses.

2 MR. THEIS: It would be helpful, when you refer to
3 a specific e-mail, at least to give us the date and if
4 you have a copy of it available so we can have it --

5 REPRESENTATIVE MAUTINO: And we -- through --

6 MR. THEIS: -- in front of us.

7 REPRESENTATIVE MAUTINO: -- our discussions, we
8 have those.

9 REPRESENTATIVE REIS: Okay.

10 BY REPRESENTATIVE REIS:

11 Q. This one is dated November 5th, and it's to
12 Ann Spillane, Spillane, of the Attorney General's
13 Office?

14 A. Yes.

15 Q. Okay.

16 A. Spillane, Ann Spillane.

17 Q. And it says:

18 Hi, Ann, I'm just checking in to see if there
19 has been a decision on the raises, slash, bonuses for my
20 managers. I don't know if I made it clear, but I would
21 prefer to do raises, particularly given that, as a
22 result of Tuesday's outcome, there is now a likelihood
23 that this big initiative will continue beyond year one.

24 What was the purpose of that inter- -- e-mail?

25 A. When IVPA was created, each of the co-chairs,

1 the parent -- the parent co-chairs, the Attorney
2 General's Office and the Department of Public Health,
3 took on various administrative functions for IVPA so we
4 did not have to create our own HR department and our own
5 computer networking system. The Attorney General's
6 Office handled all of our HR, our human resources. I
7 had as part of the -- the annual process of -- of
8 putting forth recommendations for salaries and so forth
9 for the next year -- they had to be signed off on by the
10 Attorney General's Office. I had made recommendations
11 at that point that my managers who had undergone huge
12 amounts of work over the past months in setting up the
13 Safety Net Works program in the previous two years and
14 NRI -- I had suggested a raise for them. And I was
15 checking in with Ann to see if those raises had been
16 approved.

17 **Q. One day --**

18 A. This was part of our -- our -- our HR
19 relationship.

20 **Q. One day after the election?**

21 A. The -- The -- The recommendation had been on
22 the book -- had been upstairs in the -- in Ann
23 Spillane's office for months. The recommendation had
24 been made much earlier.

25 REPRESENTATIVE REIS: I want to focus on two

1 things, and then I'm going to let some other people ask
2 questions, Mr. Chairman, and I reserve the right to come
3 back.

4 REPRESENTATIVE MAUTINO: Absolutely.

5 BY REPRESENTATIVE REIS:

6 **Q. A study was going to be done on this program,**
7 **and it was suggested that the University of Chicago**
8 **crime lab evaluate the NRI program, including the**
9 **cost-benefit analysis, and they agreed to do this**
10 **pro bono. Why didn't the Illinois Violence Prevention**
11 **Authority utilize that study of evaluating the program?**

12 A. First of all, let me say that I was not aware
13 that the University of Chicago was offering to do a
14 pro bono study. I met with the University of Chicago.
15 I went to their offices, to the lab, to the crime lab.
16 They described the type of studies that they do. There
17 was no cost discussion in that meeting. So, number one,
18 I -- I was surprised when I saw in the audit that --
19 that there was a statement that the University of
20 Chicago had offered a pro bono study.

21 **Q. It's our understanding that the Governor**
22 **recommended that we use that -- that you use that.**

23 A. I did not receive any recommendation from the
24 Governor's Office that we conduct the study through the
25 University of Chicago. I vaguely remember a

1 conversation with Toni Irving about wanting to -- about
2 data sets and the type of data sets that the University
3 of Chicago had. I -- I at no point received direction
4 that the University of Chicago would -- would be the --
5 should be the -- the place where we do our evaluation
6 work.

7 **Q. Well, I guess, regardless of that, the**
8 **University of Illinois was chosen, right?**

9 A. The --

10 **Q. Over the --**

11 A. The University of Illinois was a sister State
12 agency, State entity, inter- -- intergovernmental
13 agreement. It had the capacity and the expertise to do
14 the kind of study we needed. And that's -- that's the
15 other thing I want to emphasize here. We -- At the time
16 that we were initiating the Neighborhood Recovery
17 Initiative -- Let me find this in here because I want
18 to -- I want to be clear. 16. Okay.

19 There it is. Okay.

20 So the type of study that the University of
21 Chicago discussed was certainly the type of study that
22 we might have wanted to do several years into the
23 program. What we needed at the time that we were
24 initiating the program was a data system that could help
25 us collect data that would help us determine if we were

1 succeeding at maintaining an -- an -- a data system,
2 implementing the program components and delivery models,
3 providing the services, having the community providers
4 regularly enter that data. We were building a program
5 and needed to determine if we could do it, if we could
6 take these models to scale across 23 communities, if we
7 could perform -- perform the services at the level that
8 we had perceived that we could. We -- We needed to
9 build a system that would answer some basic questions as
10 well as some intermediate outcomes. We had an
11 evaluation design, and we established a data system that
12 enabled us to collect participant data online.

13 And this is -- You know, I really want to say
14 this. This was -- This was kind of a challenging part
15 of the -- the audit for me because we were so proud of
16 the -- the -- the -- the data system that we had
17 established. We went into this from the get-go knowing
18 we needed to do evaluation. We requested \$500,000 in
19 the total budget to be available for evaluation, which
20 is, by the way, like 1 percent of the -- or less than
21 5 percent, rather, of the total cost of the program.
22 We -- We knew we needed to evaluate and study and
23 collect data that -- that would enable us to figure out
24 what we were doing and whether we were having impact.
25 Every one of our components had two outcome -- two

1 outcome goals that we measured through pre- and
2 post-surveys. So we did not --

3 Q. Well --

4 A. We took this seriously.

5 Q. All -- With all due respect, first of all, the
6 Auditor General's report said that the Governor's Office
7 definitely recommended the University of Chicago crime
8 lab and that the Illinois Violence Prevention Authority
9 officials declined that and said that they -- it wasn't
10 the type of --

11 A. Excuse me.

12 Q. -- study that they wanted. But the study you
13 picked did not measure the success of the programs as to
14 whether or not it was truly reducing violence. And
15 that's been baffling to all of us since May -- or since
16 this report was issued, as to why you would conduct a
17 study of a program that didn't measure whether or not it
18 reduced violence.

19 A. Again, that was something we ultimately wanted
20 to do if the program continued over a long period of
21 time, but there are a number of reasons why it was not
22 feasible to make that -- that kind of determination at
23 that stage of the program.

24 Number 1 -- and I think Director Cutrone
25 mentioned this when he spoke before the Committee -- the

1 program only reached a very small percentage of
2 community residents with prevention services. This was
3 not go out and stop the shooting. These were prevention
4 services that reached young children and teenagers
5 and -- and in the hopes that these interventions
6 would -- would reduce risk and -- and keep these kids on
7 track. This was not -- You cannot expect those kind of
8 interventions to have immediate impact on violence
9 prevention.

10 Number two, a public health approach addresses
11 risk factors and protective factors that are upstream in
12 the hopes that it would impact and potentially reduce
13 the -- the violent behavior later in the life of a
14 child. It's a setup for failure, to prevent -- to -- to
15 expect these primary prevention strategies to have an
16 immediate impact on rates of violence.

17 I can tell you over the years we would get
18 applications from a youth group in a given community
19 that would say: We're going to offer this -- this --
20 this after-school program for 30 youth in our community,
21 and we're going to reduce the violence in our community
22 by 25 percent.

23 And we would say to them: That's a problem
24 for you. It's an unrealistic expectation. You can't
25 impact crime rates of a whole community area by

1 providing an after-school program for -- for 30 kids.

2 The same applies here. We were doing
3 preventive services. And our ability to measure while
4 the program was developing and being formed and our
5 focus needed to be on setting up the program and having
6 people deliver it with fidelity and measuring
7 intermediate successes.

8 For example, with the school-based counseling
9 program and the trauma reduction services, were we
10 reducing symptoms of trauma? That's what we were
11 measuring, not whether those kids would -- the -- the
12 services that we provided for those elementary school
13 students were somehow going to stop the levels of
14 violence that year.

15 **Q. But this somewhat contradicts what you said at**
16 **the beginning as to why this program was so important to**
17 **get up and running so quickly, is that we had 700 youth**
18 **die and this was a serious program for a serious problem**
19 **and we had to get it rolled out right away. But yet now**
20 **you're saying that you really can't measure that**
21 **two years into the program with a study because you're**
22 **just trying to get it out there and get it started and**
23 **you can't measure anything yet.**

24 **A.** I didn't say we can't measure anything. We
25 measured a lot. We cannot expect this program in the

1 first few years as it was being developed and as the
2 capacity of these communities and as the infrastructure
3 was being developed -- to expect that program to have an
4 immediate impact on rates of violence was unrealistic.

5 We needed a study that helped us determine if
6 we were -- if we were effectively implementing the
7 program and gathering the data we needed and whether the
8 individual components were having some positive
9 outcomes. And we measured each of those components in
10 terms of those outcomes.

11 **Q. So you felt that, right or wrong, the results**
12 **of your study was that it was having positive results?**

13 A. That's not what I said.

14 **Q. No. That's an additional question. Do you**
15 **feel that as a result of the \$500,000 study, that it**
16 **give you the data you wanted, that things were being**
17 **done right, and that something should be continued?**

18 A. The original results of the -- of the study --
19 "study" is an awkward word here because it really wasn't
20 a study. It was an evaluation and data system that we
21 set up that -- And that data and evaluation system did
22 tell us how many youth we reached. It did tell us what
23 services they were provided. And it did tell us what --
24 what -- what was the impact of the program on those
25 measures.

1 Let me say that -- and we can talk more about
2 this if you want -- this was the first 18 months' worth
3 of data in a rapidly growing program. We were -- where
4 we were teaching the 190 providers out there to utilize
5 the data system and to enter the pre- and post-surveys.
6 And, yes, there were data problems. And what we learned
7 from the first report were the things that we needed to
8 strengthen and do better to have the data system really
9 work. But we set it up. We put many, many hours into
10 establishing a data collection system that would give us
11 information about the -- the program participants, the
12 level of service provided, and the intermediate outcomes
13 of those components.

14 **Q. Well, and I -- It's not because maybe -- Well,**
15 **I mean, the e-mail that came last night in everyone's**
16 **packet --**

17 REPRESENTATIVE REIS: And I'm assuming,
18 Mr. Chairman, everyone has it.

19 BY REPRESENTATIVE REIS:

20 **Q. The last couple pages is an e-mail from**
21 **Mr. Stermer, who was the Governor's Budget Director,**
22 **talking about the budget concerns for January of 2011,**
23 **which would have been for fiscal 2012.**

24 **They and many others will also --**

25 REPRESENTATIVE MAUTINO: Mr. Reis, can we get her a

1 copy of that packet? Staff is going to run her my copy
2 down.

3 MR. THEIS: We don't have a printed copy of the
4 ones that just went online yesterday, so that would be
5 helpful.

6 THE WITNESS: Yeah, nor have we seen it.

7 REPRESENTATIVE REIS: Well, I'm not asking a
8 question. I'm just making a statement.

9 REPRESENTATIVE MAUTINO: Oh, okay. I'm sorry.

10 REPRESENTATIVE REIS: Okay.

11 REPRESENTATIVE MAUTINO: She should still --
12 probably still have that.

13 BY REPRESENTATIVE REIS:

14 Q. Mr. Stermer states that: They and many others
15 will also start talking immediately about the
16 Neighborhood Recovery as being funded by dramatic
17 reductions in existing programs that are clearly
18 accountable and successful. As you know, I am not at
19 all persuaded that any of these ideas in the
20 Neighborhood Recovery have any solid evidence to show
21 they achieve their goals.

22 So there was even concerns in the -- in the
23 Governor's own circles that the program wasn't working.

24 My last line of questioning before I turn it
25 over again --

1 MR. THEIS: I'm -- I'm sorry. Was that a question?

2 REPRESENTATIVE REIS: No. It was --

3 MR. THEIS: Oh.

4 REPRESENTATIVE REIS: -- a statement.

5 MR. THEIS: Oh. I -- Okay. We're here to answer
6 questions.

7 BY REPRESENTATIVE REIS:

8 Q. We talked about the 2012 budget, and then you
9 had this evaluation. You had 18 months on the ground.
10 There were some serious concerns in the House
11 Appropriations about going forward. And we had
12 discussed cutting the NRI funding out because we were no
13 longer going to give the Governor a lump-sum budget.
14 You had a lot of people come to that hearing if you
15 remember. The fire marshal got us in trouble. And you
16 were full steam ahead on taking the program into the
17 next year, correct?

18 A. There was strong advocacy on the part of the
19 organizations -- I didn't have them come. They came.
20 And we were -- were absolutely wanting what the Governor
21 had recommended in his budget. The Governor recommended
22 full funding for the program, and he --

23 Q. And he did.

24 A. -- wanted to see the program continue.

25 Q. But I guess my point is, is that the Governor

1 had made his recommendation. You guys came in with
2 hundreds of people, very passionate in your remarks.
3 They were very passionate in their remarks. I'm not
4 going to mention e-mails specifically, but there was a
5 trail of e-mails saying: We've got a call to action.
6 Call your legislator. Call Representative Raoul. Call
7 Representative Reis. We've got to have this moving
8 forward. But yet all we heard this summer from the
9 Governor and the administration is that once he
10 recog- -- once he recognized there were problems, he
11 shut the program down and ended it. And that wasn't the
12 case, was it?

13 A. I'm sorry. You're moving from -- I'm --

14 Q. No.

15 A. I'm not sure where --

16 Q. We were discussing --

17 A. -- what you're asking.

18 Q. -- moving this forward in 2012, in the 2012
19 budget, which would have been --

20 A. Which you did. We -- There was a \$10 million
21 appropriation --

22 Q. We cut it back, but then he increased the
23 funding again. But my point is all summer the Governor
24 said he recognized the problems with NRI, and he ended
25 the program.

1 A. That was 2012. But your -- the request -- the
2 request for 20- -- that was after 2012.

3 Q. That was for 2013. Because you came in 2012,
4 which would have started in --

5 A. It came in in --

6 Q. -- July 1st of 2012.

7 A. -- 2012 for -- for 2012 funding. Well, I'm
8 not -- Are you talking about fiscal year '12, or are you
9 talking about calendar year '12 --

10 Q. Calendar year --

11 A. -- for 2013.

12 Q. -- '12 in our House Appropriation hearings for
13 fiscal year 2013.

14 A. Which, of course, started in the fall --

15 Q. In July.

16 A. -- of -- of -- of --

17 Q. 2012.

18 A. -- 2012. Right.

19 Q. But there was no attempt by the Governor to
20 say, This program is a disaster, It's not being run
21 right, We're going to end it, was there?

22 A. Not to my knowledge.

23 Q. That's what I thought.

24 REPRESENTATIVE REIS: All right. Thank you,
25 Mr. Chairman. Maybe I'll have some questions later on.

1 REPRESENTATIVE MAUTINO: Further questions?

2 Representative Sandack.

3 REPRESENTATIVE SANDACK: Thank you, Mr. Chairman.

4 Good morning. I think it's the morning still,
5 right? Are we still in the morning?

6 REPRESENTATIVE MAUTINO: Five minutes.

7 REPRESENTATIVE SANDACK: Five minutes.

8 Soon to be good afternoon, Ms. Shaw.

9 EXAMINATION

10 BY REPRESENTATIVE SANDACK:

11 Q. I want to kind of take a little bit from what
12 Senator Manar started and some of the concepts from
13 Representative Reis because I reread your opening
14 statement and rethinking it, in juxtaposition to the
15 audit, it looks like we have a tale of two tales.
16 Because what you say -- and I have your written remarks
17 here -- and what I've read several times from the audit
18 are just not jiving. If I'm hearing you right and I'm
19 reading your words right, good intentions and specific
20 outcomes intended notwithstanding, is it your testimony,
21 ma'am, that the NRI program was a successful program?

22 A. Yes. That -- Which is not to say, which is
23 not to say, that there weren't problems and issues
24 that -- in -- in management of the program that couldn't
25 have improved. What the audit doesn't speak to -- And

1 it's not its purpose. But what the audit doesn't speak
2 to is what we did accomplish and how much was done.

3 **Q. Well, we'll get to that --**

4 A. And --

5 **Q. -- in a second. Because -- Because --**

6 **To Mr. -- Representative Reis's last questions about the**
7 **results, how they were measured, by whom, and what**
8 **counts as successful versus aspirational, we'll get to**
9 **that.**

10 **Do you take issue with any of the comments and**
11 **recommendations in the audit from the Auditor General?**

12 A. I think that there are some findings that
13 could be seen in another perspective.

14 **Q. Like what? Give me an example.**

15 A. The whole issue of -- Let me figure out
16 which -- which to address. I mean, there -- this audit
17 is huge. There are some -- some specific findings that
18 I think, if double-checked, could be corrected. And
19 then there are questions that are -- arise about -- for
20 example, let's -- let's go to the issue of budgets
21 changing from one year to the next. That's explainable
22 from my point of view in a way that wasn't explained by
23 whoever responded to the audit. There -- There -- There
24 are a lot of -- Had I been there, there were a lot of
25 responses to the audit that I might have -- have given.

1 Q. Did anyone from the Governor's Office ask you
2 to help with any type of response to the audit?

3 A. Well, I was there for --

4 Q. I'm focusing now on what the audit says.

5 A. In response to the audit?

6 Q. Right. Because you said -- I think you said
7 that there may have been some things that you could
8 explain or maybe you didn't agree with. And my
9 question, Ms. Shaw, is: Did anyone from the Governor's
10 Office ask you to help reply to the audit or explain the
11 audit?

12 A. From the Governor's Office?

13 Q. Yes.

14 A. No.

15 Q. Did anyone ask you to respond to the audit and
16 offer commentary on it?

17 A. The Director of the Illinois Criminal Justice
18 Information Authority --

19 Q. Jack Cutrone?

20 A. -- did -- Jack Cutrone, did ask for responses
21 to a few very specific items in the audit.

22 Q. And how did that --

23 A. Not to the audit as a whole.

24 Q. Did he e-mail you, call you? How did you
25 correspond with Mr. Cutrone about trying to add or offer

1 **responses to the audit?**

2 A. He e-mailed me.

3 **Q. And you e-mailed him back?**

4 A. I did.

5 **Q. Okay. Do you know if those e-mails are still**
6 **around?**

7 A. Well --

8 **Q. Do you have yours still? How's that?**

9 A. These were in my personal e-mail.

10 **Q. Well, you weren't with the State anymore,**
11 **right?**

12 A. That's correct.

13 **Q. All right. So that's what I'm asking you. Do**
14 **you still retain those communications?**

15 A. I don't know if I still have them, but it's
16 possible.

17 **Q. Have you talked to Mr. Cutrone about your**
18 **testimony today at all?**

19 A. No.

20 **Q. Have you talked to anyone other than that**
21 **good-looking gentleman to your right about your**
22 **testimony today?**

23 MR. THEIS: Just if we could be a little more
24 specific --

25 REPRESENTATIVE SANDACK: Sure.

1 MR. THEIS: -- about talking to anyone. Some of
2 that is attorney-client and --

3 BY REPRESENTATIVE SANDACK:

4 Q. Well, I don't want any attorney-client
5 communications, and I don't want any communications with
6 Mr. Theis, Theis, excuse me, or anyone else that would
7 be a part of his law firm or any other lawyer. Have you
8 talked to anyone else other than your legal team,
9 advisors, et cetera, about your testimony today?

10 MR. THEIS: And just so that we're -- we're clear,
11 are you talking about someone in government, in the
12 Governor's Office, family members --

13 REPRESENTATIVE SANDACK: Sure.

14 MR. THEIS: -- friends? I mean, I think --

15 BY THE WITNESS:

16 A. Well, sure. I -- I talk to my husband. I
17 talk to friends.

18 Q. Anyone from the Governor's Office?

19 A. No.

20 Q. Did anyone contact you from the Governor's
21 Office?

22 A. No.

23 Q. I'm going to go through some names here
24 because Senator Manar started the questioning and I
25 think Representative Reis followed up.

1 **Whose idea was the Neighborhood Recovery**
2 **Initiative?**

3 A. It depends on whether you're asking whose idea
4 was it to invest in violence prevention, which came from
5 the Governor's Office. The plan, the model, the
6 approach came from the Authority.

7 **Q. So the Illinois Violence Prevention Authority**
8 **was the -- the originator of the program, the**
9 **Neighborhood Recovery Initiative?**

10 A. Was the -- We -- We recommended a -- an
11 approach and a design.

12 **Q. Okay. Did you come up with a name too?**

13 A. I think initially we did. Initially we -- we
14 called it the Save Our Youth or something along that
15 line, and the Governor's Office chose the
16 Neighborhood -- Governor's Neighborhood Recovery
17 Initiative.

18 **Q. And I'm going to ask you to be specific when**
19 **you can. Who at the Governor's Office, if you can**
20 **remember, helped with the name being formulated to NRI?**

21 A. I can't tell you that. I can tell you that I
22 was primarily interacting with Toni Irving and Malcolm
23 Weems at the time, and somehow at some point it was
24 communicated to me that that's the name that the
25 Governor wanted this to be called.

1 Q. Okay. And -- And that's a good idea. We
2 should put some time constraints or parameters better
3 around this. We're talking July, August of 2010,
4 correct?

5 A. We're talking August, September.

6 Q. August, September?

7 A. And, remember, it -- it -- it was the third
8 week in August when I was first approached with --

9 Q. Right.

10 A. -- the --

11 Q. We'll get to that. And -- And that was by
12 Mr. Weems, I think you earlier --

13 A. Yes.

14 Q. -- said, correct?

15 A. Yes.

16 Q. Okay. And you just offered a little earlier
17 that you primarily dealt with Dr. Irving and Mr. Weems
18 from the Governor's Office; isn't that correct?

19 A. Primarily.

20 Q. Primarily. Who else did you also interact
21 with from the Governor's Office?

22 A. Well, in the early stages, Billy Ocasio was
23 involved in meetings and discussions. I think there
24 were one or two meetings where Jack Lavin was present.
25 From the Governor's Office? I think that's about --

1 And, of course, you know, during my regular budget
2 sessions, I would deal with the Budget Director, David
3 Vaught, but not in the -- necessarily in the context of
4 this -- the opening of this NRI. The people I
5 mentioned.

6 **Q. And let's stay in that parameters that you, I**
7 **think, identified, August, September of 2010. You**
8 **identified Billy Ocasio, Jack Lavin, and maybe**
9 **Mr. Vaught with respect to budget areas in addition to**
10 **Mr. Weems and Dr. Irving, correct?**

11 A. Right. Although I -- I -- I -- I don't think
12 Director Vaught --

13 **Q. Okay.**

14 A. -- at the time was in ...

15 **Q. In these initial meetings, various**
16 **conversations and meetings, was someone taking notes of**
17 **these conversations?**

18 A. Not to my knowledge.

19 **Q. And to kind of hone in on Mr. Ocasio at first,**
20 **what do you recall talking with him about and/or his**
21 **involvement in the initiation of -- or the inception of**
22 **the NRI program?**

23 A. Oh, I don't have a very detailed recollection
24 of that.

25 **Q. Generally would --**

1 A. I know --

2 Q. -- be (inaudible).

3 A. -- that he -- he -- he -- he was involved
4 in engaging Latino ministers to learn more about the
5 program and he was interested in whether there were
6 Latino communities that were being served by the
7 program, which there were. He -- That -- He was just
8 part of the team.

9 Q. Okay. Doctor Irving, the same question. What
10 do you recall, at the inception of NRI, her comments or
11 involvement with respect to NRI at the beginning?

12 A. Well, I certainly can't remember specific
13 comments, but --

14 Q. I think I said generally.

15 A. -- Toni --

16 Q. I'm just looking for an overview.

17 A. -- Toni and Malcolm were the key people from
18 the Governor's Office who were working with me to
19 develop the program, Malcolm from a budget perspective,
20 finances and general direction, and Toni more from
21 the -- the sort of programmatic side.

22 Q. The same thing with Jack Lavin. And then
23 we're going to -- I'm going to ask you some questions
24 about some of your e-mails and some of the
25 communications at least that's been developed as a

1 record.

2 Go back to Mr. Lavin. What involvement,
3 again, generally at the inception of NRI do you recall
4 Mr. Lavin participating in or offering?

5 A. You know, his participation was so limited
6 that I can't even tell you literally what meeting, what
7 day. He really was present maybe for one or two
8 meetings that I participated in. There may well have
9 been interactions in the Governor's Office that involved
10 him, but in terms of meetings that I was involved in, I
11 recall that he was involved in one or two. So -- And I
12 didn't have much direct contact with him at all. I
13 included him on e-mails, on things, but it was not -- it
14 was not anywhere near the level of interaction that --

15 Q. All right. And I'm going to ask you about two
16 more gentlemen, Warren Ribley and Andrew Ross. Did you
17 have any involvement with those gentlemen?

18 A. I really didn't. I had -- You know, there was
19 an economic piece to this that -- that -- that I really
20 had no connection to or real knowledge of. The only
21 interaction I recall with Mr. Ross was that he -- he was
22 planning the -- or part of planning the -- the
23 announcement of the program. And so there's an e-mail
24 or two about what the agenda was going to look like and
25 what the plan was for the press announcement of the

1 program.

2 Q. Okay. From its inception generally and using
3 your words, mid to late August, what was the time
4 constraints? Was -- Did anyone from the Governor's
5 Office say to you, All right, Barbara, we want to get
6 this program out the door by X date?

7 A. I was asked to get the program out and running
8 within a couple months.

9 Q. In your experience with the State of Illinois,
10 as its original Director of the Illinois Violence
11 Prevention Authority, this was the largest project you'd
12 ever been given; isn't that correct?

13 A. Yes.

14 Q. Had you ever on a smaller project been given a
15 time window of a couple of weeks or a few weeks or a
16 couple of months to get something out the door?

17 A. No.

18 Q. So this was the only time and it was the
19 biggest project you've been asked to get something
20 accomplished in a really truncated portion of time;
21 isn't that correct?

22 A. There was an urgency about the violence
23 problem, and we were encouraged to get this program up
24 and running.

25 Q. There was an urgency. There's no question

1 about it. But I just heard your answers to
2 Representative Reis talking about this project being a
3 long-term type of preventative solution. You weren't
4 looking at quick efficacies? There was no way that we
5 were going to stop violence because this money was out
6 the door in six weeks, right?

7 A. This was an investment in communities and --

8 Q. But why --

9 A. -- an investment in --

10 Q. Why a hurried investment?

11 A. -- violence prevention strategies in
12 communities.

13 Q. I'll accept that. And I think -- I have no
14 doubt you're being completely forthright. Why does it
15 have to be expedited then?

16 A. Because it was an urgent problem and we were
17 asked to get it going.

18 Q. But you wanted this to --

19 A. We were --

20 Q. -- work too?

21 A. -- responding -- Of course.

22 Q. Okay --

23 A. And I -- I hold that it did.

24 Q. Oh, but you can't show me anything that has
25 any metrics, any accountability because the audit is

1 **absolutely clear we don't have a report saying this is**
2 **what this money did, this is what it accomplished.**

3 A. Oh, well, that's not exactly the case. I
4 mean, there were --

5 **Q. Where can I go --**

6 A. -- there were -- we -- we reported on a number
7 of people that participated in these programs, the --
8 the services that they received, and the beginnings of
9 the intermediate outcome data that were just coming out
10 as I was -- in those last few months I was there.

11 There -- They were pointing out data problems with the
12 pre- and post-surveys but were able to indicate some --
13 some measures of success.

14 But from my perspective, the greatest measure
15 of success of NRI, number one, is that we established
16 these community networks and engaged hundreds of
17 organizations in delivering very important services to
18 communities. We reached thousands of kids. We had
19 thousands of jobs. And, remember, that was a primary
20 goal of NRI too, jobs, jobs, reaching neighborhood
21 recovery, recognizing both violence and economic
22 distress. So we -- we provided summer jobs for kids.
23 We provided jobs for mentors. There were counselors.
24 There were --

25 **Q. Ms. Shaw, did you think -- were you worried,**

1 **though? You had a small department. All of a sudden**
2 **the -- you didn't get additional personnel, although I**
3 **think you said earlier that's the greatest regret, you**
4 **didn't ask for --**

5 A. Well, we did get additional personnel. We
6 didn't get enough.

7 Q. **Right. Was there any concern in your mind**
8 **from mid-August of 2010 through October that the size**
9 **and scope of this program that you are now running and**
10 **the marching orders of getting it done real quick --**
11 **were you concerned that that wasn't going to get done**
12 **right?**

13 A. It was a massive undertaking. We worked very,
14 very hard. We accomplished a great deal. And at no
15 point did I feel that what we were doing would -- was
16 and would be a failure.

17 Q. **Fair enough. We live in a -- We can't suspend**
18 **our disbelief in life when we go through endeavors. You**
19 **knew there was an election coming up, right?**

20 A. I'm a thinking person. Yes.

21 Q. **And I think a thinking person knows reality.**
22 **Were you ever asked to expedite this program because of**
23 **the impending election?**

24 A. I was not.

25 Q. **Did you think maybe because this is the**

1 largest endeavor you've ever undertaken, you'd never
2 earlier been given time parameters of such expedited
3 scope, maybe that's what this was all about, getting
4 this done right before an election? Had that crossed
5 your mind?

6 A. What crossed my mind and what I responded to
7 was the urgency of the violence problem in the Chicago
8 area, and I was delighted that the Governor wanted to
9 invest in violence prevention and wanted to get
10 something going quickly. And that was the situation --

11 Q. That was the extent --

12 A. -- from my --

13 Q. -- of your thinking?

14 A. -- from my -- I can't speculate as to --

15 Q. Well, I'm not asking you to speculate. I'm
16 asking you, a thinking person, what you were thinking at
17 that time. Did it --

18 A. I was thinking there's an urgent violence
19 problem and the Illinois Violence Prevention Authority
20 has been given resources to do something we have always
21 wanted to do, which is take this programming to scale in
22 multiple communities.

23 Q. It's like a mandate of heaven, right? This is
24 a project you always wanted to do, and all of a sudden
25 now you had the money and you had quick marching orders,

1 **nonetheless, but you're going to be able to now tackle**
2 **something you've wanted to tackle?**

3 A. And we did.

4 **Q. I think the Auditor General might disagree in**
5 **that audit that we have in front of us, and the purpose**
6 **for this, I would suggest, may differ with your**
7 **conclusion on that. And we're going to get into that.**

8 **One more question before we get into the**
9 **documents. Did you ever talk to Governor Quinn about**
10 **this project?**

11 A. The day of the announcement.

12 **Q. Which was when? Remind me.**

13 A. Oh, gee, ear- -- early October.

14 **Q. And you had a --**

15 A. Early October.

16 **Q. -- conversation with him about the project**
17 **then?**

18 A. I mean, we were ...

19 **Q. In a group?**

20 A. In a group. We were standing in front of a
21 microphone.

22 **Q. Where were you?**

23 A. Oh, gee. We were somewhere on the South Side.

24 I don't remember.

25 **Q. Do you remember the tone and tender of -- of**

1 his words at that --

2 A. I don't know.

3 Q. -- event?

4 What was your mind-set then?

5 A. I was asked at that press conference to
6 describe the NRI program, and I was very excited about
7 the kind of work that we were going to undertake.

8 Q. Were you distressed that the Governor pulled
9 the plug on NRI? Well, he says he did, anyway. I mean,
10 are you distressed by the multiple media reporting of
11 the Governor -- the Governor's comments that, We shut it
12 down when we learned all these bad things that happened
13 from the audit report?

14 A. I was disappointed.

15 Q. Because you thought it was a success, correct?

16 A. I thought it was a good program and it -- I,
17 again, acknowledge, no question, that there were
18 findings and issues relating to the management of the
19 program, but what that audit didn't address was what we
20 did do and what we did accomplish.

21 Q. Let's talk about certain things. And I'm
22 looking at the audit report. In September of 20- -- I'm
23 sorry -- September 11, 2012, there was a meeting with
24 the -- Mr. Holland's office, Malcolm Weems, Toni Irving,
25 and Era Laudermilk. Do you know Era Laudermilk?

1 A. I do.

2 Q. And the Auditor General's report -- this is
3 CM-7 -- says that the Governor's Deputy Chief of Staff,
4 Toni Irving, and Associate General Counsel, Era
5 Laudermilk, said, quote, Throughout the meeting that
6 they did not understand why Barbara Shaw was unable to
7 provide certain documents for the audit. Had you ever
8 been told that you were being blamed for not producing
9 documents responsive to Mr. Holland's office's requests
10 for documents?

11 A. I'm not sure I understand your question.

12 Q. Had anyone ever told you that they blamed you
13 for failing to produce certain documents responsive to
14 the request of the Auditor General?

15 A. Nobody told me ...

16 Q. Did anyone say, Hey, Barb, you didn't produce
17 documents, It's your fault the Auditor General doesn't
18 have what he needs to finish his report? Is that vague?

19 A. No.

20 Q. No one ever said that?

21 A. I recall -- I'm trying to think. There were
22 conversations where Ann Spillane mentioned to me that --
23 that people in the Governor's Office had expressed that
24 sentiment that you read there, that somehow I was not
25 providing documents.

1 Q. Is that true or false?

2 A. It is not true. I -- I -- I did my best to
3 respond to the requests for documentation, and I'm not
4 saying I didn't miss something because that was a pretty
5 wild period that last few months. I had planned to
6 retire and was -- was going to retire; and the program
7 had been moved; and the audit was there; and I was
8 wrapping up. But I did my best to -- to do a
9 responsible job of responding to the Auditor General's
10 request for information.

11 Q. The Office of the Auditor General asked
12 that -- There were ten questions that are associated
13 with the audit documents, CM-7. Question 6 says, The
14 IVPA, the Illinois Violence Prevention Authority, put
15 out a requests for -- RFP documents to lead agencies
16 prior to the announcement of the NRI program. Did the
17 Governor's Office authorize that activity? Do you see
18 that?

19 A. IVP put out RFP documents ...

20 Yes.

21 Q. You see that. Okay. The transcript from
22 Dr. Irving's response is as follows, quote:

23 IVPA was responsible for carrying out the
24 program. Since the goal was to cut down on violence,
25 the Governor's Office thought the IVPA would be the

1 right place to house this effort. Irving added that the
2 MEE model for the NRI program was developed by the guy
3 from UIC --

4 A. Wrong.

5 Q. -- that is now evaluating the program for Shaw
6 and IVPA.

7 A. Wrong.

8 Q. The Governor's Office wanted the crime lab to
9 do the analysis of the NRI program, but Shaw wanted this
10 contract at UIC.

11 Do you -- Is that correct or incorrect?

12 A. There are a number of incorrect statements --

13 Q. Okay.

14 A. -- in this -- in this -- in this response.

15 Q. Break them down for me.

16 A. First of all, the fellow that developed the
17 MEE Model was not the guy from UIC. Okay? The --
18 The -- The -- So that's -- that's a -- that's just
19 wrong.

20 Q. Was the MEE model -- But was the MEE model,
21 the MEE model, the basis for the NRI program?

22 A. For two of the components.

23 Q. Okay.

24 A. Not for three -- Not for the other three.

25 Q. Okay.

1 A. Just for two of the components, Mentoring Plus
2 Jobs and Parent Leadership.

3 **Q. Okay. Anything else that's incorrect about --**

4 A. Now --

5 **Q. -- Dr. Irving's comments?**

6 A. -- I want to -- I want to point out that her
7 response says: The Governor's Office wanted the crime
8 lab to do an analysis of the NRI program.

9 **Q. Okay. So --**

10 A. It doesn't -- May I --

11 **Q. You made sure you put --**

12 A. May I finish.

13 **Q. You may.**

14 A. It doesn't -- It doesn't say the Governor's
15 Office told Barbara Shaw to utilize the University of
16 Chicago. I never heard that level of direction or -- or
17 push from the Governor's Office.

18 **Q. Or Dr. Irving, right?**

19 A. Right.

20 **Q. So I want to be clear because we're going to**
21 **hear from her. I want to be clear. She never told you**
22 **or anyone else from the Governor's Office's that they**
23 **wanted you to University -- to use the University of**
24 **Chicago's free evaluation services?**

25 A. I am saying that I never -- never in any

1 communications -- And maybe I missed something, but I
2 never understood or heard that this -- the -- the
3 University of Chicago was offering a free study. It
4 really was a total surprise to me when that came out,
5 number one.

6 Number two, I -- I mentioned earlier that at
7 some point I remember -- And, remember, this was 4 years
8 ago, 4 1/2 years ago. I do remember a conversation
9 with -- one conversation with Toni about data and data
10 sets and the kind of study that -- that -- that -- that
11 she had in mind and my responding to -- I don't remember
12 even the content of the -- of the conversation. I
13 remember it was about data sets and it would be good if
14 we could hook up this with school data and crime data.
15 And -- And I -- And I remember -- I know what I said --
16 But I certainly remember that, again, as with the --
17 with the discussion with the University of Chicago, that
18 that wasn't exactly what we needed at that point in
19 time. But I never heard, We want you to do this
20 evaluation with the University of Chicago, do it. I
21 would have responded to that and dealt with that as a --
22 as a -- as -- as a directive.

23 Number two, I never heard or understood my
24 communication with the University of Chicago to -- to
25 reflect that there -- that they were willing to do a

1 study free of cost.

2 Q. Ms. Shaw, could you just quickly -- Because
3 this jumped out at me as ironic perhaps but may be
4 completely kosher. The model that NRI was -- was
5 utilizing, this MEE program, developed by --

6 A. Two of the components.

7 Q. Two of the components from the University of
8 Illinois -- University of Illinois at Chicago --

9 A. No.

10 Q. Oh, that --

11 A. No, no, no, no. That's what's wrong in here.

12 Q. Got it. Okay. Because you asked UIC to
13 evaluate, and it would strike me as ironic if someone
14 from the University --

15 A. This is wrong.

16 Q. -- was evaluating their own project.

17 A. This is wrong.

18 Q. So Dr. Irving is just wrong on this?

19 A. That -- She's wrong on that.

20 Q. Okay. You may have seen some media reports
21 with respect to the Governor's contention and
22 particularly Brooke Anderson from the Governor's Office
23 commenting that allegations had been taken seriously and
24 they're working on tightening up grants in addition to,
25 quote, ditching the program, the agency, and the people

1 that ran it. Did you hear any comment -- Have you ever
2 read --

3 A. I'm sorry. What are you reading from?

4 Q. A comment from Brooke Anderson. It was on --
5 I think it was May 28, 2014, a CBS Chicago story that
6 said it's attributable to Spokesperson Brooke Anderson
7 on behalf of the Governor, that said, We take these
8 allegations seriously and, quote, ditching the program,
9 the agency, and the people that ran it. Do you have any
10 response to that kind of commentary?

11 A. (No verbal response.)

12 Q. Were you ditched? Did the Governor --

13 A. I was not ditched. I resigned. I had planned
14 to resign and planned to retire actually before the NRI
15 program came along but decided I would, of course, see
16 that through and had planned to retire at the end of
17 2012, prior to -- to -- to any of the decisions that
18 were made about the program.

19 Q. I think this was -- thank you -- alluded to in
20 your opening, and I -- I -- I'm not sure if it was
21 Senator Manar or Representative Reis or maybe my
22 imagination. We were -- You were talking about the
23 inception of the program, dealing with the most violent
24 neighborhoods in -- in Chicago or in the Chicagoland
25 area. And I remember Senator Manar rightfully

1 intimating perhaps that the initiation of the Illinois
2 Violence Prevention Authority wasn't just a Chicago or
3 Chicagoland issue, it was a statewide program. And
4 certainly why it was only focused in Chicago or
5 Chicagoland is a little curious to me, but what's more
6 curious is there were certain neighborhoods that were
7 excluded, that didn't get NRI money, that clearly are in
8 the top 20 of the most violent neighborhoods in Chicago.

9 Explain to me, Mrs. Shaw -- Ms. Shaw, how it
10 is that West Englewood, Chatham, New City, South
11 Chicago, West Town, Near West Side, and West Pullman are
12 excluded from NRI monies, but neighborhoods like
13 Hermosa -- that one I found amazing -- Thornton
14 Township, I think, got money, Cicero, but certainly not
15 Decatur and certainly not East Springfield. But how is
16 it that those neighborhoods within the parameters you've
17 addressed were excluded?

18 A. Well, let me just say that "excluded" sounds
19 like there was an active decision that said no, no, no,
20 no, no. There was not an active decision that said no
21 to those communities.

22 Number one, the program -- we were asked to
23 implement the program in the Chicago area and in the
24 south suburbs.

25 In the two years prior to NRI, the Safety Net

1 Works program was initiated out of the Governor's
2 Office. And the Safety Net Works program was a violence
3 prevention program that involved a half a dozen State
4 agencies convened by DHS and sitting around a table to
5 plan Safety Net Works. And the Department of Human
6 Services reported to our group that they had conducted
7 an analysis of -- of -- of communities, and they used
8 multiple -- now, this is really important because it's
9 not just about the violent crime rate in each community
10 in Chicago at the time. They looked at -- at least
11 that's what's reported and that's what we put out in the
12 RFP. They -- for Safety Net Works, that these
13 communities were identified as having high rates of
14 violence, poverty, and youth disaffection from school,
15 i.e., push-outs --

16 **Q. So let me just stop you, Ms. Shaw. Did West**
17 **Englewood not qualify then?**

18 A. I can't tell you. All I'm saying to you is
19 that we relied upon the list of communities that the
20 Department of Human Services produced for the Safety Net
21 Works program. We said at the time: Okay. We've got
22 to get going. Let's go with the communities that had
23 not -- in the not too far, distant past had been
24 identified and communities -- many of which we were
25 already working in, so we knew there was some basic

1 infrastructure there. These were the communities that
2 we went with.

3 Q. Okay. You -- You mentioned a --

4 MR. THEIS: Can we have --

5 BY REPRESENTATIVE SANDACK:

6 Q. -- a study --

7 MR. THEIS: Just a moment.

8 (Discussion off the record.)

9 MR. THEIS: At some point -- I mean, if you want to
10 ask this next question. She just asked me if we could
11 take a five-minute --

12 REPRESENTATIVE SANDACK: Absolutely.

13 MR. THEIS: -- break now to --

14 THE WITNESS: I needed --

15 MR. THEIS: -- use the restroom.

16 THE WITNESS: -- a restroom break.

17 REPRESENTATIVE SANDACK: Absolutely.

18 THE WITNESS: If we could do that at some point if
19 it's convenient.

20 REPRESENTATIVE SANDACK: Yes, absolutely --

21 THE WITNESS: Okay.

22 REPRESENTATIVE SANDACK: -- go. We'll take a
23 five-minute -- if that's okay.

24 THE WITNESS: Is that all right? I'll be right
25 back.

1 REPRESENTATIVE SANDACK: I'm looking at the
2 Chairmen, the Co-Chairmen.

3 Could we take a five-minute break. The
4 witness --

5 REPRESENTATIVE MAUTINO: Sure.

6 REPRESENTATIVE SANDACK: -- requested it.

7 REPRESENTATIVE MAUTINO: Yes, absolutely. As a
8 matter of fact, why don't we take 15 minutes. Some of
9 you folks may need --

10 THE WITNESS: Thank you.

11 REPRESENTATIVE MAUTINO: -- to take a walk as well.

12 MR. THEIS: Some of the members get to come and go,
13 but --

14 REPRESENTATIVE MAUTINO: Okay.

15 MR. THEIS: -- the witnesses don't.

16 REPRESENTATIVE MAUTINO: We'll be at ease to the
17 call of the Chair.

18 THE WITNESS: Thank you.

19 (A short break was had.)

20 REPRESENTATIVE MAUTINO: The time is now 12:54.
21 I'd like to call the Audit Commission back to order.

22 We are in the middle of questioning by
23 Representative Sandack to Barbara Shaw.

24 And, Representative Sandack, you have the
25 floor.

1 REPRESENTATIVE SANDACK: Yeah. We're -- We're
2 beyond the middle. I only have a few questions left.

3 And thank you.

4 REPRESENTATIVE MAUTINO: Thank you.

5 THE WITNESS: Thank you for the break.

6 REPRESENTATIVE SANDACK: Of course. I needed it
7 too.

8 BY REPRESENTATIVE SANDACK:

9 Q. We were talking about -- and I used the word
10 "exclusion." You said it wasn't an exclusion, certain
11 communities and neighborhoods in Chicago that didn't get
12 NRI money. I want to just talk about one that did
13 because there was some e-mail associated with it,
14 Hermosa. How is it that Hermosa received NRI money? Do
15 you know?

16 A. Hermosa received funding for violence
17 prevention activities from the Illinois Criminal Justice
18 Information Authority well after I left.

19 Q. Do you know how it happened?

20 A. So I -- You know, I've seen the e-mails.

21 Q. During your time when you -- before Hermosa
22 got its money, did Mr. Ocasio ask why certain
23 neighborhoods didn't get NRI funding?

24 A. No. He -- He -- He -- No. He -- As I recall,
25 he -- he looked at the list and wanted to know who did

1 get funding to check to see if Latino communities were
2 attended to. The Hermosa decision was made much later,
3 much, much -- two years later, for Year 3.

4 Q. Do you think there's any fair criticism about
5 the communities that didn't get NRI funding still being
6 the top 20 -- some of the most violent neighborhoods and
7 probably needy, if we're going to address violence
8 prevention? A neighborhood like West Englewood, is it
9 fair to say that they were on the short end of the stick
10 because they didn't get any help when you were helping
11 other communities, communities that were, frankly, not
12 as violent?

13 A. Again, the -- the -- the -- the selection of
14 the communities was not based solely on violence. It
15 was also based on some of the major risk factors that
16 contribute to violence, such as poverty and such as
17 youth who had been expelled or suspended or were
18 disaffected from school. And all of those factors were
19 taken in. I relied on the list of communities that
20 were -- was produced by DHS.

21 Q. And DHS supposedly had this report. And the
22 Auditor at page 73 talks about 7 of the top 20 Chicago
23 neighborhoods that had violence problems not getting or
24 receiving NRI money. And it refers to the Department of
25 Human Rights -- Services or Safety Net Works program.

1 Do you have a copy of the Department of Human Rights --
2 Services' analysis?

3 A. No, I don't.

4 Q. Because neither does --

5 A. I've never had a copy.

6 Q. -- the auditor. That --

7 A. I understand. I've read all that, and I
8 understand that -- that years before -- This was
9 six years ago, six years ago. This was 2008 --
10 right? -- in 2008 when there was a different
11 commissioner -- or a different Secretary for DHS and
12 different staff. I understand that they were not able
13 to provide that documentation, but that was never in my
14 possession or my responsibility, so.

15 Q. But it was the source, was it not, of which
16 communities received NRI funding and obviously which did
17 not? And so it was a criticism and I think a pretty
18 fair one that the source document that supposedly sets
19 forth these objective indicia and this analysis you
20 speak of that goes beyond just the most violent
21 neighborhoods -- we can't find it. There's no objective
22 indication that it exists, and there's nothing in the
23 record that shows this analysis was actually used.
24 And -- And that's problematic, wouldn't you agree?

25 A. What do you mean when you say that it wasn't

1 actually used? It was --

2 **Q. How do I know --**

3 A. -- used.

4 **Q. How do I objectively know it was used?**

5 **What -- What can I look at? What source document?**

6 A. Well, as I mentioned to the auditors, the --
7 the Safety Net Works RFP, which was developed with DHS
8 and with the other agencies, by IVPA -- because we
9 administered those grants, DHS monitored the
10 programmatic aspects -- that RFP, that very first RFP
11 says that the only communities eligible to apply for
12 these funds are the following communities that have been
13 determined to be -- and it names, you know, violence,
14 poverty, and disaffection from school. It names
15 those -- those factors.

16 **Q. So it's listed --**

17 A. So that's the -- that's the documentation that
18 I can point to.

19 **Q. Okay. So it lists things that there's no**
20 **source behind it, and that's what the auditor**
21 **criticizes --**

22 A. I understand.

23 **Q. -- frankly.**

24 A. I understand.

25 **Q. Okay.**

1 SENATOR BARICKMAN: Okay. Just -- Thank you --

2 REPRESENTATIVE MAUTINO: Senator Barickman.

3 SENATOR BARICKMAN: Thank you, Representative
4 Sandack and Chairman Mautino.

5 EXAMINATION

6 BY SENATOR BARICKMAN:

7 Q. Just -- You know, the Safety Net Works program
8 has been referenced repeatedly by the members, and I
9 just want to understand how the decision-making
10 approached that list.

11 Safety Net Works, in my understanding, is an
12 initiative that started under the Blagojevich
13 administration that identified a set of communities
14 around the state as being highly violent or --

15 A. As having several factors.

16 Q. Understood. Here's -- Here's what is missing
17 on that. That list included a number of communities
18 outside of the City of Chicago?

19 A. It did.

20 Q. It had East St. Louis, Decatur, Peoria, and
21 otherwise. And it's not clear to me how the decision
22 was made to eliminate those non-Chicago area communities
23 from this NRI initiative. If NRI was based on the
24 Safety -- excuse me. If NRI was based upon this Safety
25 Net Works list but only certain communities within

1 Safety Net Works were the recipients of NRI dollars,
2 then where did that decision come from? Was that a
3 decision made at IVPA? Did the Governor's Office say,
4 We just want this in Chicago? I mean, what --

5 A. As I've said before, the Governor's Office
6 communicated that they wanted to start with this program
7 and initiate this program in the Chicago area. So we
8 went to the communities on that list that were in the
9 Chicago area.

10 Q. Okay. And I -- And I saw in the e-mails in
11 October -- it was October 25th, 2010, you sent an e-mail
12 to Michelle Sadler. I'm not sure today what role
13 Michelle Sadler had within the Quinn administration,
14 but, regardless, your e-mail asked about taking NRI to
15 Rockford, Decatur, and East St. Louis. We don't have --
16 The Audit Commission doesn't have the response to that.
17 But either in that communication or others, did you
18 bring to the attention -- to the Governor's Office that
19 you wanted to bring NRI outside of Chicago, and if so,
20 what -- what was the response?

21 A. You know, I can't recall the exact details,
22 but there was -- the reason for that e-mail from me to
23 Michelle Sadler, who I believe at the time was acting
24 Chief of Staff -- I want to say that that's right, but
25 you know, I'm doing my best with my memory -- that there

1 was some discussion that -- I don't know even who
2 originated it -- about, well, is there a possibility of
3 taking this program to other parts of the state. And it
4 never got resolved in the discussion. So I was
5 following up to say, Is there any further consideration
6 being given to this? I did not bring that to the -- to
7 the table, I don't think. And if I did, it was because
8 perhaps somebody had asked about it. I -- You know, I
9 was focused on doing what we were asked to do, but there
10 was some discussion somewhere about that possibility.

11 **Q. And just to close the loop on -- on another**
12 **thing Representative Sandack brought up regarding**
13 **Hermosa -- He said: Do you know why Hermosa was added**
14 **to the mix? You said, No, but I've seen the e-mails. I**
15 **presume you're suggesting the e-mails that came from**
16 **Toni Irving to, I believe, Jack Cutrone that said add**
17 **Hermosa to the mix. Is that what you're referencing?**

18 **A.** I'm referring to the e-mail -- or a statement
19 from Jack Cutrone saying that Toni Irving directed him
20 to add Hermosa.

21 **SENATOR BARICKMAN:** Thank you.

22 **REPRESENTATIVE MAUTINO:** Representative Sandack.

23 **REPRESENTATIVE SANDACK:** Thank you.

24 Just a couple quick areas.

25

1 EXAMINATION

2 (Continued)

3 BY REPRESENTATIVE SANDACK:

4 Q. We were talking of the UIC, UC evaluation
5 component. You were very clear that you don't remember
6 anyone directing you to look at, let alone undertake the
7 University of Chicago's offer to do the evaluation for
8 free.

9 A. I don't know that I didn't say -- I didn't say
10 "look at" because I was -- I'm vague about that. But I
11 was not told, We want you to use the University of
12 Chicago to do a study.

13 Q. Does the name Roseanna Ander mean anything to
14 you?

15 A. Of course. She is the -- the -- I think
16 Executive Director is her role at the crime lab.

17 Q. University of Chicago's crime lab?

18 A. Mm-hmm.

19 Q. Would it surprise you that she said she
20 contacted you and offered to have the lab conduct the
21 evaluation at no charge?

22 A. I saw that. And when I saw it in the -- in
23 the audit, it -- it -- it surprised me. I honestly do
24 not recall that conversation. I recall me reaching out
25 to her and going to her office and sitting down and

1 talking about what -- the -- the kind of study that they
2 did where cost was never discussed. So I don't recall
3 that conversation.

4 **Q. All right. Because this is pretty important**
5 **because we were talking about a direction coming from**
6 **the Governor's Office. This is a comment from the**
7 **Executive Director of the crime lab at the University of**
8 **Chicago saying she talked to you and offered to you to**
9 **do the evaluation for free.**

10 A. I hear that. All I'm saying is I do not
11 recall that conversation.

12 **Q. Okay. I think you and your attorney were**
13 **given some e-mail -- a packet that we got yesterday.**
14 **And I'd like to turn your attention to the sixth page, I**
15 **think. It's the bottom of the -- of what looks like at**
16 **the top a Ben Nuckels to Jack Lavin e-mail strand, and**
17 **the bottom says September 5, 2010, at 2:53 p.m., from**
18 **jacklavin@aol.com.**

19 A. I'm sorry. Where are you?

20 **Q. The bottom of -- I think it's -- Here, I'll**
21 **number them --**

22 A. What page?

23 **Q. They're not paginated.**

24 A. I know but of this grouping.

25 MR. THEIS: What's the date on it? Maybe that

1 will --

2 REPRESENTATIVE SANDACK: It's page 6. The date is
3 September 5. It's the very last line entry at the
4 bottom. It says, Sent from my iPhone.

5 BY REPRESENTATIVE SANDACK:

6 **Q. Page 6. You're looking at the wrong e-mail --**

7 A. One --

8 **Q. -- I bet.**

9 A. -- two.

10 REPRESENTATIVE MAUTINO: Can staff also pass out
11 some copies to the Representatives as well.

12 BY THE WITNESS:

13 A. This one that has redactions on it?

14 **Q. Mine doesn't have redactions, but maybe yours**
15 **does. Okay.**

16 MR. THEIS: I think --

17 BY THE WITNESS:

18 A. Does it start with "Black paid media" up top?

19 **Q. Yes.**

20 A. Okay.

21 **Q. I'm looking at the sixth page, at the bottom,**
22 **on -- It says, On September 5, 2010. Do you see that?**

23 A. Yes. And then go --

24 **Q. Okay.**

25 A. -- to the next page. Okay.

1 Q. Exactly. And then go to the next page. Thank
2 you. Because this is a strand that goes for quite
3 awhile.

4 A. May I -- May I -- May I look at it for just a
5 minute, please.

6 Q. All right. I'm going to read the top part.
7 It says -- This is to Mr. -- from Mr. Lavin. We are --
8 This is September 5, 2010:

9 If we are trying to get the base out and
10 that's the key to our victory, we better prioritize
11 correctly. We spent a lot of money in the AA community
12 in the primary. We did a lot of robocalls utilizing
13 Congressmen Davis, Rush, and Jackson. We also did radio
14 with the same people. Obama can be positive and get
15 people to be more excited about PQ. The Congressmen and
16 an ad like Andy suggests, from a typical AA family,
17 particularly woman, can play why Brady should -- would
18 be a disaster. The AA community tends to break late, so
19 we have some time. The Governor's Neighborhood Recovery
20 Initiative will also help on the jobs and the
21 anti-violence messages.

22 Do you see that?

23 A. I do.

24 Q. We were talking earlier about whether -- I
25 asked you if politics played any role in your mind,

1 because you're a thinking person, about the expedited
2 nature of the program you had been handed, the largesse
3 of it, and the unusual circumstances of how quickly to
4 get it out. You see Mr. Lavin, with whom you earlier
5 testified you had at least one or two conversations with
6 because he was the -- at that time I don't know what his
7 title was. What was his title at that time?

8 A. Jack was the Chief of Staff.

9 Q. Okay. So this is an e-mail -- You're not on
10 it, but it certainly talks about a pervasive attitude
11 and unmistakably references the -- the NRI program.
12 Ma'am, did it bother you that you were being asked to do
13 something pretty incredible in a short period of time
14 that you'd never done before, in the backdrop of a
15 coming election that everyone knew was coming?

16 A. You can say I'm disturbed, crazy, whatever you
17 want to say --

18 Q. I would never do that.

19 A. -- but I was not disturbed. I was excited
20 about the opportunity to really invest significantly in
21 violence prevention in these communities.

22 Q. I -- I don't --

23 A. And, you know --

24 Q. -- doubt your intent.

25 A. -- it --

1 **Q.** What I'm asking, though, is -- I -- I have no
2 doubt about your intent, your aspirational goals, and
3 the effica- -- or the -- the -- the outcome you wish to
4 see happen. But I'm asking you: Did you not think that
5 this had anything to do with an election coming up?

6 A. Elected officials, presidents, governors often
7 introduce initiatives and programs to respond to the
8 needs of constituencies that they serve. So it -- it
9 wasn't a shock to me that this was happening during that
10 time.

11 What I do want to say here is the Governor's
12 Office never told us who to give the money to, what
13 communities to go in, what agencies should get that
14 money. There -- The elections did not play a role in
15 where that money went.

16 **Q.** But it was only going to Chicago, right?

17 A. Chicago --

18 **Q.** And the south suburbs?

19 A. -- area.

20 Yes, where the -- where --

21 **Q.** Okay. So --

22 A. -- the violence was the most disturbing.

23 **Q.** It was going to certain areas. And you see
24 Mr. Lavin's e-mail. You see what he's saying in this
25 e-mail, right? Do you think anything he's saying in

1 **there is wrong?**

2 A. I'm -- I'm not going to comment on --

3 **Q. Okay.**

4 A. -- Jack Lavin's comments.

5 **Q. Can you take a look at ...**

6 **(Discussion off the record.)**

7 BY THE WITNESS:

8 A. It's not my business to do that.

9 **Q. Do you have the board of -- minutes of the**
10 **meeting of September 30th. It's a little later that --**

11 A. Yes.

12 **Q. -- same month for --**

13 A. Yes.

14 **Q. -- your board, the Illinois --**

15 A. Yes.

16 **Q. -- Violence Prevention --**

17 A. Yes.

18 **Q. -- Authority. Look to --**

19 A. I know exactly where you're going.

20 **Q. Well, let me get there, and -- and I -- I'd be**
21 **appreciative.**

22 A. I'm sorry.

23 **Q. The second full sentence says: Malcolm**
24 **explained that the Governor's Office is committed to**
25 **allocating some of the funds for this initiative**

1 **immediately and will allocate the rest after the**
2 **election. Do you remember him saying that?**

3 A. Here's what I want to say to you about this:
4 Number one, this is not a quote. This is not a quote.
5 These are minutes that I produced. And I can't tell you
6 whether he said it or whether I, in a moment of
7 stupidity, put it this way.

8 I can tell you what was meant and what was
9 said, and the point was -- I really want to finish this.
10 The point was that the question had been raised about
11 these organizations out there that are going to be
12 participating in the Neighborhood Recovery Initiative,
13 how do we know that they're going to get their money,
14 how -- how do we know that they're going to actually be
15 able to move. And that's when the -- the -- the --
16 the -- the response was basically -- and I'm -- I'm
17 paraphrasing. That's the point. The -- The response
18 was these dollars -- we made some of the dollars
19 available now so that things could get off the ground
20 and the balance will be made available after -- by
21 December, after the election, regardless to the outcome
22 of the election, is what was being communicated. That
23 money is there for the Neighborhood Recovery Initiative.
24 I wrote these minutes.

25 **Q. Right.**

1 A. I eat this. I take responsibility --

2 Q. Ms. Shaw --

3 A. -- for how this --

4 Q. Well, hold one.

5 A. -- is worded.

6 Q. Hold on. That was --

7 A. It is not a quote.

8 Q. That was a lot of extrapolation, but let's go
9 through some simple yes/nos.

10 A. It's what happened.

11 Q. These are board minutes that you prepared?

12 A. I prepared them.

13 Q. And this was approved by the board?

14 A. There was approved by the board.

15 Q. And the words "in December" or at --

16 "irrespective of who wins," are absolutely nowhere in
17 this document, are they?

18 A. No.

19 Q. And the statement attributed to Malcolm
20 Weems -- we'll ask him directly. But there's no hyphen;
21 there's no extra comma; there's nothing else other than
22 money will go out immediately and money will go out
23 when -- after the election; isn't that correct?

24 A. From a timing perspective. That's what that
25 says.

1 Q. Okay.

2 A. From a --

3 Q. Last question.

4 A. -- timing perspective.

5 Q. From a timing perspective. Document 47. I
6 don't know if you have that.

7 REPRESENTATIVE SANDACK: Would you please give that
8 to her.

9 (Discussion off the record.)

10 BY REPRESENTATIVE SANDACK:

11 Q. It's coming right now. Hang on.

12 Just a couple of questions about prior to your
13 retirement, June 1 through 4 of 2012. 47 is the
14 document.

15 (Document tendered.)

16 BY REPRESENTATIVE SANDACK:

17 Q. Take a moment and just take a look at that.

18 A. Where -- Where -- What do you want me --

19 Q. The e-mails on --

20 A. -- to have?

21 Q. -- page 18- --

22 MR. THEIS: Do you want her to focus on a
23 particular area so we can --

24 REPRESENTATIVE SANDACK: Yes, 189 to 201.

25 BY THE WITNESS:

1 A. 189? This is 198 to 199 --

2 Q. Well, again --

3 A. -- to 200.

4 Q. 18- -- No. I've got a -- I've got a typo on
5 mine. Excuse me.

6 198 through 201.

7 A. Okay.

8 Q. Do you have it?

9 A. Yes.

10 Q. All right. It appears through those documents
11 to indicate that you began inquiring about the need to
12 hire a criminal attorney as a result of the passage of
13 the NRI audit resolution. The series of e-mails begin
14 the day after the resolution passed, to be in touch with
15 a Wayne Whalen, W H A L E N, for what appears to be a
16 consultation on what you need to know to prepare for the
17 audit. The series ends on June 4 with a response from
18 Michael Koetting, who I believe is right back there,
19 K O E T T I N G, from the Department of Healthcare and
20 Family Services, in which he states: Jeannette Badrov,
21 HFS General Counsel, would be happy to talk to you. She
22 also scoffed at the idea of a criminal attorney. Why
23 would anyone need that?

24 Do you see that?

25 A. I do.

1 **Q. Okay. What was going on in your head at that**
2 **time?**

3 A. What was going on not just in my head, what
4 was going on, was that after the audit resolution was
5 passed, I had lunch with my friend/colleague, Paula
6 Wolff, who said to me, Are you are you getting an
7 attorney?

8 And I said: No, I don't need an attorney.
9 I'm -- You know, I'm going to deal with this audit. I
10 don't need an attorney.

11 And she encouraged me to -- You know, it's
12 wise, she said, just to -- to run this stuff by somebody
13 and just check, and offered for me to have a
14 consultation with her husband, Wayne Whalen. And I did.

15 **Q. Okay. Just one last question. What would**
16 **cause such consternation? An audit happens all the**
17 **time. Your department had been audited before.**

18 A. This was not a standard compliance audit, as
19 you know. This was a performance --

20 **Q. Performance audit.**

21 A. -- audit. This was a --

22 **Q. That's right.**

23 A. -- performance audit designed to dig very
24 deep, and this whole program had been a political
25 football from day one.

1 **Q. Why is that? Help me out. Why is it a**
2 **political football from day one?**

3 A. Because if you -- I mean, it was. They -- I
4 mean, there had been advocates from your side of the
5 aisle for -- since the program started, advocating that
6 the money be cut, that the program be audited, that --

7 **Q. Well, day one means -- means July, August, in**
8 **August. Was anyone fighting this program in August**
9 **of 2010?**

10 A. This is not August of 2010.

11 **Q. I know. But you said --**

12 A. I'm sorry. I'm confused.

13 **Q. Maybe I misunderstood your answer. So let me**
14 **make sure. I thought you just said this program has**
15 **been a political football from day one. "Day one" to me**
16 **begins in August of 2010. Was it a political football**
17 **then?**

18 A. No, not -- In the early stages, let's say.

19 **Q. When? Tell me -- Help me out. When was it a**
20 **political football, ma'am?**

21 A. I read the State Journal Register where it --
22 where budget negotiations were going on, and it was
23 clear that -- that the -- the -- the GOP side of the
24 aisle was asking to cut NRI. I was aware that in F- --
25 The previous year, the year prior to -- to -- to the

1 legislative session that did pass the audit, I was aware
2 that there had been a -- a motion that year, the
3 previous year, to audit the Violence Prevention
4 Authority for NRI which was not passed.

5 **Q. Are you suggest- --**

6 A. So I was aware that -- that -- that there was
7 a -- that this was a political football in the sense
8 that the Republicans seemed very disturbed about this
9 program, wanted it cut, and wanted it audit -- audited
10 very early in the process.

11 REPRESENTATIVE SANDACK: Well, given what the audit
12 says, I would say maybe they were prescient.

13 But thank you very much for your answering of
14 questions. I appreciate it.

15 REPRESENTATIVE MAUTINO: Further questions?

16 Senator Raoul.

17 SENATOR RAOUL: Thank you.

18 EXAMINATION

19 BY SENATOR RAOUL:

20 **Q. I guess the best place to start is where you**
21 **just left off, the -- the characterization of this as a**
22 **political football. Are you characterizing that that**
23 **way because the conversations have not just happened in**
24 **this room, in the Audit Commission room, there have been**
25 **press conferences, and there have been efforts all the**

1 way to the Republican nominee for Governor who's
2 financing the respective parties to use this as an
3 election issue? Are you -- Are you --

4 A. I'm referring to the whole two-, three-year
5 period --

6 Q. Absolutely.

7 A. -- four-year period.

8 Q. And there's press con- -- such press
9 conferences, political press conferences have been
10 taking place during that -- that -- that tenure, not
11 just over the last few months.

12 First off -- Yeah. Before I -- Before I go on
13 with the questioning, I just want to thank you for your
14 long-term service, serving communities that -- not --
15 the communities that are often underinvested in,
16 neglected, whether it's education, whether it's the type
17 of programs that we're -- we're -- we're -- we're --
18 we're talking about here, that are neglected, I -- I
19 think in part -- not as a desire to be -- be overtly
20 mean to those communities but because there's an
21 ignorance about what's going on in these communities.

22 Would you -- Would you agree with that characterization?

23 A. Yes, that these are communities that have
24 largely been dis- -- dis-invested in.

25 Q. You know, I was looking at your resume a

1 little bit, and I wanted to go back. You know, you had
2 been -- you had been with the Violence Prevention
3 Authority since its inception, but your work did not
4 start there. Some of the community -- Your experience
5 with community-based organizations goes back to your own
6 involvement in the -- If you'd talk about that a little
7 bit. Because I've got some follow-up on -- on that,
8 based on your --

9 A. Sure.

10 Q. -- your experience.

11 A. I came to the Midwest. I came to Illinois as
12 a VISTA volunteer back when the Office of Economic
13 Opportunity was first starting the anti-poverty effort.
14 I was very invested in -- in that and was trained in
15 Cincinnati and assigned to East St. Louis. And so I
16 spent months in East St. Louis when I first moved to the
17 state and then for the years after was involved in many
18 different efforts that involve services for youth.

19 I helped build our State -- I helped found and
20 direct shelters for battered women. I -- I was the
21 Executive Director of the Illinois Coalition Against
22 Domestic Violence where we administered, literally
23 administered and -- and -- and made grants to the
24 shelters and service programs throughout the state for
25 years. I helped pass the Illinois Domestic Violence

1 Act. I had a stint where I worked on the affordable
2 housing issue and helped pass our State's Affordable
3 Housing Trust Fund Act and worked with community
4 organizations that were trying to -- trying to rehab
5 multifamily dwellings that were on the tax rolls and
6 helped change some of the laws relating to the -- to
7 the -- to the tax dealing with properties.

8 I've -- I've -- I was a co-founder and
9 director of the nonprofit that was -- that preceded the
10 creation of the Authority. It was then called the
11 Illinois Council for the Prevention of Violence. And
12 our purpose then was to build a movement throughout the
13 state and build the understanding that violence is
14 preventable and that all forms of violence are connected
15 in some ways and that we could -- we could take a public
16 health and a prevention approach. And it was that
17 organization that organized and helped pass the Illinois
18 Violence Prevention Act.

19 **Q. In your work either as part of a community**
20 **organization or -- or working with community**
21 **organizations -- you know, you spoke earlier about**
22 **regretting not having more staff. Can you talk about**
23 **the challenges that community-based organizations that**
24 **are on the front line trying to deal with the violence**
25 **that happens, quite frankly, in the communities that are**

1 close to me and people who look like me, what -- what --
2 what -- what they face with regards to -- as a result of
3 that lack of investment with regards to their staffing
4 of their organizations and -- and trying to keep their
5 organizations operating.

6 A. Yes. I mean, community organizations, we're
7 facing the same thing, frankly, that State workers were
8 facing and that we were facing, which is cutbacks,
9 cutbacks, cutbacks, cutbacks, cutbacks, late payment of
10 funds, having too few staff to really do everything
11 that's needed to be done, which all State agencies were
12 experiencing as were many, many, many, many community
13 agencies. Many were going out of business because State
14 payments were late, budgets were cut, that type of
15 thing. So we were all operating in an environment of
16 scarcity in terms of -- of -- of resources.

17 That's why -- And I want to say that's why
18 late reports do not justify canceling contracts. And we
19 understood what these communities were facing. And we
20 were pleased with the -- for the most part -- I mean,
21 there are always organizations that have troubles. We
22 were pleased with the work that was being done. And,
23 yes, we had to go back and forth on getting a fiscal
24 report right, that type of thing, which is why the --
25 you know, there were so many revisions to these reports.

1 That's because we were digging into them and working
2 with them line by line on them.

3 You know, community organ- -- We were also
4 encouraged -- When we started this program, we were
5 encouraged by the Governor's Office -- and I think it
6 was a good encouragement -- to embrace all types of
7 communities, not just the sophisticated biggies but the
8 middle-size and the small organizations that may not
9 have had the experience of -- of -- the same level of
10 experience of managing State funds and so forth. So,
11 you know, we took that on and we embraced that because
12 we recognized that violence prevention needs to be a
13 whole community process. So we -- we -- we worked with
14 the program, recognizing that these community agencies
15 were dealing with crises every other day and were
16 dealing with inadequate resources and -- and, you know,
17 often with -- with not enough staff themselves.

18 **Q. Why don't you do a little bit of**
19 **characterizing and contrasting of the -- the**
20 **sophisticated biggies as you called them versus the**
21 **smaller community-based organizations that may grow in**
22 **and within a community in terms of their back-office**
23 **capacity to deal with the maze of compliance that they**
24 **have to deal with, not only with public funds but with**
25 **also foundation funds. Can you -- Can you kind of**

1 **characterize it.**

2 A. You know, those -- those are very challenging
3 things for small organizations. And in some cases we
4 actually recommended that the lead agency or some other
5 entity be a fiscal agent, for example, for a group that
6 might not have the capacity to manage those -- the
7 funds. And, you know, there's -- there's no question
8 that -- that we all, including me, think we can do it.
9 And sometimes when the demands of the -- the situation
10 present themselves, there were some community
11 organizations that struggled with getting their reports
12 in on time and having those reports be accurate. And so
13 that's why there was so much work and revisions and so
14 forth.

15 And as the auditor points out, some of them
16 did not maintain the proper backup documentation. In my
17 mind, that does not necessarily equate with they didn't
18 spend the money properly. It may mean that their
19 paperwork was -- was -- was not as it should have been.
20 I think the way the audit can be interpreted and was
21 presented was that if -- when there were any
22 questionable findings about -- or lack of backup in
23 documentation, you know, it -- it was -- You know,
24 40 percent of the money that we reviewed was not
25 explainable. I understand that. I understand why that

1 would be said that way. But what I'm saying is that
2 when you look at those numbers, a big chunk of it was
3 for two agencies that had gone out of business. And
4 that happens. That happens in the field. You know, I
5 checked with DHS at one point, and they told me they had
6 200 recoveries going on for funds from organizations
7 that had failed to pay back or had gone out of business.

8 So there were -- of that 40 percent, there
9 were -- a big chunk of it, almost 700,000, was for two
10 agencies that had gone out of business, one of which we
11 put out of business, we audited and we canceled their
12 contract, The Woodlawn Organization. Then there's
13 another chunk of dollars, another big chunk of dollars
14 where the proper documentation wasn't there, time sheets
15 or what have you weren't there. And then there were
16 some examples of literally people spending on
17 unallowable costs, very small, very small.

18 So all I'm saying is that raggedy edges, late
19 reports, not having proper paperwork does not
20 automatically translate to the job wasn't done.

21 **Q. And I would agree with you on that. And --**
22 **And -- And, you know, I had the blessing, I guess, to**
23 **have served on the Audit Commission before. And, you**
24 **know, this is not the first audit that's ever been done**
25 **with findings, right? And I know it's been the history**

1 that we don't throw the baby out with the bathwater.
2 There are findings on even the most respectable biggies,
3 as you -- you call them, and because they have a
4 reputation and because they have a longer reputation,
5 nobody goes after them with the sharpened axes perhaps
6 because there's no political gain from it, perhaps
7 because they're not black and brown. I don't know why,
8 but nobody goes after them with the same sharpened axes
9 as they -- they do for organizations that are on the
10 ground, in the most challenging neighborhoods.

11 But I -- I -- I guess for those who are
12 unfamiliar about those neighborhoods and those
13 organizations, they may ask and so I will ask on their
14 behalf: Well, why would you engage organizations that
15 may have these rough edges and the -- the -- these
16 challenges as opposed to engaging an organization from
17 outside of the neighborhood that has all the back-office
18 capacity, the CPAs and so forth, to -- to make sure
19 they're dotting their I's and crossing their Ts right?
20 Why would you engage such organizations?

21 A. Because for violence to be prevented in a
22 community, the community needs to be engaged and
23 involved. It involves changing social norms within the
24 community. It involves having literal places in the --
25 in the community where kids can go and receive adult

1 care and supervision and support and services. The
2 community is the place where people live, and that is
3 where -- where the violence prevention activities need
4 to happen.

5 And so our goal was to not only just engage
6 those folks but to create some mutual accountability at
7 the community level so that there's this lead agency and
8 these partners and they are working together and there's
9 accountability going back and forth between communities,
10 not just between the community and the State. So we
11 were building a community infrastructure to build the
12 capacity of communities to be there for kids.

13 **Q. And I suppose recognizing that -- I imagine**
14 **you probably anticipated that you would probably have**
15 **some of these challenges and that's part of the reason**
16 **why you had lead agencies --**

17 A. Exactly.

18 **Q. -- to try to monitor the other smaller**
19 **agencies who had less experience. Did that weigh into**
20 **not pulling the plug on some of the organizations that**
21 **weren't reporting on time or -- or facing other**
22 **challenges?**

23 A. Yes, it did. And we saw that kind of
24 timing -- that kind of -- of -- of delay of reports or
25 what have you or even incorrect reports that we then had

1 to work with them to get correct. We saw that as part
2 of -- part of the way it is and part of what we had to
3 do. We needed to support the lead agencies, and we
4 needed to support the -- the community organizations in
5 building the capacity to -- to do what they needed to
6 do. So we did not approach it from a sort of gotcha,
7 you know, if -- if there was a report late or what have
8 you.

9 Q. I'm glad you said "gotcha" because gotcha has
10 a lot to do with this -- this whole situation here,
11 why -- why -- why we're here, both from a -- a -- a
12 journalist perspective as well as from a politician
13 perspective. This is -- This is really about -- This is
14 a gotcha meeting that we're having, a series of gotcha
15 meetings, and it's -- I think it's sort of unhealthy.

16 But I do appreciate the -- the desire to -- to
17 make sure we're good stewards of -- of State dollars.
18 And then I do appreciate the -- the Auditor General
19 being able to come in and show us areas where we need --
20 we -- there are deficiencies that need to be improved
21 or, in fact, where there are recipients of grant dollars
22 who need to be cut off and -- and -- and shut down.
23 And -- And while it's a -- it was a mammoth task for you
24 to have to serve as a -- the monitor of all that and at
25 the same time serve as the person trying to implement

1 that in neighborhoods, I -- I, again, want to thank you
2 for taking that on.

3 One of the issues that's been raised in this
4 kind of gotcha witch hunt is the timing of -- of -- of
5 this and the notion that there was a Chicago focus on
6 this. And so with regards to both, you know, much has
7 been made that this was happening -- happening in a
8 gubernatorial election year, but what's not being very
9 much mentioned was what else was going on in that
10 gubernatorial election year. I want to just kind of
11 read to you a couple of headlines and -- and see if they
12 kind of characterize for you what was going on during
13 the time -- the run-up to -- to when the decision was
14 made to implement the Neighborhood Recovery Initiative.

15 Drive-by Shooting Kills Chicago Boy, 16. Man
16 Shot to Death in -- I'm sorry. February 21, 2010.

17 Man Shot to Death in Roseland Neighborhood,
18 March 15, 2010.

19 Chicago Residents Hold Anti-Violence Prayer
20 Vigil, March 20th, 2010.

21 April 25th, 2010: Man Charged in Toddler's
22 Shooting Death.

23 April 26th, 2010: Chicago Lawmakers Call
24 in -- Call For the National Guard.

25 April 30th: Boy, 16, Dies In Drive-by

1 **Shooting.**

2 **May 19th: Chicago Police Officer Thomas**
3 **Wortham Shot and Killed Outside His Family's Home.**

4 **June 2010: Five Wounded in Separate Shootings**
5 **Overnight.**

6 **I won't read them all, but I'll -- I'll --**
7 **I'll stop on this one. June 21, 2010: Chicago**
8 **Violence, At Least 52 Shot, 7 Dead Over the Weekend.**

9 **Does this kind of characterize the environment**
10 **that -- that led to the -- the -- what's been**
11 **characterized as the rush to get resources to the**
12 **communities where this was happening?**

13 A. Absolutely. And, you know, there are others,
14 the Fenger student, the beating of the -- to death of
15 the Fenger student. There were story after story.

16 And then let me say that as a violence
17 preventionist who also understands violence in the
18 family very well and what happens, the kinds of killings
19 that -- that you're describing and shootings was the tip
20 of the iceberg of -- of -- of interpersonal violence
21 that -- that -- that was happening in -- in -- in these
22 communities. And, you know, children exposed to
23 horrific violence in the home, children exposed to
24 violence in the community, sexual assaults -- I mean,
25 there are -- there were so -- so many forms of violence,

1 interpersonal violence, taking place that children were
2 exposed to that the egregious stories that you're laying
3 out -- and there were actually, I believe, two other law
4 enforcement officers. This -- This was a -- a year that
5 not only killed kids in unbelievable numbers; it killed
6 law enforcement officers in -- in a way that hadn't been
7 seen in a long time.

8 So there was absolutely a heightened sense,
9 and there was absolutely a call to the Governor's Office
10 from these communities to do something.

11 And let's remember, a program that's going to
12 be offered -- a summer jobs program that's going to be
13 offered in the upcoming spring, summer, you don't start
14 in -- in May or June planning for that. You start back
15 months before. So this program started with an eye
16 toward getting stuff on the ground so that over the next
17 year we could be making resources available to schools
18 and to communities to -- to -- to encounter and to
19 provide constructive opportunities for young people to
20 keep them on the path.

21 **Q. And -- And just like, you know, we would**
22 **respond as fast as we can if there was a -- a massive**
23 **flood in the state of -- in downstate Illinois or a**
24 **terrible tornado in Central Illinois, to get resources**
25 **to those communities that are ailing from those**

1 circumstances, while there still may be heavy rain that
2 may flood Chicago basements or there may be the winds
3 that are at the same time blowing trees down and
4 wrecking homes and -- and -- and -- and cars in -- in
5 Chicago, there's some times -- there's a time when
6 government focuses on where the problem is more massive
7 and worse. Was it not the case that it was not only
8 local Chicago news -- not only State news, not only
9 domestic news throughout the country, but international
10 news how bad the violence was in the City of Chicago,
11 particularly in black and --

12 A. Yes.

13 Q. -- brown communities?

14 A. Absolutely. I mean, there was a prevailing
15 sense. The press was covering it and putting pictures
16 of kids, and there was a level of horror about the
17 amount of violence that was taking place. And, frankly,
18 the Governor stepped up to that and put resources into
19 those communities.

20 Q. And -- And I apologize if I asked my questions
21 with a little bit of passion. As you know, I speak to
22 you as somebody who had a drive-by shooting across the
23 street from my home, where a boy the same age as my son
24 was shot. I had a good friend of my son murdered blocks
25 away from my home in daylight, on a Saturday afternoon,

1 in -- in cold blood. And these are just -- not just
2 isolated occurrences. These are recurring occurrences
3 that -- that -- that some of the members of this
4 Commission may be less familiar with because it doesn't
5 happen to the same intensity and the same extent in --
6 in the areas that they respectively represent.

7 One of the other things I wanted to just kind
8 of confront head-on is just this notion of separating
9 politics from governing, you know. And it's a difficult
10 question I think that we all individually try to
11 balance. But one of the things that I've noticed -- and
12 this is not a Democrat phenomenon or a Republican
13 phenomenon. In gubernatorial election years, both the
14 folks who are campaigning for Governor on the Democrat
15 side and on the Republican side seem to come to black
16 and brown communities more often than they would in --
17 in -- in -- in other years. And as a result of that,
18 they hear directly from people within the communities,
19 be it pastors, be it local elected officials, be it just
20 regular residents of the community, of -- of what
21 they're not doing well enough.

22 And do you believe that one of the things that
23 may have been happening in 20- -- In fact, I'm
24 (inaudible) a couple of members of this Commission who
25 I've -- I've seen in my neighborhood while they were

1 campaigning. I haven't seen them when they weren't
2 campaigning there. So hopefully they became a little
3 bit more familiar with the challenges that we -- we
4 face. But is it wrong for -- in your opinion, for --
5 whether it be some -- a member of this Commission or --
6 or the Governor to want to react to those voices that
7 they're hearing while acting in a -- their political
8 role, learning from these people of the -- the -- the
9 grief of losing kids at -- at tender ages? Is it wrong
10 for a Governor or anybody else to want to react to that
11 and react to that immediately?

12 A. Not only is it not wrong; it's the right thing
13 to do. And that's how I saw this investment in violence
14 prevention.

15 This was a collective call to the Governor
16 from the communities that were talking with him about
17 their needs, and it was a response that showed that he
18 understood the seriousness of the problem and was
19 willing to use funds that had been made available to him
20 to allocate for this work.

21 Q. You made a comment in your opening remarks
22 about, I think -- I'm trying to find it. Folks wanted
23 to just get to the bottom of this NRI, and you wanted
24 them to get to the --

25 A. Middle and the top.

1 Q. -- middle and the top. I want you to talk
2 about that a -- a little bit more. On the basis of
3 the -- the elements that you enumerated, school-based
4 counseling for elementary school students, mentoring,
5 parent leadership, reentry, and expansion of the safe --
6 safe -- safety net. Can you -- Because one of the
7 inherent things about an audit is it's looking for
8 shortcomings. The Auditor General is not looking to
9 review a program so he can cheerlead about it. That's
10 not his role.

11 A. That's right.

12 Q. He's looking to make sure that State resources
13 are not wasted. And -- And so, you know, I appreciate
14 that the Auditor General did not cheerlead the good of
15 the NRI, but I think it's important for this Commission
16 and -- and -- and for the State at large to hear about
17 some of the good.

18 A. Oh, let's take the Mentoring Plus Jobs program
19 for example, that component. For two summers in a row
20 that I was there -- actually it's along spring, summer,
21 into early fall -- up to 80 youths -- and I know every
22 community did not -- was not able to hire all 80 in the
23 start-up year, but that was the goal and that was what
24 we hoped for. But 80 youth in each of these communities
25 could -- and -- and altogether over -- I want to say

1 over 3,000 jobs occurred in these communities. These
2 young people in the Mentoring Plus Jobs program -- I
3 really want to talk about this because there's been a
4 lot of slander of that program, This was wasted money,
5 This was giving kids money to go hand out pamphlets.
6 Let me talk about this program.

7 We have been as a State providing summer jobs
8 and striving to provide more and more summer jobs for
9 kids over the years. I mean, this has been an
10 understood strategy for supporting kids who live in
11 poverty and for providing them with constructive
12 opportunities to earn money and to be -- to learn
13 skills. I called the Mentoring Plus Jobs component a
14 three-fer for -- for -- for three reasons.

15 One, it was a jobs program. These kids earned
16 money. They had to report to work. They had to wear
17 their uniform. They got taxes taken out. This was a
18 job. So they had a job experience.

19 Secondly, this was a mentored, team-based job
20 experience. This was not some agency over here takes
21 the kid, puts him in the back room, and lets him copy,
22 make copies all day, or do whatever sort of grunt work
23 might be useful to have a young person do. These were
24 teams of kids who were mentored, five kids to a mentor,
25 who would work together doing this whole job program so

1 that these kids could learn a whole range of skills.

2 And that gets me to the third part of the --
3 the three-fer, which is the -- what was the job they
4 were doing? These pamphlets that they were tossing out,
5 these were well-thought-through messages about taking
6 care of yourself, taking care of your -- others in your
7 community, being safe, staying in school, and being
8 healthy. And for each one of those major messages, on
9 those pamphlets were long lists of the kinds of things
10 that we all can do, be a role model to our siblings,
11 work out our stress, talk to somebody if we need help,
12 if you're behind in school, get help, you can go back,
13 all sorts of positive messages that these young people
14 in the Mentoring Plus Jobs component first had to learn
15 themselves and had to internalize those messages
16 themselves. So part of their job, as with many jobs
17 where there's a training component to the job, these
18 young people were working out these -- and
19 understanding these -- these -- these messages and these
20 sub-messages. And then they were taught the
21 communication skills involved in going out and working
22 in their community with their peers and with adults in
23 their community to promote these positive messages.

24 So they had a job, they were mentored and
25 supported and worked with -- as a team and weren't

1 isolated, doing grunt work, and the job they were doing
2 en- -- enriched -- I'll go back to that word that
3 somebody used -- enriched their own skill set and their
4 own understanding of what it means to take care of
5 myself, to take care of my community and others, to be
6 healthy, to -- the importance of staying in school.
7 It -- It -- It enabled them to learn those things and
8 then to build the confidence and the communication
9 skills to go out and communicate those to others. It
10 was an excellent program, and the kids really benefited
11 from it.

12 You know, somebody from -- a colleague that I
13 work with went to a conference a few months ago on
14 juvenile justice. And one of the speakers at the
15 conference, she wrote to me, was a young man named
16 Miguel, and he talked about how the NRI, how his
17 participation in the NRI program transformed him and
18 gave him the skills necessary to take the kind of steps
19 in his life that were needed.

20 You couple that with the school-based
21 counseling program, for example. In one of the
22 Mentoring Plus Jobs programs, a young person was killed,
23 a young person was killed, not the incident that was
24 reported in the paper. The young person was killed.
25 The school-based counselors who had been trained by NRI

1 to deal with trauma and to deal with -- with the
2 counseling needs of young people went into the
3 school-based counseling component in that community,
4 worked with the M Plus J kids to help them deal with the
5 trauma of what they experienced, having one of their
6 kids lost.

7 The school -- I'm just going to say a couple
8 words about school-based counseling, and then I'll stop.
9 Because I could go on and on about each component. You
10 know, reentry, there was no reentry program before NRI.
11 That was a community-based program for young people who
12 were returning to communities without any supports
13 whatsoever. The reentry program created the capacity to
14 provide those supports.

15 Just for a moment, school-based counseling.
16 Under the school-based counseling component, nearly a
17 hundred clinicians, licensed clinical social workers,
18 MSWs, nearly a hundred clinicians were trained in
19 manualized, evidence-based interventions for kids
20 exposed to trauma and for kids who needed to learn how
21 to understand and regulate their emotions and their
22 behavior. And they took -- they were trained in that,
23 and they're now out there now. You know, it lives on,
24 the fact that they were trained to -- to -- to implement
25 these programs. And CPS had the year before worked on

1 these initia- -- very same types of initiatives at the
2 high school level. And our initiatives built on that
3 and took it to the elementary school level. Yes, there
4 were problems with CPS getting the contract and so forth
5 in that first year, but what we -- what we did instead,
6 when they couldn't go into the schools yet, is they
7 worked in the community and they -- they provided
8 workshops and groups with thousands of kids in the -- in
9 the -- in the community. So here we are with a whole
10 cadre of clinicians trained in very important
11 interventions and available in their communities to
12 provide services to kids.

13 Q. And -- And -- And I know you can go on and --

14 A. I can.

15 Q. -- on and on, but --

16 A. You don't want me to, I'm sure.

17 Q. -- unfortunately, some -- some -- some of the
18 Commission members really don't want to hear that. They
19 just want to hear the bad stuff.

20 SENATOR MARTINEZ: That's right.

21 BY SENATOR RAOUL:

22 Q. Right?

23 SENATOR MARTINEZ: You're right.

24 BY SENATOR RAOUL:

25 Q. And the -- And reporters as well. Because

1 that's what sells papers, the bad stuff. Nobody --
2 Nobody buys a paper to -- to -- to read the -- read --
3 read what you're doing well, well with kids.

4 But one of the aspects of what you just talked
5 about -- I want to get to the -- the -- the metrics and
6 this notion of the University of Chicago crime lab
7 coming in within the first year to make a determination
8 of whether this has reduced crime.

9 An old colleague of mine -- and I'm glad to
10 have friends from the other side of the aisle -- Tom
11 Johnson, used to talk about longitudinal studies, that
12 you can't really examine something in short-term for its
13 impact because that's wasted effort and money to try to
14 just say that -- you know, that the violence prevention
15 is comprehensive in nature. And as -- as -- as
16 Representative Ryder pointed out at the time the
17 Illinois Violence Prevention Authority was -- was being
18 implemented, it's -- it's -- violence prevention -- he
19 said, For too long many of us have dealt with symptoms
20 of the disease of violence, building prisons, making
21 sentences harsher. Does that sound familiar from recent
22 discussions?

23 You know, we -- right now we have a Joint
24 Commission on Criminal Justice Reform, which I'm glad to
25 serve on with Representative Reboletti, who's -- who I

1 really hate to -- to -- to see going because he and I --
2 and I say this with all seriousness -- because he's --
3 he's evolved in my eyes and -- and has looked at a new
4 way of looking at criminal justice reform.

5 One of the things we found out -- and I'm
6 going -- I'm going to ask you if you agree with this --
7 is that -- this notion of violence prevention. When the
8 Mayor came and testified, he had to decide the
9 Superintendent of Police and Evelyn Diaz, who's the
10 Director of -- what is it? Family --

11 A. Family and Support Services.

12 Q. And the point that was being made is that
13 it's -- you can't just in isolation look at the
14 preventive things that you're doing for conclusive data
15 as to what -- whether or not you're preventing violence.
16 You can measure it in other ways to see how many people
17 you're touching and -- and things of that nature, but
18 you can't look at that in short term to make -- make
19 that determination. Is that what you were trying to say
20 earlier in response --

21 A. It is what I was trying to say. And I may not
22 have said it well. But, you know, our -- our goal with
23 our evaluation and data collection system was to
24 demonstrate that we were reaching people, that the
25 services were getting there. We were training these

1 folks to enter this data, and we were also looking at
2 whether we were impacting the risk factors.

3 Like with these elementary school kids, for
4 example, it is clear prevention to be working with kids
5 who have been traumatized by their exposure to violence
6 because they'll fail in school, they -- they will have
7 all sorts of problems associated with that trauma that
8 are linked to eventual violent behavior. So if you're
9 working with elementary school kids to deal with their
10 trauma, that work is not going to impact the violence
11 rate in that community that year, but we can look at
12 whether we're reducing those risk factors, reducing
13 those systems -- those symptoms, whether we're having an
14 impact on that child's well-being.

15 And the same thing with these others. With
16 Mentoring Plus Jobs -- What we were trying to measure
17 with Mentoring Plus Jobs was: Does -- Do the youth have
18 a different attitude about work? Do they see the labor
19 force as something that they could be constructively
20 involved in in contrast to the kind of unpaid illegal
21 work? So, yes, we were -- we were intervening in ways
22 that would reduce risk and promote resilience, that
23 could in the future potentially have an impact on that
24 behavior.

25 Q. Okay. I'm kind of -- I'm being given the hook

1 here --

2 A. I know.

3 Q. -- but we can go on and on.

4 I just want to -- There are a couple of
5 organizations that I'm very familiar with because there
6 in and around my district. One is the Black United Fund
7 of Illinois, and the other is the Chicago Area Project.
8 And -- And I had to have this as kind of my last
9 question because they've been assailed and -- and
10 they -- they've been looked at in a very limited focus.

11 It's my understanding the Chicago Area Project
12 has been serving communities in -- in the Chicago area
13 since 1930 and the Black United Fund has been doing it
14 for the last couple of decades. Do you look at the work
15 of the Chicago Area Project and Black United Fund in
16 isolation in terms of the salacious stuff that's been
17 put in the media, or do you look at them
18 comprehensively?

19 A. No. Absolutely comprehensively.

20 I mean, to -- to take just Black United Fund
21 for a moment, the story that put them out there in -- in
22 a bad light was the story of a young person who was
23 engaged in the Mentoring Plus Jobs program who off
24 hours, not while he was on the job for Mentoring Plus
25 Jobs, off hours, committed a crime, a horrible crime.

1 And he actually did it in partnership with another youth
2 who was killed. Terrible. And, yes, that's not a good
3 thing.

4 But the program was a program for high-risk
5 youth. The program was a program where organizations
6 like Black United Fund are taking risks by embracing
7 these kids and bringing them in and giving them positive
8 things to do. And the fact that one or two of these
9 kids in one community was the only story that could be
10 found of a failure of the program just -- it -- it --
11 it -- frankly, it incensed me because, you know, you
12 turn the page and there's a police officer who's just
13 been indicted for this or that or a legislator who's
14 just been indicted for this or that. Every -- People
15 from all different professions and pro- -- participating
16 in all sorts of programs and going to all sorts of
17 churches and religious groups, religious centers, commit
18 crimes. And to -- to -- to not expect that one child or
19 two in a large program that's serving thousands of youth
20 are not going to get in trouble and to make that become
21 the face of the program, as if somehow that was a
22 failure that that program should somehow account for,
23 is -- is -- is -- is very sad to me because it -- it --
24 it doesn't speak to what it is that program is trying to
25 do and recognize that you're -- we're working with kids

1 who are one foot away from that kind of trouble and it's
2 going to happen sometimes.

3 SENATOR RAOUL: Thank you again for your service
4 and your testimony.

5 And thank you for your patience, Mr. Chairman.

6 REPRESENTATIVE MAUTINO: Further questions?

7 Chairman Barickman.

8 SENATOR BARICKMAN: Thanks, Mr. Chairman.

9 Welcome formally, I suppose, Ms. Shaw.

10 I think as I -- before I get into some of the
11 questions that I have for you, I wanted to respond a bit
12 to some of my colleague's, Senator Raoul's comments
13 here.

14 And, Senator, I have great respect for -- for
15 you, and I hope you know that.

16 But I do think it's important for all of us to
17 remember why we're here. And I understand that some --
18 And, look, I'm certain both sides can take blame for,
19 you know, your -- the suggestions that politics has
20 influenced the hearing that ultimately became here
21 today. Fair enough.

22 But the importance of this hearing exists, and
23 it's an importance that comes from law. That's why we
24 have the Audit Commission. It's an importance that we
25 spent a lot of money on. The auditors put more than a

1 year into this audit, and their findings are stunning.

2 Their findings, I think, are much of the reason why
3 there is a heightened anxiety about today's hearings.

4 And those findings are troubling. They're
5 troubling -- They ought to be troubling to all of us.

6 Whether you're from Bloomington like myself, who
7 admittedly does not have the crime rate that exists in
8 Chicago, that doesn't mean that the crime that exists in
9 Chicago is not meaningful to people like me. But for my
10 constituents, they place value in the decisions that we
11 make in Springfield, and what they've seen here is a
12 tremendous expenditure of dollars on a program for which
13 has been heavily criticized.

14 I've also heard from people who are not my
15 constituents, people who rely on the State, Federal,
16 local governments to help fund their anti-violence
17 measures. Those groups too have expressed to me their
18 belief in the importance of these hearings to preserve
19 the integrity of the many good programs that do exist
20 out there today.

21 And so I think it's -- it's helpful and useful
22 that you, Ms. Shaw and Senator Raoul, have talked about
23 some of these positives that do exist in our State.
24 That is absolutely important.

25 But what we have is an audit to deal with

1 today, and it's -- again, it's an audit that I think is
2 stunning. And I want to get -- you know, with all due
3 respect to all of our conversations about the importance
4 about anti-violence initiatives and without criticizing
5 those efforts in any way, I want to talk to what we --
6 what we read as we review the audit.

7 EXAMINATION

8 (Continued)

9 BY SENATOR BARICKMAN:

10 Q. Ms. Shaw, you know, a lot of discussions about
11 politics. And I -- I suppose in Springfield there's a
12 saying that good policy is good politics. And I think
13 the -- the question that we've got is whether or not
14 this was good policy.

15 And, Ms. Shaw, earlier in response to some of
16 the questions that Representative Sandack raised, you
17 said, Well, this wasn't politics because the Governor's
18 Office never told me what to do. I might be
19 paraphrasing. But I'm troubled when I read the audit.
20 And, look, we've all seen the stories that have been
21 frequent in the media over the summer about the
22 decisions the Quinn administration made at every
23 juncture in this program.

24 So walk me through -- You know, there -- there
25 was some discussion about the Anti-Violence Commission

1 that was -- that was launched in the summer of 2010.
2 And I'm not clear as to what role that Commission played
3 in what became the creation -- or what became this
4 program, the NRI program. Did NRI come as a result of
5 that Commission, or was NRI created independent of
6 whatever thoughts were coming out of that Commission?

7 A. My understanding and experience is that NRI
8 was a separate program. The Commission had its own
9 purpose. And the program was funded to implement actual
10 programming in communities and that -- you know,
11 certainly the Commission, I recall, urged the Governor
12 to -- to do something about violence prevention and not
13 necessarily to wait until the end of their hearings,
14 that -- that they supported his move to invest in
15 violence prevention but they were separate, separate
16 bodies and separate functions.

17 Q. Okay. And so there was a CCN report on -- in
18 2012 that shined -- shined light on this program and --
19 significantly on that -- on this program. But in that
20 report, Governor Quinn said that this program was a
21 result of the Commission. And so was he wrong there?

22 A. You know, I think he was -- I can't speculate
23 as to -- to what -- what was going on in his mind, but
24 they -- the Commission was created around the time of
25 all this summer activity and they were calling for --

1 for a focus -- a focus on violence prevention. The
2 communities were asking for violence prevention. And
3 that was the impetus behind -- behind his investment.
4 How he conceptualized the Commission and its
5 relationship is something you have to talk to him about.

6 Q. Okay. And so whether you're a taxpayer or
7 you're a community member in one of the communities that
8 may or may not have received funding, you might have an
9 interest in this, right? Okay. There's going to be
10 this new program. Ultimately, we're going to spend tens
11 of millions of dollars on it.

12 And as -- as lawmakers, I think we're trying
13 to -- as we -- you review the audit, you know, there's
14 no clear understanding, it appears, from the auditors as
15 to, you know, who were at those meetings. It looks like
16 sometimes some aldermen, sometimes some clergy members,
17 for whom no one to date has been able to explain to me,
18 you know, what religious officials were there. Were
19 there members from all the religious denominations or
20 just certain ones? There were these series of initial
21 meetings. It looks like law- -- some lawmakers may have
22 been involved in them. But given that this was a
23 statewide program that seems to have come out of these
24 community meetings, we have an interest in knowing who
25 was there, that drove the decisions that ultimately

1 became where the money was spent, and which agencies
2 received the State tax dollars. So can you shine any
3 light into -- You know, how did those meetings come
4 about? Was that -- Were those meetings coming about at
5 your request? Were you at the meetings? Were they
6 coming about at the Governor's Office's request? I
7 mean, where did they come from?

8 A. Well, there were different types of meetings
9 that were going on at that time. I was engaged in two
10 types of meetings. I was engaged in meetings with the
11 Governor's Office staff, whom I've already mentioned,
12 Toni, Malcolm, Billy, and occasionally Jack Lavin in the
13 early stages; meetings with aldermen at -- we called a
14 meeting. There was a -- for aldermen to come and learn
15 about NRI and so that they could recommend their lead
16 agency.

17 And then there were other meetings where the
18 Governor's Office was doing outreach to the faith-based
19 community to -- to encourage them to become involved in
20 violence prevention. And I attended two of those
21 meetings where in some cases 70, 80 members of the
22 clergy from various denominations were present.

23 Q. Okay. And so -- And as this was -- maybe at
24 the meetings or beyond -- But there's this period of
25 time between August and October of 2010 where the

1 program ballooned and that 20 million -- you know, it
2 was initially 20 million for 12 communities. Then it
3 was 30 million. I don't think today we really
4 understand, you know, how much money went out there.
5 Let's say -- I mean, we audited 55 million of it.

6 A. There was a budget in the first year of
7 \$33.5 million for the program. That was what IVPA was
8 given to administer the NRI program.

9 The first contact made with me was the
10 Governor wants to invest in violence prevention, and the
11 figure of 20 million was -- was verbally mentioned to
12 me. So I took that figure, and I developed the model
13 based on we could do these components at -- at -- at
14 this cost per component in 12 communities. It was a
15 week, maybe 10 days later, I was told, you know, we're
16 going to -- And maybe it's because they liked the model.
17 I don't know. But I was told: You know what? It's --
18 We're going to make it 30 million. So that translated
19 into a different number of communities. And then
20 shortly after that, we were asked to add the south
21 suburbs and \$3 million was allocated for that. And I
22 asked for \$500,000 for evaluation. \$33.5 million is
23 what was made available for Year 1 for the Neighborhood
24 Recovery Initiative.

25 Q. Sure. And I guess my point in bringing this

1 up is to -- to understand where those decisions were
2 being made, and it sounds like they weren't being made
3 from you.

4 A. No, they were not.

5 Q. All right. So -- So the Governor's Office
6 comes up with this program that goes from 20 to 30 to
7 50. The press release said \$50 million --

8 A. Let me clarify --

9 Q. Sure, sure.

10 A. -- about 50 because that is important, because
11 it's been mistaken --

12 Q. Mm-hmm.

13 A. -- a lot. At the time of the announcement of
14 the program, the announcement -- the Governor announced
15 a \$50 million Neighborhood Recovery Initiative. 33.5 of
16 that was for IVPA, for our violence prevention. The
17 balance was for economic development activities
18 associated with DCEO, which I had no knowledge of and no
19 connection to.

20 Q. Right. And so I think we've --

21 A. So that's the 50.

22 Q. Right. So we've been aware, right, there's
23 this other component that was at DCEO. I think the
24 press release or somewhere along the way, it also
25 suggested that IHDA was somehow involved. Are you --

1 A. I don't know. I can't really speak to that at
2 all.

3 **Q. But from an organizational standpoint, your**
4 **role was -- was limited to the dollars that were made**
5 **available through IVPA?**

6 A. Yes, correct.

7 **Q. Okay. And the -- Help me -- Help me**
8 **understand your comment earlier that the -- the**
9 **Governor -- Governor never told me -- I don't know what**
10 **you said. You said --**

11 A. The Governor did not -- did not dictate, did
12 not tell IVPA which communities to put that money in and
13 which agencies should receive what levels of funding.

14 **Q. So let's break that out. The communities,**
15 **though -- It -- It seems like the testimony we've heard**
16 **today suggests that they did tell you which communities**
17 **to invest in.**

18 A. They -- They -- They -- They -- They wanted
19 the program to be in the Chicago area. When I say
20 "communities," I mean the specific -- Austin, you know,
21 South Shore --

22 **Q. The neighborhoods?**

23 A. The neighborhoods.

24 **Q. Sure, sure.**

25 A. We came up with -- IVPA said, We've got these

1 20 communities in the Chicago area that were identified
2 previously as having high rates of violence, poverty,
3 and youth disaffection --

4 **Q. Because they were --**

5 A. -- from school.

6 **Q. -- on the Safety Net Works --**

7 A. That's right.

8 **Q. -- identified.**

9 A. So we'll use these communities.

10 **Q. So --**

11 A. So the -- the Governor's Office did not tell
12 us to use those communities. We recommended that we use
13 those communities.

14 **Q. So when -- when the south suburbs or -- I know**
15 **you weren't there when Hermosa was added. But, I mean,**
16 **clearly Hermosa was added --**

17 A. After me.

18 **Q. But does the --**

19 A. Two years later.

20 **Q. Maybe I'll look to my staff. I don't have the**
21 **Safety Net Works list in front of me. But is every**
22 **Chicago neighborhood that is identified on the -- within**
23 **the Safety Net Works program then the recipient of NRI**
24 **dollars?**

25 A. Every Chicago area community that was on that

1 list was a recipient of NRI dollars.

2 **Q. Okay. And so what about the agencies? The --**

3 **The --**

4 A. The agencies? Again, the process for --
5 for -- for figuring out who would be the lead agencies
6 was aldermen recommending, recommending, IVPA putting
7 out a proposal to those who were recommended, the agency
8 submitting that proposal, IVPA reviewing those proposals
9 and then recommending -- and -- and -- and making
10 recommendations to the board for -- for approval.

11 We rejected -- Just to make it clear, we
12 rejected 3 of the 20 that were recommended as lead
13 agencies on the basis of a poor proposal. So -- So we
14 did not just automatically take those names and say,
15 Sure, here's the money. We put them through the process
16 that our rules called for, which was that an RFP was
17 issued, they responded to that RFP, they were reviewed,
18 and three did not hold up.

19 **Q. So what do I -- what do I make -- or what do**
20 **we make out of the documentation that shows that in**
21 **instances the Governor's Office appears to have vetoed**
22 **the decisions that were made, overruled, that certain**
23 **agencies were substituted out subject to the approval of**
24 **the Governor's Office?**

25 A. You'd have to give me examples of what you're

1 talking about because the only examples I'm familiar
2 with are situations where -- for example, we'll take the
3 Proviso Leyden situation where a community
4 organization -- I think it was the Proviso Leyden
5 Community Council, it's called. That organization
6 appealed, sent a letter to everybody in the Governor's
7 Office and everybody connected with IVPA, and said: We
8 were excluded. We were not selected in Maywood to be
9 part of the delivery system in Maywood, and we don't
10 think that's fair because we are a strong provider of
11 services.

12 The Governor's Office, they were -- they --
13 that complaint went to them, so they were certainly
14 involved in discussions about what to do about this.
15 But we, IVPA, went back to the Maywood lead organization
16 and pointed out that there was a concern here and they
17 had not yet had their recommendations approved by
18 their -- what is it? Township? What is Maywood? -- the
19 City of Maywood, their governing body. They had to take
20 those recommendations to the governing body. The
21 governing body reconsidered themselves on the basis of
22 the complaint. They reconsidered, and they came back
23 with recommendations that included Proviso Leyden. And
24 the comments that Toni or anybody else from the
25 Governor's Office made about that was the notion that we

1 were encouraging Maywood to rethink based on this
2 complaint, and it was their recommendation and their
3 decision to include Proviso Leyden in the resultant mix
4 of programs.

5 **Q. All right.**

6 A. At no time did the Governor's Office say to
7 the Illinois Violence Prevention Authority, You will
8 fund this agency, You will fund this community, You will
9 not fund this agency, You will not fund this community.
10 Our process and the process that the lead agencies led
11 in their community -- As imperfect as it was in some
12 cases and as imperfect as our process was in some
13 cases -- I mean, I know that the scoring, for example,
14 of our lead agencies -- there was a problem with the
15 fact that there were actually two different score sheets
16 that were used in -- so that they were -- they were not
17 the same. I understand that there were breakdowns and
18 problems, but the bottom line is that we did the job and
19 we -- we -- we rejected three of the applicants and we
20 moved forward. But at no time were we directed by the
21 Governor's Office, we, when I was there. Now, it does
22 appear that that may have been different later, but in
23 my experience, when this program got off the ground and
24 in those two years, we were never directed where to put
25 money.

1 **Q. So -- You know, so what do we make -- You**
2 **know, again, we've got January 7th of 2011 the Community**
3 **Assistance Programs is informed by you that any**
4 **substitutions of NRI provider organizations would have**
5 **to be approved by the Governor's Office. I mean --**

6 A. That's a good -- I'm glad you raised that
7 because there's another e-mail in there where I'm
8 saying: Okay. At our meeting next week we're going to
9 bring the -- the list of leads and subs for your
10 approval or not. This was a very generalized approval.
11 This was me as an agency director taking the results of
12 our process and putting it before them and saying, Is
13 this okay? This was not a program by pro- -- The
14 Governor's Office did not review program by program and
15 decide -- and participate in the formal approval
16 process. This was a -- a -- a -- again, an
17 administrative discussion about: Are we good to go?
18 This is what it looks like. Here we are. Are there --
19 Yes, they may have been looking at it in terms of are
20 there any -- are there any problems that they were aware
21 of that maybe we should be aware of, but it was not a
22 situation of literally approving each and every
23 organization.

24 **Q. So, you know -- And, again, to -- to the**
25 **audit, you know, the audit tells us, page 13: After**

1 target communities for NRI were determined, the south
2 suburbs requested to the Governor's Office that its area
3 be included in the initiative. The Governor's Office
4 agreed, and three townships were added.

5 I mean, what do I make of that?

6 A. Again, as I said before, just as the Governor
7 said, We want this program in the Chicago area, he then
8 said, We also want this program in the south suburbs.
9 He did not say or his staff did not say, You will fund
10 this organization, that specific community in the south
11 suburbs.

12 Q. Right. No. I mean, the point -- the point
13 that I'm making is that the decision of where the money
14 was spent clearly came from the Governor's Office, not
15 from the list that no one can seem to produce for us,
16 unfortunately. But it came from the Governor's Office.
17 That's the point. Or, I mean -- Or the audit is wrong.
18 Maybe --

19 A. I'm not --

20 Q. I mean, the audit doesn't say --

21 A. -- sure I'm understanding exactly what you're
22 saying.

23 Q. Well, the audit does not say that the south
24 suburbs were added because they were on the list. The
25 audit says the south suburbs were added because they

1 **approached the Governor's Office, the Governor's Office**
2 **approached IVPA, and they got added.**

3 A. Yes, as a region, as a community. Again, not:
4 You will give X amount of dollars to --

5 **Q. Understood.**

6 A. -- X community group within the south suburbs
7 or X community within --

8 **Q. Right.**

9 A. -- Chicago.

10 **Q. Right. Okay. But the decision to add them --**
11 **to be clear here, the audit says that the decision came**
12 **from the Governor's Office --**

13 A. Yes.

14 **Q. -- and no --**

15 A. The decision came from the Governor's Office
16 that 20 or 30 million should be spent in Chicago, and
17 the decision came from the Governor's Office that
18 3 million should be spent in the south suburbs.

19 **Q. Okay.**

20 A. All true.

21 **Q. Okay. Well, I think that's a little different**
22 **than what we led with.**

23 A. No, no.

24 **Q. Okay.**

25 A. I -- I made a very clear distinction between

1 "We want this program to serve a region" versus "We want
2 the money to go there and there and there and we want
3 you to give this agency and that agency and that agency
4 money." That's what was implied by some of the comments
5 that were being made about this being, you know,
6 "walking around" money or a slush fund to -- to get out
7 the vote. That money was directed at agencies that
8 applied through a process and were selected through a
9 process, not controlled by the Governor's Office.

10 **Q. Right. And, look, I mean, we don't have to --**
11 **The purpose here is not to draw a conclusion on the --**
12 **the political motives or not that may have existed. I**
13 **think -- My point is we're trying to understand -- We**
14 **have a State agency that -- We'll get to how the money**
15 **landed at IVPA. But we've got a State agency that has a**
16 **bunch of taxpayer dollars making decisions about**
17 **spending money in certain communities, and what I'm**
18 **hearing is those decisions come out of the Governor's**
19 **Office. They didn't --**

20 **A. What decisions came out? I'm really --**
21 **You're -- You're -- You're jumping to a phrase that I'm**
22 **not sure I can agree with. I thought maybe --**

23 **Q. The decision such as we add the south suburbs**
24 **because the Governor's Office was petitioned -- I don't**
25 **know -- it was requested of the Governor's Office by the**

1 south suburbs to be added, they came to IVPA and said,
2 Add us to the mix, and so they were added.

3 And, again, just to understand the context of
4 the concern, what we -- what we're trying to understand
5 is whether or not there were some criteria used. And I
6 think the auditors have pointed out that there were
7 deficiencies, significant ones, primarily a result --
8 you know, surrounding how those initial decisions were
9 made. I'm not blaming you. I'm just saying you were
10 the recipient of the decision that came out of the
11 Governor's Office that said, Here's how we're going to
12 spend money on this program. And that's fair. So when
13 we moved from 20 to 30 to 50 million, those were the
14 Governor's decisions, and when we moved from 12
15 communities to 20, those were the decisions of the
16 Governor's Office?

17 A. Correct.

18 Q. And I think as lawmakers -- You know, I think
19 that's important for us to, you know, contemplate,
20 whether or not that was appropriate, the manner in which
21 that went. But that's why we're having the audit, so
22 that we can consider those things.

23 You know, talking about the money -- and this
24 was brought up today early on, the appropriation process
25 and the mechanism in which IVPA had these dollars made

1 available to them. I -- I want to understand your
2 understanding of the situation of the -- the -- the
3 dollars that IVPA received. But to do so, I think
4 the -- you know, I can simply point to what the Auditor
5 General said back in our May hearing. This is one of
6 the most significant findings I think, that the auditors
7 made, which was this method in which money was moved
8 from an appropriated fund to a non-appropriated fund.
9 You know, again, you -- you touched on that earlier,
10 Ms. Shaw, or you at least touched on the appropriation.
11 But as I -- as I understand this, there was an
12 appropriation -- You talked about the lump-sum budget
13 that was passed. There was an appropriation made to --
14 that ultimately was given to IVPA. But my understanding
15 of what the Auditor General has pointed out is once
16 those -- those dollars were received, those dollars were
17 moved from your appropriated fund to a non-appropriated
18 fund in an effort to circumvent the budgeting process
19 that we go through and allow for the spending of dollars
20 outside of a fiscal year and the appropriation authority
21 that the legislature may or may not have given.

22 The Auditor General, by the way, his
23 conclusion here is that this practice, quote, violates
24 the State Finance Act and, more importantly -- and this
25 is the -- this is the -- you know, the piece, I think,

1 as legislators we're going to have to consider -- and,
2 more importantly, effectively negates the General
3 Assembly's constitutional power to control
4 appropriations.

5 Going on, he says: Consider this, if you
6 will. If implemented across all of State government,
7 agencies would no longer lapse unused funds at the end
8 of the year; rather, they would simply transfer these
9 unused funds to a non-appropriated account for the next
10 year, two years down the road, maybe ten years from now,
11 thereby nullifying the appropriation controls set by the
12 General Assembly. We do not believe the mere movement
13 of appropriated funds to a non-appropriated fund
14 constitutes an expenditure and thereby voids fiscal year
15 limitations.

16 I might add to that that we see this
17 continuing today, and it was addressed last week in the
18 movement of dollars that were appropriated to DHS for a
19 program called CCBYS which tar- -- which is for the
20 benefit of at-risk youths. That money was moved out of
21 an appropriated fund to actually the same fund that was
22 used here, this Fund 318, which is non-appropriated,
23 thereby raising this same, I believe, concern.

24 My question is -- When we had Mr. Cutrone here
25 in May, he addressed this topic. And he said that the

1 lawyers told him -- or there were lawyers who said that
2 was legal, but he wasn't there at the time, so he
3 doesn't know what conversations existed around this
4 issue. Were you a part of any of these discussions?
5 Were there any concerns about the constitutionality of
6 moving this money in this way?

7 A. Let me say two things. First, all funds in
8 our non-appropriated fund, which we created years before
9 NRI -- all funds in that non-appropriated fund rolled
10 over, and they had been rolling over for years. They
11 routinely rolled over to the next fiscal year. This is
12 what we were told by the Comptroller's Office. So that
13 was a routine process of those funds in non-appropriated
14 funds rolling over to the next year. This had been the
15 case since the fund was established four to five years
16 earlier, and we had never had a previously adverse audit
17 finding about that or any concerns expressed about
18 dollars that rolled over from one fiscal year to the
19 next from our Special Projects Violence Prevention Fund.
20 So let me say that, that that had been a routine process
21 that occurred prior to NRI.

22 Secondly, you suggested that these funds were
23 moved into the Violence Prevention Fund in order -- in
24 defiance of and in order to circumvent the law. Those
25 funds were transferred from the general revenue line by

1 a process with the Comptroller's Office, lots of forms,
2 lots of -- I mean, the standard --

3 **Q. The intergovernmental agreements?**

4 A. Those -- Those -- Those funds were transferred
5 into the Violence Prevention Fund in order to have those
6 dollars available for these communities who were
7 implementing the violence program. It -- There was no
8 discussion early on of the issue of lapse or the issue
9 of -- of -- in defiance of -- of the appropriation
10 process. This was money made available to our agency by the
11 Governor. The funds were transferred into the Violence
12 Prevention Fund so that we could then utilize those
13 dollars to get those dollars out into the community. If
14 you recall, we were at the point where programs,
15 attempting to implement their -- their work under
16 contract, were getting their payments, eight, nine,
17 ten months after they were due. So this was -- this
18 was --

19 **Q. I'm not --**

20 A. -- an effort to make those funds available for
21 these violence prevention agencies to address their --
22 their --

23 **Q. I'm not -- I'm not here trying to question**
24 **your motive here. I'm trying to --**

25 A. No. I'm --

1 Q. -- understand the issue --

2 A. I'm speaking to that --

3 Q. -- which may be a constitutional one, but I
4 think I'd like to hear from the attorney -- the
5 Auditor -- the Auditor General. I'm sorry.

6 AUDITOR GENERAL HOLLAND: From the appropriation,
7 that billion dollar appropriation that was made, there
8 was an intergovernmental agreement to transfer that
9 money to the Illinois Violence Prevention Authority.
10 Okay? So as a part of that intergovernmental agreement,
11 the -- the -- the terms apply that that money has to be
12 spent by the end of fiscal year '11, by the end of
13 FY '11, so all of that money that was transferred -- or
14 that was -- that was part of that appropriation.

15 Then the administration came up with this idea
16 that because we're running towards the end of the fiscal
17 year and we have yet to spend all that money, we are
18 going to call this transfer to the 318 Fund as an
19 expenditure. It's not an expenditure. There was not
20 one violence prevention program that received any money
21 for that. There was not one life that was saved. There
22 was not one mentoring program.

23 They took the money, the balance, 10, 11 days
24 before the end of the fiscal year and put it into the
25 318 Fund. That's the problem. Because that money, as I

1 said and you accurately quoted, Senator, could be --
2 could be made available then for one year, two years,
3 ten years down the road.

4 That -- That is -- flies in the face of what
5 the appropriations process is and what this side of this
6 table is all about. And so they turned -- they
7 turned -- they used the word "transfer," called it
8 spending, put it in a fund that was going to be
9 available ad infinitum. Not one program, not one
10 program, received any of that money. It just went into
11 the 318 Fund.

12 THE WITNESS: May I clarify one point, please.

13 SENATOR BARICKMAN: Sure. But I just want to focus
14 not on the motives here.

15 THE WITNESS: Well, I --

16 SENATOR BARICKMAN: No one is questioning --

17 THE WITNESS: I want --

18 SENATOR BARICKMAN: -- the motives.

19 THE WITNESS: I want to comment --

20 REPRESENTATIVE MAUTINO: Barbara --

21 THE WITNESS: -- on the facts --

22 REPRESENTATIVE MAUTINO: -- if you would -- if
23 you'd hold --

24 THE WITNESS: -- in the process.

25 REPRESENTATIVE MAUTINO: If you'd hold on that.

1 THE WITNESS: Okay, sure.

2 REPRESENTATIVE MAUTINO: Because to -- to the
3 point -- I just wanted to -- Also -- And I believe Jason
4 and I agree. This is to the point of GOMB, Office of
5 Management and Budget, and probably a question for maybe
6 Weems on the transferring of money. I know that you're
7 very emotional about the response; however, I think for
8 the question, that's where we're getting.

9 SENATOR BARICKMAN: Right. And -- And --

10 REPRESENTATIVE MAUTINO: So we'll proceed.

11 SENATOR BARICKMAN: You know, again, as we -- as
12 we -- as we contemplate why we're here, this is likely
13 one of the most significant findings that was made in
14 this audit that to me appears to be unresolved.

15 Is that a fair -- I think to -- to General
16 Holland.

17 AUDITOR GENERAL HOLLAND: Yes, unresolved. And,
18 frankly, if I'm sitting on this side of the table,
19 that's a big issue I want resolved.

20 SENATOR BARICKMAN: And it's a bigger issue than
21 NRI. It goes to --

22 AUDITOR GENERAL HOLLAND: Correct.

23 SENATOR BARICKMAN: -- part of the budgeting and
24 appropriation process.

25 AUDITOR GENERAL HOLLAND: Correct.

1 THE WITNESS: And I hear that. I understand why
2 you would be focusing on that. I just want to clarify a
3 fact. That's all I want to say.

4 When the money was first allocated in Year 1,
5 the transfer took place then, at the very beginning of
6 the program. The whole -- The whole -- From the very
7 beginning, from the very beginning, the intent was that
8 the Violence Prevention Fund would be the mechanism for
9 paying grantees because the money would be available
10 once it was in that fund. So the -- the 33.5 million
11 was made available early in -- within the -- within the
12 first months of the program and transferred.

13 The -- The -- The particular transfer that the
14 Auditor General is referring to was for year '12. It
15 was at the -- it was at the end of FY '11, and the
16 legislature appropriated 10 million for the -- for the
17 program going forward. The Governor then allocated
18 additional funds, 11-point-something, additional funds,
19 for -- to supplement the 10 million. And that came to
20 us -- you're right. I mean, it came to us in June, at
21 the end of fiscal year '11. That's totally correct.

22 AUDITOR GENERAL HOLLAND: 11 days before the end of
23 the fiscal year.

24 THE WITNESS: Yes. I understand that. It came to
25 us then.

1 And the interagency agreement said the money
2 has to be spent in the fiscal year. I contacted the
3 Governor's Office of Management and Budget and said:
4 This is a concern. We can't spend that money by the end
5 of the fiscal year. And that's when we received -- and
6 operated on good faith. We received an e-mail from
7 legal staff in GOMB that said for purposes of the
8 interagency agreement for this lump-sum money that the
9 Governor was giving us, we consider it spent, spent when
10 it transfers into this other fund. So we proceeded
11 on -- on the basis of that -- that legal thing. I just
12 wanted to clarify that -- that -- that very early in the
13 program this money was deposited in the fund, not just
14 at the end of FY '11.

15 AUDITOR GENERAL HOLLAND: Yes. But spending is not
16 transferring. You would not dispute my -- my
17 characterization that there was not one program that got
18 any of that money that had been transferred and now
19 called spending money?

20 THE WITNESS: That money was used for -- I'm not --
21 That money was used to pay grantees.

22 AUDITOR GENERAL HOLLAND: At a later date.

23 THE WITNESS: Right.

24 AUDITOR GENERAL HOLLAND: Yeah.

25 THE WITNESS: But GOMB --

1 AUDITOR GENERAL HOLLAND: But the inter- -- the
2 interagency agreement said all of that money would be
3 spent pursuant to the end of that fiscal year.

4 THE WITNESS: I hear that.

5 AUDITOR GENERAL HOLLAND: And --

6 THE WITNESS: And GOMB told us --

7 AUDITOR GENERAL HOLLAND: And the bigger issue
8 beyond the Neighborhood Recovery Initiative and the
9 Violence Prevention Authority is on a go-forward basis.
10 You know, you're going to have agencies sitting out
11 there, saying, Jeez, I can't spend all of this money,
12 I'm going to put it in a non-appropriated account, and
13 it's going to be good there for me forever. Believe me,
14 there -- there are agencies that are thinking about
15 that.

16 SENATOR BARICKMAN: Again, you know, the fact that
17 this issue is not resolved, I think, likely is going to
18 be one of the most significant items that we learn
19 through this process. And it clearly is an issue that
20 has potentially a tremendous impact on the method in
21 which we budget, appropriate -- make appropriations.

22 I don't know -- I think we do need to hear
23 from Mr. Weems on this issue.

24 REPRESENTATIVE MAUTINO: Absolutely.

25 SENATOR BARICKMAN: But I don't know that -- I

1 don't know that he'll have the ultimate answer. I mean,
2 I think this is an issue that needs to be resolved
3 presumably by the legislature. You know, the suggestion
4 that there's a violation of the -- the State Finance Act
5 is significant in itself, but the more significant
6 constitutional issue is the -- the balance of powers
7 between the role of the legislature and the role of the
8 Governor. I think if we continue unchecked on this
9 issue, you know, quite honestly, it completely
10 undermines the appropriations process that the
11 legislature goes through.

12 BY SENATOR BARICKMAN:

13 Q. So, again, one kind of final thing here that I
14 want to get to. And in the -- as we move forward -- I
15 want to go back to something that I touched on in my
16 opening remarks, that being the role of the Violence
17 Prevention Authority as this statewide comprehensive
18 solution -- solution is not the right word, but it is
19 a -- it is a proposed solution. It started 20 years ago
20 in an effort to come up with a statewide method of
21 addressing violence, whether here in Chicago or
22 elsewhere. In the FY '13 budget, the Governor's
23 Office -- his proposal would have kept NRI as a program
24 within the Violence Prevention Authority, and it had it
25 funded initially in the Governor's proposal as

1 \$30 million. We know that as this played out, NRI
2 eventually was -- claimed to be shut down by the
3 Governor. The Governor claims he shut down the Violence
4 Prevention Authority itself, and you left your
5 employment with the State government.

6 A. I left before --

7 Q. Before then. Okay. Here's -- Here's --

8 A. Before the agency was disbanded.

9 Q. Right, understood. My -- My question to you
10 is -- I'm -- You know, again, we're trying to make sense
11 out of everything that we read, seen, and heard. And
12 you hear the Governor saying: There's no problem here
13 because I shut down the agency as soon as I figured out
14 the problems. But it seems like we have lots of
15 circumstances that seem to exist before the agency was
16 shut down.

17 And, first of all -- I guess the first
18 question is: Were there any conversations with --
19 between you, the Governor, his senior staff about the
20 direction the Violence Prevention Authority may go, or
21 from your perspective, at the time you left State
22 government, did you just think there were no problems
23 there, there were no issues being raised by the
24 Governor's Office? You know, I mean, what was your
25 reaction once the Authority was shut down?

1 A. The end of the legislative session, that last
2 week, was when I became aware that there was going --
3 likely to be out of the committee a recommendation that
4 the funds for NRI would be transferred to the Illinois
5 Criminal Justice Information Authority and that there
6 would be this audit.

7 **Q. Because the House took up a resolution to --**
8 **to do --**

9 A. Yes.

10 **Q. -- the audit, right?**

11 A. To do the audit and that those -- that those
12 were going to pass. And they did.

13 **Q. They did.**

14 A. So I had -- I then realized that -- I had
15 wanted to retire earlier, but I thought I'm going to
16 stay at least three or four months and help with the
17 first stages of the audit. So July through September, I
18 was in transition mode and we were responding to the
19 audit, we were getting ready to do closeout for Year 2
20 of -- preparing for that. Because the program went from
21 October to October, by the way; it wasn't a July 1
22 through June 30. It was October through October. So we
23 were -- there was still all the demands of the NRI
24 program on us, preparing for the audit, which I did, and
25 responding to FOIA requests and the like. So there was

1 a lot going on.

2 Q. But were there -- In -- In that time -- In
3 that time period, I mean, included in the "there was of
4 a lot going on," were there any conversations about
5 shutting down this --

6 A. No.

7 Q. -- what I'll call State agen- --

8 A. No.

9 Q. Okay. Did the Governor's Office express any
10 misgivings about the agency?

11 A. Not to me.

12 Q. So -- So what -- So what do the people of this
13 State lose by no longer having the Violence Prevention
14 Authority? We've moved -- You know, and we'll have
15 budget arguments, I'm sure, in the future about all of
16 these things. CJIA may or may not house whatever
17 violence prevention activities we undertake as a State
18 in the future. But what do we lose by shutting down the
19 Violence Prevention Authority? You've been there for
20 years -- or had been there for years. So what if one of
21 the things that comes out of, whether it's the audit or
22 not, this State -- An entire State agency or Authority
23 has been shut down. I'm troubled by the -- the -- You
24 know, as I -- as I look to understand why it was created
25 and the function it was designed to play all around the

1 State, it's troubling to think that our answer to this
2 audit is to shut down the very agency that is tasked
3 with violence prevention initiatives in the State.

4 A. You would need to take up that -- why that
5 decision was made with --

6 Q. But not why. But --

7 A. -- those who made it.

8 Q. Right. But you're someone -- your -- your
9 resume is impressive. You've spent a lifetime on these
10 violence prevention initiatives. We had an entire arm
11 of State government dedicated to doing the things for
12 which you spent a lifetime on that no longer exists.
13 This agency no longer exists. And so what do we lose
14 from that as a State? Not why. I mean, you can't
15 answer why the decisions were made there. But what do
16 we -- So what happens?

17 A. You know, we lose the -- the expertise and the
18 capacity at the State level of a -- an agency that had
19 deep knowledge about violence prevention and the ability
20 to promote and implement evidence-informed violence
21 prevention practices.

22 We also lose the respect for the work of
23 violence prevention. One of the saddest things for me
24 in this whole situation is how it makes the work of
25 violence prevention look and how it denigrates the

1 excellent work that these community organizations did
2 and denigrates the type of work that NRI undertook.
3 That's a very sad outcome of this to me. So that's the
4 type of loss that I mean.

5 **Q. Is it replaced by housing these initiatives in**
6 **CJIA?**

7 A. How --

8 **Q. I mean, in your perspective. You're a**
9 **taxpayer.**

10 A. I can't answer that. I mean, I -- You know, I
11 can't answer that. IVPA had a unique history and a
12 unique, you know, record, a longtime record of doing
13 violence prevention work, and that -- that capacity and
14 that knowledge is no longer concentrated in -- in an
15 agency.

16 SENATOR BARICKMAN: Okay. Well, again, I -- I want
17 to thank you for coming here. It was a long road to get
18 here, but I appreciate your time, I appreciate your
19 testimony, your service to the State, and your
20 willingness to make the comments you have today. So
21 thank you.

22 REPRESENTATIVE MAUTINO: Further questions?

23 Representative Crespo.

24 REPRESENTATIVE CRESPO: Thank you, Chairman.

25 Ms. Shaw, thank you for joining us. I believe

1 this is the first time I've actually met or --

2 THE WITNESS: Yes.

3 REPRESENTATIVE CRESPO: -- or seen you. Great --
4 Great meeting you.

5 EXAMINATION

6 BY REPRESENTATIVE CRESPO:

7 Q. And you know what? I'm not going to try to
8 get into your mind. I'm not a psychologist. You know,
9 I'm -- I'm going to stick to the -- the audit and facts
10 and try to get some clarification.

11 You had talked about your professional
12 background. Can you talk a bit about your academic
13 background.

14 A. I have a nontraditional academic background.
15 I do not have a college degree. I -- I was
16 scholarshipped and ready to go off to college. And
17 during the summer in between -- I had been working in
18 the inner cities of Baltimore for years -- I met the
19 first VISTA volunteers, the people who were out, going
20 into communities, doing the work, and I signed up.
21 That's what I want to do. I want to join VISTA. And I
22 joined VISTA, and I came to the state of Illinois. And
23 I took courses here and there, at various places, but I
24 never matric- -- matriculated for my degree.

25 Q. Okay. Ms. Shaw, earlier you had mentioned you

1 had some regrets, that when you received this amount of
2 money from the Governor's Office for the violence
3 prevention program that you felt you didn't have the
4 resources or you were not staffed adequately; is that
5 correct?

6 A. Well, my regret was not at that moment.

7 Q. Okay.

8 A. My regret was not at that moment. My regret
9 was later. We just dove in, and it was very, very hard
10 work. And we hadn't yet hired -- You know, that's --
11 that's -- Also, we have to remember it takes a while to
12 hire people. Five people just don't appear on your door
13 ready to go. So we were getting this off the ground.
14 We hired the program director in January. She then was
15 in the process of interviewing for -- for grant
16 monitors, who were hired a few months later.

17 It was at the point -- Here's where I regret
18 my -- my lack of assertion that we needed more people.
19 It was at the point where the Governor's Office told us
20 that they wanted us to perform a function that we never
21 performed in the past, and that, from my experience with
22 other State agencies, isn't a routine practice of
23 agencies. And that is to re- -- request and receive
24 into our office boxes of documentation from the leads
25 and the subs as to how they spend their money, again,

1 the rent receipts, the payroll records, re- -- backup
2 documentation, not their fiscal reports where they send
3 in and they certify this is what we spent our money on,
4 in these line items, which is the standard process. You
5 have a budget. They submit a report. This is what we
6 spent. That's the -- That's the normal sort of
7 accounting process. The Governor's Office asked us to
8 do documentation review and said, You can have two more
9 people, which made our total five for NRI.

10 So we went out, and those two people were
11 absorbed into the work of doing the normal process that
12 agencies do, which is reviewing the quarterly reports.
13 And it was at that point when I realized, a few months
14 after, Here -- Here, you can have two more people, after
15 we had hired those two people and we were still, you
16 know, working very, very, very hard to -- to keep the
17 program going and to do the administrative tasks we were
18 expected to do -- it was at that point that I -- that I
19 should have realized that, you know, we've got -- if
20 we're going to do the kind of documentation that was
21 asked, we need more people. And, instead, I -- I
22 just -- you know, okay. We've got to get to this.
23 We've got to get to this. And we did.

24 By -- By the spring of 2012, we had -- we
25 asked the programs -- a group of the programs to send in

1 their stuff. We got four big boxes of documents. And
2 we had then -- at that point were preparing to hire some
3 temps, some accounting temps to come in and literally
4 review those because the capacity did not exist on our
5 five-person staff. And I regret that I did not say, We
6 can't do what you've asked, We need more people if you
7 want us to do that kind of reporting. I just kept
8 trying to do it.

9 Q. So --

10 A. We'll get there. We'll get there. We'll do
11 it.

12 Q. Yeah. So you were lacking the resources
13 initially.

14 Now, according to your budget request back
15 then, how -- how many staff personnel were you supposed
16 to have? Eleven, I believe?

17 A. I think so. Nine in Chicago, I think, and two
18 in Springfield. That sounds right.

19 Q. Okay. But your -- your actual head count was,
20 what, five?

21 A. Oh, no.

22 Q. Well, what was your actual head count? You
23 actually had 11 people working for you at the time?

24 A. Yes.

25 Q. Okay.

1 A. It was either nine or eleven. I can't --

2 **Q. Okay.**

3 A. -- remember. But it was -- I think --

4 **Q. So you --**

5 A. -- it was nine.

6 **Q. You got this influx of money from the**
7 **Governor's Office to run the program at least. You were**
8 **still -- You -- You only had your 9, your 11 employees,**
9 **and -- and you waited for a while until you figured out,**
10 **Wait a second, I don't have the resources to manage this**
11 **with the amount of people that I have?**

12 A. No. We built into the budget that we would
13 hire at least two people. So it wasn't as if there was
14 no plan to bring -- We know -- We knew we needed NRI
15 staff. And so we -- we -- we --

16 **Q. So you had the resources you needed to run the**
17 **program and the skill sets, correct?**

18 A. We had the plan to hire NRI staff and -- to
19 utilize our existing staff to get things off the ground
20 and to hire NRI staff to take over those
21 responsibilities. And then when we were asked to do
22 more documentation than we would normally do and
23 which -- ICJIA, by the way, in their response to the
24 audit, said they weren't capable of doing that kind
25 of -- you know, having grantees submit doc- --

1 documentation and review it in the office. Even ICJIA,
2 which were much bigger than we were --

3 **Q. Okay.**

4 A. -- said, No, we can't do that. But it was at
5 the point when the Governor's Office asked us to do more
6 and we realized -- I realized down the road that we
7 weren't able to do that more, that -- the expense
8 documenting and review --

9 **Q. Okay.**

10 A. -- I should have said, We need more people.

11 **Q. Can we talk a bit about the RFP process. And**
12 **I believe you stated that there were 20 RFPs that came**
13 **through, 3 were denied, correct? Who drafted the RFP?**

14 A. Myself and Reshma Desai, who was my Director
15 of Grant Programs.

16 **Q. And -- And both of you had experience with the**
17 **RFPs in the past?**

18 A. Oh, we had been using them for 13 years.

19 **Q. And I also understand that these were not**
20 **competitive grants, so these were not posted anywhere.**
21 **They were -- The RFP went exactly to wherever the**
22 **aldermen suggested they go to?**

23 A. Exactly, as -- as we had been doing with our
24 collaborative grants program for years.

25 **Q. So this is no different? So you said the same**

1 **thing you'd done in the past?**

2 A. Yes. We have -- We have had noncompetitive
3 grants in the past.

4 **Q. And how were the aldermen notified? Were all**
5 **the al- -- all the alderman in Chicago notified of this**
6 **program?**

7 A. Yes.

8 **Q. How were they notified?**

9 A. We sent -- We made -- I'm trying to remember.
10 We made phone calls. We -- First, we sat down and
11 looked at the community areas and tried to map, you
12 know, which -- which aldermen relate to those community
13 areas.

14 **Q. So not all the aldermen were contacted, only**
15 **the ones that you figured --**

16 A. Only the aldermen --

17 **Q. -- fit all of the profiles or ...**

18 A. We contacted the aldermen who were connected
19 to the community areas that we were going to fund. We
20 didn't notify the aldermen from a community that we
21 weren't funding. We -- We -- We had identified the 20
22 community areas. So we had identified the 20 community
23 areas. We then mapped, put an overlay, who were the
24 aldermen, to the best of our ability. Because those
25 lines don't exactly, you know -- We identified aldermen

1 who served those communities, and we invited them to
2 that meeting -- to a meeting to discuss the NRI program.
3 We said that it was an opportunity for their community.

4 **Q. So you had some way to figure out which**
5 **aldermen would fit that profile -- or their wards would**
6 **fit the profile for what you're looking for?**

7 REPRESENTATIVE CRESPO: Do we have a list of all of
8 those aldermen who were notified? I'm looking at the
9 Auditor General. I'm not sure if we do or do not.

10 THE WITNESS: You know, I think -- I don't know.

11 AUDITOR GENERAL HOLLAND: Yes.

12 REPRESENTATIVE CRESPO: We do?

13 AUDITOR GENERAL HOLLAND: Yes.

14 REPRESENTATIVE CRESPO: Okay.

15 BY REPRESENTATIVE CRESPO:

16 **Q. So a decision was made these were the**
17 **aldermen. And the decision was made by you and who**
18 **else?**

19 A. A decision was made -- I mean --

20 **Q. In terms of which aldermen to -- to -- to**
21 **bring in, to the table.**

22 A. Reshma and I worked together to develop to the
23 best of our ability a mapping of which aldermen covered
24 the community areas we were serving.

25 **Q. Okay. And the -- the three RFPs that were**

1 denied, I think you mentioned they were denied because
2 they were poor proposals, they were written very poorly?

3 A. Or there were -- there were other problems.
4 For example --

5 Q. Oh, I didn't know that. I thought they were
6 just written poorly. What other problems were there?

7 A. Well, one of them was a very small
8 organization, a very small organization, that had an
9 operating budget, like, under \$50,000. It was a chamber
10 of commerce, and it -- it did not have the ability in
11 the history and the financial capacity and -- and -- and
12 experience to take on the role of a lead agency.

13 Q. So -- And this is for the lead agencies,
14 correct?

15 A. This is for the --

16 Q. Again, we're talking --

17 A. -- lead agencies.

18 Q. -- RFPs from the lead agencies?

19 A. That's right.

20 Q. And the -- And let me regress a little bit and
21 talk about the Department of Human Services' Safety Net
22 Work program. I -- I -- I don't want to belabor -- go
23 over much on this, but -- And if I understand you
24 correctly, that was part -- that was included in the
25 RFP, right, or that was the basis for the RFP? These

1 are the agencies --

2 A. These are the communities.

3 Q. -- based on the --

4 A. These are the communities. Yes.

5 Q. How did that make it to the RFP? I mean, who
6 saw that list from the Safety Net Work program? I'm
7 looking at the analysis performed by the Department of
8 Human -- Human Services. Who saw that list? Who -- Who
9 actually saw this report?

10 A. Do you mean two years ago, two years prior to
11 NRI, when Safety Net Works was created? Is that what
12 you are --

13 Q. I'm just talking about the reference that was
14 made to the analysis performed by DHS for the Safety Net
15 Work program, which was a huge driver behind who got
16 selected. Who -- Who interfaced with that report?

17 A. There was a multi-agency committee that DHS
18 led under Secretary Carol Adams. Carol Adams presided
19 over the meetings --

20 Q. Okay.

21 A. -- and had her staff, you know, working with
22 her. And IVPA was at the table. The Illinois Criminal
23 Justice Information Authority was at the table. DHS was
24 at the table, of course. Public Health, I believe, was
25 at the table. DCFS was at the table. So it was an

1 interagency group that was developing the Safety Net
2 Works program, and DHS produced for that group a list of
3 communities that they said -- high rates of violence,
4 high rates of poverty, and high rates of school
5 disaffection. We were given that list, and that list
6 was what went into the Safety Net Works RFP. Here are
7 the -- We will receive applications from these
8 communities only.

9 **Q. Well, that list was the by-product of this --**
10 **of the analysis performed by DHS --**

11 A. Correct.

12 **Q. -- which we can't find?**

13 A. I -- Not my fault.

14 **Q. So we just took it at face value that someone**
15 **said, Here's a list that was originated from this**
16 **report, We don't know where the report is, and -- and**
17 **you folks just took that at face value?**

18 A. Well, first of all, I don't know about the
19 word "report." Analysis.

20 **Q. Well, did you ever see that analysis yourself?**

21 A. No, no, I did not.

22 And, you know, Department of Human Services
23 was a huge agency compared to the Violence Prevention
24 Authority. And I take -- I do take it on face value
25 when the Secretary of an agency like that produces in a

1 multiagency group a list of organizations and says that
2 it has conducted an analysis. I did take that on --
3 on -- on -- I trusted that as accurate. And I still
4 believe it is. The fact that the material that was used
5 for the audit for that analysis isn't available doesn't
6 mean that analysis didn't take place.

7 **Q. You had mentioned when you answered the**
8 **question before -- you mentioned Carol Adams now, who's**
9 **the Secretary of Human Services. You mentioned Michelle**
10 **Saddler. Was she in any way or form -- Was she working**
11 **with you on this program?**

12 A. Well, yes, after -- you know, after Carol
13 Adams left. Secretary Saddler was the Secretary of --
14 of DHS. And DHS and the Violence Prevention Authority
15 and -- and a number of other agencies worked together --

16 **Q. Okay.**

17 A. -- to implement the program.

18 **Q. The agencies that were selected as lead**
19 **agencies, were they all fiscal agents? Was that a**
20 **requirement, that they be the fiscal agent for the --**

21 A. Oh, yes. Their function was to receive the
22 money --

23 REPRESENTATIVE MAUTINO: Excuse me. General
24 Holland would like to make a point of clarification.

25 REPRESENTATIVE CRESPO: Okay.

1 AUDITOR GENERAL HOLLAND: I would like to ask
2 Mr. Maziarz to come up, who was our auditor in charge
3 on -- in this particular engagement, to clarify some of
4 these questions which are -- we're dancing around, about
5 the selection process, how it was done, and the RFP. I
6 understand that Ms. Shaw has been away for a while.
7 We -- We've been very close to this.

8 Mike.

9 MR. MAZIARZ: Yes. When we were conducting the
10 audit, we asked --

11 REPRESENTATIVE MAUTINO: Could you -- Would you go
12 ahead and state your name for the record and spell it
13 out for our court reporter, please.

14 MR. MAZIARZ: It's Mike Maziarz, M A Z I A R Z, and
15 I'm an audit manager for the Auditor General.

16 During the audit, naturally one of the first
17 things we wanted to know was, you know, how these
18 communities were selected. We asked Barbara, and
19 Barbara said that -- as she's testified today, that it
20 was from a list from DHS and an analysis from them. We
21 asked for a copy of that. Barbara couldn't provide it.
22 We asked the people, as we state in the audit report, at
23 DHS for a copy of it. DHS staff told us they couldn't
24 locate it.

25 So we went up and looked through maybe

1 30 boxes of Safety Net Works documents. We looked
2 through the e-mail accounts for four former State
3 employees, Carol Adams, Teyonda Wertz, Gloster Mahon,
4 and somebody named Xavier Williams. Those four were all
5 brought to our attention by Michelle Saddler. We got
6 access, went through the whole thing.

7 The bottom line, we never found anything. We
8 still to this day don't know how they picked those
9 because we've -- we've never seen the analysis.

10 In the RFP that Barbara's organization put out
11 for NRI, it does list a lot of Safety Net Works
12 commun- -- or it lists all the communities that they
13 went to. There's also asterisks that talk about
14 existing Safety Net Works communities. And so some
15 places like Albany Park and Grand Boulevard, Greater
16 Grand Crossing, Logan Square, while they may have been
17 high rates of poverty, violent crime, domestic distress,
18 they weren't apparently eligible enough to get Safety
19 Net Works money prior to Barbara's group being involved
20 with it. So we never -- we -- we -- we were troubled by
21 the idea that we never got a copy of the analysis to
22 know whether or not the list was correct.

23 So our analysis in the audit revolved around
24 the idea of looking at Chicago Police Department data,
25 as -- as we talked about during the May meeting, and

1 finding a number of communities that were -- that
2 appeared to be more violent than some of the others that
3 did receive funding, so.

4 THE WITNESS: May I clarify one thing. I --
5 Everything you said is clear, except the original list
6 of -- of communities in the Chicago area that we used
7 for NRI was the list -- the same list that was used in
8 the Safety Net Works RFP as eligible communities for
9 Safety Net Works. We did not fund all those communities
10 for Safety Net Works, so that's -- that's clear. We --
11 We -- We didn't have enough money to fund every
12 community. So not all of those communities were funded,
13 but they were all on that original list produced by DHS
14 and utilized as the basis for receiving applications for
15 Safety Net Works. Just that little qualification. We
16 didn't fund them all, but they were all on the list.

17 MR. MAZIARZ: That's fine. And our qualification
18 in the audit is that we didn't see any of that list and
19 we didn't see any of the analysis done to determine that
20 that list, the list that you're talking about, truly was
21 the area of highest rates of poverty, violent crime,
22 domestic distress, and so forth. So --

23 AUDITOR GENERAL HOLLAND: That -- That source
24 document, we could never find.

25 MR. MAZIARZ: No.

1 AUDITOR GENERAL HOLLAND: That source document,
2 which was the basis for all of this, that we did an
3 extraordinary amount of searching for, we never found.

4 THE WITNESS: I understand that.

5 AUDITOR GENERAL HOLLAND: Okay.

6 THE WITNESS: However, in the Safety Net Works RFP
7 was the list. These are the -- which I did provide.
8 These are the communities eligible to -- that have been
9 determined to have high rates of violence. These are
10 the communities. So that was the first -- All I'm
11 saying is that was the first documentation of the actual
12 list, was in the Safety Net Works RFP.

13 BY REPRESENTATIVE CRESPO:

14 Q. But, Mrs. Shaw, you understand that the
15 question that we have is -- We're trying to figure out
16 where this list originated from. And --

17 A. I understand.

18 Q. -- that's real troubling --

19 A. I really do.

20 Q. -- for many of us.

21 A. And I -- And I -- I -- I -- I -- I -- I can't tell
22 you what --

23 Q. Okay.

24 A. -- what DHS did, though it was, again,
25 received by the whole group as -- the whole --

1 Q. In fact --

2 A. -- interagency group --

3 Q. Yeah.

4 A. -- as an acceptable list, that they had done
5 their analysis.

6 REPRESENTATIVE CRESPO: And to the Auditor General:
7 Do we have a copy of that RFP that was sent out?

8 MR. MAZIARZ: Which one?

9 THE WITNESS: The Safety --

10 REPRESENTATIVE CRESPO: The Safety Net --

11 THE WITNESS: The Safety Net Works.

12 REPRESENTATIVE CRESPO: The --

13 MR. MAZIARZ: Yeah, we've got one. It's in files.

14 REPRESENTATIVE CRESPO: Okay, okay.

15 BY REPRESENTATIVE CRESPO:

16 Q. And I'll just make it real quick because we're
17 running out of time here. You talked about the Safe
18 from the Start program. It seems like it's a great
19 program. I'm not sure if you're aware that it was cut
20 50 percent --

21 A. I know.

22 Q. -- because there's a little bit of uneasiness
23 to put some money there. And part of what we're doing
24 here now did impact Safe from the Start. So I know --

25 A. That what makes me sad.

1 Q. Yeah. It is pretty sad.

2 A. That violence prevention is impacted by --

3 Q. So great influence showed on advocacy centers
4 in the State because they're hurting because of that.

5 Are you familiar with the Grant Accountability
6 and Transparency Act that we passed this past session
7 that deals with -- was a by-product of the single Audit
8 Commission?

9 A. No.

10 Q. Okay.

11 A. I am aware that the -- Is this -- Is this the
12 legislation the Governor put forth?

13 Q. Well, it's my bill. I worked closely with
14 him.

15 A. I'm not aware of anything about it.

16 REPRESENTATIVE MAUTINO: And now a word from our
17 sponsor.

18 BY THE WITNESS:

19 A. You know, I only know that -- that there was
20 legislation put forth. I don't know the details. I
21 don't know the sponsorship.

22 REPRESENTATIVE CRESPO: Okay. Well, and I think as
23 I read the audit report and -- and I see some of the
24 issues, I think if we take the 19 recommendations of the
25 Auditor General and if we take what we have in this

1 Grant Accountability and Transparency Act, which, by the
2 way, I think most of the members here voted for that --
3 again, I want to thank Representatives Rita, Mautino,
4 and Sandack and Senators Brady, Senator Mulroe and Manar
5 and Reboletti, for supporting that bill. I think it
6 would address a lot of the needs.

7 You know, a question was asked earlier -- And
8 I'm just going to restate what I said before. You know,
9 why are we here? And I've been asking the same question
10 over and over again. What's the endgame here? What can
11 this Commission do that the Feds or the State's Attorney
12 can't do? And I know -- it's my understanding that
13 they're looking into this case. They actually have more
14 tools and more resources than we do to install any
15 punitive measures, if we have to.

16 And I do think, as I mentioned earlier, that
17 the Grant Accountability Act and the 19 recommendations
18 from the Auditor General address a lot of the things
19 that we're talking about here. I've said this before
20 and I've been quoted in the paper. It bothers me -- and
21 I have a lot of respect for this Audit Commission. As a
22 matter of fact, I serve on the Appropriations Committee
23 in the House, and the Auditor General comes before my
24 committee. And I've always made sure that we fund them
25 adequately because I think we need someone to police

1 what we do. And the same thing with the Inspector
2 General. And I think they did a fantastic job.

3 But one of the audits that came before us had
4 to do with DCFS. And the number of children that died
5 was something that -- that we -- we've looked into. And
6 it bothers me to this day that that does not raise to
7 the level of importance that this does. It's absurd.
8 I've been -- I've been saying this since day one.
9 However, now it seems it is important. I've been
10 reading in the papers that, unfortunately, for political
11 reasons they're making a big issue out of this. I just
12 hope that this Commission or this body at some point
13 looks at that issue, either through this Commission
14 or -- or on the House floor or Senate floor and try to
15 deal with this because it is a big problem.

16 Again, I want to thank the Auditor General for
17 the good work they've done. I'm concerned that because
18 of what we're doing here today -- I hope it doesn't --
19 it doesn't hamper your ability to do what you're
20 supposed to do in the future. And if it -- if it does,
21 please let us know because I think it's one of the
22 concerns that we have.

23 And, again, I have more questions, but I know
24 we're running out of time.

25 Chairman, thank you for your time.

1 Ms. Shaw, thank you for -- for spending time
2 with us.

3 REPRESENTATIVE MAUTINO: And, Ms. Shaw, you've been
4 with us a long time. In fact, we have one final
5 questioner. And -- And I appreciate the
6 straightforwardness in your answers.

7 And we're going to go to Representative
8 Reboletti.

9 REPRESENTATIVE REBOLETTI: Thank you, Mr. Chairman
10 and members of the Commission.

11 Thank you, Ms. Shaw, for being here today. I
12 know that you've withstood a number of hours of
13 questioning, so I'm going to try to be as brief and to
14 the point as possible.

15 EXAMINATION

16 BY REPRESENTATIVE REBOLETTI:

17 Q. And I share your -- your zeal and your passion
18 for violence prevention, having spent a good portion of
19 my adult life working within the criminal justice system
20 or advocating on its behalf.

21 And my concern is when we take large amounts
22 of money that we target for communities or populations
23 that we deliver it in an effective and meaningful way.
24 So I think you and I share those goals. I think this
25 Commission and the General Assembly shares that as well.

1 And I've heard testimony that sometimes
2 reminds me of an appropriation hearing. I've heard
3 testimony about some headlines that have been -- you
4 could read in the Sun-Times or Tribune, about murders,
5 senseless lives -- senseless murders of young victims,
6 recently a 4-year old shot in a -- in a neighborhood not
7 that far from here. But, unfortunately, over the years
8 and in my eight years in the General Assembly, you could
9 rip those headlines out of any year from 2007 to today,
10 and it's almost as if somehow, whatever we've invested,
11 the -- the murder rates aren't coming down as fast as we
12 would like them to.

13 So when we invest this large amount of money
14 in a lump-sum fashion -- I wanted to ask you some
15 questions regarding that administration. So you were
16 concerned about, I would assume, a ballooning
17 appropriation, right? You had 11 employees, give or
18 take, at the time of the inception of the ideas of the
19 NRI; is that fair to say? Back in August of 2010, you
20 would have had 11 employees, 9 employees?

21 A. 9 to 11.

22 Q. And your yearly budget at that time was
23 \$11 million?

24 A. Well, no. It was really -- We were
25 administering about \$10 million in funds. Not all of it

1 was appropriated.

2 Q. Okay. And you were administering \$10 million.
3 And what was your line item to administer that
4 \$10 million?

5 A. What was my line item?

6 Q. You had -- I know some of that -- that money
7 has passed through -- money either from the Federal
8 government or from the State --

9 A. So, yeah, no Federal money --

10 Q. No Federal --

11 A. -- at that time.

12 Q. -- money whatsoever?

13 A. It was all -- It was all -- It was either an
14 appropriation from the Violence Prevention Fund, our
15 license plate fund to us, or general revenue, or we were
16 administering dollars pursuant to interagency agreements
17 with other State agencies.

18 Q. So when the opportunity presented itself, that
19 additional large sum of money would be processed through
20 your agency, did the amount -- because you were
21 processing \$10 million a year, did processing an
22 additional 20 million of those dollars give you pause
23 and concern that there might be room for waste, fraud,
24 abuse within that administration if you had to
25 administer it in a quick amount of time?

1 A. No. The notion of waste, fraud, and abuse did
2 not come to mind because I knew at that point that we
3 would be implementing our basic procedures.

4 **Q. And --**

5 A. And that we would be working with
6 approximately 20 to 23 additional grantees.

7 **Q. Right. But the amount of your employees**
8 **didn't go up proportionately to match --**

9 A. No, it didn't.

10 **Q. -- those -- It did not.**

11 **And so obviously there would be additional**
12 **workloads on the employees that you did have to --**

13 A. And then we were planning to hire.

14 **Q. And you were planning to hire.**

15 **So as that number continued to rise from**
16 **\$20 million to \$30 million -- I know that you said a**
17 **portion of it was not yours, but it went up to \$50**
18 **million. At what level -- Was -- Was there any**
19 **discomfort that you may have felt that you may not be**
20 **able to perform at the highest and best levels of the**
21 **professionalism of yourself and your office to make sure**
22 **that those dollars were spent efficiently and**
23 **effectively?**

24 A. Not initially.

25 **Q. Was there -- Was there any dollar amount that**

1 **you were so concerned about that, as the Governor talked**
2 **about a \$10 million program, a \$20 million program, a**
3 **\$30 million program, you were prepared at any level to**
4 **be able to administer that with the appropriate --**

5 A. Yes.

6 **Q. -- oversight?**

7 A. Because at that point -- First of all, the
8 difference between 20 to 30 was over a week to 10 days.
9 It wasn't as if we geared up and planned for this --
10 this number and then, oops, we've got to adjust to
11 another number, so. And all -- what it did was increase
12 the number of grantees. And, you know, so at that point
13 we were thinking, all right, we're going to have 23 new
14 grants to these lead agencies and, yes, we're going to
15 be dealing with these partners. We had no idea how many
16 partners there would be, how many sub-providers there
17 would be, and -- and --

18 **Q. If I could --**

19 A. (Inaudible.)

20 **Q. If I could stop you --**

21 A. (Inaudible.)

22 **Q. -- right there.**

23 A. -- were going to be.

24 **Q. In all of your professional experience -- and**
25 **it's been decades of great service to the people of this**

1 State. If you were able to administer the program
2 and -- and you were the one who -- you got to choose how
3 many lead agencies, where those lead -- lead agencies --
4 who those people would be, and the metrics that would be
5 used to follow it, what would you have done differently
6 than what had occurred? You personally and
7 professionally, what would you have done differently?

8 Because --

9 A. Do you mean looking back?

10 Q. Yes, looking back.

11 A. After my experience --

12 Q. Yes.

13 A. -- of doing it?

14 Q. Because one of my concerns is that -- that
15 there was -- that this was a push to -- to get this
16 money out faster. So in August there was a push to get
17 the money out in September and October. So in your
18 professional opinion, what would have been the
19 appropriate length of time to take that amount of money,
20 to sit down with your agency, to begin to do the RFPs,
21 to begin to vet the agencies, and to perform best
22 practices to make sure that that money would adequately
23 get to the right communities, to the right agencies, and
24 with the right results? How long would it have taken
25 you with no time constraints, no political constraints,

1 **just using best practices and professionalism that you**
2 **have accumulated over the years?**

3 A. Well, I -- I don't think I could answer that
4 because there was the pressure of time, there was the
5 pressure of the urgency of the violence problem, and us
6 wanting and needing to get programming up and developed.
7 You know, it wasn't until the stage where we then had
8 190 sub- -- sub-providers and the demands of working
9 with the lead agencies and those sub-providers and the
10 requests by the Governor's Office to do a level of
11 monitoring that we had never done before -- it wasn't
12 until that point that we realized that we -- you know,
13 that I realized and felt underresourced. So we still
14 would have -- we still would have been able to take on
15 this program, to do the RFPs, to -- to --

16 **Q. No doubt. So let me ask you this. What**
17 **was -- Why was the level of urgency in the violence**
18 **prevention so much higher in August of 2010 than it was**
19 **in April of 2010, when my colleagues, at that time John**
20 **Fritchey, a Representative from Chicago, and**
21 **Representative La Shawn Ford of Chicago, from Englewood,**
22 **who was not picked to be a portion of this, said we need**
23 **to bring in the National Guard? I mean, talk about a**
24 **sense of urgency and violence prevention, that there was**
25 **this cry, the human cry, from the community that we need**

1 help now, that -- so much so that some members thought
2 we needed to bring the National Guard in. So what
3 transpired from April to August? I mean, there was
4 already a sense --

5 A. It was a --

6 Q. -- of urgency back then.

7 A. -- terrible summer, and very, very bad things
8 happened that summer, which increased --

9 Q. There's no doubt about it.

10 A. -- everybody's -- I mean, it was all over the
11 press. There were kids killed. There were law
12 enforcement officers killed. There was a child beaten
13 to death in a schoolyard. It was a very heightened
14 awareness of the lethality and the -- the pervasiveness
15 of the violence problem.

16 Q. And there's no doubt about that. And I'm just
17 wondering -- Look, that money should have been
18 appropriated maybe sooner. Obviously, it probably could
19 have been appropriated in the beginning of that year
20 because 2009 wasn't that great of a year when we look at
21 the violence statistics and -- so I have some issues
22 maybe with the timing and then why it had to be pushed
23 out as quickly. Because obviously you stated that it
24 was important that we look at this -- that the -- the
25 measurements and its -- the benefits of the program over

1 time, right? So you knew that when we put \$10 million
2 into these communities, \$20 million into these programs,
3 \$30 million, that the return wasn't going to be
4 immediate, right? It would take -- How long would it
5 take, would you say, to be able to judge from whatever
6 study would be out there that we could see that the
7 money invested in these programs was returning benefit
8 to the taxpayers of the State of Illinois?

9 A. We could see benefit to the taxpayers of
10 Illinois each year, the thousands of jobs in these -- in
11 these economically distressed communities, the youth
12 served, the summer jobs. So there was clear benefit.

13 The kind of analysis that I think you're
14 getting at it, which is are we reducing violence in
15 those communities -- it would take, first of all, at
16 least several years to have a program up and running and
17 working and with -- with fidelity across 23 sites and
18 the components all developed. It would --

19 Q. Right.

20 A. -- take at least several years to be able to
21 be at the point where you could even start doing some
22 kind of study like that. And even then I think it would
23 have been a challenge to do -- to do that.

24 I mean, even today, for example -- I just want
25 to throw this out to you. Community policing,

1 increasing our law enforcement force, all of those are
2 measures that communities took and invested money in to
3 address the violence problem. When violence spiked, we
4 didn't blame community policing, that they weren't able
5 to do what they were doing. When the violence went
6 down, you -- nobody could say it was because commun- --
7 of community policing that the violence went down.
8 Those are -- It's very, very difficult to take a
9 prevention effort and translate the work that you're
10 doing with young people into a --

11 **Q. And I appreciate that --**

12 **A. -- crime reduction --**

13 **Q. -- we can't quantify --**

14 **A. -- measure.**

15 **Q. -- how each recipient of a grant or a job or**
16 **mentoring, how that fleshes itself out in two years,**
17 **five years. But you and I would agree that there's**
18 **probably some measurements in the social studies**
19 **community that would be able to measure that -- between**
20 **the investment in the programs and the people that work**
21 **in the programs that at some point we would -- we**
22 **would -- we would receive -- we would see some type of**
23 **reduction in violence, right? Because if it was a jobs**
24 **program, we could simply put people to work painting**
25 **fences or picking up garbage or tearing down homes in**

1 those communities that are -- that needed to be torn
2 down because they've been long abandoned and used for
3 drugs and for other illicit activities. So help me with
4 that.

5 A. You know, it's so interesting because you're
6 really raising good questions. And the questions you're
7 raising are the questions that the prevention world has
8 to deal with all the time, whether it's prevention of
9 violence or prevention of drug use or prevention of
10 whatever. It's very, very difficult to measure what
11 doesn't happen.

12 It's very, very difficult to invest in what
13 law enforcement officers call -- call Fight Crime:
14 Invest in Kids. You know, let's do early childhood.
15 Let's do the kinds of things that -- that through the
16 Perry school study show that if you invest -- you do
17 early education, you're going to have some impact
18 20 years later on -- or 15 years later on the -- the --
19 the -- the -- if you follow those kids, on the levels of
20 violence or -- or risky behavior that they perpetrate.

21 So what -- what you're asking is a challenge
22 to the prevention world. Because people expect that
23 simple: If you do this, this is what's going to happen.
24 And prevention doesn't have that sort of -- particularly
25 prevention of behavior, human behaviors. If you're

1 talking about prevention of a disease, that's a
2 different story. If you can inoculate people, then you
3 can literally show -- but it's very different with these
4 kinds of behaviors. And it would have taken
5 longitudinal studies and a great deal of time and money
6 to link up every child that we served and follow them
7 and determine whether they, in fact, engaged in violent
8 behavior, which may or may not have anything to do with
9 the violence level in the community at the time. It's
10 a -- It's a very challenging arena for prevention work.

11 **Q. It absolutely is. And one of the -- the**
12 **concerns again, though, is that this rush to -- to**
13 **infuse the cash into the network, so to speak, in August**
14 **and September -- we're talking -- because you were**
15 **talking about it's going to take time and we want to set**
16 **up the programs correctly, we want to get it to the**
17 **right people. That's going to take time, right? So**
18 **just because we can write a check for a large amount**
19 **doesn't mean that we're going to receive large results**
20 **immediately.**

21 **But the problem is, is that you had suggested**
22 **that there were some breakdowns, small breakdowns and**
23 **failures within the program, but that there were a lot**
24 **of good things -- and I think we had a chance to hear**
25 **some of those. But as I -- as I look at the analysis of**

1 the -- the audit that had been posted on the website,
2 the performance audit, and -- and looking at some of the
3 commentary, the fact that 7 of the top 20 communities
4 didn't receive NRI funds, I don't think of that as a
5 breakdown. I think of that as a -- And not to you,
6 to -- but whoever was in charge of that. There was
7 obviously -- It was a massive failure that seven
8 communities were left out, like Englewood.

9 A. Well, again, the level of violence was not the
10 only factor that was -- that DHS stated that it utilized
11 in identifying those communities.

12 Q. But we don't have that --

13 A. There were three --

14 Q. -- document to -- to --

15 A. I understand that.

16 Q. So -- So I'm trying --

17 A. And I -- And I wish we did.

18 Q. So do you see where I'm at, in the dark right
19 now, where I can't compare the metrics that DHS used to
20 find why Englewood would have been left off? I think
21 it's common knowledge to -- to folks that Englewood has
22 had a very difficult time over the years. And I don't
23 think I would need some type of study from DHS to tell
24 me that they would be a top candidate.

25 A. Englewood was part of the program. You're

1 talking about West Englewood.

2 **Q. West Englewood. I -- And I --**

3 A. Englewood was part of the program.

4 **Q. So that's -- to me that's not a breakdown**
5 **or -- or a failure.**

6 **Do you believe it's best practices to let**
7 **Chicago aldermen make the determinations and pick out**
8 **the leads, the lead agencies, to oversee the**
9 **administration of these resources? Is that -- Would**
10 **that be best practices?**

11 A. I believe it was reasonable practice to ask
12 elected officials closest to the ground in those
13 communities, who knew those communities, to recommend
14 lead agencies that we would later vet and decide whether
15 they met the standard.

16 **Q. But your -- your agency would have known a lot**
17 **of those providers, right?**

18 A. We did not. We did not know those communities
19 like the aldermen knew those communities. We -- We --
20 We had -- We would have had no business whatsoever --

21 **Q. What about the State Representatives --**

22 A. -- as an agency --

23 **Q. -- and Senators?**

24 A. -- going in and saying you, you, you, you.

25 **Q. What about the State Representatives and**

1 **Senators? They -- We could argue that they would know**
2 **the communities, right? They weren't picked --**

3 A. Again, we went to the elected officials
4 closest to the ground. These were the Chicago area
5 elected officials whose -- who were responsible for and
6 were elected by -- to serve that community.

7 **Q. There's no doubt. But that wouldn't make them**
8 **experts in violence prevention, right, to know those**
9 **providers that might be best capable of providing**
10 **services?**

11 A. It would make them -- We saw them as
12 knowledgeable about their communities and best able to
13 recommend agencies that could do the job.

14 **Q. And I -- They have tough jobs. I get that,**
15 **and they're -- they understand their communities. I**
16 **understand that. We're all elected by our communities.**

17 **Is one of the reasons they were selected so**
18 **the money could get out into the communities faster?**
19 **Because you said they're closest, they're more --**
20 **they're more knowledgeable, and there was a desire to**
21 **get this program operating very quickly. Is that why**
22 **they were chosen, so the money could get out to the**
23 **community faster, to the providers faster?**

24 A. We elected to do a noncompetitive process, to
25 use the collaborative grants program that we had been

1 implementing for years, and to turn to aldermen who knew
2 these communities to recommend potential lead agencies.

3 **Q. But, again, why wouldn't we have some type of**
4 **advisory committees even within those aldermanic wards**
5 **with the aldermen, with community leaders, with**
6 **potential providers, with Representatives and Senators**
7 **from those impacted communities for some additional**
8 **oversight and -- and additional conversation that may**
9 **have led to better outcomes? Is that because, again,**
10 **there was a rush to get the money out to -- to the**
11 **communities? Is that why that may have been bypassed?**

12 A. We were attempting to respond to the urgency
13 of the problem and to get the program going. And we
14 turned to those closest to the ground to advise us as to
15 who might be the lead agencies.

16 **Q. If I may then, you talked about, again, the**
17 **idea of breakdowns and failures. Is it a breakdown and**
18 **a failure -- small, medium, large -- that lead agencies**
19 **expended \$46.2 million for NRI and \$37 million of that**
20 **was from day-to-day activities?**

21 A. Okay. I'm glad you asked that question.
22 Because the audit -- what the audit does say is, you
23 know, X percentage -- and it was a large percentage --
24 of the dollars that were spent in NRI were spent on
25 staffing and not on programming. Staffing was

1 programming. Staffing is programming. Mentors, summer
2 jobs for kids, project coordinators, clinicians,
3 those -- they were the guts of the program.

4 So -- And that's -- that's true in human
5 services in general. If you went probably -- I would
6 suspect if you went to any of the grant programs that
7 are implemented today for purposes of providing
8 services, the large majority of costs are the staff who
9 are delivering those human services.

10 **Q. How are we measuring that then? What are the**
11 **metrics provided that they're doing -- that there is**
12 **some type of result from all that staffing? Besides the**
13 **individuals who receive the job, how do we know that**
14 **people were counseled when we have incomplete documents?**
15 **How do we know that people were counseled when we have**
16 **two agencies that shut down with over \$635,000 of money**
17 **that can't be found, that cannot be determined as to**
18 **what happened to it, who was served, if they were**
19 **served, if the money was inappropriately used? Help me**
20 **with this.**

21 A. There are several pieces to that. One is out
22 of -- out of nearly 200 organizations, when you look at
23 leads and subs, the fact that there were a few, a
24 handful that went out of business or that we canceled --
25 remember, we went in and audited The Woodlawn

1 Organization and cancelled them, and they owed money
2 back. That happens. That happens in the world of
3 community organizations. It happens with DCFS grantees.
4 It happens with DHS grantees. That happens. You
5 can't -- You can't -- You can't make it not happen. You
6 can't predict it. So that -- that happens. And it
7 happened to a very small degree when you look at the
8 whole picture here. So that's one issue, agencies going
9 out of business.

10 I don't remember what the other part of
11 what ...

12 **Q. Well, here, let me just -- let me move on.**

13 A. Oh, you also asked: How do we know whether we
14 succeeded? We set up a data system, and we had -- we do
15 know how many youth participated in every program. We
16 know what services they received. So we know that. We
17 do know that because we set up a data system to measure
18 it.

19 **Q. I'll get back to the success a little bit**
20 **later.**

21 I would say it's not some small -- It says
22 here in the audit that only 30 percent of the sample
23 providers -- not a small percentage -- maintained time
24 sheets for staff paid with State NRI funds. Do you see
25 a large problem with that?

1 A. Well, here's my question that I wasn't sure of
2 with that 30 percent. Were those -- Were those
3 30 percent the Mentoring Plus Jobs and Parent Leadership
4 recipients? Because there was no -- for -- for -- for
5 all of the other components and for the lead agencies,
6 we had no requirements in our grant agreement that
7 agencies who hired project coordinators and clinicians
8 had to have time sheets. Each agency had their own way
9 of determining payroll and deter- -- You know, if you
10 had a 40-hour week, people might have -- who knows?
11 Each agency had different methods. We didn't require
12 time sheets for any other program but Mentoring Plus
13 Jobs and Parent Leadership. And the fact that -- I
14 don't know whether the 30 percent is -- I don't know who
15 that includes. I don't know whether that includes
16 agencies that weren't required to keep time sheets or
17 whether that includes only agencies that were expected
18 to keep time sheets. So I -- I -- I can't respond very
19 clearly to that question without knowing that.

20 **Q. Okay. I'll assume that at face value.**

21 **It says here that there were services rendered**
22 **to a population for reentry outside the contractual**
23 **limit. Was that just -- only a small percentage of**
24 **the -- of the cases? It says here that there were -- in**
25 **violation of the contractual agreements for NRI, that**

1 based on documentation provided the auditors, the age of
2 participants that received services ranged from 7 --
3 age 7, 7, to 49. 12 percent, 65 of 548, of those that
4 received reentry services fell outside the contractually
5 required age range, 17 to 24.

6 A. Okay. So first of all, who knows whether that
7 age seven was a mistake in data entry. Remember, we
8 were training 190 staff of 190 organizations, so
9 assuming at least 3 to 5 people for each of those
10 hundreds of people we had training sessions for in using
11 this new data entry system. And you always have
12 problems with new systems. I mean, you just do with
13 training people, people doing it right, entering it
14 right.

15 So I don't know that a seven-year-old was
16 treated as a reentry person. Maybe -- Maybe it was a
17 mistake. Maybe it should have been 17. Maybe the
18 seven-year-old was the -- the son of somebody they were
19 dealing with and they provided some support services to
20 that person. I don't know. I can't speak to that. The
21 seven-year old is odd. Okay? And -- And who knows what
22 caused that?

23 On the other end, you know, frankly, if our
24 target, our target, was 17 through whatever -- what did
25 we say? 24? 25? That was our target. If somebody who

1 is 27 years old was served by a given reentry program,
2 that to me is not an egregious problem. It just
3 indicates that -- somebody who was slightly older than
4 the target population. It wasn't as if you can't see
5 somebody who's not -- This is the target population, 17
6 through 20 -- 25. This is who we want you to serve.
7 You know, I can't get too excited about the fact that
8 somebody who was slightly older than the age group
9 received services.

10 **Q. Well -- And I don't disagree with you on that.**
11 **Again, it's just -- it's the drip, drip, drip. It's**
12 **just continuation of one other thing that falls outside**
13 **the parameters of -- of contractual obligations.**

14 **And then another issue is 38 percent of**
15 **required background checks in our sample are not**
16 **completed. This -- That's -- That's problematic.**
17 **Wouldn't you agree with me?**

18 A. The responsibility to conduct background
19 checks was the responsibility of the providers. And --

20 **Q. And who oversees the providers?**

21 A. It -- It was not our job and -- nor could we
22 ever have had the staff do -- go out and monitor time
23 sheets and background checks. That is not the typical
24 expectation of a State agency making grants, that
25 they -- that they require their providers to prove up

1 that they did everything that they said they were going
2 to do in terms of background checks, time sheets, and
3 that type of thing.

4 REPRESENTATIVE REBOLETTI: General Holland?

5 AUDITOR GENERAL HOLLAND: I've been patient all
6 along here. I'm sorry that you don't feel that some of
7 this was important because this was what you put in your
8 contracts that was going to be important. And we audit
9 against what you -- what you say you're going to do.
10 And if you don't do it and now you say it's not
11 important, I -- I don't even know how to --

12 THE WITNESS: No, no.

13 AUDITOR GENERAL HOLLAND: -- respond to that.

14 THE WITNESS: I -- Excuse me. I did not say it was
15 not important. It is important that background checks
16 be conducted. I'm just saying that there are all kinds
17 of expectations when State agencies make grants; that
18 under today's staffing and budgeting, State agencies do
19 not have the resources to go out to every one of those
20 agencies and have them prove up that they did everything
21 they were required to do.

22 AUDITOR GENERAL HOLLAND: Well, if you have a
23 contractual --

24 THE WITNESS: It's an enforcement issue.

25 AUDITOR GENERAL HOLLAND: -- a contractual

1 arrangement that says they are going to keep time sheets
2 and they don't --

3 THE WITNESS: I understand that. And I understand
4 that that's not good --

5 AUDITOR GENERAL HOLLAND: Then that's a failing
6 of the --

7 THE WITNESS: -- that they didn't.

8 AUDITOR GENERAL HOLLAND: -- administration.

9 THE WITNESS: I'm just saying --

10 AUDITOR GENERAL HOLLAND: That's a failing of
11 management to --

12 THE WITNESS: No. I -- I -- I -- I don't agree
13 with that. I'm sorry. I --

14 AUDITOR GENERAL HOLLAND: Then what is it?

15 THE WITNESS: It's a failure of that organization
16 to do what they were expected to do.

17 AUDITOR GENERAL HOLLAND: And the steward --

18 THE WITNESS: If you were to ask --

19 AUDITOR GENERAL HOLLAND: The steward for those
20 funds was the Illinois Violence Prevention --

21 THE WITNESS: Yes.

22 AUDITOR GENERAL HOLLAND: -- Authority.

23 THE WITNESS: The steward for those funds. But you
24 cannot expect -- If you were to bring in the directors
25 of multiple State agencies and ask them to go out and

1 monitor every element like that, background checks, time
2 sheets, that every reported expense is backed up by
3 documentation, to monitor that or to send that stuff in,
4 we couldn't function, the agencies couldn't function.
5 You need huge numbers of staff to do that.

6 That doesn't mean the expectation isn't there,
7 and that doesn't mean that if there's a problem, we
8 don't -- and which -- when there were problems, we did
9 say to agencies, Give us your documentation for that
10 expense. So it's not as -- Again, ICJIA, in responding
11 to your recommendation that they should receive all this
12 backup documentation that supports expenses over and
13 beyond fiscal reports where the agency certifies we
14 spent this money here, here, here, and here -- that's
15 what agencies work with. They work with the fiscal
16 reports. The expectation --

17 AUDITOR GENERAL HOLLAND: But when you --

18 THE WITNESS: -- that we review backup
19 documentation -- Even ICJIA said, We don't have the
20 capacity to do that, much less time sheets and
21 background checks. It's -- It's not a matter of they're
22 not important. It's a matter of the capacity --

23 AUDITOR GENERAL HOLLAND: They must not have been
24 important because you have agencies -- all 15 agencies
25 that were lead agencies or providing agencies that were

1 not even required to maintain expense support.

2 THE WITNESS: Oh, that's --

3 AUDITOR GENERAL HOLLAND: Not even --

4 THE WITNESS: -- not true.

5 AUDITOR GENERAL HOLLAND: -- required.

6 THE WITNESS: That -- I'm sorry. All agencies --

7 In their contracts, all agencies were required for

8 three years, for three years --

9 AUDITOR GENERAL HOLLAND: Well, they didn't.

10 THE WITNESS: -- to give --

11 MR. THEIS: I would ask that if a question is asked

12 by any -- excuse me -- by -- either by the Auditor or by

13 any member that -- that if a question is asked, that

14 Ms. Shaw be allowed to finish her answer and not

15 interrupt her with speeches. She's answering the --

16 AUDITOR GENERAL HOLLAND: I'm the last --

17 MR. THEIS: -- questions --

18 AUDITOR GENERAL HOLLAND: -- guy to give speeches.

19 MR. THEIS: You're the last one --

20 AUDITOR GENERAL HOLLAND: Believe me on that.

21 MR. THEIS: -- that did. I'm asking her --

22 AUDITOR GENERAL HOLLAND: Believe me on that one.

23 MR. THEIS: -- to get -- to get a chance to respond

24 to your question.

25 THE WITNESS: All I'm trying to say, Auditor

1 General, is that the expectation was there that -- and
2 it was part of our training and all -- the expectation
3 was built into the grant agreement and built into the
4 grant agreements of all State agencies that you must
5 keep records related to your -- your work and that those
6 records are to be made available if the State agency or
7 the State needs to see those records. So, absolutely,
8 it was expected and required.

9 I am talking about the difference between
10 expecting that it be done and -- and asking them to
11 produce that if there's a problem versus routinely
12 looking at every agency's proof that they had done their
13 background checks, that they had done their -- we didn't
14 have and very few agencies in State government have the
15 capacity to do that kind of proofing and documentation
16 review.

17 And, again, I point to ICJIA, in response to
18 that recommendation in your audit, saying -- a much
19 bigger agency than IVPA, saying, No, we can't do that.
20 And they were saying even the lead agencies shouldn't be
21 expected to receive into their offices boxes of numbers
22 and accounting documents to prove up, that you -- that
23 you go and you test. That's what -- That's what ICJIA
24 said. We'll have the lead agencies go out and test an
25 expenditure with -- with these. So it's a matter of

1 what the expectation is of the level of monitoring.

2 BY REPRESENTATIVE REBOLETTI:

3 Q. Just a -- Just -- If I may, just a couple more
4 then. It says here that in our review of 23 randomly
5 selected providers, they found \$1.8 million in
6 questioned expenses. Again, I'm looking at the review
7 of the comments from the auditor and the auditor's
8 staff. Are you saying that it wasn't the IV- -- the
9 Illinois -- the Violence Prevention Authority's job
10 to -- to have oversight over those expen- -- the
11 question of expenditures, that because of the amount of
12 money that was being processed that there was no way
13 that your agency could appropriate- -- appropriately
14 oversee this because you didn't have enough staff?

15 A. No. The way an agency oversees the expenses
16 of a grantee is that the grantee reports those expenses
17 and signs their fiscal report and says, We certify that
18 we spent this amount on personnel this quarter, this
19 amount on travel, this amount on -- on -- so forth and
20 so on. That is -- That is the agency's reporting of
21 their fiscal expenditures. When we have questions about
22 that and something doesn't seem right or -- or it's
23 not -- it doesn't seem like -- you know, they -- they
24 spent more on a line item than they should or whatever,
25 that's when we raise questions.

1 Q. Sure. So you raise questions at the quarterly
2 expense reports, right? You would review those; is
3 that -- is that correct?

4 A. Yes, we would.

5 Q. But it would be hard to make recommendations
6 on those expense reports when you have an Albany Park
7 provider revising the Year 1 report 475 days after it's
8 due?

9 A. Okay. That's a good -- I'm glad you brought
10 that up too because that was a major finding in the
11 audit. And I understand that. I mean --

12 AUDITOR GENERAL HOLLAND: There were a lot of major
13 findings.

14 BY THE WITNESS:

15 A. There's nothing I'm differing with you --

16 AUDITOR GENERAL HOLLAND: Oh, I apologize --

17 BY THE WITNESS:

18 A. -- in terms of --

19 AUDITOR GENERAL HOLLAND: -- for interrupting.

20 BY THE WITNESS:

21 A. -- what you found. But these quarterly
22 reports would come in. Some of them late. Some of them
23 on time. Some of them didn't add up all the time. We
24 had questions --

25 Q. When they were late, did your --

1 A. Let me -- Let me -- Let me just finish.
2 And -- So -- So each quarter -- They would put
3 Quarter 1. Second quarter, they'd have their Quarter 1
4 and their Quarter 2. Third Quarter, they'd have 1, 2,
5 and 3. We would get a report -- a closeout report, you
6 know, 300 -- 400 days after. Because the report was
7 due, you know, 30, 60 days or something after the
8 closeout. We'd get a quarterly -- We'd get a closeout
9 report that would have maybe a different -- a different
10 set of expenses for Quarter 2. So we would have to go
11 back and say, Whoa, you've got different numbers here
12 for Quarter 2, and then that report would have to be
13 revised. So it was -- it was -- we certainly should
14 have and did expect a revision when -- when a revision
15 was needed, when there was something incorrect. So, you
16 know, we were -- we were diligently reviewing quarterly
17 reports at various stages and identifying problems and
18 mistakes and getting them corrected. And whether they
19 were corrected 400 days later or 2 days after the --
20 the -- the report came in is a function of what the
21 grantee submitted to us.

22 **Q. What active or proactive steps did your agency**
23 **take once those expense reports weren't timely filed?**
24 **What -- Were there phone calls generated? Were there**
25 **letters? Were there e-mails? Hey, provider, we're one**

1 year later, and we still don't have any documentation?

2 A. One year later?

3 Q. If they were late a day, a week, a month?

4 When did somebody from your agency call them, e-mail
5 them, write them?

6 A. The staff of the agency's job -- those
7 monitors were responsible, if they didn't get those
8 reports, to contact and say, We didn't get your report,
9 Get your report in. We also -- Our general practice was
10 that we didn't make your next payment until your report
11 came in. That was the practice. I'm not -- I -- I --
12 You know, I -- I -- I haven't audited myself to see if
13 that happened every single time, but that was the
14 practice. They knew that that report had to get in or
15 they wouldn't get their -- their -- their next payment.
16 But that was the function of the staff, to promptly
17 get -- have them get those reports in. And, yes, there
18 were reports that were late. But, again, these were
19 small, medium, and large organizations, varying degrees
20 of -- of -- of -- of competency, if you will, in some of
21 these aspects, business aspects, who were doing good
22 work in their communities, and we were -- we were
23 working with them to get the right documentation in and
24 to get it -- have it be accurate and complete.

25 REPRESENTATIVE REBOLETTI: I don't know if the

1 General had a -- any commentary --

2 AUDITOR GENERAL HOLLAND: I would -- I would like
3 to ask Mike to give a little bit more insight as to the
4 substance of the findings with regard to the
5 documentation, which depending upon your point of view,
6 may be or may not be important.

7 MR. MAZIARZ: Yeah, sure.

8 We realize the fiscal reports come in
9 quarterly, and they are self-reported numbers. And
10 there is a certification. But as Barbara described,
11 when somebody turns in another report that's changed
12 numbers -- well, those previous numbers have been
13 certified as being expenses that actually occurred
14 during that quarter, and then 400 days down the road,
15 they say they're different. Okay? From our auditing
16 perspective, though, we're looking at the idea of did
17 anybody go out even on a test or a sample basis to find
18 out whether or not what they self-reported was something
19 that actually was supported.

20 The Exhibit 48 where we talk about the
21 \$1.77 million that we couldn't -- that we had to
22 question, that's because we went out in the field and
23 did that -- did that analysis. The people in Criminal
24 Justice came by and, like many people, looked at our
25 work papers and asked for all of that information so

1 that they could go look at -- try and get money back for
2 those 23 agencies. But the self-reporting part of it,
3 you know, from an auditing perspective, it's --it's
4 difficult for us. Because while they may certify it --
5 And in some cases, as we note in the report, fiscal
6 reports were turned in and yet they weren't signed by
7 anybody. So I -- You know, I don't know who's
8 certifying it.

9 But going back to one of the contractual
10 requirements that Mr. Holland was talking about, we do,
11 we audit against criteria. Sometimes it's State law.
12 Sometimes it's administrative rules, many times, as was
13 asked in this resolution, the contract requirements.
14 And when the contract requirement for reentry says that
15 you're going to serve the population between 17 and
16 24 years old, that's what we would expect.

17 When we saw documentation based upon the --
18 the database that Barbara had been talking about, that
19 the University of Illinois had gathered this stuff from,
20 yeah, we put the table in that shows the 7-year-old up
21 to 49. We also put in, you know, quotes from the
22 agencies who notified in those quarterly reports that
23 we're going to serve a population outside of our
24 contractual agreement. Now, as auditors, we look at
25 that and say, Hey, you know what, that's a red flag for

1 the agency when they get there. We didn't see anything
2 in the file to show that the Illinois Violence
3 Prevention Authority thought that that was problematic
4 at all, somebody operating outside a requirement in the
5 contract.

6 AUDITOR GENERAL HOLLAND: And let me point out one
7 other item here and -- and emphasize the fact that the
8 Criminal Justice Information Authority came to see our
9 records after this audit was released. Okay? They've
10 asked to see our expenditure records, and -- and we
11 provided them. As -- As Mike pointed out, we provided
12 these records to a lot of people.

13 But the other point I want to make is that
14 we're talking about 23 lead and providing agencies.
15 There are another 219 out there, another 219 agencies,
16 lead and providers that received some funds. We only
17 looked at 23. It was ...

18 THE WITNESS: Didn't you look at -- Didn't you look
19 at subs too?

20 MR. MAZIARZ: We selected 23 randomly selected
21 providers of services. We made sure that we stratified
22 that sample so that we got some lead agencies and subs
23 across the different component units.

24 THE WITNESS: Yes. And I would say to that point
25 that -- and I mentioned this earlier -- you identified a

1 percentage of -- of the money that those -- I think it
2 was something like -- the total was \$4 million expended
3 by those 23 agencies and that 1.7 million of it was
4 questionable. And what I want to communicate is
5 something I stated earlier, is that out of that 1.7,
6 600-and-some thousand, nearly 700,000 of it was from two
7 agencies who went out of business and you couldn't see
8 their records. But that is a problem. But that -- that
9 happens in this work, that agencies sometimes go out of
10 business.

11 So, you know, the fact that that happened and
12 that those -- that -- that you couldn't track those
13 funds is questionable. It doesn't mean that they spent
14 the money inappropriately, but it does mean that you
15 couldn't -- you couldn't see it.

16 Then there's another whole chunk of that money
17 that was because -- that -- that -- that you said was
18 not backed up because people didn't have the appropriate
19 time sheets or the backup documentation, which, again, I
20 would say doesn't necessarily mean that they didn't
21 spend the money properly. It means they didn't do the
22 paperwork.

23 And then there was a very narrow number -- and
24 they were listed in the audit, if I recall -- who
25 actually you found to have unallowable expenses. And I

1 remember me adding that up at the time. And it was
2 something like 36-, \$37,000 of unallowable expenses that
3 you determined were unallowable.

4 So there's this whole block of, okay,
5 documentation wasn't great, but, again, I don't assume
6 that that means that every one of those dollars was
7 inappropriately spent. And there's that large block
8 that was associated with -- with agencies that went out
9 of business.

10 AUDITOR GENERAL HOLLAND: We can add a little bit
11 more clarification here.

12 Mike.

13 MR. MAZIARZ: When we audit, we don't assume that
14 somebody spent the money without a document to show us
15 that they didn't spend the State money in the right way.
16 If somebody didn't have a receipt for a travel
17 expenditure, as auditors, we question that. We don't
18 assume that they maybe didn't spend it the right way but
19 they just didn't keep good paperwork.

20 I, myself, don't see much difference between
21 somebody spending a thousand dollars on a golf outing
22 and somebody not being able to document a thousand
23 dollars' worth of personal services. It's still
24 inadequately documented State funds, and that's the way
25 we summarize --

1 THE WITNESS: I get that.

2 MR. MAZIARZ: -- our audits.

3 THE WITNESS: And I don't disagree with that. I'm
4 just trying to sort of -- I know that ICJIA actually
5 asked you if you would point that out. Because there --
6 you know, one -- if you don't have the time sheets but
7 you do have the payroll records to show that you paid
8 John Doe -- if you don't have the time sheets, it
9 doesn't necessarily mean that John Doe didn't earn that
10 money. That's all -- That's the only point I was trying
11 to make and that the actual unallowable expenses were
12 small.

13 Let me just close with one other statement
14 here. If the State of Illinois expects -- is going to
15 expect State agencies to do the level of monitoring that
16 was laid out in the audit, that you thought we should
17 have done, in terms of going out and looking at all
18 these sub-providers and looking for their documentation
19 or having them send it in or double-checking to make
20 sure they had time sheets or double-checking to make
21 sure that they had done their -- their backup, if -- if
22 that level of monitoring is to be expected of your State
23 agencies, you will need to put enormous amounts of money
24 into personnel to enable those agencies to do that kind
25 of backup documentation review.

1 AUDITOR GENERAL HOLLAND: So the people who went
2 out from my office to take a look at the -- at these
3 expenditures were three people. So the people who did
4 that level of testing that you're talking about were
5 three people from my office.

6 Now, I understand also that -- that you
7 view -- you take the approach that you begin with all
8 the spending was -- was appropriate.

9 I take the approach -- I -- I trust
10 everybody -- I -- I take the Ronald Reagan approach. We
11 trust everybody, but we verify. And that's --

12 THE WITNESS: All I'm saying --

13 AUDITOR GENERAL HOLLAND: -- what occurred here.

14 THE WITNESS: You are paid auditors. That is what
15 your full-time job is. And you went out, and you looked
16 at 23 agencies.

17 We had in one grants program -- In one grant
18 program, we had 200 leads and subs. The ability to have
19 staff whose only job was to go out and look at that kind
20 of backup documentation -- we did not have that
21 capacity. ICJIA told you they didn't have that
22 capacity. And I say to you on behalf of my sister
23 agencies -- or former sister agencies out there, the
24 capacity to do that kind of monitoring of backup
25 documentation does not exist and would take adding back

1 into agencies auditing units and staff whose only job
2 was to go out and do that.

3 We had the whole -- the whole responsibility
4 on our plate. And that backup document review is a very
5 demanding, time-consuming function. We had four boxes,
6 big boxes, in our office of accounting data for
7 one quarter from a -- for a percentage of our grantees.

8 REPRESENTATIVE MAUTINO: Representative Reboletti,
9 do you have any further questions?

10 REPRESENTATIVE REBOLETTI: I just have one other
11 question, and then I'll close out here.

12 BY REPRESENTATIVE REBOLETTI:

13 **Q. Again, looking at the audit, it says that**
14 **there's an inadequate grant recovery process and that**
15 **IVPA utilized a process that failed to timely recover**
16 **unspent NRI funds and that in Year 2 closeout documents,**
17 **it showed that \$2 million in unspent funds had not been**
18 **recovered by IVPA.**

19 A. IVPA did not exist at the -- Well, we -- Let
20 me say this. Year -- I was not there, number one.
21 Year 2 ended in the end of October. Their closeout
22 reports were due either the end of November or
23 December 15. Okay? I can't remember what the exact --
24 Then it takes months to review these closeout reports
25 and so forth and so on. What ICJIA and IVPA did about

1 unexpended funds for Year 2 is something I can't speak
2 to and was not our responsibility.

3 I will tell you that after Year 1 we did a
4 diligent process of identifying unspent funds and
5 ensuring that those unspent funds were factored into how
6 much money was given to the grantee the next year. So
7 we recovered those funds by reducing their next year
8 award by that amount. And we had at the time I left --
9 and it's one of my documents in my -- my stuff that you
10 posted -- we had maybe eight organizations that had
11 failed to -- to -- and maybe even fewer than that but
12 six to eight organizations that had failed to return
13 unspent funds. And of those eight, three of them were
14 affiliated with TWO that we cancelled, the lead agency
15 and two of their subs. We cancelled them out. We went
16 in and audited and canceled those out. There was -- And
17 I added it up somewhere, and I'm not sure I'm going to
18 find it. The balance -- There was one agency that owed
19 15,000, another that owed 9,000, a handful of agencies
20 for which we started the recovery process. We went to
21 the Governor's Office and said: We don't have lawyers
22 on staff who can do the kind of hearings that are
23 required. We need help with this. We -- Lawyers were
24 assigned to us from the Department of Public Health. We
25 initiated recovery on those handful of organizations

1 that -- that hadn't paid back the money they were
2 responsible for paying.

3 REPRESENTATIVE MAUTINO: And for follow-up comment,
4 General --

5 AUDITOR GENERAL HOLLAND: On -- On that specific
6 point.

7 MR. MAZIARZ: The Woodlawn Organization, our
8 understanding when we reviewed the files at IVPA --
9 Because we -- we looked at the files for both years.
10 And at the end of the second year, we would have
11 expected -- And we -- it took them almost a year to
12 close out Year 2. And we would have expected to see a
13 check from The Woodlawn Organization, but they had gone
14 out of business. Our understanding from Criminal
15 Justice was that the Attorney General ended up declaring
16 that money uncollectible. So I don't know -- I never
17 saw a check back from them. Last I saw about those guys
18 was that CNN was walking through their building.

19 THE WITNESS: That's bad, but it happens.

20 REPRESENTATIVE MAUTINO: Chairman Barickman.

21 Excuse me.

22 THE WITNESS: It happens.

23 SENATOR BARICKMAN: Well, the other -- the other
24 question that I wonder of the auditors is what you saw
25 in the files about what we knew about Woodlawn before we

1 chose them.

2 MR. MAZIARZ: The Woodlawn Organization, they've
3 been around -- they've been around for a long time. We
4 had run into them before in grant programs that -- in
5 other -- during other audit work. When we looked at the
6 files, they're -- you know, they -- they participated in
7 the first year as the lead and as a component provider.
8 Barbara is correct. They did go over and do an audit.
9 I thought it -- I thought the audit was based upon DHS
10 going in there with some problems that they had. But
11 IVPA did go in and do an audit at -- at the Woodlawn
12 agency. I don't think they got great cooperation based
13 on the documentation we saw, and I think -- I know some
14 of the staff members that looked through our work papers
15 saw that same thing. And then they were gone.

16 I did receive a call from The Woodlawn
17 Organization being concerned about -- and this was after
18 they were out of the program. We were doing the audit,
19 and we had contacted each of the lead agencies. And so
20 I got a call from The Woodlawn Organization, and they --
21 they were also -- the CNN people contacted them amongst
22 others. And she said that, We went out of business
23 because the State didn't pay their bills on time. And I
24 said, I can -- I can sympathize with you. And I
25 reminded her that this wasn't one of those programs

1 where they -- they didn't pay you on time and -- and
2 I -- you know, in NRI, you got the money up front. We
3 didn't have a long conversation, but that's what we knew
4 about The Woodlawn Organization and the -- the audit
5 that Barbara's group did with them.

6 SENATOR BARICKMAN: I guess I'm referencing -- You
7 know, it's one thing to identify the problem after the
8 fact and hopefully address it. My point is I thought in
9 the audit files there was the application form that
10 Woodlawn had filled out, submitted to IVPA. That
11 application said in response to whether they were
12 adequately -- and whether they are fiscally sound, with
13 the capacity and experience of managing and reporting on
14 grant funds, the response that was submitted to IVPA was
15 that they were poor. Whoever the reviewer was on their
16 application -- this is on the front end. You know,
17 whoever filled out the application or the -- that
18 reviewed it made notes that say they need fiscal --
19 needs fiscal experience, addressed after multiple
20 revisions.

21 And, again, I'm just going through the --
22 We've heard the testimony before that there was this
23 vetting, but I think what the audit showed is that there
24 were red flags for a number of these agencies that
25 should have alerted IVPA on the front end, before the --

1 the contracts were signed. The audit discovered that,
2 but unfortunately the agency did not.

3 REPRESENTATIVE REBOLETTI: I would just make a
4 closing remark, Mr. Chairman.

5 And I think that what the -- General Holland
6 said, we should all take with great heed, is that he had
7 three individuals that were able to uncover this.
8 Imagine if the IVPA had three accountants or three staff
9 members that could devote their time to take random
10 samples out of the 200-plus providers to make sure that
11 the people of the State of Illinois were getting good
12 value for their tax dollars and that the people that we
13 all intended to help were actually getting the full
14 value of those services? Look at how much more we could
15 have done if these hundreds of thousands and millions of
16 dollars actually made it to those people.

17 And I do not accept the fact that stuff
18 happens along the way as a good accounting matrix of how
19 to explain to 108,000 people that I represent that it's
20 going to happen; if you administer a \$51 million
21 program, stuff happens along the way and that we should
22 all accept that there's going to be percentages of
23 failure.

24 So I -- I can appreciate your desire to see
25 good things happen, but a lot of bad things happened

1 that I think could have been avoided along the way with
2 a small addition and infusion of employees in your --
3 your agency or elsewhere to provide oversight.

4 Thank you, Mr. Chairman.

5 REPRESENTATIVE MAUTINO: Senator Brady for a final
6 comment, question.

7 SENATOR BRADY: Thank you, Mr. Chairman.

8 Ms. Shaw, thank you very much for your time.
9 Of course, it's been a long day, and I appreciate it.
10 And I'll try to keep my questions brief, and I know
11 you'll try to do the same with your answers.

12 EXAMINATION

13 BY SENATOR BRADY:

14 **Q. But I am confused about some things. One is**
15 **the direction of authority. Who did you take your**
16 **authority from?**

17 A. Who did I take my authority from? There was
18 an enabling statute that authorized IVPA to do what it
19 does. There were our appropriations that authorized us
20 to spend, and --

21 **Q. So IVPA --**

22 A. -- there was --

23 **Q. -- was your authority. You operated under**
24 **their authority, and everything you did was within their**
25 **approval?**

1 A. Everything I did was with their approval?

2 What do you mean?

3 **Q. You just said that you operated --**

4 A. I mean, I was the Director --

5 **Q. You operated under --**

6 A. -- Executive Director.

7 **Q. -- their authority, and -- and --**

8 A. Right.

9 **Q. -- and, therefore, you took your direction**
10 **from them and made no -- no decisions you were qualified**
11 **to make without them approving those decisions; is that**
12 **right?**

13 A. The Authority board was not responsible or
14 engaged in micromanaging in everyday decisions that we
15 had.

16 **Q. Macromanaging?**

17 A. What I'm saying is that --

18 **Q. Forget micro. Did they micromanage it?**

19 A. What I'm saying is the board of directors, the
20 Authority members -- You asked me if every decision I
21 made --

22 **Q. I'm sorry.**

23 A. -- was approved by the Authority. I'm saying
24 that every decision any director makes, every decision,
25 is not approved by the Authority. You are given the

1 authority and responsibility to make decisions and to
2 execute.

3 Q. Did -- Did they approve for you to go to the
4 aldermen and ask them for their -- their recommendation?

5 A. That was not brought before the board.

6 Q. So we've got -- So as to that board, that was
7 a decision you solely made?

8 A. I made with the agreement of the Governor's
9 Office.

10 Q. But the Governor's Office isn't your boss; you
11 just said the board is your boss?

12 A. The Governor is also the head of -- of the
13 State of Illinois, and I also had responsibilities --

14 Q. So you felt the Governor --

15 A. -- to respond --

16 Q. -- was your boss, not the board?

17 THE WITNESS: I don't know how to respond. He's
18 putting words in my mouth.

19 BY SENATOR BRADY:

20 Q. No, no.

21 MR. THEIS: I think she said --

22 BY SENATOR BRADY:

23 Q. I'm reiterating your words.

24 MR. THEIS: I think she said --

25 BY SENATOR BRADY:

1 **Q. I'm reiterating your words.**

2 MR. THEIS: -- the board was -- she was answerable
3 to her board. So when you say that she was not --

4 SENATOR BRADY: I'm trying to figure it out. Is
5 she answerable --

6 THE WITNESS: But I'm also answer- --

7 SENATOR BRADY: -- to the Governor or her board?

8 THE WITNESS: I'm also -- Both. I'm also
9 answerable to the Governor's Office. I mean, we would
10 get --

11 BY SENATOR BRADY:

12 **Q. So the Governor's Office told you to go to the**
13 **aldermen?**

14 A. Every year we would get, from the Governor's
15 Office of Management --

16 **Q. I'm just trying to keep things --**

17 A. -- and Budget --

18 **Q. -- yes or no because we're --**

19 A. -- our directions on --

20 **Q. -- because we're -- we're short on time. Just**
21 **try to keep it yes or no.**

22 **Did the Governor's Office tell you to go to**
23 **the aldermen?**

24 A. They did not tell me to go to the aldermen.

25 **Q. Did they recommend you go to the aldermen?**

1 A. They did not recommend. They agreed. They
2 did not disagree.

3 **Q. Let me ask you a question. I understand that**
4 **they're closest to the ground. Do you think that if the**
5 **Department of Transportation was going to spend money in**
6 **a ward, that the Department of Transportation should go**
7 **to the aldermen and say, Which contractor do you want us**
8 **to pick to send the RFP to?**

9 A. I've already explained five times.

10 **Q. Yes or no? Do you think that would be --**

11 A. I've already --

12 **Q. Do you think that would be appropriate?**

13 A. I'm not going to speculate about the
14 Department of Transportation. I've already explained
15 five times that when we were ready to implement NRI and
16 we knew which communities we were going to go in, we
17 asked the aldermen to help us identify applicants.

18 **Q. And in some -- And in some cases, you only**
19 **gave an RFP to one applicant?**

20 A. In some cases, we only gave -- we only gave
21 the RFP to the recommended applicant.

22 **Q. And then --**

23 A. And then in those cases where there were
24 three --

25 **Q. So why would it have taken any more time to**

1 just hand an RFP to anybody who wanted to apply?

2 A. It would have taken months and months.

3 Q. Why?

4 A. Because we would have had in 23 communities --

5 Q. You would have posted --

6 A. -- probably 230 to 300 proposals and we would
7 have had to review all of those proposals and --

8 Q. Well, that's -- that's --

9 A. -- and made recommendations.

10 Q. -- part of the -- I guess what infuriates me
11 about some of your comments -- I appreciate all you're
12 doing -- is you thought it was more important to push
13 this money out than protect the tax- -- than to protect
14 the use of the taxpayers' money for the benefit of the
15 people it's supposed to take care of.

16 You know, we just did a marijuana program,
17 right? It's going to take the Department of Agriculture
18 a lot of time and resources to make sure that we do this
19 right. And then you go into the fact that you put
20 money -- and this is what really bothers me. Because
21 you are a steward of taxpayer dollars and you'd rather
22 start a program than make sure the checks and balances
23 are in place to protect those dollars for the people
24 they're supposed to benefit. And that's not your job.

25 A. Again, we had been operating and implementing

1 a collaborative, noncompetitive grants program for
2 years.

3 Q. But you have --

4 A. We did --

5 Q. -- 19 findings --

6 A. -- do due diligence.

7 Q. I hate to say this, but the arrogance of what
8 you're saying -- Earlier you said, I wish we had this
9 report. There isn't anything in these findings that
10 isn't -- isn't either policy, law, or rules and
11 regulations. And we can't afford in the State of
12 Illinois to have people like you just determining you're
13 going to do this on your own, without following those
14 things. That's what bothers me the most.

15 A. That characterization is not something I
16 accept as an accurate characterization of what we
17 proceeded to do.

18 REPRESENTATIVE MAUTINO: Okay. We need a quick
19 break for the court reporter, so we'll stand at ease
20 for -- for a few minutes.

21 MR. THEIS: Will there be additional questions?

22 REPRESENTATIVE MAUTINO: Yes, there will.

23 MR. THEIS: Oh.

24 REPRESENTATIVE MAUTINO: Senator Martinez has
25 additional questions.

1 SENATOR MARTINEZ: No. I pass. I pass.

2 REPRESENTATIVE MAUTINO: She passes.

3 (Discussion off the record.)

4 REPRESENTATIVE MAUTINO: Okay. Take a 10-minute
5 break.

6 (A short break was had.)

7 REPRESENTATIVE MAUTINO: The Commission will come
8 back to order.

9 We have a final -- just a comment. Everyone
10 is -- Everyone is now rested and relieved. Good.

11 So Senator -- Senator Brady was in the middle
12 of one question, and then we will go to Senator Martinez
13 for opposing comment.

14 BY SENATOR BRADY:

15 Q. Ms. Shaw, you had indicated -- earlier we
16 talked about the direction that you were given, whether
17 it be from the board or the Governor's Office. But
18 there was one other thing you said today that keeps
19 ringing in my mind, the reason you contacted the Chief
20 of Staff of the Attorney General about bonuses or pay
21 raises. It gets back to this chain of command. If the
22 Attorney General's Chief of Staff would have told you to
23 give pay raises as you've requested, would -- would you
24 have just given the pay raises out because the Attorney
25 General's Chief of Staff told you to do so?

1 A. Again, the Attorney General's Office -- Is
2 this on?

3 MR. THEIS: No, it's not.

4

5 BY THE WITNESS:

6 A. The Attorney General's Office handled our HR.
7 As the Director of the agency, within the parameters of
8 my personnel budget, I would recommend -- over the years
9 I would recommend salary increments. And in this
10 particular case, months before -- months before that
11 e-mail was sent, I had -- I had sent up the paperwork
12 for raises for staff or bonuses because our staff had
13 worked so hard on this Neighborhood Recovery Initiative
14 and -- and on the Safety Net Works program prior to
15 that. And I was recommending for my managers, not for
16 myself but for my managers, an increase. I can't
17 remember -- It was 3 to 5 percent, somewhere in that
18 area. And if she had approved it, they would have been
19 given.

20 **Q. So -- And I guess it boggles my mind a little**
21 **bit just to think about this different chain of command.**
22 **You've got the board here. You've got the Governor**
23 **here. But yet -- then you've got the Attorney General's**
24 **Office who's dictating what you pay your people.**

25 A. Signing off on -- on our --

1 **Q. The Governor had to agree to go to the**
2 **aldermen; the Attorney General had to agree to give you**
3 **the pay raise?**

4 A. They administered our HR. I have never --
5 I -- It was not a situation -- I was the Executive
6 Director of an independent agency. They handled and
7 signed off on the HR procedures. I would -- I would --

8 **Q. I mean, I'm -- I'm in business too. I know**
9 **about HR. The boss decides if there's going to be a pay**
10 **raise. But in this case you asked the Attorney**
11 **General's Chief of Staff if you could give a pay raise?**

12 A. I asked --

13 **Q. I know --**

14 A. -- if she was --

15 **Q. I know about HR policies.**

16 A. -- if she was going to act on the -- the
17 paperwork that I had submitted to her office.

18 **Q. So you were asking them for approval to give**
19 **the pay raises?**

20 A. Yes.

21 **Q. And that's -- in that case that's only --**

22 A. Because the -- Because being within their HR
23 system meant that their staff had to sign off on our
24 personnel actions.

25 **Q. So --**

1 A. Transactions.

2 Q. -- if the Attorney General said no, no pay
3 raises; if the Attorney General says yes, pay raises?

4 A. In that in- -- Yes.

5 REPRESENTATIVE MAUTINO: Further questions or
6 comments?

7 Senator Martinez.

8 SENATOR MARTINEZ: Thank you very much.

9 Ms. Shaw, let me just, first and foremost,
10 thank you for all of the work and commitment that you
11 have had in this community, you know, in -- in the State
12 when it comes to violence prevention and trying to
13 really just capture it and trying to, I think, make
14 people understand and how difficult it is, especially in
15 our communities, the black and brown communities, where,
16 you know, we have many organizations that are out there
17 on the streets, you know, on the ground, you know,
18 trying to help, you know, address these issues.

19 I know that people were talking about -- You
20 know, a lot of the comments I hear from my colleagues
21 here is about how do we measure it, how -- you know,
22 what's the outcome, you know, was this a bad program. I
23 think, yes, maybe the implementation was rather quick,
24 but we were dealing with a crisis in the community, not
25 in the suburbs or in downstate or anywhere else. We're

1 dealing with a crisis in Chicago, right in the heart of
2 the black and Hispanic community.

3 You know, you talked about the four programs
4 that you had that were for the -- the mentoring, the
5 parent leadership, the school-based counseling, and the
6 reentry program. Now I've got numbers. I've got
7 numbers about some, you know, performance and outcomes.
8 I mean, I got that in Year 1, in the mentoring jobs,
9 over 2,000 youth jobs -- these -- these are the numbers
10 that I got from -- from the NRI -- 1600 youth engaged.
11 Year 2, we had over 2,000 youth, again, and we had 2100
12 engaged. So, you know, when we talk about the outcome
13 and -- and was the program working, it was working. In
14 communities there was, you know, some positive things
15 that happened. When you talk about that in the
16 mentoring jobs we had engaged over 3700 youth, that to
17 me is -- you know, something is working and we are
18 engaging the kids in the community.

19 When you talk about a program in the parent
20 leadership, over 2,000 parents were engaged. And it's
21 not easy to engage -- You know, I know my community
22 is -- it's hard to get them engaged because in my
23 community many of the parents are working two jobs in
24 order to -- just to keep food on the table.

25 And under the school-based counseling, 24,000

1 youth were served. So this program somewhere somehow
2 was working. And at least in our communities it was --
3 it showed that the outcome -- you know, whether it was
4 quickly or too slow, you know, there was performance,
5 that was working, and it was showing in these numbers.

6 We also -- In the reentry program, I saw that
7 we have -- I saw the numbers are over 1800 youth that
8 somewhere had been in the system, you know, were
9 actually now engaged in something positive.

10 So, you know, when we talk about, you know,
11 why this program was -- I know that -- that Senator
12 Kwame was reading off about the timeline back in 2009,
13 when the violence just started escalating. And 2010,
14 you know, when you talk about the shootings -- the
15 shootings -- I know that Senator Raoul stopped where one
16 of the officers was killed on July 7th. But on
17 July 18th, another officer was shot and killed. Then
18 the Governor for the next almost -- the month of July,
19 he went out there, signed legislation on gun -- reducing
20 gun violence, and -- and -- and -- and to help prevent
21 firearms from ending up in the wrong hands.
22 Anti-violence Commission, we talk about them setting up
23 after-school programs. So there were things that he was
24 putting in place already to deal with the violence that
25 was going on.

1 Whether the program -- Whether the program
2 was -- The allocation and how it was done and who was
3 picked -- You know, our aldermen that we have in our
4 city, the city of Chicago, they deal with
5 the everyday -- the everyday things that are going on,
6 whether it be killings, shootings. You know, whatever
7 it may be, they get it day to day. So the aldermen were
8 asked, especially in some of these communities where the
9 cry to the Governor's people was, you know, We have a
10 problem with violence, Our kids are getting shot every
11 single day. I don't think there's anyone in this room
12 that cannot say that they have not picked up the
13 newspaper and seen that -- the violence every --
14 especially every weekend. This past weekend, 23 people
15 shot.

16 So let me just bring this -- you know, in
17 closing and saying maybe there was many things wrong,
18 but that's why we have an Auditor General. I -- I go to
19 the Audit Commission meetings as much as I can. And
20 what do I hear every time we go? Every time we have an
21 agency where the audit -- Auditor General finds -- has
22 findings and the fact that -- have they addressed the
23 findings. There's tons and tons of repeated, repeated
24 findings that never get fixed, and the same issue --
25 people will come back with the same findings year after

1 year. But that's what their job is, to point it out.

2 We have a program that was shut down because
3 of many problems with the program itself, on the way it
4 was monitored, the way that maybe some of the grants
5 were given out, the fact that there was -- there was
6 some flaws. There is no doubt. Like any program --
7 Like any agency out there, we have -- there -- there are
8 flaws. And the Auditor General's job is to let us know
9 what they are and for us to correct them.

10 And I think that when we keep on reading every
11 single day about what's going on, when I -- I -- We
12 should all be concerned about what are we going to do
13 next to fix this problem, how do we address the violence
14 problem that we're having, instead of sitting here,
15 picking on an audit that we know, we -- we are well
16 aware that there was a lot of things that were done
17 wrong.

18 But a lot of good things came out of there
19 too, especially when we see these numbers of kids that
20 were engaged, parents that were engaged, communities
21 that were engaged, you know. Do we need more of it?

22 Yes.

23 The problem that I have -- And maybe the
24 numbers are a little bit shocking. But since January
25 of 2010 till today, we've had already over -- almost

1 close to 10,000 shootings in a matter of 4 years. So I
2 think that we need to continue to take what happened
3 with this program, the NRI -- Because I think that we
4 have a lot more to do. We still have violence going on.
5 We still have children getting killed, even in their own
6 home by stray bullets that come through the window. We
7 have to address that. That's where we should be
8 actually concentrating our efforts, you know, and making
9 sure -- Because there is an investigation going there --
10 out there on a Federal level.

11 I -- I agree with what Senator Crespo said.
12 Yes, some of these findings are troubling, and it makes
13 us do a better job and making sure that we create
14 legislation. It's a great bill that -- that
15 Representative Crespo passed on the -- on the
16 accountability. That's a step. We've cleaned it up.
17 We've -- We're cleaning up every single day, but I
18 cannot continue to not address the issue on how do we
19 deal with the violence that's not only hitting Chicago.
20 It is going into the suburbs. And until you have in
21 your neighborhoods shootings the way we're having them
22 on a daily basis and especially on bloody weekends,
23 where we have 23 and 25 and 30 people shot -- We have to
24 start legislating a lot more -- that's going to address
25 that issue -- than dealing with the fact that we have --

1 we have these findings, we have to correct them, the
2 program has shut down because the Governor saw that
3 there definitely was a program and we had -- we had a
4 problem and we shut it down. But do you think that we
5 need to make this go away? No. We have to continue to
6 address the violence issue that is going on in our
7 communities because our children are dying on the street
8 every single day.

9 Thank you very much, Barbara, for everything
10 that you've done, and I'm sorry to see you go. You
11 should stay -- Well, then don't. That's okay. Thank
12 you.

13 REPRESENTATIVE MAUTINO: Barb, thank -- thank you
14 for coming in and talking to us today. I think most of
15 the questions have been asked and answered.

16 At this time we would -- although the subpoena
17 does go for the 8th and 9th -- so it will be valid
18 through tomorrow -- we're going to go ahead and dismiss
19 you. There may a follow-up question tomorrow afternoon.
20 I know that your attorney is busy from 10:00 --

21 MR. THEIS: 12:00 to 2:00.

22 REPRESENTATIVE MAUTINO: -- 12:00 to 2:00.

23 Otherwise, there's flexibility. I do not expect that
24 we'll be calling you back, but there is that
25 possibility. And I think it only fair to tell you that.

1 With that, thank you for spending your day
2 with us as Witness 1, and we'll continue on with the
3 next four witnesses. Everybody get your sleeping bags.
4 Three.

5 THE WITNESS: Thank you.

6 REPRESENTATIVE MAUTINO: Mr. Ocasio, Ocasio.

7 Please have a seat wherever you like.

8 Welcome, Mr. Ocasio.

9 MR. OCASIO: Thank you.

10 REPRESENTATIVE MAUTINO: Would you introduce your
11 attorney, the gentleman, and would you please spell your
12 name for our court reporter.

13 MR. GILLESPIE: Good afternoon, ladies and
14 gentlemen. My name is Terry Gillespie,
15 G I L L E S P I E, and I'm representing Billy.

16 REPRESENTATIVE MAUTINO: Mr. Ocasio, would you
17 spell your name for the recorder, please.

18 MR. OCASIO: Sure. Billy, B I L L Y. Last name is
19 O C A S I O.

20 REPRESENTATIVE MAUTINO: Thank you.

21 Please raise your right hand.

22 (Witness sworn.)

23 REPRESENTATIVE MAUTINO: Thank you. We will
24 proceed.

25 Do you wish to make any opening comments or

1 statements, sir?

2 THE WITNESS: Thank you, Mr. Chairman and
3 Committee. I'm ready.

4 REPRESENTATIVE MAUTINO: Thank you, sir. And I
5 appreciate your opening comment.

6 And we will go to questions.

7 Members of the committee.

8 Representative -- Excuse me. Senator Brady.

9 SENATOR BRADY: Thank you, Mr. Chairman.

10 Thank you, Mr. Ocasio.

11 WHEREUPON:

12 BILLY OCASIO,
13 called as a witness herein, having been first duly
14 sworn, was examined and testified as follows:

15 EXAMINATION

16 BY SENATOR BRADY:

17 Q. I might start with just some origins of this
18 NRI and the -- the structure of it is what I'm -- I was
19 trying to get at a little bit earlier.

20 I'll reference an e-mail then. On
21 September 2nd, you e-mailed Barbara Shaw, asking, Did we
22 address all your concerns this morning? Did you or
23 others in the Governor's Office have a meeting -- Did
24 you or others in the Governor's Office have a meeting
25 with Ms. Shaw that day, who attended it, and what

1 **concerns were expressed?**

2 MR. GILLESPIE: I'm sorry, Senator. Will we get a
3 copy of the e-mails referenced?

4 BY SENATOR BRADY:

5 **Q. While we're getting that -- It may be hard for**
6 **you to read.**

7 **In your opinion, who was the oversight**
8 **authority of NRI?**

9 MR. GILLESPIE: Thank you, sir.

10 Do you want him to look at this later and
11 answer your question?

12 SENATOR BRADY: Yes.

13 BY SENATOR BRADY:

14 **Q. Who was the oversight authority of NRI?**

15 A. The oversight authority.

16 **Q. Who was Mrs. Shaw to report to?**

17 A. While I was there -- I wasn't there very long.

18 But while I was there, it started off as kind of an
19 ad hoc committee of people from the administration, and

20 we talked about the program. There were a number of
21 people who were kind of overseeing the program at the

22 time.

23 **Q. So this 50 -- eventually \$50 million**
24 **program --**

25 A. It didn't start off like that.

1 **Q. I understand that.**

2 **(Continuing.) -- it was led by her, and --**
3 **and she was not really directly responsible to anybody?**

4 A. Oh, yes. I mean, she was, but you're asking
5 me from the beginning. So in the beginning that's not
6 the way it happened.

7 **Q. How did it happen in the beginning?**

8 A. It started off as other people have said. You
9 know, there was a lot of violence going on in the City
10 of Chicago, a lot of violence going on. We were
11 attending marches. We started looking at communities.
12 And people just started talking to us and saying, Look,
13 you guys, we need to do something about this. And so I
14 attended marches, anti-violence marches.

15 **Q. Okay. And I guess at the beginning it**
16 **really -- it really started with this group of**
17 **ministers, right? The Governor met with a group of**
18 **ministers?**

19 A. I think that it started out about the
20 violence. And different communities started calling,
21 and different survivors, people who had lost loved ones
22 to violence, started making the calls. Ministers came
23 in afterwards.

24 **Q. And there was a meeting of ministers on --**
25 **When was your recollection of the first meeting of the**

1 **ministers with the Governor?**

2 A. I don't recall fully. I know it was pretty
3 early in the program. It was going on in the Roseland
4 community.

5 **Q. There's an e-mail dated September 21st.**
6 **According to this e-mail, the Governor's Office and the**
7 **IVPA held a meeting that day regarding NRI with**
8 **religious leaders. Do you recall that e-mail?**

9 A. I don't recall the e-mail, but there were a
10 few meetings with different --

11 **Q. Did you attend the meeting?**

12 A. I don't recall that, that date or the -- or
13 the meeting.

14 **Q. So you don't recall if you attended the**
15 **meeting?**

16 A. I don't.

17 **Q. So you don't know anybody else who might have**
18 **attended the meeting?**

19 MR. GILLESPIE: May we look at the e-mail that
20 you're talking about --

21 SENATOR BRADY: Absolutely.

22 MR. GILLESPIE: -- please.

23 BY THE WITNESS:

24 A. You're right. This is hard to see.

25 I don't recall whether I was part of this

1 meeting.

2 **Q. Do you recall the meeting?**

3 A. I was part of less than 10 percent of all the
4 meetings, at least from what I saw.

5 **Q. Do you recall this particular meeting?**

6 A. I don't recall this meeting.

7 **Q. Okay. There was another meeting on
8 October 4th. Do you recall that meeting?**

9 A. No, I don't.

10 **Q. There was an e-mail sent to you that's dated
11 October 4th. You led the meeting according to the
12 e-mail, with Latino clergy --**

13 A. Okay.

14 **Q. -- to discuss NRI?**

15 MR. GILLESPIE: Once again, Senator Brady, can we
16 see that e-mail? Unless you're going to move on.

17 (Document tendered.)

18 BY THE WITNESS:

19 A. Okay.

20 **Q. Do you recall the meeting?**

21 A. I recall this meeting.

22 **Q. Do you recall any -- who -- Can you tell us
23 who the other attendees were from the meeting?**

24 A. Actually I don't think I was part of this
25 meeting. I remember setting it up or being asked to be

1 part of this. I believe some -- some other people
2 attended, but I don't think I did.

3 **Q. The way I interpret the e-mail is you led the**
4 **meeting.**

5 A. Well, it says, Billy, can you join me?

6 **Q. So you didn't lead this meeting?**

7 A. No, I didn't.

8 **Q. Did you attend the meeting --**

9 A. It says, Billy, can you join me for this --
10 for this -- for this also?

11 **Q. Did you attend the meeting?**

12 A. No, I did not.

13 **Q. Therefore, you can't recall who would have**
14 **attended the meeting?**

15 A. No.

16 **Q. The -- On September 2nd, you e-mailed Barbara**
17 **Shaw, asking -- and we'll get you a copy -- Did we**
18 **address all of your concerns this morning? Do you**
19 **remember that meeting?**

20 (Witness viewing document.)

21 BY THE WITNESS:

22 A. This is me. I don't recall. I'm reading what
23 the whole conversation was. Just a minute.

24 **Q. Did you have a meeting with the Governor's**
25 **Office?**

1 A. I couldn't -- I don't recall where the meeting
2 took place.

3 **Q. Do you recall the meeting?**

4 A. I recall there being a meeting.

5 **Q. Do you recall who attended the meeting?**

6 A. No, I don't.

7 **Q. In your e-mail, you ask Mrs. Shaw if you
8 addressed -- if all of her concerns were addressed. Do
9 you -- Do you recall what her concerns were?**

10 A. I don't recall fully, but I know that she had
11 some concerns about how this -- how we were going to
12 reach out to the communities.

13 **Q. Say that again, please.**

14 A. How we were going to reach out to communities,
15 how were we going to get the word out.

16 **Q. But you don't recall how that issue was
17 addressed?**

18 A. Not specifically. I could tell you how I
19 would have, what I may have said.

20 **Q. There's another e-mail dated between
21 September 5th and the 7th. Barbara Shaw asked you if
22 she should bring information on NRI to the Anti-Violence
23 Commission meeting on September 7th, saying, We might
24 want to inform the Commission about the initiative?**

25 A. Okay.

1 **Q.** **Indicating that the members may not have known**
2 **about the initiative at that time. How could the**
3 **Anti-Violence Commission have been able to create NRI**
4 **when they hadn't been told about it?**

5 A. The Anti-Violence Commission made
6 recommendations. They basically came up with --with
7 recommendations of what should be done with -- in State
8 government.

9 **Q.** **And they made those recommendations to Barbara**
10 **Shaw?**

11 A. Actually they released the report sometime
12 after I left, with their recommendations. They released
13 it the Governor and to the legislature.

14 **Q.** **Did they have authority over the NRI program?**

15 A. No, they didn't.

16 **Q.** **Who did?**

17 A. The administration.

18 **Q.** **The Governor's Office?**

19 A. I would say the Governor and the -- the
20 Governor's Office and whatever other departments were
21 part of it.

22 **Q.** **The Attorney General's Office?**

23 A. I don't think the Attorney General's Office is
24 part of this.

25 **Q.** **Do you have any idea why Mrs. Shaw would go to**

1 the Attorney General's Chief of Staff and ask for
2 permission to give pay raises?

3 A. I have no --

4 Q. Or bonuses?

5 A. I have no idea.

6 Q. You do recall that the Attorney General's
7 Office had input into the Neighborhood Recovery
8 Initiative?

9 A. No, I don't.

10 Q. One of the reasons -- and I guess this answers
11 the question. So the Governor is saying that the
12 Anti-Violence Commission issued a report that indicated
13 that these things needed to be dealt with and the NRI
14 program under Barbara Shaw was the way to deal with it.
15 Is -- Is that ...

16 A. I couldn't speak to that.

17 Q. What was your direct involvement in it?

18 A. I was an advisor. I was there basically to
19 advise. And if -- I was like your -- You know, does
20 anybody need anything? How can I help?

21 Q. So I guess --

22 A. I was involved in there because I was the --
23 one of the staff people for the Anti-Violence
24 Commission.

25 Q. I guess my concern here -- and maybe you can

1 help me, and maybe you can't. We almost seem -- seem to
2 have this somewhat organization under the thumb of the
3 Governor and somewhat under the thumb of the Attorney
4 General initiating this \$50 million in initiatives, but
5 I just -- I can't get my hands on where they get their
6 authority to do what they do other than obviously the
7 lump-sum appropriation, which was a fiasco, that gave
8 the Governor the ability to move the money there. But
9 it just seems to me to be a -- And Mrs. Shaw indicated
10 her -- her great desire to push this money out into the
11 streets as soon as possible regardless of having it
12 done. But I just -- I'm really perplexed about the
13 oversight of it all.

14 A. I'm sorry, Senator. I -- I didn't deal with
15 the money. I -- Again, I was part of probably less than
16 10 percent of all NRI meetings.

17 Q. Let me move onto another issue that was just
18 brought up in Crain's. And it deals with the New Life
19 Covenant. And, again, how -- when you were there, did
20 you have direct input into the awarding of contracts?

21 A. I had no direct input. I had no authority
22 to -- to say who was going to get a contract or not.

23 Q. And you gave no input?

24 A. And I gave no -- No.

25 Q. Excuse me.

1 **So this issue of -- of your wife being**
2 **an employee of New -- New Life Covenant and receiving a**
3 **contract, there's no -- nothing direct --**

4 A. There's nothing there -- I think it's a very
5 irresponsible article. I think if you take a look at
6 it --

7 **Q. You understand why we're asking questions --**

8 A. But if you --

9 **Q. -- about it?**

10 A. You asked me a question. Can I answer?

11 I think it's a very irresponsible article. I
12 think that if you take a look at the end of this
13 article, it even says I was even gone way -- way after
14 this was implemented. Again, my wife at the time was
15 not an employee of New Life Covenant.

16 **Q. Who -- Who would have made the decision for**
17 **New Life Covenant to get the contract?**

18 A. I don't know. I wasn't part of that. I did
19 not talk to anybody in Government about this.

20 **Q. Do you have any concerns about the**
21 **implementation of this \$50 million, how it went from**
22 **20 million to 30 to 50 and the loose-knit implementation**
23 **that has left us to these 19 findings?**

24 A. You know, I think it was a program that needed
25 to happen. There was a lot of shootings going on out

1 there. In fact, I left -- part of the reason I left
2 State government is because two people got shot in front
3 of my house and I had two young kids at the time. There
4 was a lot of work that needed to be done, and time was
5 of the essence.

6 **Q. And I think we all agree that there is crime
7 and violence --**

8 A. I just didn't oversee money.

9 **Q. -- and all this gives us all great concern.
10 And we need programs that use volubility, the taxpayer
11 resources. But if -- if you think about some of the
12 things here -- And -- And I've got another picture here
13 of a photo of a facility for Project Hope. It was an
14 NRI agency in the south suburbs that was contracted to
15 provide prisoner reentry. Are you familiar with that
16 project?**

17 A. No, I'm not.

18 **Q. Well, a simple drive-by of the facility would
19 reveal that it's a day care center. Do you have any
20 idea how it's possible that this location was selected
21 to provide services for ex-felons?**

22 A. I didn't make decisions. I'm sorry.

23 **Q. You just don't have much to give.**

24 A. I was there as an advisor. I was there to
25 make sure that, you know, communities were --

1 **Q. What did you advise on?**

2 A. Basically what -- that communities needed to
3 be involved, that people needed to be involved, that
4 churches needed to be involved, that schools needed to
5 be involved.

6 **Q. And your advice never got more defined than**
7 **that?**

8 A. Not really. I mean, I was basically there to
9 make sure that the Anti-Violence Commission -- to staff
10 the Anti-Violence Commission. And then if they needed
11 help with things, then I helped them out. I had very
12 little to do with NRI.

13 **Q. Do you think it's a travesty that resources**
14 **would go into hiring day care to provide services to**
15 **ex-felons?**

16 A. You know, in our communities you have to be
17 very creative on how to deal with people.

18 **Q. Day care?**

19 A. Whether -- The day care may have been -- I --
20 I don't know which project you're talking about. A day
21 care -- In a lot of communities, day cares operate as a
22 day care during the day and at night they operate as
23 something else. You have various programs running out
24 of different places.

25 **Q. I understand that. And I think that's**

1 oftentimes a good use of facilities and organization and
2 all that. But I think the contract with a day care
3 facility where young children are coming out and the
4 interaction with ex-felons, whether it be in a district
5 I represent or --

6 A. I'm sorry. I can't speak to the reasoning.

7 Q. You don't think that's a bit of a problem?

8 A. I just can't speak to the reasoning. I don't
9 know what -- what reasons to give.

10 Q. As a consultant working for the government,
11 would you have advised them to do this?

12 A. I would have taken a look into it.

13 Q. It's not a nonstarter for you?

14 A. It depends -- You know, you have some
15 communities that don't have anything in there. You have
16 some communities that don't have any agencies. And so
17 sometimes you have to deal with what you have.

18 SENATOR BRADY: Thank you very much.

19 THE WITNESS: You're welcome.

20 REPRESENTATIVE MAUTINO: Further questions?

21 Representative Sandack.

22 REPRESENTATIVE SANDACK: Thank you, Chairman.

23 EXAMINATION

24 BY REPRESENTATIVE SANDACK:

25 Q. Mr. Ocasio, I want to go back to roughly

1 August of 2010.

2 A. Okay.

3 Q. You were with the Governor's staff at that
4 time, correct?

5 A. Yes.

6 Q. And did you have a title at that time?

7 A. Senior advisor.

8 Q. Okay. We just heard from Ms. Shaw about the
9 NRI project and the Illinois Violence Prevention
10 Authority's role in rolling out NRI. What was your role
11 in August of 2010?

12 A. August of 2010? I was senior advisor, and I
13 dealt with a lot of human relations issues, human rights
14 issues, social justice issues. When it comes to this
15 program, I was asked to sit in on a couple meetings to
16 make sure that we were involving the right people.

17 Q. Whose idea was the Neighborhood Recovery
18 Initiative?

19 A. Oh, I don't know.

20 Q. When did you hear it first? How did you come
21 about hearing what the NRI program was supposed to do or
22 be?

23 A. There was -- Again, there was a lot of
24 violence going on, a lot of violence going on. A bunch
25 of people were called in to meetings and said, Hey, what

1 can we do here, what can we do? And I don't think it
2 even started off as NRI. I think it just started off
3 where we had a small pot of money and something needed
4 to be done. I think it started off with one community.
5 I think it went from one community to four communities;
6 from four communities, it grew, as monies became
7 available.

8 **Q. Well, when is the first time you can recall**
9 **hearing about this project, the project?**

10 A. Probably -- Probably late August, September, I
11 would say.

12 **Q. And do you remember how -- where the name**
13 **Neighborhood Recovery Initiative came from?**

14 A. Oh, I don't know.

15 **Q. Okay. And who did you interact with with**
16 **putting this project together or whatever your**
17 **involvement was?**

18 A. Again, I attended less than 10 percent of
19 those meetings. But people who I dealt with -- Do you
20 want names?

21 **Q. Sure.**

22 A. Yeah. So there was Toni Irving. There was
23 Barbara Shaw. There was Jack Lavin, Malcolm Weems.
24 There was Michelle Saddler from DHS. There was -- There
25 was kind of -- quite a few people.

1 Q. Did you ever speak with the Governor about
2 this project?

3 A. About this project specifically?

4 Q. About the Neigh- -- Neighborhood Recovery
5 Initiative, NRI.

6 A. No.

7 Q. So you only -- So you spoke with, in August
8 of 2010, Toni Irving, Barbara Shaw, Jack Lavin, Malcolm
9 Weems, Michelle Saddler?

10 A. I mean, there may have been more State
11 employees. I -- I mean, I'm just saying these are the
12 ones that I remember.

13 Q. Okay. You -- You just testified a little bit
14 earlier that you think you were involved in 10 percent
15 of the meetings. How do you know that?

16 A. I looked through every one of those e-mails
17 that you guys put on the sites, and that's how I
18 determined that. I was -- I mean, I read through all of
19 them.

20 Q. Okay. As a senior advisor, how much time did
21 you spend in August, September, October, and November
22 of 2010 working on NRI?

23 A. Oh, again, less than 10 percent. I mean, I --
24 I was already looking to move on in late December.

25 Q. And when did you move on?

1 A. I ended up moving on in -- By January, I was
2 already trying to finish up other projects that I was
3 working on. And I started at IHDA May 4th. So in
4 April -- April I moved on from the Governor's Office,
5 after taking vacations and days off and those sorts of
6 things.

7 **Q. Mr. Ocasio, in an earlier answer, you said of**
8 **this project you think it started out as one community**
9 **or a small project. The -- The -- The information we**
10 **have is it started out as a \$10 million project. Do you**
11 **remember when that was the scope of the project?**

12 A. I never dealt with the numbers, with the
13 budget. I didn't -- I didn't deal with those.

14 **Q. Okay. What did you deal with?**

15 A. I dealt with involving communities.

16 **Q. Okay. So what does that mean? Tell me what**
17 **that means.**

18 A. Well, for instance, they -- they had people
19 within the black community who were being involved.
20 They didn't have people in a lot of other communities
21 that were being involved, especially in the Hispanic
22 community. So they reached out to me and said, Do you
23 know anybody in these communities? And I said yes.

24 **Q. And so who -- what would you do to reach out**
25 **to people in these Hispanic communities?**

1 A. I think we did all sorts of things. I think
2 people were invited to meetings. I think that people
3 were e-mailed. I think people -- we asked others to
4 give us other names of people we needed -- we needed to
5 involve. I think I also said, you know, churches -- you
6 need to involve churches and schools.

7 **Q. Have you ever read the audit from the**
8 **Auditor --**

9 A. Never.

10 **Q. -- General?**

11 A. Never.

12 **Q. Have you read any of the press with respect to**
13 **the audit?**

14 A. I've read some of the press.

15 **Q. Okay. One of the things that we obviously**
16 **have learned in this process is that there were 23 lead**
17 **agencies, 99 coordinating partners, 120 providing**
18 **partners, serving 23 communities. Do you know the 23**
19 **communities NRI served?**

20 A. No.

21 **Q. Did you have any involvement with respect to**
22 **picking and selecting the communities?**

23 A. No.

24 **Q. Any communities?**

25 A. No. I think there was an application put out

1 there or an RFP, something like that. There was
2 something put out there.

3 **Q. Did you have anything to do with the RFP or**
4 **the application?**

5 A. Did I what?

6 **Q. Have anything to do with the RFP or the**
7 **application?**

8 A. I think the only thing I recall was basically
9 saying, You need to make sure they reach out to the
10 Latino communities. I just didn't --

11 **Q. (Inaudible.)**

12 A. -- feel there was enough --

13 **Q. I'm sorry.**

14 A. I just didn't feel there was enough going on
15 to reach out to those communities.

16 **Q. How is that -- I mean, what -- If you were**
17 **attending 10 percent of the meetings, you didn't do**
18 **anything with the budget, how did you know what did or**
19 **did not go out to different communities, the Latino**
20 **community included, sir?**

21 A. Only because every time there was something
22 that dealt with the Hispanic community, I was sent an
23 e-mail or something about it or I was included.

24 **Q. The communities that were included for NRI,**
25 **the 23 communities, were any of those Hispanic**

1 **communities?**

2 A. I believe so.

3 **Q. And which communities were they? Which**
4 **neighborhoods?**

5 A. I don't know if they were all selected by the
6 time I left.

7 **Q. In August, September of 2010, Ms. Shaw**
8 **testified that it was her understanding that this**
9 **project had gotten -- had grown to over 30 million at**
10 **that time. It was a big project. Were you under --**
11 **under any time constraints with respect to getting**
12 **these -- this Neighborhood Recovery Initiative?**

13 A. Not I. Maybe others but not I.

14 **Q. Did you have any conversations with Ms. Shaw**
15 **about trying to get the project underway quick?**

16 A. No.

17 **Q. Have you ever heard that from anybody?**

18 A. No.

19 **Q. Do you know where the funds came from for NRI**
20 **in -- in the first year, in fiscal year 2011?**

21 A. No.

22 **Q. Did you have any communications with anybody**
23 **other than Hispanic communities about NRI?**

24 A. I don't know. That's kind of a very broad
25 question. I don't know.

1 Q. It is a broad question.

2 A. Yeah.

3 Q. I'm trying to figure out what it is you did on
4 this project for NRI.

5 A. Mm-hmm. Again, I had a lot of projects going
6 on at the time. NRI was a small part of whatever I did.

7 Q. Like what? What else did you have going on at
8 that time?

9 A. Well, I dealt with the Latino Family
10 Commission. I dealt with all the human rights issue. I
11 dealt with social justice issues and housing issues,
12 those sorts of things, communities, any -- anything in
13 communities that -- where communities were left out.

14 Q. Senator Brady asked you some questions about
15 the New Life Covenant, and I know you didn't like that
16 article at all. I just want to make sure I'm clear. Is
17 it your testimony, sir, that you had absolutely
18 nothing -- did not touch in any way, shape, or form the
19 fact that State money from NRI ended up at a church your
20 wife worked at?

21 A. I had nothing to do with that. I didn't talk
22 to anybody in government about that. I didn't talk to
23 anybody in the Governor's Office about that. And my
24 wife started working there in January of 2012 -- I'm
25 sorry -- 20- -- 2013.

1 Q. Were you involved in any decisions to get
2 money to any recipients --

3 A. No.

4 Q. I was not done yet.

5 After you left State government, did you have
6 any involvement, role, whatsoever in how any NR- -- NRI
7 monies were disbursed?

8 A. I had no involvement. I had no involvement.

9 Q. You said you worked at IHDA after you left the
10 Governor's Office?

11 A. Yes.

12 Q. How long were you at IHDA?

13 A. I was there till -- I think my last day there
14 was March -- the first week of March 2013.

15 Q. And then after -- And how long were you at
16 IHDA?

17 A. About a year and a half.

18 Q. Okay. And then after IHDA, where -- where did
19 you go?

20 A. I went to the Institute of Puerto Rican Arts
21 and Culture.

22 Q. Are you still employed at the Institute of --

23 A. Yes.

24 Q. -- Puerto Rican Arts and Culture?

25 Forgive this question. They didn't receive

1 any NRI money, did they?

2 A. No.

3 Q. Okay. Mr. Ocasio, obviously we -- we're --
4 we're concerned about what the audit shows as far as
5 controls. And you didn't leave the Governor's Office
6 until April of 2011, correct?

7 A. Correct.

8 Q. From the time money went out on the NRI
9 project, which the record will reflect was relatively
10 soon after the inception of this project, through April,
11 did you have any involvement whatsoever with the
12 implementation of NRI?

13 A. I had no oversight. I didn't choose the
14 organizations. I didn't have authority to make
15 decisions.

16 Q. Well, I didn't ask that. I asked if you had
17 any role in -- in the -- in the implementation of NRI.
18 Did you do anything with respect to that initiative?

19 A. Other than attend some meetings, get -- you
20 know, talk to -- or organize some Latino ministers and
21 clergy and some leaders, not in the actual
22 implementation of it.

23 Q. Sir, there's been -- It's in the record.

24 A. Okay.

25 Q. Aldermen were picked and selected in certain

1 neighborhoods, and they made recommendations for lead
2 agencies that would help implement NRI. You were a
3 former alderman. Did you have anything to do with
4 aldermen being selected rather than the traditional RFP
5 process?

6 A. I had nothing to do with that. In fact,
7 you'll find in there an e-mail from me where -- I send
8 and say: Hey, I understand there was a meeting with
9 aldermen yesterday. How come I wasn't informed?

10 Q. So you didn't know that they were meeting with
11 aldermen. But I'm asking you about the structure of the
12 process. Do you -- You had been involved in State
13 government for a while, right?

14 A. Yes.

15 Q. Typically requests for proposals is the way to
16 open bid and shop and competitively market anything so
17 that we know we're getting value. In this instance,
18 that didn't happen, did it?

19 A. My understanding was that the aldermen were
20 involved to inform them of this program. I did not know
21 that aldermen were picked and asked to select agencies
22 or anything like that.

23 Q. Have you had any conversations with Governor
24 Quinn about this project at all since you left State
25 government?

1 A. About this? No.

2 Q. Have you talked to Governor Quinn in any way,
3 shape, or form about NRI?

4 A. No.

5 Q. Other than your lawyers, have you spoken with
6 anyone about today's testimony you're giving, sir?

7 A. No.

8 Q. The audit report talks about, amongst other
9 things, financial control deficiencies, meaning some of
10 the grantors that received State money, grant money,
11 didn't really adhere to best practices, let alone
12 minimum instances of good financial controls. Do you
13 know who the Pilsen-Little Village -- the agency, is or
14 was?

15 A. I can't recall.

16 Q. Albany Park?

17 A. Albany Park? Are you saying that's who it
18 was? No.

19 Q. I'm asking if you know that.

20 A. Oh, no.

21 Q. How about the agency Hermosa?

22 A. I do not know who (inaudible).

23 Q. Did you have any involvement in getting
24 Hermosa NR- -- NRI money?

25 A. No, I didn't.

1 Q. Did you have any involvement in getting anyone
2 NRI money?

3 A. Getting NR- -- No.

4 Q. There were certain neighborhoods that were not
5 in the NRI universe, including West Englewood. Did you
6 have anything to do with communities being selected or
7 not selected for NRI money?

8 A. No, but I did hear some conversation that they
9 were working off of other programs that had already
10 implemented programs that dealt with violence in those
11 areas.

12 Q. Explain that to me a little bit. What
13 conversations --

14 A. No. There --

15 Q. -- are you talking about?

16 A. -- were other departments, like DHS, who had
17 programs, who already knew some of these communities and
18 who had numbers on violence and all those sorts of
19 things, but that's just what I recall about it.

20 Q. Going back to the inception of the program,
21 you said you looked at e-mail that was in this -- that
22 we adduced over -- as part of the audit. Did you -- Do
23 you recall interacting with Ms. -- Ms. Shaw about making
24 sure Latino groups were -- were within the mix of
25 potential NRI money?

1 A. I would have said, Make sure that there is
2 Latino communities involved. Yes. There was a big
3 problem in the Latino community. I would have said yes
4 to anyone, that you need to involve the Latino
5 communities.

6 **Q. Other than obviously interacting with Ms. Shaw**
7 **to make sure the Latino community was represented, what**
8 **else were you doing with respect to NRI?**

9 A. I didn't do much with NRI. I was --

10 **Q. How many --**

11 A. -- concentrating most of my time on getting
12 the report out for the Latino Family -- the
13 Anti-Violence Commission.

14 **Q. Did you ever have any understanding of why the**
15 **Illinois Violence Prevention Authority was the**
16 **organization or the agency that was selected to**
17 **undertake implementation and administration of the NRI**
18 **program?**

19 A. Not really. But, I mean, for me, it's --
20 you're talking about anti-violence and the Violence
21 Prevention Authority, so, I mean, it makes sense to me.

22 **Q. And had you understood what the Illinois**
23 **Violence Prevention Authority had -- the size and scope**
24 **of that agency prior to NRI being basically given to**
25 **them?**

1 A. It was a small agency, but they were the ones
2 who dealt with violence.

3 **Q. Do you recall any concern about the size and**
4 **scope of the Illinois Violence Prevention Authority and**
5 **its ability to handle a large appropriation, larger than**
6 **its ever had before, and administer that -- you know, a**
7 **program like NRI?**

8 A. As I said earlier, there were other
9 departments that were working in conjunction with IVPA.

10 **Q. Did you ever attend any meetings with the**
11 **Governor with respect to the rollout of NRI?**

12 A. Other than community meetings, that was
13 probably it. I know that there was -- Even the day they
14 announced it, which was October 6th -- it was announced
15 out at one of the colleges -- I didn't attend that one.
16 My father had died the day before, so I didn't.

17 **Q. Sir, there's been at least some evidence or**
18 **suggestion -- Let me strike that.**

19 There's been some suggestion here that this
20 was a hastily implemented program. In fact, I think the
21 audit itself says that and that there were pervasive
22 deficiencies in this program, may- -- maybe in part
23 because of the hasty nature in which this program was
24 put together. Was there ever a concern on your part
25 that NRI was being accelerated and put together very

1 **quickly and perhaps erroneously?**

2 A. No, no. I think that you have a lot of people
3 in the room that knew what they were doing, people that
4 had knowledge and expertise in this area. You had IVPA.
5 You had DHS. You had all these departments in the room
6 who had implemented these sorts of things before.

7 **Q. So you were confident they were capable of**
8 **doing that?**

9 A. Yes.

10 **Q. Was it ever -- Did you have an opinion as to**
11 **why this project or this initiative was being rolled out**
12 **quickly, hastily, according to the audit?**

13 A. If you ask me, I don't think it came fast
14 enough. I think that there was a lot of communities,
15 there was a lot of violence going on. And even when I
16 left, they still had not picked everybody.

17 **Q. Do you -- Do you -- Do you think the NRI**
18 **program worked, sir?**

19 A. I'm sorry?

20 **Q. Was it effective?**

21 A. I wasn't there to see what the results were.

22 **Q. Did you think taxpayers got accountability as**
23 **to where tax dollars went?**

24 A. I -- Again, I didn't look at the -- I don't
25 know what the numbers were.

1 **Q. Well, I ask you that only because you think it**
2 **didn't go fast enough.**

3 A. Well, the communities needed help. There was
4 a lot of people being killed out there. I -- Again, I
5 had people shot in front of my house.

6 **Q. And --**

7 A. I had two young kids. I -- I think they
8 needed to move faster.

9 **Q. That's -- That's awful. I mean, it's**
10 **ridiculously awful. It's unconscionable. It's**
11 **unfortunately occurring to this very day still, is it**
12 **not?**

13 A. People were looking for hope. You had a lot
14 of parents out there, a lot of people who were
15 concerned. People were looking for some type of hope.
16 People were looking to get police involved, get
17 legislators involved, and something needed to be done.

18 **Q. I don't discount that or disagree with that at**
19 **all. My concern simply is whether this program, good**
20 **intentions and aspirational goals notwithstanding, if it**
21 **was hastily put together because there was an election**
22 **coming. Did that ever enter your mind?**

23 A. No. It never came -- And nobody ever
24 mentioned elections.

25 **Q. No one ever mentioned elections?**

1 A. Not about putting this together.

2 Q. Did you ever have any conversations with
3 Mr. Lavin about this program and how it was put
4 together?

5 A. About how it was put together? I was in
6 some --

7 Q. I'm using meetings --

8 A. -- meetings with him. I was in some meetings
9 with him.

10 Q. And give me just the general gist of the
11 meetings you had with Mr. Lavin, him or other people.

12 A. How's it going? How are things moving along?
13 He was getting input from all the various departments
14 about what was happening.

15 Q. And what would he say?

16 A. And, I mean, basically if something was not
17 going right, he would say, Okay, We need to -- to work a
18 little bit more on this, We need to work a little bit
19 more on that, but ...

20 Q. We got a bunch of e-mails last night. I don't
21 know if you've seen them or not.

22 REPRESENTATIVE SANDACK: Make sure we can get it to
23 this witness and Mr. Gillespie. Do they have it? Okay.
24 Bear with us one second.

25 MR. GILLESPIE: Okay. Sure. Thank you. I

1 appreciate it.

2 And we thank you because I doubt we've seen
3 these.

4 SENATOR BRADY: I just saw them last night, so I
5 doubt you have too.

6 MR. GILLESPIE: Okay, good.

7 BY REPRESENTATIVE SANDACK:

8 **Q. If you'll look at page 6, starting at page 6,**
9 **at the bottom.**

10 A. Which page are you talking about?

11 **Q. 6, at the very bottom.**

12 MR. GILLESPIE: I don't think ours is numbered.

13 REPRESENTATIVE SANDACK: They're not paginated. I
14 apologize. You have to go --

15 MR. GILLESPIE: Is this Ben Nuckels? Is this --

16 REPRESENTATIVE SANDACK: Correct.

17 BY REPRESENTATIVE SANDACK:

18 **Q. And the -- the last line starts off with, On**
19 **September 5, 2010. Do you see that?**

20 A. On September 5, yeah.

21 **Q. Okay. Then turn the page. Then it's an**
22 **e-mail thread we got in the form that you see it.**
23 **That's how we got it.**

24 **If we are trying to get the base out and**
25 **that's the key to our victory, we better prior- --**

1 Q. -- program?

2 A. No.

3 Q. There was -- Were you involved with the
4 Illinois Violence Prevention Authority's meetings? Did
5 you generally attend their board meetings?

6 A. No. I never did.

7 Q. There was a board meeting the end of
8 September, the record will reflect, September 30th. Do
9 you ever -- Did you attend that meeting?

10 A. I didn't go to any of their board meetings. I
11 didn't attend any board meetings?

12 Q. Okay. Earlier in your testimony with
13 Senator Brady, you basically said if anybody needed
14 anything, I was there to help and that you only went to
15 10 percent of the meetings. What did you do with NRI
16 specifically, sir?

17 A. Again, I didn't do much. My -- My role was
18 basically when they invited me to do things -- sometimes
19 they needed Spanish press, and I would deal with the
20 Spanish press. Sometimes they needed to reach out to
21 the Spanish clergy, Hispanic community, and I would do
22 that, but it was as -- you know, if they gave me an
23 order, then I kind of took it on.

24 Q. Who is "they"? Remind me --

25 A. Anybody in the administration that was dealing

1 with NRI.

2 **Q. Generally who would that be? In the**
3 **10 percent of the times that you were asked to be --**

4 A. I mean, if they needed help -- So someone like
5 Toni Irving would turn around and say, Hey, Billy, can
6 you help us out with this? So -- And Jack would say,
7 Can you help us out with this? Barbara Shaw may say,
8 Can you help us out with this? And if I could do it, I
9 would help.

10 **Q. So it would be Jack Lavin, Barbara Shaw, or**
11 **Toni Irving?**

12 A. There may have been others, but --

13 **Q. Malcolm Weems?**

14 A. Malcolm.

15 REPRESENTATIVE SANDACK: Okay, thank you.

16 THE WITNESS: You're welcome.

17 REPRESENTATIVE MAUTINO: Chairman Barickman.

18 SENATOR BARICKMAN: Thanks, Mr. Chairman.

19 Welcome, Mr. Ocasio, Ocasio.

20 THE WITNESS: Thank you.

21 EXAMINATION

22 BY SENATOR BARICKMAN:

23 **Q. I want to get to a couple of the findings in**
24 **the audit. But before I do, there's been a lot of**
25 **reference to the communications with the Governor. Can**

1 you just clear something up for us. I mean, did the
2 Governor communicate with the staff members by e-mail?
3 That's something that's noted throughout here, that
4 there's all these communications but there's none with
5 Governor Quinn. Did he communicate with the staff by
6 e-mail?

7 A. I don't think so.

8 Q. Okay. Okay. I just want to talk to some of
9 the findings in the audit. And there's -- there's been
10 raised in the audit some considerable questions about
11 the method in which decisions were made, especially in
12 the planning and implementation of this program, you
13 know. And -- And understandably we want to make sure
14 that the process in which we go through to make
15 decisions is a process that is -- that provides
16 safeguards, whether it be to taxpayers, whether it be to
17 communities who want to make sure they're represented
18 well in their government or beyond. Your role, as I
19 think I've heard through the questions raised by Senator
20 Brady and Representative Sandack, was to -- I'm
21 paraphrasing, but make sure there was Latino
22 representation within the decision-making structure of
23 the Quinn administration?

24 A. Not with --

25 Q. So the --

1 A. Do you want me to answer?

2 **Q. Go ahead.**

3 A. Okay. Not -- There was -- I had no
4 decision-making authority at all. And I was there to
5 make sure that there was Latino representation in the
6 Governor's Office.

7 **Q. And can you speak closer to the mike.**

8 A. Do you want me to repeat it?

9 **Q. Okay. So within that context, again, to the**
10 **audit, the audit raises the question that there was no**
11 **documentation that the auditors could find that spoke to**
12 **how the various communities that received NRI funds were**
13 **selected.**

14 A. Mm-hmm.

15 **Q. Talk to me about your involvement in making**
16 **suggestions or otherwise to the administration about**
17 **communities that you thought needed to be represented in**
18 **NRI.**

19 A. I mean, there was -- people were looking at
20 communities. There was -- When I was at meetings and
21 communities came up, I just noticed that there needed to
22 be more involvement on the Latino community side. And
23 so I would say: Don't forget you have, you know, a
24 Puerto Rican community, you have a Mexican community
25 that you cannot forget about. They have a lot of

1 violence.

2 Q. So who was receiving that message and
3 making -- ultimately making the decision to add -- And I
4 believe that, you know, the -- you know, as you pour
5 through all of the things that have been before this
6 Audit Commission, what we see is you made certain
7 recommendations like that, that there is maybe
8 underrepresentation of the Latino communities in the
9 plans and you suggested that those communities be added
10 to the mix?

11 A. Correct.

12 Q. When -- Who does that suggestion go to, and
13 who made the decision that you were right or wrong?

14 A. I don't know who made the decision about it,
15 but I know that there was various people. It was kind
16 of a collective effort on who -- on dealing with such
17 issues. And so you had Toni Irving there; you had
18 Barbara Shaw; you had Jack Lavin, maybe a few others.

19 Q. In those meetings, I mean, were there any
20 quantifiable selection criteria that might suggest why
21 one community might be a recipient where another might
22 not be?

23 A. In the meetings that I was part of, I know
24 that there was discussion about these communities needed
25 to have certain things in place, organizations needed to

1 show that they've done this type of work before or can
2 do this work, but I don't -- since it wasn't my area to
3 really deal with the requirements, I didn't much get
4 involved in it.

5 **Q. Did you ever see this -- There was -- There's**
6 **suggestions that there was a list of communities that**
7 **was produced that this Audit Commission has never been**
8 **able to see. In other words, no one has produced this**
9 **list of communities. Did you ever see this supposed**
10 **list that was in existence at one time?**

11 **A. No. In fact, one of the e-mails that's from**
12 **me says -- it shows me asking, you know, Does anybody**
13 **have a list of -- of the communities?**

14 **Q. So did -- in those meetings, did anyone ask**
15 **questions like, you know, Are we benchmarking whether**
16 **we're targeting the most violent communities to be the**
17 **beneficiaries of this program? Did anyone say, Let's**
18 **look at Chicago crime -- crime statistics and make sure**
19 **that we're not guessing wrong that there are communities**
20 **out there --**

21 **A. Yeah. I don't recall who, but, yes, there was**
22 **a lot of questions saying, you know, we should look at**
23 **these figures, we should look at those figures. I think**
24 **there was a lot. In the meetings that I attended, I**
25 **can't recall who exactly it was, but there was a lot of**

1 discussion about requirements.

2 Q. Well, what -- Right. But what were those
3 figures or statistics that you might look to?

4 A. I mean, I can't -- I can't tell you --

5 Q. Was the Chicago --

6 A. -- that right now.

7 Q. -- Police Department ever asked to provide
8 information?

9 A. I remember them asking about the Chicago
10 Police Department.

11 Q. In what -- In what -- In what --

12 A. I mean, basically what communities, that they
13 may have a list that would be helpful. DHS may have a
14 list that would be helpful. IVPA had done work in
15 communities. So I think they were looking at compiling
16 a lot of different lists.

17 Q. But you don't remember what any of those lists
18 said, and we evidently don't -- we've asked you to turn
19 over documents you might have that would include
20 those --

21 A. I have no documents. I have no documents.

22 Q. Okay. The agencies that were selected, did --
23 You know, Representative -- I think in the prior
24 questions you were asked whether you had a role in
25 approving any of the agencies. You -- You claim you did

1 not --

2 A. No, I didn't.

3 Q. The -- There -- When Barb Shaw was here, in
4 her questioning, there's -- there was discussion with
5 her about meetings that transpired that appear to have
6 had your involvement, where Barb Shaw says the meeting
7 was to approve or not approve a list of -- of agencies.
8 Ultimately there was a -- there was a list of agencies
9 that by our records look to have been approved by the
10 Governor's administration. It appears that you were a
11 part of those meetings when that approval took place.
12 Do you remember any of this?

13 A. No. I do remember her bringing up a copy of
14 every organization that had applied and giving us copies
15 of those. But the meeting didn't take place, and I
16 was -- I didn't -- I wasn't part of the meeting where
17 they actually made the selections.

18 Q. Okay. That's then. I mean, so you're
19 referencing the same thing I saw. There was a list of
20 what appeared to be potential grantees. I think there's
21 been a lot of suggestion about Project Hope. Project
22 Hope is on that list.

23 A. Okay.

24 Q. But you're saying that you weren't at the
25 meeting where that list was approved or not -- there

1 were -- some were not approved. You're saying you
2 weren't in any of those --

3 A. No, I wasn't.

4 Q. -- in any of those meetings?

5 Well, then obviously you won't know whether
6 any of them were rejected?

7 A. I don't.

8 SENATOR BARICKMAN: Okay. That's all the questions
9 I have. Thank you.

10 REPRESENTATIVE MAUTINO: Further questions?

11 Representative Crespo.

12 REPRESENTATIVE CRESPO: Thank you. Thank you,
13 Chairman.

14 Señor Ocasio, buena tarde.

15 THE WITNESS: Buena tarde. Gracias.

16 EXAMINATION

17 BY REPRESENTATIVE CRESPO:

18 Q. We talked about meetings, and then you had
19 mentioned that you attended some meetings and some you
20 did not. Number one, who invited you to the meetings?

21 A. Various people. Sometimes Barbara Shaw
22 invited me to meetings. Sometimes Toni Irving invited
23 me to meetings. I think it was -- Probably those two
24 were probably the ones who invited me to most of the
25 meetings.

1 **Q. Okay. And -- And some meetings you did**
2 **attend; some meetings you did not. How did you decide**
3 **which meetings to attend and which meetings to not**
4 **attend?**

5 A. Well, it depends. If it was something that
6 dealt with budgets and those sorts of things, it wasn't
7 my role, so I -- and I got cc'd on a bunch of things. I
8 got cc'd. Not all of it was for me to be at.

9 **Q. Now, when there was a meeting regarding the**
10 **crime prevention program, you would know that the**
11 **meeting was to -- to talk about that, did you attend**
12 **some of those meetings?**

13 A. Probably a few. Again, I attended less than
14 10 percent of -- of the invites.

15 **Q. Okay. And --**

16 A. Well, I got invited to less than 10 percent of
17 those meetings.

18 **Q. You got invited to less than --**

19 A. Less than 10 percent --

20 **Q. -- 10 percent --**

21 A. -- of all the meetings that are in your
22 e-mails.

23 **Q. And -- And you attended -- You didn't attend**
24 **all of those less than 10 percent? Some you did, and**
25 **some you did not?**

1 A. Yes.

2 Q. So you attended very few meetings?

3 A. Yes.

4 Q. In your recollection, the meetings that you
5 did attend that had -- where they talked about the crime
6 prevention program, to -- to the best of your ability,
7 who -- who attended those meetings? I think you already
8 mentioned Shaw, right?

9 A. Yeah. I think Shaw would have been there.

10 Q. Irving?

11 A. Toni Irving would have been there.

12 Q. Okay.

13 A. Malcolm Weems may have been there.

14 Q. Who is that?

15 A. Malcolm --

16 Q. Okay.

17 A. -- Weems may have been there.

18 There were some meetings where Teresa Garate,
19 who was the chairperson of the Anti-Violence Commission,
20 may have been there.

21 Q. Okay.

22 A. Jack Cutrone may have been at some of those
23 meetings from the crime -- I forgot what it's called --
24 Criminal Justice whatever, people from DHS.

25 Q. Who from DHS was there?

1 A. I think a lot of the ones would have been --
2 Her name was, like, Matthews, Sharron Matthews,
3 something like that.

4 Q. Okay. You had mentioned it earlier. The
5 reason I bring this up is it's the second time her name
6 comes up, Michelle Saddler. Did she attend some of
7 those meetings?

8 A. She was in a few that I was at. Yes.

9 Q. Okay. And the -- Now, you did mention that
10 you did see a list that was provided. They were asking
11 for a list from different folks to come up with some
12 kind of universe to decide where they're going to do
13 this. And you saw that list. Was it sort of like a
14 master list or ...

15 A. A list of those who had been selected or
16 those --

17 Q. Those --

18 A. -- who had applied.

19 Q. Those -- Well, you tell me. I guess there's a
20 list of those that had applied. Was there a list of
21 those that were being recommended?

22 A. Oh, I didn't see that list.

23 Q. Okay.

24 A. I remember seeing -- The only thing I remember
25 seeing -- I think the Chairman asked about it -- was

1 Barbara Shaw had brought us a list of documents or --
2 documents of all the agencies that had applied.

3 REPRESENTATIVE CRESPO: Okay. Thank you. I just
4 needed that for clarification. Señor Ocasio, muchas
5 gracias.

6 THE WITNESS: Gracias, thanks.

7 REPRESENTATIVE MAUTINO: Further questions, members
8 of the Committee?

9 (No verbal response.)

10 REPRESENTATIVE MAUTINO: Seeing no further
11 questions -- Let me check first with Mr. Barickman to
12 see if he has any further questions before we release
13 you.

14 Now, the subpoenas are in existence for the
15 8th and the 9th. They are still recallable. I do not
16 envision that we'll be asking you back, but there is
17 that possibility.

18 (Discussion off the record.)

19 REPRESENTATIVE MAUTINO: With that, thank you for
20 your time and your attention. I appreciate you coming
21 in. And we will see you -- we may see you again.

22 THE WITNESS: Okay. Thank you.

23 Thank you, ladies and gentlemen.

24 REPRESENTATIVE MAUTINO: Okay. Thank you. For
25 this evening, you are dismissed.

1 I would ask Warren Ribley to join us.

2 (Discussion off the record.)

3 REPRESENTATIVE MAUTINO: Okay. Mr. Ribley,
4 welcome.

5 MR. RIBLEY: Thank you.

6 REPRESENTATIVE MAUTINO: Joining with us is Warren
7 Ribley.

8 We appreciate you coming in and appearing
9 before us today.

10 Would you please for the -- for our court
11 stenographer, court reporter, please state your name and
12 your attorney's name as well and spell them.

13 MR. RIBLEY: Certainly. Warren Ribley,
14 W A R R E N, R I B, as in boy, L E Y.

15 MR. PRENDERGAST: Richard Prendergast,
16 P R E N D E R G A S T.

17 REPRESENTATIVE MAUTINO: Mr. Prendergast, welcome.

18 MR. PRENDERGAST: Thank you.

19 REPRESENTATIVE MAUTINO: Please raise your right
20 hand.

21 (Witness sworn.)

22 REPRESENTATIVE MAUTINO: And we will proceed.

23 Mr. Ribley, would you like to make any opening
24 statements or comments.

25 THE WITNESS: No, I do not have an opening

1 statement. I am here to -- prepared to answer any
2 questions the members may have.

3 REPRESENTATIVE MAUTINO: Thank you, sir.

4 And we have questions. Members of the
5 committee?

6 Representative Reboletti.

7 REPRESENTATIVE REBOLETTI: Thank you, Mr. Chairman,
8 and, Mr. Ribley and Counsel, for being here today.

9 WHEREUPON:

10 WARREN RIBLEY,
11 called as a witness herein, having been first duly
12 sworn, was examined and testified as follows:

13 EXAMINATION

14 BY REPRESENTATIVE REBOLETTI:

15 **Q. If I can bring you back to the -- it would be**
16 **the summer and the fall of 2010. Could you state what**
17 **your position was in the State Government at that time.**

18 A. Yes. In -- Yes. Summer and fall of 2010, I
19 was the Director of the Department of Commerce and
20 Economic Opportunity.

21 **Q. And how long did you serve in that capacity?**

22 A. I became director, I believe it was, in
23 December of 2009, and I left the agency in April
24 of 2012.

25 **Q. And where are you currently employed?**

1 A. I'm the Executive Director of the Illinois
2 Medical District here on the Near West Side of the City
3 of Chicago.

4 **Q. And how long have you served in that capacity?**

5 A. 2 1/2 years, since April of 2012.

6 **Q. If I can bring you back to the DCEO
7 involvement with the NRI or what is more commonly known
8 as the Neighborhood Recovery Initiative. If you could
9 tell me what your direct role was in its implementation.
10 And I'm not going to try to do the yes or no questions
11 with you. I would like you to just -- from what you
12 remember what your direct involvement was.**

13 A. Yes, certainly. So the portion of the NRI
14 program that was subject to the performance audit, I
15 really had no involvement in that whatsoever. There was
16 a program component known as a micro-lending program for
17 small businesses that DCEO administered. The funding
18 source for that program, however, was Federal funds from
19 a Federal disaster relief program that had been awarded
20 by the Federal government as a result of the flooding in
21 2008.

22 **Q. If you could explain that. Because my
23 understanding is not only did it deal with flooding but
24 it dealt with Hurricane Ike that had hit the Texas coast
25 back in 2008. If you could explain how the money from**

1 **that program was able to find its way into the NRI.**

2 A. Well, I wouldn't really characterize it saying
3 it found its way into -- to NRI. But to the -- to the
4 question, so there was a lot of flooding that occurred
5 in Illinois as a result of the hurricane. And there was
6 41 counties, I believe, as I recall, that were declared
7 as a federal disaster area. And there had been a fairly
8 long-established precedent for Congress to provide
9 funding to states beyond just sort of the typical
10 cleaning up, rebuilding the houses, but to provide for
11 economic and community development assistance and
12 funding for those, to help communities that have been
13 devastated by the flooding. So that's how we got that
14 source of funds.

15 **Q. I'm going to have our staff show you a**
16 **document which we marked at CS-18. You and your counsel**
17 **can take a look at it before I ask any questions. I'll**
18 **give you some time to review that.**

19 (Witness viewing document.)

20 BY REPRESENTATIVE REBOLETTI:

21 **Q. Have you and your counsel had a chance to**
22 **review the document and --**

23 A. Yes.

24 **Q. -- be able to answer questions?**

25 MR. PRENDERGAST: Certainly we're prepared to

1 answer questions unless the question is, Is everything
2 on here accurate? It may very well be, but we've just
3 read it for the first time, so.

4 REPRESENTATIVE REBOLETTI: And I appreciate that.

5 MR. PRENDERGAST: Okay.

6 BY REPRESENTATIVE REBOLETTI:

7 Q. So I'll give you as much time as you may need
8 to go back and review or -- or speak with counsel.

9 So let me jump into this because it may -- it
10 appears that the Governor's Office issued a press
11 release about these loans and that there would be
12 \$5 million available in these microloans and that they
13 would be administered by DCEO. Is that -- Is that a
14 fair assessment?

15 A. Yes.

16 Q. So there were some groups that were selected
17 to administer these loans. And if you could tell me
18 what those groups were first. And the follow up
19 question is: How are these groups chosen?

20 A. Sure. There were three lenders selected under
21 the microloan program. It was ACCION, Chicago Community
22 Ventures, and Women's Business Development Center.
23 ACCION and Chicago Community Ventures are federally
24 chartered community development financial institutions,
25 and the agency had a fairly long history of working

1 with -- with both of those entities. Women's Business
2 Development Center is one of a number of development
3 centers for -- that support small businesses that DCEO
4 has funded over a number of years with funding that's
5 made available from the U.S. Small Business
6 Administration. So these federally chartered community
7 development financial institutions, there aren't a lot
8 of them in the state of Illinois and even a much smaller
9 number that actually provide lending to small
10 businesses.

11 Keep in mind that this was at a time when the
12 economy was still reeling from the -- the crash of 2008
13 and then exacerbated by the devastation from -- from
14 flooding. There were not -- There was not access to --
15 to credit and traditional financial institutions.

16 So we wanted to select agencies that had
17 experience in small business lending, and -- and based
18 on our track record with them, that's how those three
19 particular lenders were selected. They also had to
20 complete a fairly elaborate application process. And
21 they did that. And -- And -- And that added a lot of
22 the requirements that -- that HUD required as part of
23 their overall program guidelines.

24 **Q. So while they were able to complete this**
25 **elaborate application process, were there any other**

1 lenders that also completed that process but were not
2 selected?

3 A. No. No, there were not.

4 Q. So this --

5 A. Again, there's -- there's just a very finite
6 number of these federally chartered community
7 development financial institutions that have small
8 business lending programs.

9 Q. So was there any other -- Did any other groups
10 contact you to use these -- these groups? Did the
11 Governor's Office contact you, any other State agencies
12 contact you, the Illinois Violence Prevention Authority
13 contact you in the selection of these three firms?

14 A. No, no. They were chosen by DCEO and our --
15 myself, Director -- Deputy Director Maureen Palmer,
16 again, based upon the long-standing history that we had
17 with them.

18 Q. Mr. Ribley, I'm going to have the staff again
19 provide you and counsel as well as the Commission the
20 document that we had marked as BL-3. I ask you to
21 review that, and then when you're prepared, I'll ask you
22 a few questions about that.

23 (Witness viewing document.)

24 BY REPRESENTATIVE REBOLETTI:

25 Q. Okay. Have you had ample time to review the

1 documents? Have you -- Have you seen these documents
2 before, Mr. Ribley?

3 A. No. No, I haven't.

4 Q. Let me walk you through the first one on
5 page 1 of BL-3. It's a letter dated September 13, 2011,
6 regarding Ike Business Assistance Program Grant --
7 there's a number -- 08-356002, and it says Suspension
8 Notice. And that says, basically the important part, to
9 the Chicago Community Ventures, to Ms. Reddi, that the
10 Department has learned that an employee by the name of
11 Anita Hollins, H O L L I N S, was relieved of her duties
12 at the CCV because of allegations regarding misuse of
13 approximately \$960,000 and that in response, in May and
14 June of '11, the Department began on-site monitoring
15 which revealed that costs had been charged against the
16 grant that were not eligible for payment and that no
17 deliverables had come to fruition despite the fact that
18 CCV had spent approximately 2900 programmatic hours on
19 the grant's scope of work and that CCV had failed to
20 maintain a proper recordkeeping file system. Are you
21 aware of this finding, and -- and did you have a chance
22 to talk to your General Counsel about this?

23 A. I recall generally the -- you know, the
24 problem that came to light with Chicago Community
25 Ventures. And when it did come to light, we took

1 immediate action to make sure that the Department and
2 the State's interests were protected.

3 **Q. Were you or anybody in DCEO, to your**
4 **knowledge, aware of these issues with CCV when they were**
5 **charged with administering these loans?**

6 A. I -- I was not aware of any of those issues,
7 and to my knowledge, none of my staff was. And if they
8 did have knowledge, it was not brought to my attention.

9 **Q. Do you know if they're still in existence,**
10 **Mr. Ribley?**

11 A. It's my understanding that they are not.

12 **Q. And if CCV never awarded the loan before**
13 **closing its doors, does the organization owe money to**
14 **the State or Federal government?**

15 A. No. They -- They don't. There was extensive
16 monitoring that took place that's documented in the --
17 in the packet that you provided. And there were some
18 costs that were found to be non-allowable under the
19 grant. There were some costs that were found to be
20 allowable. And so the full amount of the funds that
21 were disallowed were recovered, and the -- the program
22 was terminated.

23 **Q. Was there any stress or pressure placed upon**
24 **your organization when this NRI rollout occurred that**
25 **you felt rushed in choosing those groups to administer**

1 these loans?

2 A. No.

3 Q. And if I could take you back to Document
4 CS-18. On page 2, there is a -- under No. 11, it says
5 Catwalk Consulting with a loan amount of \$10,000. It
6 says that -- in the auditor's communication that: DCEO
7 does not have any documentation on how these
8 organizations were selected to participate. DCEO
9 assumes that the above-referenced statement recently
10 provided by former Deputy Director Maureen Palmer is
11 correct and speculates the selection decision was made
12 by Director Ribley and Deputy Director Palmer.

13 Do you remember this Catwalk Consulting loan
14 for \$10,000 and why they may have been selected for
15 this -- for this program?

16 A. No. I don't recall Catwalk Consulting. And
17 DCEO did not have any role in selecting what borrowers
18 were approved. That -- That was the -- the job of
19 the -- of the entity. And I think what the -- the --
20 the note is referring to is that it's presumed that
21 Deputy Director Palmer and myself were involved in the
22 selection of the -- of the underlying lenders, not the
23 specific loans that they subsequently made.

24 REPRESENTATIVE REBOLETTI: I don't have any
25 additional questions of this witness, Mr. Chairman.

1 REPRESENTATIVE MAUTINO: Chairman Barickman,
2 questions?

3 SENATOR BARICKMAN: Thanks, Mr. Chairman.

4 Thank you, Mr. Ribley, for being with us
5 today.

6 EXAMINATION

7 BY SENATOR BARICKMAN:

8 Q. There's been some questions about CCV, Chicago
9 Community Ventures. I think it's -- they were the
10 subject of some of the news stories that had been
11 prevalent over the summer, I believe, in relation to the
12 NRI program. As I understand it, DCEO gave a grant to
13 CCV of about nearly \$2 million. CCV didn't make any
14 loans. They wasted more than \$150,000 before they were
15 finally shut down. I think that's our understanding of
16 CCV, and I think that's been established here. I mean,
17 you don't dispute that, right?

18 A. Well, I -- I would dispute the
19 characterization of wasted 150,000. I mean, there
20 were -- there was work that was done, that was called
21 for to be done under the grant agreement. Those
22 activities were subject to DCEO monitoring and were
23 found that those were allowed expenses under the grant
24 agreement. So they were entitled to that.

25 Q. Okay. I mean, they were charged with making

1 **loans; they didn't make any. So it's hard to -- So I**
2 **understand you might --**

3 A. But the process worked. The process worked.
4 I mean, we -- we detected a problem. A problem was
5 brought to our attention. We immediately sought steps
6 that -- that were part of our standard operating
7 procedures to make sure that we were protecting the
8 State's interests.

9 Q. The -- The problems, though -- There were
10 **problems identified with CCV even, I think, around 2008,**
11 **something regarding the fact they had kept \$60,000 in**
12 **funds for itself, that were meant to go towards loans**
13 **back then. Were you aware of those problems?**

14 A. No, we were not aware of those problems.
15 And -- And, again, I'm fairly certain that did not
16 involve any funding from -- from State resources.

17 Q. **Was it funding from Federal resources?**

18 A. I don't know.

19 Q. **Okay. But you weren't aware of the problem**
20 **that the media was able to evidently identify that**
21 **happened back in 2008 regarding CCV?**

22 A. I was not aware of any media revelations at
23 that time, and I'm not sure if there were any, honestly.
24 But, no, we were not aware -- Again, we had had a track
25 record of working with them, and our prior grant

1 agreements had -- had been fully complied with. So
2 our -- our history at that point with them had been
3 good.

4 Q. Okay. And was there -- when the decision was
5 made to utilize these Ike funds and provide a microloan
6 program, was there any discussion, any collaboration
7 with anyone else about who might administer those loans,
8 the three groups ultimately that did, or, again, was
9 that -- that was a decision that you made on your own?

10 A. Yeah. It was a decision that -- that -- that
11 I made. I mean, the only -- I would have had some
12 consultation with Jack Lavin, the, I believe, Chief
13 Operating Officer at the time. I'll just point out
14 that -- that Jack had been Director of DCEO prior to
15 going to the Governor's Office. So he was well-aware of
16 the -- the agency's operations and how it administered
17 that -- its programs.

18 So, you know, we clearly identified credit
19 crunch to -- to small businesses as a -- as a need. We
20 knew that this was an eligible use of the Ike disaster
21 funds. So we based our decision on selecting lenders
22 based upon our -- our -- our past history and experience
23 we had as an agency.

24 Q. So was it Mr. Lavin who chose CCV, or was it
25 you, or was it --

1 A. No. I -- I -- I would take -- I take
2 responsibility for that, yeah.

3 **Q. Okay. And so you made continued suggestions**
4 **that there's a limited numbers of these entities who are**
5 **able to administer these microloans. Evidently, you**
6 **know, there are some 30 different entities who can**
7 **administer those programs, providing the service in --**
8 **in and around Chicago. Were those other 29 considered?**

9 A. Yeah. So, again -- And I'm not sure if that's
10 the exact number of federally chartered community
11 development financial institutions operating within
12 the -- within the State or Chicagoland area. However,
13 many of those CDFI's have limited lending activity.
14 Some of them focus primarily on housing. Some focus on
15 infrastructure. Based on our research at the time,
16 these were the only two in the Chicagoland area that
17 did -- that had a micro-lending program.

18 **Q. And the -- that research was done in this fall**
19 **of 2010 time frame?**

20 A. Yes.

21 **Q. I mean, was that a document? Is that -- We**
22 **haven't seen any of that research on the --**

23 A. No, no. I mean, it's --it's just information
24 you can find just by -- on -- on the -- on the Internet
25 essentially. I mean, most of these CDFI's have

1 websites, and you can find out what type of lending
2 activity they -- they perform. They're -- Also, you can
3 find it on -- on the Federal government, U.S. Department
4 of Treasury website, and it describes the activities
5 that various CD- -- CDFI's undertake. So it's --

6 Q. So --

7 A. -- really not that difficult.

8 Q. So I understand your testimony, there's 30 --
9 I'm of the understanding there's more than 30 of these
10 institutions in and around Chicago, these CDFI's. But
11 your testimony is that of those 30, there -- you can
12 look at their website and find out that only 2 of them
13 or some smaller number are able to administer these
14 microloans?

15 A. Yes.

16 Q. The -- The decision to use -- to fund NRI
17 using these federal disaster recovery funds, where did
18 that come from?

19 A. I'll try to answer your question as I
20 understand it. So, again, we had been awarded these
21 federal disaster relief funds separately from NRI. And,
22 again, there was a need for small business lending. So
23 we were -- we were in the process of implementing the
24 disaster relief program. There were -- I don't -- I
25 don't recall -- probably six to ten different program

1 components. And the -- that particular component for
2 micro-lending for small businesses became branded as
3 part of the NRI program. Honestly, I didn't know what
4 the NRI program was at the time. To me, it was just a
5 name that was given to -- to this program. And that --
6 that's essentially how it occurred.

7 **Q. Okay. But why -- You know, I'm missing the --**
8 **the leap here --**

9 A. Okay.

10 **Q. -- which is -- So we've got a fund established**
11 **in 2008, I believe, that was designated for disaster**
12 **recovery initiatives in 41 counties that someone made**
13 **the decision it should be used for microloans related to**
14 **this new NRI initiative that the Governor wanted to**
15 **launch. Help me bridge that gap. How do you use**
16 **Federal funds designed for 41 counties in Illinois for**
17 **disaster relief but use them, instead, in one city for**
18 **violence prevention?**

19 A. Again, the NRI program was not a program that
20 I was familiar with. It -- And, again, the best way I
21 can characterize it is it -- that particular program,
22 the micro-lending, small business program, became
23 branded as part of -- of NRI. I don't know how else to
24 answer your question, Senator.

25 **Q. Right. I understand the branding. I mean,**

1 you're on some of the press releases that fall of 2010
2 where you talked about the importance of microloans
3 being a part of NRI. So I get the branding component.
4 What I'm not understanding -- You know, we've been led
5 to believe that all of the NRI programming in this
6 massive mismanagement was housed within the Violence
7 Prevention Authority, but it looks like a piece of this
8 NRI program, branded as it may be -- I'm -- I'm with
9 you. I mean, it's just a -- it's just a name of a grant
10 program.

11 A. Right.

12 Q. So what I don't know but what I've heard today
13 from you is that there's no record of how the lenders
14 that administered these funds exist. This fits well
15 within what we've heard out of the audit, unfortunately,
16 but it -- it fits well within that. But what I'm not
17 understanding is this new piece, which is, you know,
18 we've been led to believe that DCEO even today
19 administers grants and that we in the legislature should
20 have confidence in their ability to administer those
21 grants. But I don't under- -- what I don't understand
22 is how an agency takes Federal funds that are supposed
23 to be used for disaster relief in 41 counties around the
24 state and uses those funds, instead, in one city for
25 violence prevention. Aren't there standards and

1 **procedures that the -- that HUD or the Federal**
2 **government require for --**

3 A. Yeah.

4 **Q. -- these --**

5 A. Yes.

6 **Q. -- Federal dollars?**

7 A. Yes, absolutely.

8 **Q. So how do you make -- again, how do you make**
9 **that leap?**

10 A. Well --

11 **Q. Or do you just say it is?**

12 A. No. In fact, HUD did sign off on and -- and
13 requires their approval on each individual program
14 component for the overall disaster funding. So it was a
15 program component that -- that we defined, submitted it
16 to HUD for their approval, and they found that to be an
17 eligible use of the Federal disaster relief funds.

18 MR. PRENDERGAST: Senator, could I -- Just to move
19 it along, if you're misapprehending that there was only
20 \$5 million in Federal disaster relief money and it all
21 went to Chicago, that is not --

22 SENATOR BARICKMAN: That's not what I'm suggesting.

23 MR. PRENDERGAST: Okay. But --

24 SENATOR BARICKMAN: Sorry.

25 MR. PRENDERGAST: But just for the record, the

1 amount of disaster relief money was far in excess. It
2 was probably 150 million, 165 million. A very small
3 component of it was used for the micro-lending program
4 with the approval of HUD. That's the point, I think,
5 that the witness is trying to make.

6 SENATOR BARICKMAN: Understood. And I understand
7 the size of it.

8 MR. PRENDERGAST: Because when you mention 46
9 counties and -- and then it goes to Chicago, it sounds
10 like 45 1/2 counties got left out. And that's not the
11 case.

12 BY SENATOR BARICKMAN:

13 Q. To the extent the 41 counties were eligible
14 for evidently microloans, they did get left out.

15 A. Well, I would point out that -- that -- that
16 ACCION and -- and actually at the time Chicago Community
17 Ventures served more than just Cook County, a number of
18 counties in the northeastern region which were eligible
19 counties for -- for funding. So their -- their lending
20 territory extends quite a bit beyond just Cook County
21 and Chicago.

22 Q. So -- And so did we make loans beyond Cook
23 County?

24 A. I -- I -- I think that they did, yes.

25 Q. Can we look -- Can we get a list of that? I

1 mean, again, these are the gaps that I think we'd like
2 to close the loop upon.

3 A. I -- I -- I think --

4 Q. So who were the beneficiaries?

5 A. Probably -- I mean, I certainly don't have
6 access to those records now. I haven't been with the
7 Department in 2 1/2 years. But I -- I suspect that
8 that -- that information would be available from the
9 Department.

10 Q. And these loans would be separate from these
11 Training For Tomorrow grants that DCEO also
12 administered?

13 A. Yes.

14 Q. Explain those.

15 A. I'm sorry. Explain what?

16 Q. Could you explain the Training For Tomorrow
17 grants.

18 A. Yes. So Training For Tomorrow was, again, a
19 program that, I think, despite what I read in one of the
20 documents, had actually been funded through DCEO for a
21 number of years under a name known as JTED, Job
22 Development -- Job -- Job Training For Economic
23 Development. So that -- the General Assembly had funded
24 that program for a number of years, which essentially
25 provides grants to not-for-profit agencies for job

1 training purposes, for the -- the hardest-to-employ
2 individuals, the chronically unemployed, people that
3 have -- have not been in the workforce for a number of
4 years, for ex-offenders, for people that don't speak
5 English well, homeless individuals. So it's really
6 designed to provide training for those hardest-to-employ
7 individuals.

8 So in that particular year, DCEO was allocated
9 \$5 million from the Governor's lump-sum appropriation to
10 administer what is essentially the former JTED program
11 rebranded, called Training for Tomorrow. So the
12 Department's Office of Training and Employment put out a
13 notice of funding availability through a
14 request-for-proposal process. A number of applicants'
15 applications were received. They were evaluated, and
16 awards were made based on -- based on that process.

17 SENATOR BARICKMAN: So to the Auditor General, I
18 guess. The -- You know, I understand you have not
19 audited those grant recipients that were the recipients
20 of the Training for Tomorrow grants that -- that I
21 believe sound very similar to many of the grants that
22 were provided through IVPA's NRI program. And my ...

23 AUDITOR GENERAL HOLLAND: I'm sorry?

24 SENATOR BARICKMAN: And so my -- my question is
25 whether you have -- you or your team has any

1 understanding of whether or not the -- the -- the
2 problems that were so prevalent within IVPA also exist
3 within DCEO on those Training for Tomorrow or those NRI
4 pieces.

5 AUDITOR GENERAL HOLLAND: Well, we -- our audit was
6 done pursuant to HR 1110. HR 1110 was pretty focused,
7 the Illinois Violence Prevention Authority and the
8 Neighborhood Recovery Initiative. And, you know, we
9 made it -- we reached out to the Department of Commerce
10 and Economic Opportunity, and we found that it was not
11 significant, it was not a major part at all. In fact,
12 you know, in the written response that they gave and in
13 our work papers that you shared, has there been any
14 coordination with the Violence Prevention Authority and
15 the State agen- -- agency with regard to NRI? The
16 answer is no. We -- The an- -- The answer is no, we
17 didn't.

18 SENATOR BARICKMAN: So is that program -- do you
19 know offhand, is that program the subject of another
20 audit that may be pending?

21 AUDITOR GENERAL HOLLAND: I'm re- -- I'm always
22 reluctant to engage in offhand comments.

23 SENATOR BARICKMAN: Fair enough.

24 Okay. Thank you.

25 REPRESENTATIVE MAUTINO: Further questions?

1 **decided on their own?**

2 A. Yes, that's accurate.

3 REPRESENTATIVE CRESPO: Okay. Thank you.

4 Thank you, Chairman.

5 REPRESENTATIVE MAUTINO: Further questions?

6 Representative Sandack.

7 REPRESENTATIVE SANDACK: Thank you.

8 Mr. Ribley, thanks for being here.

9 EXAMINATION

10 BY REPRESENTATIVE SANDACK:

11 **Q. Obviously, the component of DCEO and these**
12 **microloans with the rest of NRI is a difficult logical**
13 **combination when we have been spending a lot of time**
14 **looking at the propriety and the implementation and all**
15 **of the aspects involved with NRI and then we have this**
16 **microloan component. Do you know how it came to be that**
17 **this got lumped in with NRI and how it's part of the NRI**
18 **program, the DCEO microloan portion?**

19 A. No, I -- I -- I really don't. I mean, we were
20 working to implement the Federal disaster relief program
21 and designing program components for the -- for the use
22 of those funds. That's how we initiated the -- the
23 microloan program for small businesses.

24 And, again, as I said to Senator Barickman, it
25 really, I think, became a branding tool. And I was not

1 even aware of what the other NRI program components were
2 or what it was designed to do. I mean, we were focused
3 on developing programs for use of the Federal disaster
4 relief fund.

5 Q. Understandable. And, obviously, branding is
6 the part I wanted to ask you about, so that's a great
7 segue. Because Neighborhood Recovery Initiative and,
8 you know, some of these microloans that were ostensibly
9 for recovery of a different kind and sort, from a
10 natural -- natural disaster, how is it that the branding
11 was going to make these two at least seemingly distinct
12 concepts, you know, form into one, if that was the goal?

13 A. Yeah. I don't know.

14 Q. Who gave you -- Or how did you find out that
15 this microloan program under DCEO was now part and
16 parcel of or being branded with NRI?

17 A. Yeah. I mean, that was -- that was really
18 decisions made at the Governor's Office level.

19 Q. Do you know who?

20 A. No, not specifically.

21 Q. Do you remember how you came to find out that
22 someone at the Governor's Office wanted this microloan
23 program through DCEO kind of lumped into NRI?

24 A. Yeah. I mean, I think that would have been,
25 you know, just through discussions I had with our Deputy

1 Chief of Staff at the time, which was Andy Ross, and
2 then it may have come up in conversations with -- with
3 Jack Lavin.

4 Q. Lavin -- Mr. Lavin was your predecessor, the
5 Director, the head of DCEO prior to you, correct?

6 A. Yes.

7 Q. And did you report to him at one time at
8 DCEO before --

9 A. Oh, yes.

10 Q. -- you became Director?

11 A. Yes. Because I started DCEO in 2003.

12 Q. In or around August of 2010, what was your
13 title? Were you Director of DCEO then?

14 A. August -- Yes, yes.

15 Q. And what was Mr. Lavin's title then? Do you
16 remember?

17 A. I believe he was Chief Operating Officer at
18 the time.

19 Q. Do you -- Do you remember any specific
20 conversations with Mr. Lavin about NRI, whether it had a
21 DCEO component to it or not?

22 A. No, not -- not directly. I -- And in, you
23 know, preparation, looking through the e-mails, I -- I
24 ran across that apparently I did participate in one
25 conference call. I don't -- I don't recall that

1 specific conference call that -- I think I was a part of
2 it. And -- And, again, I -- I did receive at -- at
3 the -- I think, the outset of the program kind of a
4 one-page, maybe two-page briefing on what NRI was going
5 to be. And then, you know, they had -- the Governor's
6 Office had asked us for input on, you know, some -- on
7 job training, for example, if there was something that
8 could be done and -- and on small business lending. But
9 I was -- no, I did not have any extensive discussions
10 with -- with anyone about the broader NRI program.

11 **Q. In August of 2010, Mr. Ross, was he working**
12 **for you at that time?**

13 A. No. He was -- As I recall, I think he was in
14 the Governor's Office as a Deputy Chief of Staff.

15 **Q. At some subsequent point, he became part of**
16 **and affiliated with DCEO, correct?**

17 A. I think that actually was prior to that, at --
18 at -- under -- under Jack -- under Jack's tenure as
19 Director. Andy worked at DCEO as a Communications
20 Director.

21 **Q. Okay. So --**

22 A. I think he left State government at that point
23 and then came back to the Governor's Office.

24 **Q. Do you know where -- where he works right now?**

25 A. He's -- I think it's a company called Clayco,

1 I believe.

2 Q. Have you had any conversations with Mr. Ross
3 about that bridge that Senator Barickman talked about
4 and you talked about, the branding component of NRI, the
5 traditional NRI program and DCEO's role with this
6 microloan program under NRI?

7 A. During what time frame?

8 Q. Yeah. It wasn't very articulate. I
9 apologize.

10 A. That's fine.

11 Q. Did you have any conversations with Mr. Ross
12 about what DCEO was supposed to be doing in conjunction
13 with this larger NRI program?

14 A. I suspect I had conversations with Andy during
15 the time when the -- our program components were being
16 put together and while they were working on the broader
17 NRI. I mean, I think that's where, you know, the
18 decision came to -- to link through the branding the job
19 training programs that we traditionally had done and
20 this new micro-lending for small business program that
21 we were developing. I don't recall specific
22 conversations, but just, you know, given the typical
23 interaction that I would have and I think as most agency
24 Directors would have with their Deputy Chief of Staff,
25 it's very feasible those kind of discussions would be

1 had.

2 Q. Sometimes, you know, in State government
3 employees go off State time and -- and retire for a
4 short period of time and work on campaigns. Are you
5 familiar with Mr. Ross's services or Mr. Lavin's
6 services outside State time with the election efforts in
7 2010 to reelect Governor Quinn?

8 A. No.

9 Q. Did you ever have any involvement off State
10 time with respect to efforts to -- or campaign efforts
11 to reelect Governor Quinn in 2010?

12 A. No. I felt the best way I could serve the
13 Governor was running the agency in the best way I could,
14 and I devoted all my time to that.

15 Q. Any conversations with Mr. Lavin and/or
16 Mr. Ross with respect to their efforts, if any, to get
17 Governor Quinn reelected in August or September of 2010?

18 A. No.

19 Q. Any conversations with those gentlemen about
20 the propriety of NRI and trying to get the NRI
21 project -- program, excuse me, put together quickly,
22 before the election in November of 2010?

23 A. No.

24 Q. Have you had any conversations with anybody
25 about how NRI became structured, how it came into

1 formation and structured in August, September, October,
2 and November of 2010?

3 A. No, not beyond just the two components that
4 we've talked about that got branded under the program.

5 REPRESENTATIVE SANDACK: Thank you, sir.

6 THE WITNESS: You're welcome.

7 REPRESENTATIVE MAUTINO: Any further questions?

8 Representative Reboletti.

9 FURTHER EXAMINATION

10 BY REPRESENTATIVE REBOLETTI:

11 Q. I'm still perplexed on this bridge, of how NRI
12 and DCEO with these Federal grants to provide disaster
13 relief become intertwined. So there was \$5 million set
14 aside that you said the Federal government signed off
15 on, that said you can make microloans. Is that -- That
16 is fair to say, correct?

17 A. Yes.

18 Q. Help me -- What type of maneuvering did the --
19 did your agency have to do to -- to come within the
20 Federal parameters to allow this money to be used for
21 NRI? Do you -- Do you recall how you had to explain how
22 the program would be administered, who it would be
23 administered too? Because obviously we had -- there was
24 flooding issues. I remember being with the mayor and
25 the vice mayor of Addison at the time, and there was

1 **tons of flooding in DuPage County. And you said there**
2 **was 41 counties that were under duress. So how did that**
3 **\$5 million that was supposed to be used for that relief**
4 **help in that relief effort, or was it able to be**
5 **approved by HUD to help in that relief effort?**

6 A. Yeah. So upon award of the funding from
7 Housing and Urban Development, we had to define and --
8 and develop various program components for use of the --
9 that funding, and each of those program components had
10 to be described, laid out, and submitted to -- to the
11 Department of Housing and Urban Development for their
12 approval as being eligible uses under the broader
13 disaster relief program. And --

14 Q. Do you recall what -- how those grants were
15 **written or how you explained that you would use those**
16 **dollars that would comport with those regulations? Do**
17 **you recall?**

18 A. No, not specifically. I mean, the program
19 staff within the Office of Community Development would
20 have put that together.

21 Q. Because I just -- I'm trying to wrap my arms
22 **around the fact that 41 counties were under duress from**
23 **flooding and then somehow \$5 million would be directed**
24 **from that relief to targeted microloans that would**
25 **somehow eventually work their way back to help either**

1 violence prevention, or was it to help flooding efforts
2 or neither?

3 A. Yeah. So, I mean, again, the purpose of the
4 funding that was made available by an appropriation of
5 Congress to Illinois and other states was really to
6 assist in sort of community development and economic
7 development efforts to help those communities recover
8 from the negative economic impacts that they suffered
9 from the flooding.

10 Q. And Senator Raoul earlier today referenced
11 that, about using money to help in disaster readiness or
12 during disastrous times, that the dollars should be
13 expended, but here we have a crossover. And, obviously,
14 the Federal government must have some pretty wide
15 latitude in how to use these funds because to me -- I'm
16 trying to be -- as a taxpayer, I would submit that if
17 I'm paying for -- \$150 million, as your counsel pointed
18 out, was to help these counties immediately. And so I
19 would assume that myself and my constituents believe
20 that this is about helping people -- dealing with
21 municipalities and counties, townships, dealing with
22 flooded roads and basements and -- so that's why I'm
23 having so much trouble saying how does \$5 million in
24 Federal money, taxpayer money, help either one of those
25 efforts. Because it's -- to me it's being -- it's

1 directed away from immediate relief to 41 counties and
2 at the same time it takes a roundabout way to help in
3 violence prevention. It would take a number of weeks or
4 months for those loans to be vetted and given and then
5 for people to be hired from those businesses, assuming
6 all those dollars matter. Is that fair to say?

7 A. Yes.

8 REPRESENTATIVE REBOLETTI: Thank you.

9 REPRESENTATIVE MAUTINO: Are there any further
10 questions, members of the Committee?

11 (No verbal response.)

12 REPRESENTATIVE MAUTINO: No?

13 With that, Mr. Ribley, thank you for joining
14 with us and answering questions today. The -- I believe
15 you will be dismissed.

16 MR. PRENDERGAST: Mr. Chairman, Mr. Chairman, I'd
17 like to thank the staff for accommodating our schedule.
18 We asked that we be put in on the first day because of
19 Mr. Ribley's schedule for tomorrow.

20 REPRESENTATIVE MAUTINO: And I believe he's flying
21 out tomorrow, yes.

22 MR. PRENDERGAST: He is. And I -- we appreciate
23 it.

24 REPRESENTATIVE MAUTINO: Okay. And without
25 objection. Thank you for joining with us.

1 I believe we are going to take a short break.

2 Hold on one second, and I'll give you a time.

3 Warren, bon voyage.

4 (Discussion off the record.)

5 REPRESENTATIVE MAUTINO: All right. We'll be at

6 ease for 15, 20 minutes and to the call of the chair.

7 See you in a bit.

8 (A short break was had.)

9 REPRESENTATIVE MAUTINO: The hour of 7:00 o'clock

10 having arrived, 7:14 to be exact, we'll reconvene the

11 Audit Commission.

12 Mr. Weems, would you join us at the table,

13 sir.

14 Joining us at the table is Malcolm Weems. If

15 you would, for our court reporter, please announce and

16 spell your name and your attorney as well.

17 MR. WEEMS: My name is Malcolm Weems. That's

18 Malcolm, M A L C O L M. The last name is Weems,

19 W E E M S.

20 My attorney.

21 MS. NOLLER: I represent Malcolm Weems. My name is

22 Lisa -- thank you -- Noller, N O L L E R.

23 REPRESENTATIVE MAUTINO: Welcome.

24 Malcolm, would you raise your right hand.

25 (Witness sworn.)

1 REPRESENTATIVE MAUTINO: Welcome to the Audit
2 Commission. Thank you for coming in to talk with us
3 about the performance audit of the State moneys provided
4 to the Illinois Violence Prevention Authority.

5 Would you like to make any opening comments.

6 THE WITNESS: Yes, please. Thank you.

7 My name is Malcolm Weems. And as you know, I
8 served as the Chief of Staff of the Governor's Office of
9 Management and Budget in 2010. As such, I had many
10 duties related to fiscal management statewide and
11 knowing this all sectors -- knowing that all sectors of
12 government intersect and are tracked by the Budget
13 Office, especially those deemed sensitive in time and in
14 im- -- and in impact.

15 I also served as a member of the Illinois
16 Anti-Violence Commission. The Commission itself is made
17 up of individuals who have lost loved ones to gun
18 violence.

19 The gun violence issue in Chicago is not a new
20 one. I outlived my father by the time I turned 21
21 because of gun violence. My uncle shot and killed my
22 cousin, his son. My other cousin was a perpetrator of
23 gun violence. During high school and college, I lost
24 half a dozen friends to gun violence. The violence in
25 Chicago has been a constant in my life since August 3rd,

1 1974, when my father was murdered in front of his home
2 by a person he grew up with.

3 I say all of this to clarify where my
4 dedication to anti-violence efforts come from. Personal
5 passion and responsibility for making sure government
6 runs and addresses the needs of citizens summarizes my
7 involvement in NRI.

8 The need for NRI is still evident today. Our
9 commitment was sincere, and many of us continue to do
10 work in anti-violence in the community.

11 Thank you very much.

12 REPRESENTATIVE MAUTINO: Thank you. I appreciate
13 your opening comments.

14 And questions, members of the Committee?

15 (Discussion off the record.)

16 REPRESENTATIVE MAUTINO: Representative Sandack.

17 REPRESENTATIVE SANDACK: Thank you, Mr. Chairman.

18 Good evening, Mr. Weems --

19 THE WITNESS: Good evening.

20 REPRESENTATIVE SANDACK: -- Ms. Noller.

21 EXAMINATION

22 BY REPRESENTATIVE SANDACK:

23 Q. I was struck by one comment you mentioned --
24 And, obviously, sorry for your loss. It's a horrific
25 background that you've had with --

1 A. I appreciate it.

2 Q. -- respect to gun violence. It's
3 unimaginable.

4 And connected to that was your comment that,
5 Our commitment was sincere. What commitment, and
6 who's -- who's us --

7 A. Oh.

8 Q. -- in that comment?

9 A. And, again, I -- this -- that was my personal
10 statement as a -- as -- as it relates to the events that
11 lead us here. So when I talk about us, I talk about the
12 folks that I worked with and when this -- the NRI
13 program was put together, the people that I interacted
14 with while I was involved and why I personally really
15 was happy to be involved.

16 Q. But who are you referring to is --

17 A. I'm talking, in general, the administration,
18 the Governor, the administration.

19 Q. Okay. We've heard from a number of witnesses
20 today with respect to NRI. I still can't figure out
21 whose idea it was, the concept of the Neighborhood
22 Recovery Initiative. Do you know?

23 A. I -- I don't know if we could attribute it to
24 any one person. I would -- I would -- I would say that
25 the idea about doing something about the violence in the

1 city of Chicago was something that was, in part, the
2 community and -- and all of us. We all live -- Not all
3 of us, but many of us lived in Chicago. It was
4 something that we saw every day. I live on the South
5 Side of Chicago still, and this is -- it hasn't stopped
6 since 2010. So it was something that was always on our
7 minds. So when the -- when the public started asking
8 questions about it, I think that's when, you know, there
9 was -- you know, conversation had started about doing
10 something.

11 **Q. I certainly appreciate that. But someone or**
12 **some people had to have said, We're going to call it the**
13 **Neighborhood Initiative -- Recovery Initiative and this**
14 **is what we're going to try to do. That's what I'm**
15 **trying to figure out.**

16 A. Oh, so you're talking -- Again, so I was --

17 **Q. NRI. I'm talking about --**

18 A. Just the name NRI? Oh, it -- it was -- it was
19 someone in the Governor's Office. I won't say exact- --
20 I think it started off with -- with -- with Save Our
21 Children, and -- and people were calling it the NR- --
22 Neighborhood Recovery Project. And then at some point
23 the Governor made an announcement that it was the
24 Neighborhood Recovery Initiative.

25 **Q. And in -- as it evolved from Save Our**

1 Children, Neighborhood Recovery Project, Neighborhood
2 Recovery Initiative, the documents we've had through the
3 audit revealed that it started out as maybe a
4 \$10 million initiative in August 2010 and then pretty
5 rapidly it grew in size and scope. Do you know how it
6 came to go from 10 million to 50 million in 2010?

7 A. What I -- Again -- And I'm just trying to
8 remember. And I -- Again, forgive me for -- for taking
9 a moment here. But I -- I think what happened was we
10 needed to see what the program was going to look like.
11 I'm not a program person. So when we talk about
12 budgeting for -- let's just say, for an initiative or a
13 purpose of funding, the question is going to be: What
14 did the program look like that you're going to put
15 together? That has to be done. And once that's done,
16 you can -- again, depending on what resources are
17 available, you can decide how much you want to put
18 towards those.

19 Q. Well, in the instance of this program, again,
20 the documents show that it kind of got bigger in a real
21 quick hurry. And I'm just finding -- trying to find out
22 what your --

23 A. Again --

24 Q. -- role or involvement was with respect to how
25 the project grew.

1 A. So if we're talking about my role or the
2 decision to increase, I think -- I didn't make that
3 decision to --

4 **Q. Separate them then.**

5 A. Right.

6 **Q. Separate them then.**

7 A. So --

8 **Q. What was your role?**

9 A. So my --

10 **Q. What's your role --**

11 A. So my role is two-fold. As I said, I was the
12 Chief of Staff of the Governor's Office of Management
13 and Budget, but I was also on the Anti-Violence
14 Commission. So once -- when everyone -- you know,
15 again, on the Anti-Violence Commission, this issue is
16 not -- didn't start in 2010. So when we were brought
17 together, we dealt with a number of different issues.
18 There was the -- abolishing the death penalty and all --
19 and we were asked by the Governor as survivors how we
20 felt about that. So it became kind of a gradual
21 progression when the community -- when these children
22 started being killed on the South and West Side of
23 Chicago, and, you know, there were many community folks
24 that had come in.

25 Me, personally, I -- I -- I asked to be a -- a

1 member of the Anti-Violence Commission. Because at the
2 time they were putting the Commission together, folks in
3 the administration did not know my background. And so
4 as -- as more of this started to happen and it started
5 to take center stage, you know, again, it -- so my
6 involvement started there as being a person, again, that
7 people asked my opinion as -- as a Commission member.

8 But as we started to move into the budget
9 season, the question was over the summer -- Coming into
10 the end of the -- that fiscal year, which would have
11 been fiscal year '10, we started looking at the -- the
12 budget and what could be done in terms of -- how much we
13 could fund for programming. And that was something that
14 had started in the end of fiscal year 2010. So I worked
15 in the Budget Office. And so we were tasked with asking
16 how much money did we have available to do something
17 with and what ideas we could come up with so that we
18 could put together a robust program.

19 **Q. I want you to focus on August of 2010, around**
20 **that period of time. You were Chief of Staff for**
21 **Management and Budget --**

22 A. GOMB.

23 **Q. -- at that time?**

24 A. Yes.

25 **Q. How often would you speak with the Governor**

1 with respect to your --

2 A. Oh.

3 Q. -- duties and responsibilities?

4 A. Not often. Again, there was a Director of
5 GOMB, David Vaught, who probably spoke to the Governor a
6 lot more than I did. But I had -- during the budget,
7 during putting together the budget, we had meetings, but
8 I would say -- I wouldn't say I talked to the Governor
9 once a week or anything like that. But there were
10 moments when we were getting out of crunch time,
11 finishing up the budget, or if there were certain things
12 that we needed -- if the Governor's Office needed
13 expertise from the Budget Office, there were a number of
14 times that I was called in. But, again, there was --
15 David Vaught was the Director, who was called in
16 probably more than myself.

17 Q. There was -- In the record in this case -- in
18 this instance with respect to e-mails and documents,
19 press coverage, et cetera, it's pretty clear that in
20 August -- July or August the Governor had a meeting with
21 some African American ministers in the Roseland
22 community because of their grave concern about the
23 continuing violence occurring in their neighborhood and
24 other neighborhoods. From what I can read, at or about
25 that time, the Neighborhood Recovery Initiative, as it

1 is, you know, known now, was being talked about by a
2 variety of people, and your name is on a lot of those
3 e-mails. Have you seen those e-mails?

4 A. I've seen some. I have not seen all. But
5 I -- I -- I -- But if you're asking me -- I mean, I
6 guess, is there a question? Yeah, I've seen some of
7 them, not all of them.

8 Q. All right. And what I'm trying to get an
9 understanding of is who was on the team, if it was a
10 team? Who were the responsible people for trying to
11 roll out this Neighborhood Initiative -- Recovery
12 Initiative to qualm violence in the City of Chicago and
13 in certain southern suburbs?

14 A. So I -- I had been in meetings on that. And
15 that would have been myself. I was there. Toni --
16 Dr. Irving was there. Again, we ended up talking with
17 Director Shaw. There were people, different people in
18 and out from the Governor's Office that would have had
19 some -- Again, with any program that is being rolled
20 out, you're going to check with the program people,
21 you're going to check with the Budget Office to make
22 sure we have the funding, and then you're probably going
23 to talk to -- you know, and any other experts that have
24 any knowledge of whatever that program is going to be
25 about.

1 **Q. Was Jack Lavin involved with those**
2 **discussions?**

3 A. He was the Chief -- He was the Chief Operating
4 Officer, I believe, at that time, so yes, yes.

5 **Q. And do you recall discussions in or around**
6 **August of 2010 with respect to NRI?**

7 A. Not specifically, but if -- if you talk about
8 a particular -- I mean, again, in terms of the date, I'm
9 not sure, but yes, definitely we had conversations about
10 it.

11 **Q. What was your role? If you had to say what**
12 **your role was, if there was -- Was there a day-to-day**
13 **role that you had with respect to NRI?**

14 A. No, not a day-to-day role. Again, it was --
15 my -- when we -- The funding, making sure that -- that
16 we were in constant communication about the funding,
17 understanding what it was and how we were going to be
18 rolling out funding, those were things that I was --
19 again, should have -- you know, was involved in in terms
20 of monitoring and managing, also, again, my personal
21 interest in it, again, where I sat on the Illinois
22 Anti-Violence Commission.

23 **Q. Let's talk about funding because as Chief of**
24 **Staff for Management and Budget, that's certainly**
25 **something in your wheelhouse at that time --**

1 A. Absolutely.

2 Q. -- in 2010.

3 A. Absolutely.

4 Q. What do you recall the -- how -- how this
5 program was going to be funded? Where was the money
6 coming from?

7 A. So in 2000- -- fiscal year 2010, the General
8 Assembly, you-all passed a budget that was lump sum.
9 And that lump-sum budget was coming to an end, and there
10 was funding still available from those lump sums. And
11 so as we talked about what to do -- Usually the problem
12 with the fiscal year, of course -- and many of you
13 already know this -- is that it ends June 30th. So when
14 you try to do things related to helping young people
15 with jobs and things of that nature, having a summer
16 program is very difficult to get started because funding
17 is not in place. With all of the attention on the
18 violence and -- and literally -- literally every day,
19 every day, you -- You know, you were scared to go and
20 get the paper on Monday morning because it was going to
21 say, you know, 30 kids got shot. So we -- we felt like
22 we had to do something, and so we started looking for,
23 at least in the Budget Office, ways to -- if there were
24 ways that we could start programs or -- or -- or fund
25 program from the lump sum throughout the summer. And

1 that actually -- Because it took longer, I believe, to
2 get it started, you know, that -- that -- from the
3 summer, it moved on and it went into -- it started, of
4 course, as you know, in the fall.

5 Q. Mr. Weems, I'm going to have pulled out an
6 e-mail that has been discussed with other people who
7 have testified here today from September 6th that was
8 sent to you from Barbara Shaw.

9 A. Okay.

10 Q. And I'm going to ask you to look at it and see
11 if it refreshes your recollection.

12 A. Okay.

13 Q. You'll get a copy in just a minute.

14 (Document tendered.)

15 BY REPRESENTATIVE SANDACK:

16 Q. Did you have a chance to look at that?

17 A. Yes, yeah.

18 Q. Thank you. Do you recall that -- remember
19 that e-mail being sent to you?

20 A. I don't remember it specifically, but I'm --
21 I'm -- I'm sure -- I mean, yes.

22 Q. Is there anything about it as you look at --
23 at it now that looks like it's inaccurate or not?

24 A. Not at first read- -- reading. No, not at
25 all.

1 **Q. Whose idea was it to have the involvement of**
2 **aldermen with respect to determining lead agencies?**

3 A. I'll -- And I'll -- And I'm -- I mean, I'm not
4 exactly sure who came up with using the aldermen. What
5 I do know is that there started being discussion, and I
6 don't -- but, again, I don't know who the -- the person
7 was that brought it up. But I do remember there being
8 discussions about working closely with the communities
9 and that there had been some outreach to aldermen to
10 talk to them about -- because, again, these -- a lot of
11 the ministers that had come and started talking about
12 this violence, they had, I guess, already started having
13 some conversation with the aldermen.

14 **Q. Well, I mean, clearly there was because --**

15 A. Yes.

16 **Q. -- that's what Mrs. -- Ms. Shaw is saying.**
17 **But -- And ultimately it became -- that's how the lead**
18 **agencies were basically determined; isn't that correct?**

19 A. That is -- To my knowledge.

20 **Q. Whose idea was that?**

21 A. I'm not sure about that.

22 **Q. Give me the universe of possibilities. I**
23 **mean, we have a pretty close group of people, right?**
24 **This didn't happen -- I mean, it was either the Governor**
25 **himself, you, Mr. Lavin, Ms. Shaw. Who else could it**

1 **have been?**

2 A. Well, I think there -- I mean, well, there's
3 also -- there could be -- it could be a number of people
4 talking to those folks. I'm not -- And just -- Again,
5 I'm just not exactly sure whose idea it was to say,
6 Aldermen --

7 **Q. Did you object at this time --**

8 A. No, not at all, no.

9 **Q. Okay. Do you think that was the best way of**
10 **doing, you know, this project?**

11 A. Again, I'm not a program person, but I do
12 think it's important to talk to people that are closer
13 to the affected citizens that we're talking about.

14 **Q. No argument there. But, of course, best**
15 **practices, RFPs, making sure things are tested and value**
16 **propositions occur, you being a budget person, that**
17 **means something to you too, I would assume, right?**

18 A. Absolutely.

19 **Q. At the time of this memo or at least**
20 **September, do you know the size from a budgetary**
21 **component of what the NRI -- NRI program was supposed to**
22 **be?**

23 A. And by this ...

24 **Q. In September of 2010.**

25 A. I'm going to assume that by September we -- it

1 had already -- I'm going to assume. Again, I -- I'm not
2 exactly sure, but I would -- I would think that by this
3 time it had gotten to the \$50 million mark.

4 **Q. How did it get there? How did it get to the**
5 **\$50 million mark?**

6 A. Again, it would have been based on funding
7 that we had available and what the -- the programmatic
8 needs are. Again, I'm not a program person, but I do
9 know as you talk -- if you look at the communities, the
10 number of communities that you want to affect, you end
11 up spending more money.

12 **Q. From a funding component, where did the**
13 **50 million come from? Do you remember?**

14 A. Yes, actually. So as I -- as I stated
15 earlier, there were funds available still from the
16 previous fiscal year that were deposited into a fund, an
17 appropriated fund that was housed at IVPA.

18 **Q. How much was unappropriated funds that were**
19 **available for IVPA?**

20 A. I couldn't give you the exact dollar amount,
21 but, again, we -- we ended up at 54 million. And there
22 was probably -- when -- as I can remember, when we first
23 started talking about this, there were funds -- there
24 were more funds than that available at the -- towards
25 the end of the -- the fiscal year, but I don't -- all of

1 those funds I don't believe were moved, to be used for
2 the NRI program.

3 Q. Mr. Weems, I'm going to try and dig out
4 minutes of an IVPA meeting. I believe the date is
5 September 29th or 30 of 2010.

6 A. Okay.

7 Q. When the document is located, I'll show it to
8 you. But what I'm interested in is a notation -- and,
9 again, it will be coming in a second -- that attributes
10 a comment to you.

11 Malcolm explained that the Governor's Office
12 is committed to allocating some of the funds for this
13 initiative immediately and will allocate the rest after
14 the election.

15 Does that sound like something you said, sir?

16 A. No. What was asked -- It was -- It was a
17 question that was asked and -- Thank you. A question
18 was asked. So I -- if I -- if I may, let me set the --
19 the stage. I was accompanying Ms. Shaw to a -- what I
20 thought was a board meeting for IVPA. And -- She asked
21 me to go. And I actually -- when she was starting her
22 work on the program, I went to a lot of these types of
23 meetings when there was going to be public -- you know,
24 public whatever back and forth. And I wanted to be
25 there to reassure people that we had the funding.

1 What had happened -- This is around the time
2 where the State had started running up these unpaid
3 bills. And what you -- many of you may or may not know,
4 that in -- when you're dealing with social service
5 agencies, usually the ones hardest hit when we're not
6 paying our bills, they become gun-shy, they don't want
7 to participate because they think the State may or may
8 not pay or may not pay in a long -- for a long time, and
9 that puts them at risk. We could easily put them out of
10 business by not paying them, you know, within 30 days.
11 And so a lot of what I was doing was going so that
12 people could ask fiscal questions. Is there really
13 funding for this program? Is this really going to
14 happen?

15 So when I was there at the IVPA board meeting,
16 there were questions about -- and there was all kinds of
17 questions. But my -- you know, my biggest focus was
18 saying we had funding set aside for this initiative and
19 that it was there and that we had worked with the
20 Comptroller's Office to make sure it was there and that
21 we weren't going to have a program where young people
22 started working and then couldn't be paid. Because that
23 was exactly the opposite of what we wanted to happen.

24 **Q. Well, I thank you for that elaboration. But**
25 **what I want to focus on is -- is the sentence --**

1 A. So -- So there was even a question. Someone
2 had asked a question and at -- you know, at the time.
3 And I can't remember, you know, verbatim how it was
4 asked, but I -- I felt like they were being facetious
5 and they were trying to imply that we -- you know, we
6 were -- that we didn't have the money and that we
7 weren't going to really do something. So I only
8 answered a question. I didn't make a statement. These
9 were people that were on a board. These weren't people
10 receiving any money. So they were asking a question,
11 and there was a bit of -- as I recollect, there was a
12 bit of -- you know, they -- they weren't real sure that
13 there -- that the -- that the program was really going
14 to take off and that they wanted to make sure that there
15 was funding there. So --

16 **Q. I --**

17 A. -- I answered those questions.

18 **Q. And I appreciate that. If you look at the**
19 **document, which is this board meeting minutes of**
20 **September 30, 2010, if you look at maybe the second**
21 **paragraph, at the time at least the contemplated program**
22 **was 30 million and not quite 50 million yet, at least as**
23 **of the date of this -- of these minutes. And the last**
24 **paragraph does, indeed, reference a discussion regarding**
25 **payment for this initiative and the fact the State had**

1 **been late on existing bills. But, again, the second**
2 **sentence, I want you to focus just on that sentence:**
3 **Malcolm explained that the Governor's Office is**
4 **committed to allocating some of the funds for this**
5 **initiative immediately and will allocate the rest after**
6 **the election. Was that statement something you said at**
7 **that -- at that meeting?**

8 A. No. This is -- I did not state -- I mean,
9 again, by this sentence -- This is -- This is
10 inaccurate. I -- I answered a question. I responded to
11 a question.

12 **Q. Okay.**

13 A. And so in my response to that question, what I
14 was saying was that if you're asking if we're going to
15 get money out on the street before the election, I mean,
16 that would be great but we are not going to do that, we
17 are not going to be able to do that. It was my
18 impression -- It was September 30th at that time. And
19 it was my impression that this board had to approve this
20 spending, number one. And, again, the election, of
21 course, whatever -- when that -- when the question was
22 asked, was not that far away. I worked in the Budget
23 Office. It usually takes time to get things paid.

24 **Q. With respect -- Again, the word in this**
25 **memorandum of minutes is -- is "election." Was there**

1 any pressure to get this program funded, whether it was
2 30 or \$50 million, before the election coming up in
3 November?

4 A. No. I -- I -- No. There was no pressure put
5 on, I think, me. My pressure was -- Again, I live on
6 the South Side of Chicago, and I see little black and
7 brown children getting killed all the time. That was my
8 personal pressure, but there was no pressure put on me
9 by anyone else.

10 Q. Okay. The reason I -- again, these questions
11 come is because --

12 A. I understand.

13 Q. -- of the words --

14 A. I understand.

15 Q. -- in this memo.

16 A. I understand.

17 Q. Ms. Shaw testified earlier today that the
18 Illinois Violence Prevention Authority prior to July or
19 August of 2010 was a relatively small department that
20 had 9 to \$11 million in appropriations and it's usually
21 a funding group. This contemplation of NRI, throwing
22 50 million at it, was a big endeavor for this group, was
23 it not?

24 A. Yes, it was.

25 Q. How is it that this sum of money, \$50 million

1 **lands on a relatively small -- small organization or**
2 **agency within State government?**

3 A. Well, there's a couple of reasons. Number
4 one, they -- the fund -- the fund that -- that
5 actually -- that the -- that the dollars were actually
6 housed in was actually an IVPA fund. But on -- But more
7 than that, Barbara Shaw was the person that had the most
8 experience with dealing with anti-violence issues. You
9 know, again, she was known for the work she had done.

10 **Q. You're a budget guy?**

11 A. Yeah.

12 **Q. She didn't have experience running \$50 million**
13 **and overseeing a program of this size or scope.**

14 A. I understand that. I -- I understand that.

15 **Q. So didn't that concern you at the time?**

16 A. In all honesty -- I will say this again, and
17 you-all will probably get tired of hearing it. Where I
18 live, it is -- No one pays enough attention to the
19 children that die where I have live. So when the
20 Governor was willing to do this, I didn't think at all
21 about, Is it too monumental a task? It -- It -- It's
22 going on. It's happening. Kids are dying. So, no, I
23 didn't view it that way. I was very -- I was excited.
24 I was happy. And --

25 **Q. But, of course --**

1 A. -- so --

2 **Q. -- Mr. Weems, again, you're a budget guy. You**
3 **want to see it work too, right?**

4 A. I absolutely want to see it work. I don't
5 think those two things are -- are at ends. I think at
6 the same time what we decided was to come up with a
7 program. And -- And so when we worked with Barbara and
8 she put together these components of the program,
9 program people were involved. I'm not a program person.
10 I'm a -- I was a budget person at the time. And -- And
11 what I know is if you want to find out what people
12 value, see where they spend their money. And so we were
13 spending our money in something that we cared about. So
14 I was very happy. And I -- I followed along to make
15 sure all of the things that needed to be done from the
16 Budget Office perspective were done. So that -- that
17 was my concern.

18 **Q. And -- And was everything that should be done**
19 **from a budget perspective done properly?**

20 A. In my eyes, yes, from a budget perspective,
21 yes. I think there were some things that probably --
22 again, one thing in particular. There was advice given
23 about how to do some -- some tracking that -- and,
24 again, I'm not specific on it because, again, I just
25 kind of knew this happened afterwards -- that -- that

1 wasn't taken. But I think at the end of the day, the
2 plan that was shown to myself and to others in the
3 Governor's Office was a good one.

4 **Q. And what was the plan?**

5 A. Again, the program, which is the -- the
6 components and what those components -- You know, again,
7 I don't believe that anti-violence is monolithic in any
8 way. At least -- Again, that's my personal belief.
9 But, again, the program folks didn't believe that
10 either, so they had these -- a number of different
11 components, I think, four or five components and they
12 had a -- they had a dollar amount, so a budget assigned
13 to each. And it looked good.

14 **Q. Have you ever seen the audit report from the**
15 **Auditor General?**

16 A. It's been a while, but I -- I have seen it.

17 **Q. Did you take issue with any of the findings or**
18 **recommendations from the Auditor General and his office?**

19 A. Well, I'm an accounting major by education, so
20 I -- I don't take issue with them but I think that in --
21 in some ways I -- you know, again, I think that the
22 context is important. So I don't -- I don't know.
23 Again, I don't want to say I take issue, but I -- I
24 might disagree with certain things.

25 **Q. Is there anything you can think of as you sit**

1 **here today that you disagree with?**

2 A. Well, some -- I mean, something that I heard.
3 I -- I think -- Again, when we talk about hastily, you
4 know, put together programming -- I think that it was a
5 crisis. And so, for example, there have been many
6 emergencies in this State that we just kind of take care
7 of the emergency first and we fill out the paperwork
8 later. That happens every year, by the way, whether it
9 be a storm, whether there be some other kind of horrific
10 accident where people lose their life or their property.
11 This State tends to rally together and act, and then we
12 take care of paperwork afterwards.

13 **Q. To your knowledge --**

14 A. It happens every year.

15 **Q. And to your knowledge, has paperwork been**
16 **taken care of with respect to the NRI program?**

17 A. Again, I -- I'm not sure. I was the Chief of
18 Staff there up until the following year in June. I
19 didn't follow the program in terms of the operation of
20 the program after it got -- really got started, but I
21 think for the most part and up to where I was
22 specifically involved, I thought it was -- I thought it
23 was moving along as it should.

24 **Q. Well, I mean, you've expressed pretty**
25 **emotionally and convincingly the personal -- the**

1 profound personal investment you made with respect to
2 this because this was essentially a very personal issue
3 for you. Once the money is out and these programs are
4 starting to be put into place, you didn't monitor the --
5 the effectiveness or the efficacy of the program?

6 A. Well -- Well -- Well -- Well, we didn't say
7 effectiveness. I didn't -- I asked about effectiveness.
8 You asked me did I monitor paperwork and making sure
9 paperwork was done. No, I did not do that --

10 Q. Did you monitor the program in any way, shape,
11 or form?

12 A. Oh, I asked -- I asked about the program.
13 I -- I see anti-violence advocates all the time, and
14 many of them were happy.

15 Q. With respect to NRI?

16 A. Yeah.

17 Q. Okay. Did you -- Okay. So what involvement
18 did you have as far as monitoring the program after --

19 A. I thought -- I had no -- For -- For my job, I
20 had no work to do afterwards, after the funding was
21 established. What I did was I talked to people in
22 communities. That's what I did on my -- personally to
23 see how the program was going. Barbara's office was on
24 the fourth floor. She would come and see me sometimes,
25 and -- and, you know, we'd talk but not specifically

1 about work to do, just how are things going. And, you
2 know, again, we thought things were going well.

3 **Q. All right. Let me just break a couple things**
4 **down.**

5 A. Sure.

6 **Q. Because you mentioned the term hastily put**
7 **together.**

8 A. Yeah.

9 **Q. And that was one of the findings of the audit.**
10 **Because the time period, at least in the record,**
11 **established is -- is roughly late August, you know,**
12 **through October. We have, at least from the record, the**
13 **inception of a program and then the attempt to fund a**
14 **program in really short order of \$50 million.**

15 A. Well, technically I don't think we moved
16 funding before the end of the prior fiscal -- fiscal
17 year, which ended in June. So I think the concept of
18 wanting to do something really is before August. I
19 think when you're talking about August, you're talking a
20 little bit more specific of what the program looks
21 like --

22 **Q. Yes.**

23 A. -- at the end. Right. So, again -- So my --
24 my -- my time period is a little -- in my mind is a
25 little broader than -- than yours.

1 **Q. But do you have documents that go to June that**
2 **talk about NRI or ...**

3 A. Well, no, other than the fact that you know
4 that the funding was -- that the funding that was
5 deposited into the IVPA fund had to take place before
6 August. So the -- the thinking about doing something
7 related to this had to have been prior to August.

8 **Q. Were you involved in that thinking?**

9 A. Yeah. Again, I was in the Budget Office.
10 Absolutely.

11 **Q. Okay. And who -- and who was part of this**
12 **thinking --**

13 A. This --

14 **Q. -- group?**

15 A. Again, this is the Governor's Office. This is
16 the same folks. I mean, we're talking Jack Lavin, Toni
17 Irving. Because there are community groups that are
18 coming in to talk to the Governor's Office probably
19 starting as early as March, April.

20 **Q. Are there e-mails of documents that show**
21 **communications with respect to this initiative or plan**
22 **you're talking about? Because we have nothing that**
23 **starts in -- that early.**

24 A. I don't know if there are e-mails or -- Again,
25 this is folks come into the office and -- and when there

1 are things that -- that affect the community and there
2 might be some fiscal nature to them, we'll have a
3 meeting. It's not always that we would send e-mails
4 about it. But I know that what I -- what was asked of
5 me was to come up with recommendations because we had
6 funding left over and we wanted to do something.

7 Q. From your record so far at least, the timeline
8 isn't March. It's really August. And from August to
9 October, this NRI -- NRI program is born and it looks
10 like it's funded in pretty short order. In your
11 experience, working in State government, can you think
12 of another instance where some program, at least in
13 paper, in a timeline of three months comes from
14 inception to funding in that type of time period?

15 A. I can't think of any one specific -- No. But
16 I'm also not -- again, I don't -- I don't build programs
17 in State government.

18 Q. So in addition to the hastily constructed
19 nature that the auditor found, they say that there were
20 other deficiencies and that some of them were pervasive,
21 to use the right term, including a lack of documentation
22 on the selection of the communities to receive money.
23 You made a very personal and very emotional set of
24 comments with respect to how violence has affected you.
25 There are obviously such other instances in other parts

1 of the city as well. And from what I can glean, a
2 number of communities were not within the scope of NRI
3 even though they were in the top 20 as the most violent
4 areas in the city. Do you know how the 23 communities
5 were selected, Mr. Weems?

6 A. Actually I do not know exactly how. Again,
7 all I -- what I knew at the time was that there was some
8 sort of -- there was crime data or poverty data that was
9 used. Again, I'm -- I'm not -- I'm not an expert in
10 that, in that.

11 Q. Did you ever see anything that showed the data
12 and any analysis to determine --

13 A. I did not. I did not see anything about --

14 Q. Did you --

15 A. But no, I had not seen anything.

16 Q. All right --

17 A. Englewood was in there. Where I grew up was
18 in there.

19 Q. West Englewood wasn't, though?

20 A. Again, I -- Again -- And I don't know how --
21 and I don't know how they were chosen. I don't.

22 Q. Okay. But obviously if this program -- if
23 we're going to spend the kind of money we're going to
24 spend, we want it to work, right? Every good-hearted
25 person --

1 A. Absolutely, absolutely, absolutely.

2 **Q. Okay. And so did you ever get the impression**
3 **that perhaps some communities weren't involved in this**
4 **equation and had somehow been excluded?**

5 A. If you're -- Yes. I think there's always
6 going to be communities that -- Listen, violence is
7 going to probably -- probably going to exist everywhere.
8 Let's -- Let's -- You know, so I -- I think you're
9 right. I think there's going to be some people that are
10 going to feel left out. But, again, from where I stood,
11 you know, we had the best person we could have running
12 it, and that was Barbara Shaw. So, again, we knew --
13 you know, there was no direction that I had heard of by
14 anyone not to pick a particular community. There was
15 just data that was used to arrive at the communities
16 that they picked.

17 **Q. And one of the deficiencies out- -- outlined**
18 **in the audit was that NRI lead agencies were not**
19 **competitively selected for State funds, there was no**
20 **competitive process, it was selective. And that's what**
21 **we're kind of talking about right -- right now. And I**
22 **can tell you I don't know of anyone that's testified**
23 **that can show us a piece of paper that shows the**
24 **analysis of any type of scientific or data-driven**
25 **analysis as to how communities in the City of Chicago**

1 and beyond were selected to receive money and how some
2 communities in -- in areas of the city were not. And so
3 that's one of the criticisms. Do you have any -- any
4 idea why there was no competitive selection process?

5 A. Again, if we're --

6 Q. For the lead agencies.

7 A. But then we're just talk- -- Okay. For the
8 lead agencies, not communities?

9 Q. Correct.

10 A. Okay. So with lead agencies, no. What I do
11 know is -- I have a pretty extensive background in
12 procurement with the State of Illinois. And I know that
13 when you're dealing with grants versus a -- a
14 procurement for goods or services, it's different. And
15 there are a lot of subjective views involved in grants
16 versus when you're making a business decision. So,
17 again, I just know that they're different --

18 Q. Yeah.

19 A. -- but I don't know --

20 Q. You're a budget guy, right? You're a budget
21 guy. And that means sometimes you have to have data
22 that shows --

23 A. Agreed. Oh, absolutely, absolutely.

24 Q. And there are community organizations that
25 existed in different areas of the city that had

1 established track records that could have been lead
2 agencies that were obviously not permitted to do so
3 because of the path undertaken with NRI to utilize
4 aldermen and their suggestions for lead agencies. Do
5 you think that's best practices?

6 A. I'm not really qualified to say that on that
7 particular -- Again, I don't -- I don't do -- I -- I
8 didn't do grants when I was in State government.
9 How- -- However, I would say that, you know, we all
10 would want to cover as much or as many lives as we
11 possibly could, but I'm just not qualified to say if
12 that's what the best practices are on that, you know. I
13 apologize.

14 Q. There was other criticisms in -- Obviously,
15 there were several criticisms with the -- the program.
16 One of them was the paperwork and the follow-up and the
17 accountability. Taking into due consideration the
18 emotional component of trying to quell violence, trying
19 to get a really unstable situation stabilized, there
20 still needs to be accountability, right? We need to
21 know where dollars go. We need to know that they're
22 being used wisely. These are tax dollars after all.
23 They're not our money. It's the people's money. Did
24 you have any -- Do you have any thoughts on the
25 propriety of, well, I guess, the auditor's comments that

1 not good practices were utilized, less than best
2 practices occurred, and not -- I mean, pretty shabby
3 paperwork and sometimes nonexistent paperwork occurred
4 with respect to NRI?

5 A. Again, I believe there were some things that
6 could have been done better. Again, I -- I'm just not
7 that familiar with all of the issues that -- Again, I
8 can't remember all of them. But I -- I think there were
9 things that definitely could have been done better.

10 Q. Fast-forward after the election in November.
11 NRI's money is getting out there. Organizations are --
12 are ostensibly applying their trade, trying to help put
13 people to work, offer counseling, after-school projects,
14 things that -- that are important. Was there any
15 follow-up from Mr. Lavin, yourself, Dr. Irving,
16 Mr. Ocasio, Ms. Shaw? Was there ever a follow-up
17 meeting to say, Hey, here's what we've got -- here's how
18 far we are on this program, here's what we've done well,
19 taking kind of stock of what's gone on? Do you recall
20 that kind of group session after the election?

21 A. After?

22 Q. Right.

23 A. I can't say that I remember that, that
24 included me, that included me.

25 Q. One of the other -- And this goes into the

1 paperwork component that you said could have been done
2 better. IVPA untimely approved contracts. There were
3 33 NRI contracts that had no execution date or no -- no
4 approval by IVPA. Did you know that, Mr. Weems?

5 A. No, I did not.

6 Q. Lead agencies expended 46.2 million for NRI.
7 Over 37 million was for day-to-day operations. Did you
8 know that, Mr. Weems?

9 A. No, I did not.

10 Q. Was there any follow-up after -- Well, I
11 should have asked you this. When did you leave State
12 service?

13 A. When did I leave that office or leave --

14 Q. State service --

15 A. -- just State --

16 Q. -- entirely.

17 A. Oh, I left State service a year -- a year and
18 five days ago.

19 Q. We'll round it up to a year.

20 A. Yeah.

21 Q. So go a year and a half plus backwards in
22 time. Has there been any involvement by you with --

23 A. No, there has not.

24 Q. -- respect to --

25 A. No, there has not.

1 Q. -- taking stock of this?

2 A. No, there has not. And so to put it -- to
3 give you -- to add to the timeline, so that following --
4 the beginning of the spring -- or, I'm sorry, beginning
5 of the summer, end of the spring, I had moved over to
6 CMS. The Governor had appointed me to a new job as the
7 Director.

8 Q. Mr. Weems, there was a -- a series of e-mail
9 that we got yesterday, and I understand there's more
10 stuff coming in today, such is the way of obtaining
11 documents. But there was some e-mail that came in
12 yesterday from Mr. Lavin talking about activities on the
13 campaign side and the need to essentially utilize the
14 NRI program. And I want to read it to you because I
15 don't want to get it wrong. This is a September 5th,
16 ironically, 2010, e-mail:

17 If we are trying to get the base out and
18 that's the key to our victory -- It's page 6. I'm
19 sorry. Page 6. Let me catch (inaudible) -- you guys
20 catch up. It is in order. Page -- It's not paginated.
21 You have to do it the old-fashioned way. Sorry. The
22 very bottom, and then you go to the next page. It
23 starts on September 5, 2010. Do you see that? The very
24 bottom.

25 A. Okay, yeah.

1 Q. And then turn the page. So that's where I'm
2 at.

3 If we are trying to get the base out and
4 that's our key to victory, we better prioritize
5 correctly. We spent a lot of money in the AA community
6 in the primary. We did a lot of robocalls utilizing
7 Congressmen Davis, Rush, and Jackson. We also did radio
8 with the same people. Obama can be positive and get
9 people to be more excited about PQ. The Congressmen and
10 an ad like Andy suggests, from a typical AA family,
11 particularly women, can say why Brady would be a
12 disaster. The AA community tends to break late, so we
13 need to have some time -- so we have some time. The
14 Governor's Neighborhood Recovery Initiative will also
15 help on the jobs and anti-violence messages.

16 Do you see that, Mr. Weems?

17 A. I do.

18 Q. Were you ever privy to any communications with
19 respect to getting the NRI program going before
20 November 4, 2010?

21 A. Just so that I'm clear, you're asking, like,
22 these kind of -- this campaign stuff? No. If you're
23 asking if we were talking now -- If you were -- If
24 you're asking when we were working on the -- on the
25 program, from where I -- what I originally thought we

1 were going to try -- Because I know that living in
2 Chicago, the summer is the worst. So you -- you want to
3 do it quickly. And so there was no -- there was no one
4 saying, you know, beat the election, if that's -- if
5 that's your question. But I -- I think many of us --
6 and, again, I shouldn't speak for other folks, but I can
7 speak for myself -- wanted -- again, I mean, the sooner
8 it happened, the more lives we saved.

9 Q. But we're in fall. I mean, we're close to
10 fall right now, right, and, of course, the -- the
11 election is in November. This sure looks like, at least
12 from Mr. Lavin -- Lavin's perspective, you know, that --
13 that this could be helpful to get this program going for
14 purposes of reelection. Did anyone ever tell you to
15 hurry up because --

16 A. Oh, no.

17 Q. -- hastily put this --

18 A. No.

19 Q. -- program together?

20 A. No, no, not at all, not at all.

21 Q. You're a realist. You're a South Sider. So
22 you understand the political sport that -- that -- that
23 elections sometimes become. Was it your intention to
24 move this project quickly along to -- to -- to occur
25 before November 4, 2010?

1 A. Was it my intention?

2 Q. Yes, sir.

3 A. The only thing that I wanted to see happen was
4 for them to do it instantly because I -- if you're -- if
5 you're referring to my realism, it is -- I know that
6 everybody comes around talking to black people about
7 what we can do to help your community when there is an
8 election. That doesn't mean anything to me at all.
9 What does is the fact that the more -- that the sooner
10 we get something done -- Again, as I said in my opening
11 statement, this is 40 years and running for me. And
12 just like the kids that are getting shot by people they
13 know, that are their age now, they were -- that's what
14 happened to my father. So any waste of time is a waste
15 of time to me. So immediately is always better. It had
16 nothing to do -- It still has nothing to do with an
17 election.

18 Q. Do you think the NRI program worked?

19 A. I think the NRI program saved children's
20 lives.

21 Q. Do you know how many?

22 A. No.

23 Q. Do you have any idea how we could measure the
24 efficacy of the -- of the program?

25 A. I think trying to measure how many kids don't

1 get shot is like measuring how many terrorist attacks we
2 didn't have. What I know is this, that there's a time
3 period during the day where kids are most susceptible to
4 getting hurt because they're either -- their parents are
5 working or something of that nature. And I know that
6 the more that they're involved in doing something,
7 they're not on the corner. And if they're not on the
8 corner, they're not getting shot. That's -- That --
9 And, again, that's my personal belief.

10 **Q. Understood. So with respect to the supposed**
11 **shuttering of the program by the Governor, the Governor**
12 **has been quoted as saying, multiple media outlets, that**
13 **he -- once he learned what happened with the program,**
14 **ostensibly the results of the -- or the concepts that**
15 **make up the audit, he shut it down. Were you involved**
16 **in the decision to shut down NRI?**

17 A. No, I was not.

18 **Q. Do you think it was a good decision?**

19 A. I think it was a decision that he had to make
20 because he has to deal with the public trust. I don't.
21 I'm not an elected official. So I'm not really even
22 interested in how many people think these kind of
23 programs are good or bad because I know at the end of
24 the day we're talking about some child's life on the
25 other end. So would I have done that? Probably not.

1 But I think the Governor has different concerns and
2 different credibility issues with the taxpayers than I
3 do. That's why he ran for Governor and I did not. So
4 do I think it was a good idea? I think it might have
5 been a good idea for him. Would I have done it? Of
6 course not. We're different people, and we see the
7 world different. And he has a different responsibility
8 than I have.

9 **Q. And your responsibility, though, was to -- to**
10 **give him the information with respect to budgets and**
11 **managing budgets. And, obviously, with respect to this**
12 **program, looking only at it from a budgetary component,**
13 **did you get the information you needed to -- as far as**
14 **the efficacy of the project, where the dollars went, you**
15 **know, whether it was a good investment?**

16 A. So when we talk about -- when we talk about
17 budgeting, budgeting is on the front end.

18 **Q. Right.**

19 A. Right? And so the -- the compliance people
20 and the people that do the monitoring and -- and when we
21 have audits done after programs are -- are running,
22 those folks will kind of figure out the effectiveness.
23 What -- What you do with -- when you're doing a budget
24 is saying we want to fund an effort to deal with
25 whatever this issue is. And what you try to get is

1 information on the front end about what are we going to
2 be funding, right? There was a push a couple years
3 ago -- a few years ago, budgeting for result, right?
4 We -- I mean, so the idea from a budget perspective
5 isn't to fund something and then sit next to the person
6 and watch them do it. No. There are -- There's
7 different directors that run agencies that do that.

8 So what we got was the components that Barb
9 Shaw had outlined for us. And those and all of the --
10 the planning that -- in that structure was satisfactory
11 for us in terms of the budget.

12 **Q. Well, then -- but then there's another budget**
13 **the next year, correct?**

14 A. Correct.

15 **Q. And so you take into effect experience in the**
16 **prior year when you run another budget, right? You**
17 **don't just say, you know, we spent that money, we're**
18 **never going to look at it again? It was --**

19 A. Oh, no, absolutely not. Yeah, absolutely.
20 But, again, that's done by --

21 **Q. But there is a component of backwards looking**
22 **too for determining where it sits?**

23 A. Right. But that's when you -- So, again -- So
24 now we're talking about the budget process for the State
25 of Illinois, and that's where you have agency directors

1 sit with their finance people and some program people to
2 say, you know, Malcolm, or, Mr. -- Director Vaught, this
3 is where we think we should spend more money because
4 this was very effective, this worked, or we want to
5 change programming. And that's part of the budget
6 process, again. But those agencies are advocates for
7 programming and what we should continue and when we
8 should, you know, cancel. And it's our job to weigh the
9 other needs, you know, from other agencies, whether
10 you're weighing education and human services or what
11 have you, in determining what the final budget should
12 look like to at least make a proposal to the General
13 Assembly.

14 THE COURT REPORTER: Excuse me.

15 (Discussion off the record.)

16 BY REPRESENTATIVE SANDACK:

17 **Q. Mr. Weems, with respect to an earlier comment**
18 **you made, I think you testified that you worked with the**
19 **Comptroller's Office to make sure funding was in place,**
20 **correct?**

21 A. Yes.

22 **Q. Tell me -- I'm going to ask -- I forgot --**

23 REPRESENTATIVE SANDACK: Tom, could you grab --
24 what is it?

25 UNIDENTIFIED SPEAKER: Patrick has got it.

1 REPRESENTATIVE SANDACK: Oh, Patrick has it. It's
2 a 10-4-10 to 10-5-10 e-mail.

3 BY REPRESENTATIVE SANDACK:

4 **Q. Okay. Tell me about that e-mail between you**
5 **and Mr. Lavin of October 4, 2010, and October 5, 2010.**

6 A. He was asking where I was. And I was on a --
7 I was on -- So I had been working on a program to get
8 vendors' bills paid. So he was wondering where I was
9 and wanted me to be somewhere -- available Wednesday for
10 something for NRI. And I just, you know, basically was
11 telling him while this was important -- and, again, my
12 interaction in NRI is mostly, again, making sure that
13 the budget was in place. But I -- you know, I'm really
14 not -- you know, I'm African American, but I'm not
15 always the person that deals with the program, so.
16 Again, and I -- And I'm just speculating what his
17 thought was, but my -- this e-mail is about asking me
18 where I was because it was an important -- you know, NRI
19 was important. And I was explaining to him that I was
20 out of town doing something else.

21 **Q. Well, what is the cutting out of the middleman**
22 **and confirming cash availability?**

23 A. So -- All right. So let me make sure I read
24 this properly. When -- If -- So what I would do if we
25 were talking to the Comptroller's Office about making a

1 payment or moving cash or -- Because funding and cash
2 are not the same thing in the State of Illinois. So you
3 could have a bunch of funding available and people can
4 turn in bills and they will sit there if there's no cash
5 available. So what you end up having to do is make sure
6 that -- that when you talk to the Comptroller, that
7 they're ready to get it, right, they're ready to receive
8 these vouchers that you're going to send because they
9 may have a plan to pay down debt service that week or
10 they may be paying some other bills that week. So the
11 idea is stay in contact with them and not have other
12 people do it. I wanted to keep -- I tried to keep the
13 conversations high level enough -- I think at the time
14 we might have been working with their Chief of Staff.
15 This is under Comptroller Hynes. This isn't the current
16 Comptroller. So, again, the idea was to talk to them
17 directly so they knew that, you know -- that we took
18 this program very seriously and that if we did not pay
19 or get the cash out, you know, on a -- on a -- in any
20 regular sense of order that it would be problematic for
21 the program and -- and thus would affect children.

22 **Q. So you were in New York talking with who?**

23 A. No, no, no. So I think what he was -- And,
24 again, this is me -- this is him asking me where I was
25 and me kind of knowing why he wanted me around. And --

1 And I'm -- Again, it's still -- in my mind it was a
2 phone call. It's not going to be me having to go into
3 someone's office and sit down with them and -- because
4 we, you know, had already talked about this.

5 **Q. Okay. What are you confirming cash for in**
6 **that memo?**

7 A. So when you -- Again, so we have funding,
8 right, and so you have to have cash -- you talk about
9 having cash because if the program is going to be
10 rolling out soon, then you're going to get invoices.
11 And so you talk about -- when you get the invoices, you
12 want to make sure there's going to be cash available.
13 Again, this isn't giving a specific date because you
14 have to wait for the Comptroller to tell you what the
15 real cash --

16 **Q. That's really what I'm asking. So you're --**

17 A. Right.

18 **Q. -- you're not talking to the Comptroller here?**

19 A. Right. Well, I'm explaining -- I was
20 explaining to Jack because -- So when I was gone -- You
21 know, the idea was you've got to be right here because
22 we're rolling out this big program, why aren't you right
23 here. And I was trying to explain to him I could make
24 the phone call so no one has to do any talking for us,
25 to make sure that there's cash available whenever we're

1 ready.

2 Q. Okay. Was this a typical way of getting cash
3 for a program, though? I mean, you're talking --
4 you're --

5 A. Letting the Comptroller know? I mean, this
6 is -- this is all -- all this is -- it's coordinated,
7 right? So when you're in the Office of Management and
8 Budget and people are going to spend money, you
9 coordinate. And so because it's -- Children were going
10 to be paid. So the difference between saying we've got
11 to pay the guy that delivers, you know, you know,
12 materials to a prison versus paying young people that
13 are in some program that you've done is that if you
14 don't pay these young people after they work their --
15 whatever their hours are, it -- it has more of an
16 impact, right? It teaches them the wrong thing. It
17 teaches them that you can do a day's work and not be
18 paid for six months. We don't -- That's not what we're
19 trying to do. And the impact to that community is --
20 is -- is more heartfelt, heartfelt, than it would be,
21 you know, with -- with a business.

22 So when you're coordinating, the idea is to
23 make sure everyone is prepared. We -- I was -- I
24 coordinated for debt service on all kinds of -- on
25 bonds -- we do that all the time -- or when you have to

1 pay Medicaid now. All right. So you have to make sure
2 you move cash around, into, you know, different funds,
3 whether -- health insurance, right, for everyone's
4 health insurance here. So you always have to coordinate
5 when you have cash problems like the State does.

6 **Q. Last question from me, Mr. Weems. From the**
7 **Governor's Office perspective, who is the person most**
8 **knowledgeable about NRI?**

9 A. In my view, the most knowledgeable person
10 would -- would have been Barbara, Barbara Shaw.

11 **Q. Was she part of the Governor's Office?**

12 A. Oh, in the Governor's Office?

13 **Q. Right.**

14 A. Oh, she reported up to -- to -- to Toni
15 Irving.

16 **Q. So you'd say she was the most knowledgeable**
17 **person about NRI?**

18 A. Again, I -- And I followed. So I would say
19 yeah. I would say Toni would be the most knowledgeable
20 about what we -- what we were trying to do, whether
21 getting information from Barbara and -- and making sure
22 that there was some kind of coordinated effort with the
23 Governor's Office. That would have been Toni.

24 **Q. Actually I have one more. Who was the most**
25 **responsible person for articulating what was going on**

1 with this program and transferring that information to
2 the Governor?

3 A. I don't know that for sure. I -- I -- Again,
4 I don't know that for sure.

5 Q. Would you assume it's Mr. Lavin?

6 A. I would assume that.

7 REPRESENTATIVE SANDACK: Thank you.

8 REPRESENTATIVE MAUTINO: Just a quick
9 clarification.

10 EXAMINATION

11 BY REPRESENTATIVE MAUTINO:

12 Q. I do believe that you answered it, Malcolm.
13 But in the transfers, which were the main point in this
14 audit -- Towards the end of the fiscal year, transfers
15 were made into non-appropriated funds. Now, the -- at
16 that time when the lump sums were available, that --
17 there was an option for transfers at that point that has
18 since been repealed. I believe that was in the bill
19 language. Who authorized the transfer to the
20 non-appropriated fund? I think you mentioned -- I've
21 been waiting for that answer all day from somebody.

22 A. Okay.

23 Q. So ...

24 A. So authorization. I know that --

25 Q. Someone had to say --

1 A. I made a recommen- -- we made a
2 recommendation --

3 **Q. You made a recommendation to who?**

4 A. I'm going to -- I'm going to tell you. So we
5 were asked what we could do. We had our analysts run
6 through 900-and-some-odd funds that exist, and there
7 were recommendations. I looked -- I made
8 recommendations. I think I would have given them up
9 through Director Vaught, and he would have had a -- a --
10 a meeting with, again, maybe -- maybe Jack Lavin. But I
11 know that there had been questions. So we'd have kind
12 of follow-up meetings about how would this work, what
13 would the timing be. But I think the recommendation
14 came out of GOMB.

15 **Q. So David Vaught?**

16 A. Again -- And I'm just trying to remember.

17 **Q. You were Chief of Staff; he was Director?**

18 A. That's right.

19 **Q. Recommendation came from David Vaught?**

20 A. Well, the representation came up through the
21 OMB and gave -- and it was given to David Vaught. Yes.

22 **Q. And since then and from that point going**
23 **forward -- Because that's what concerns all of the**
24 **budgetary people that are around here, and you've got a**
25 **few of them that are around. We can't do that anymore.**

1 I believe the Comptroller's Office also needed to go
2 through the 900 funds and sign off on anything in the
3 past. I think that has been taken out. Am I correct?

4 A. I'm -- Currently, no. Because I think what --
5 what we were looking at that particular year because of
6 those lump sums -- Look, in general, I think I get to
7 your point, and that is: How can you have funding
8 that's --

9 Q. It's pretty straightforward.

10 A. Yeah, yeah.

11 Q. My point is that funds to non-appropriated
12 funds at the end of the fiscal year were listed out and
13 billed as expended funds when they weren't.

14 A. Well, so that's why I want to make the
15 clarification.

16 Q. Right.

17 A. During that year 2010, fiscal year 2010, the
18 actual enacted budget bill as I remember it -- and,
19 again, you-all may check that. But it defined expenses.
20 And when it defined expenses, deposits into another fund
21 was a defi- -- was in the definition. So that -- Again,
22 so I don't think this was for every year.

23 Q. No, no. As a matter of fact --

24 A. Yeah. It was just for that --

25 Q. -- it was repealed. That is correct.

1 A. Okay.

2 Q. That was in the --

3 A. Okay.

4 Q. -- language for that year. But since that
5 point and prior to the time you left ...

6 REPRESENTATIVE MAUTINO: Rep- -- I almost said
7 Representative. Sorry about that. But you are
8 President of the auditors.

9 AUDITOR GENERAL HOLLAND: I would just like to --
10 to clarify that, Malcolm. That was an argument that was
11 made by one of the legal counsels in the Office of
12 Management and Budget. And we just simply asked for the
13 documentation to -- to substantiate that claim. We're
14 still waiting for that documentation.

15 THE WITNESS: It's in the enacted budget bill for
16 2010.

17 AUDITOR GENERAL HOLLAND: I think you could have
18 easily pulled that out and sent it to us if that's it.

19 THE WITNESS: Well, I didn't -- I had not been -- I
20 had not been asked that. It's a -- It's an enacted
21 bill. It's -- It's -- It's in the definition of
22 expenses.

23 AUDITOR GENERAL HOLLAND: Which fiscal year are you
24 talking about?

25 THE WITNESS: The one that ends June 30th, 2010.

1 That would be fiscal year '10.

2 AUDITOR GENERAL HOLLAND: Okay. So the -- the --
3 the -- the funds we're talking about are fiscal year --

4 THE WITNESS: '10. Yes, they are.

5 AUDITOR GENERAL HOLLAND: They're fiscal year '11.

6 THE WITNESS: No. Fiscal year '11 started on
7 July 1 of 2010.

8 AUDITOR GENERAL HOLLAND: Correct.

9 THE WITNESS: Right. So we're talking about the
10 funds that came from the prior fiscal year. I believe
11 that is what the Representative was --

12 AUDITOR GENERAL HOLLAND: The press -- The press
13 conference that laid out the Neighborhood Recovery
14 Initiative was October 6th of 2010.

15 THE WITNESS: I'll take a step back so that we can
16 all be on the same page.

17 AUDITOR GENERAL HOLLAND: Yeah.

18 THE WITNESS: I thought what the Representative was
19 asking me was to kind of clarify who was involved in
20 taking funding from fiscal year 2010, putting it in an
21 unappropriated fund that was being used in fiscal year
22 2011. That's what I thought. I mean, again, correct me
23 if I'm -- if I'm wrong.

24 AUDITOR GENERAL HOLLAND: Well, I don't know if
25 you're wrong. I don't know if you're right. I just

1 don't know what you're talking about.

2 THE WITNESS: Start over. So the lump-sum budgets
3 that were passed were for fiscal year -- I'm going to
4 ask the people that passed it. 2010, right? So --

5 (Discussion off the record.)

6 REPRESENTATIVE MAUTINO: The lump sum for '10 and
7 '11.

8 THE WITNESS: Okay. All right. Yeah. I'll
9 let ...

10 AUDITOR GENERAL HOLLAND: Malcolm, those lump-sum
11 appropriations were -- Look at ninety-six oh nine five
12 sixty. The effective date of that was July 1 of 2010.
13 That would have been for the next fiscal year, fiscal
14 year '11.

15 THE WITNESS: If that's the case, then I -- then
16 I'm not understanding what the issue would have been
17 moving the money.

18 AUDITOR GENERAL HOLLAND: What would be --

19 THE WITNESS: If that's the fiscal year it was used
20 in and you're telling me that's the year the budget was
21 for --

22 AUDITOR GENERAL HOLLAND: I think you're just off a
23 fiscal year. I'm -- I'm going to try and help you here.
24 I just think you're off a fiscal year.

25 THE WITNESS: I apologize. I -- I -- I mean -- I

1 mean, are you asking me a question? I -- Yeah. I
2 disagree. Again, I -- respectfully, respectfully. But,
3 I mean, again, I -- What's the question? I mean, again,
4 the Representative asked me a question. I was
5 responding. I just ...

6 REPRESENTATIVE MAUTINO: It's '11 and --

7 AUDITOR GENERAL HOLLAND: So -- So what we've been
8 talking about for -- for some time is transfer of funds
9 that took place on June the 23rd, June the 23rd of 2011.
10 That would have been ten days before the end of the --

11 REPRESENTATIVE MAUTINO: It's '11 and '12.

12 AUDITOR GENERAL HOLLAND: Or seven days before
13 the --

14 THE WITNESS: Right. Okay. So then we were
15 talking about -- then we're talking about something
16 different. Okay.

17 AUDITOR GENERAL HOLLAND: Okay. I think we're
18 getting on the same page now.

19 THE WITNESS: I think -- I -- I -- I hope so.
20 So -- So that we're being clear, we're talking about a
21 program that was started in calendar year 2010, right?

22 AUDITOR GENERAL HOLLAND: Fiscal year '11.

23 THE WITNESS: Right. Started there, right? So the
24 program started in, let's just say, fall -- if we're
25 using the e-mails, fall of calendar year '10, fiscal

1 year '11.

2 AUDITOR GENERAL HOLLAND: Correct.

3 THE WITNESS: When I was talking about funding
4 transcending fiscal years, I was talking previous to
5 June 30th, 2010, which fiscal year, I believe, should be
6 fiscal year 2010.

7 AUDITOR GENERAL HOLLAND: The program wasn't
8 announced until October of 2010.

9 THE WITNESS: But I think the Representative was
10 asking about the money.

11 REPRESENTATIVE MAUTINO: I was asking about the
12 money, and it would be carried forward from fiscal year
13 '11 into '12. The unexpended amounts were transferred
14 about 11 days -- into an unappropriated account.

15 THE WITNESS: Well, I wouldn't have known --

16 REPRESENTATIVE MAUTINO: According to OMB --

17 THE WITNESS: -- about -- I wouldn't have done that
18 because I would have already been the Director for CMS
19 that I recall.

20 REPRESENTATIVE MAUTINO: Well, that's --

21 THE WITNESS: Right. I was just saying --

22 REPRESENTATIVE MAUTINO: This is --

23 THE WITNESS: I mentioned --

24 REPRESENTATIVE MAUTINO: This is where I had the
25 most interest in the whole audit actually, is the

1 transfer of those monies because that circumvents, to my
2 way of thinking, the appropriations process and you can
3 continue to do that at the end of the fiscal year if
4 there was any money left over. So that was always my
5 concern.

6 THE WITNESS: Right.

7 REPRESENTATIVE MAUTINO: And I believe that
8 practice has since been stopped by the current
9 Comptroller.

10 THE WITNESS: Well, right. And when we're --

11 REPRESENTATIVE MAUTINO: And then --

12 THE WITNESS: -- calling -- when we're calling it a
13 practice --

14 REPRESENTATIVE MAUTINO: And also --

15 THE WITNESS: -- it was just -- Okay.

16 REPRESENTATIVE MAUTINO: And also a repealer of the
17 language from the Budget Implementation Act that allowed
18 that.

19 Okay. Let us continue on. And I am really
20 sorry. I didn't mean to jump in, but I -- I heard three
21 different versions of that question that I wanted
22 answered: Do we still do that?

23 THE WITNESS: And -- And the an- -- the answer
24 would be no. Okay.

25 REPRESENTATIVE MAUTINO: Rep- -- Senator Brady.

1 I'm used to calling him Representative Brady.

2 SENATOR BRADY: Frankie, you can call me whatever
3 you want.

4 Mr. Weems, thank you for being here.

5 EXAMINATION

6 BY SENATOR BRADY:

7 Q. I don't believe this has been asked, but I
8 think it's been talked around. There's an e-mail dated
9 December 13th, 2010. It's from Barbara Shaw to Billy
10 Ocasio and Toni Irving, repre- -- representing an
11 upcoming meeting the four of you were to have to approve
12 the provider agencies for NRI. My question is: What
13 was discussed at this meeting? How did you vet the
14 potential provider agencies? And did you reject any of
15 them, and why, if you did?

16 A. I wouldn't have approved any lead agencies. I
17 don't -- I didn't. That wasn't my role at all. I'm --

18 Q. Were you --

19 A. I'm going to assume -- I'm going to assume
20 that --

21 Q. Were you at the meeting?

22 A. I don't remember this meeting. However, I --
23 I would have definitely talked to Barbara. I'm sure she
24 would have -- Absolutely. But, again, I wouldn't have
25 approved any lead agencies.

1 Q. Who did?

2 A. I'm not sure, again, from this meeting if
3 you're talking about -- particularly about this meeting.
4 If you're saying in general, it -- it came up --

5 Q. Who would know who approved?

6 A. I'm assuming Barbara, Toni.

7 Q. You don't -- You didn't have -- You did not
8 evaluate the agencies?

9 A. I didn't evaluate. I -- I talked to Barbara
10 and Toni often, but I did not evaluate, no.

11 Q. And you were never in the discussions of
12 evaluation?

13 A. No. Not evaluation, no.

14 Q. So even your home community of Englewood, you
15 didn't --

16 A. No.

17 Q. -- have any discussions about who would get
18 that?

19 A. No.

20 Q. There's another e-mail dated September 16th,
21 where Barbara Shaw asked you why members of the
22 Governor's Office were compiling a list of Chicago area
23 ministers in connection with NRI. Your response was
24 that you would explain it in person. What was the
25 explanation you gave her, and why did it have to be in

1 **person?**

2 A. And I'm just trying to remember. So we asked
3 Barbara to put together a program. And because they
4 were -- you know, people were very concerned about its
5 progress, I think a lot of times there were folks that
6 wanted to constantly look over her shoulder. And so I
7 think that part of Barbara's confiding in me about
8 different things is because I was one of the people,
9 again, when we -- I -- I actually came to her when we
10 had started talking about this funding being available
11 and then how it was going to be used and -- and -- this
12 investment in anti-violence the Governor was going to
13 make. She -- I was a sounding board for her. And it --
14 Let's be very honest here. It was -- Just as you all
15 are suggesting, it was a big undertaking and I think it
16 was very stressful. So we talked often about just how
17 to deal with people, you know, and, again, internally
18 dealing with folks to make sure that we could stay on
19 top of this and keep things moving. I don't -- I don't
20 remember that specific conversation. We had many. We
21 had many.

22 **Q. Well, her question was why the Governor's**
23 **Office was compiling a list of ministers. That was her**
24 **question to you. You told her you would explain in**
25 **person. So my question to you is: Why were you**

1 **compiling a list of ministers, and what did you tell her**
2 **in person?**

3 A. I wasn't compiling a list of ministers. I
4 think she was trying to ask me to see if I understood
5 what was going on. And my thing is -- is -- Most of the
6 time it's -- you know, you'd be --

7 **Q. Did you understand --**

8 A. -- typing a dissertation.

9 **Q. Did you understand what was going on?**

10 A. I can't remember it specifically, but --

11 **Q. You don't --**

12 A. -- this kind of -- Hold on. This kind of --
13 I'm sorry, sir. But this kind of question or this kind
14 of issue would come up, you know, almost daily or weekly
15 because there would be issues with people wanting to do
16 things different. And so I don't particularly remember
17 this, the one that you're talking about, but I was --
18 again, I was a sounding board for her. And I think a
19 lot of times I did that a lot in State government and
20 tried to talk to people to make sure that everybody was
21 on the same page, that we understood one another. There
22 are a lot of personalities, as I'm sure you all know in
23 the General Assembly.

24 **Q. So back to her question. If you were going to**
25 **talk to her about why the Governor's Office was**

1 **compiling a group of ministers, what did you find out?**

2 A. Again, I -- I don't specifically remember. I
3 don't -- I don't know.

4 Q. There's a handout that was distributed on
5 September 16. It's for a meeting with NRI lead agencies
6 and applicants, and you expressed that a payment would
7 be made in late October. Also, in the September 30th
8 board meeting, you said: The Governor's Office is
9 committed to allocating some of the funds for the
10 initiative immediately and will allocate the rest after
11 the election. We've talked about that portion.

12 A. I didn't -- I didn't -- Again, we also talked
13 that I didn't say that.

14 Q. You didn't say that. Why did the handout
15 express that the funds would be distributed in late
16 October?

17 A. I didn't -- I didn't produce this document. I
18 don't know. I don't know.

19 Q. So you were involved in funding the project,
20 but you didn't have any conversations about how funds
21 would be available in October?

22 A. No. I -- I -- Again, I didn't produce this
23 document, so I --

24 Q. You seem to be very intimately involved in the
25 project. This is the funding -- I mean, as you said --

1 A. No. This is -- This is the --

2 Q. -- in the State of -- As you said, in the
3 State of Illinois, there's a difference between
4 appropriation and cash --

5 A. Right.

6 Q. -- in our State, unfortunately.

7 A. Right.

8 Q. And this document says cash will be
9 distributed in late October. And you were involved in
10 that. You're telling me that although you were
11 intimately involved particularly in the funding, no one
12 ever talked to you about funds being distributed in
13 October?

14 A. The -- This -- You're -- You're talking about
15 a particular document that was -- it looks like a Q and
16 A that was handed out. To what group, I'm not exactly
17 sure. But the point I'm making is -- When I just talked
18 about coordinating, what would have happened would have
19 been at some point when there was really something
20 happening, Barbara would let me know that there were
21 going to be vouchers going in. Again, I don't know if
22 it was related to this particular document, but I didn't
23 produce this document.

24 64, give or take, agencies under the Governor
25 at the time. I mean, they all had fiscal issues. I'm

1 not -- I won't -- I don't get down that low. I would --
2 I would talk to her about it, when she was ready, to
3 make sure that cash was ready at the Comptroller's
4 Office.

5 **Q. One other e-mail that -- Excuse me. I believe**
6 **there's two. Did you attend any meetings with**
7 **ministers?**

8 A. I was at -- Yes. I would have attended some
9 meetings where ministers were definitely there. Yes.

10 **Q. And what's your recollection of the gist of**
11 **these meetings?**

12 A. Again, so all of the -- And, again, I'm just
13 kind of looking at all of the minister meetings that
14 I've been -- been at. And most of them, again, were
15 talking about, A, is there going to be funding
16 available, at least that was what would have been
17 directed to me. The other stuff was talking about the
18 need that -- for those communities, that something needs
19 to be done. Again, you're talking about the ministers
20 coming in every week with -- with, you know, shooting
21 numbers going up by 40 and 50. So it was -- you know,
22 it was -- they were clamoring a lot.

23 **Q. I guess there's just one more e-mail that I**
24 **didn't -- There was one other question. There's a lot**
25 **of e-mails that are going back and forth, but I haven't**

1 **seen any that involve the Governor. I've seen the**
2 **Governor's brother involved. I've seen -- But is it**
3 **uncommon that -- I mean --**

4 A. I never received an e-mail from Governor Quinn
5 other than that he sent something out, like, statewide
6 like, you know, Happy whatever, Veteran's Day. I don't
7 know -- I never had an e-mail from the Governor that I
8 can remember.

9 **Q. So all of these people who are e-mailing, the**
10 **Governor wasn't involved in the e-mail --**

11 A. Not -- Not --

12 **Q. -- strands?**

13 A. No, no, no.

14 **Q. And I guess the last question. This is an**
15 **e-mail. On September 15th, Barbara Shaw expressed**
16 **concern to you that a Chicago -- a Chicago Tribune**
17 **reporter was planning to attend a meeting for NRI**
18 **applicants. You followed up with her later and said**
19 **that you would do the dirty work and kick out any**
20 **members of the press who arrived. Why would you kick**
21 **out the press?**

22 A. You know what? You know, again, I'm going
23 to -- So I've -- I've been in this situation probably a
24 lot more than Barbara. And I think -- You know, again,
25 I'm not exactly sure.

1 **Q.** I don't have a problem with you doing the
2 **dirty work for her, I guess, if she didn't want to do**
3 **the dirty work. My question is: Why is that dirty**
4 **work, and why were you afraid of having the press in the**
5 **meeting?**

6 A. As you all may know, sometimes when you're --
7 things are taken out of context, like some of these
8 e-mails, like a lot of things in State government. And,
9 again -- And I'm speculating because I don't remember to
10 this day. But there -- there's a number of reasons why
11 you don't want the press involved in government
12 decisions until after they're made, until after you can
13 kind of explain to them. That is -- That's something
14 that I think is -- is particularly -- you know, is
15 particular to this particular situation. But, yeah,
16 again, the idea was --

17 **Q.** **Did it have anything --**

18 A. -- I knew that she was under a lot of stress.
19 I -- I -- I --

20 **Q.** **Did it have anything to do with her statement**
21 **earlier today that this was a political football from**
22 **day one?**

23 A. No, no, no. Now, there may be people that
24 want to make it into a political football, but I will
25 finish with you, Senator, by saying there's no political

1 football. We're talking about children's lives. That's
2 how we view the program.

3 SENATOR BRADY: We -- We agree that we're talking
4 about children's lives and we don't think there's
5 anything more important, but we also know we've got
6 limited resources and our concern is that, at least
7 according to the Auditor General, these resources
8 weren't put into place in the right way that they should
9 have been. Therefore, we're concerned about the waste
10 and the fact that the resources didn't get to as many
11 children as they could have.

12 REPRESENTATIVE MAUTINO: Are you done?

13 Representative Crespo.

14 REPRESENTATIVE CRESPO: Thank you, Chairman.

15 EXAMINATION

16 BY REPRESENTATIVE CRESPO:

17 Q. Malcolm, while we've been here, like -- it
18 seems like a hundred hours already. And I hope when I
19 leave today that -- that I can leave with something,
20 that I've learned something today.

21 A. Okay.

22 Q. I'm struggling with that. We'll be back here
23 tomorrow. Maybe I'll learn something tomorrow out of
24 this whole process.

25 And you and I have had the opportunity to talk

1 as well when you were head of the CMS and you came
2 before the Appropriations Committee. And we had good
3 conversations about audit reports, about best practices,
4 and things like that because of our backgrounds, and I
5 enjoyed that.

6 You know, one of the things I've learned today
7 is when we talk about the children dying -- And -- And
8 the closest I've -- I've been involved with having a
9 family member die was my uncle back -- he owned a little
10 restaurant on Taylor Street before I was born. My
11 family still talks about that. But I'm here today, and
12 I hear your story. I here Billy Ocasio's story and --
13 and -- and Kwame Raoul and some of the other folks. And
14 I'm like, wow, it becomes more real.

15 And, you know, in fact, I was so frustrated
16 because I'm like: How can people not understand these
17 are grant dollars, this money that's going down the
18 drain? And I -- So it bothers me.

19 But I can see why people feel so passionate
20 and so strongly because of those experiences, they've
21 been there. And I hope that we learn from that, that,
22 okay, we understand that some folks might look beyond
23 the funds not being used properly, whatever have you,
24 because there's a bigger issue out here. I get that
25 today. It becomes very real today. And I think as --

1 as -- as I hear about the genesis of the -- the program,
2 that there was some good intentions, you know, there was
3 a need out there, and some people understand better than
4 most. I get that.

5 And I also get that we brought some people in,
6 some "subject matter" experts like Director Shaw based
7 on her expertise. But I'm going to share a couple
8 things with you. And I'm hoping I get at least this in.
9 And I'll get your opinion because you probably weren't
10 part of these decisions.

11 But it was part of the audit report that
12 starts on page 29, and it talks about a meeting that
13 was -- they were going to have with the -- with some of
14 the aldermen and Director Shaw brought in this MEE
15 Productions. I'm not sure if you know who they are. I
16 don't.

17 But then -- then I go to page 30. And this
18 is -- I think, goes to the gist of the problem in my
19 mind. I know we're looking for something else. We're
20 looking for e-mails, trying to connect the dots and then
21 figure something out. But what I'm getting so far --
22 and tell me what you think about this. And I'm just
23 reading verbatim from the audit report.

24 One of the bullet points talks about this
25 Telpochcalli Community Education Project, which is a

1 Latino project or group. And they told the auditor:
2 Another challenge faced with the program was MEE
3 Productions' inability to provide Spanish material. MEE
4 Productions was not prepared to work with the Latino
5 community. So that's what this says from one of the
6 providers out there.

7 Black United Fund of Illinois, they stated:
8 The Overhead/Project Costs Box on the second page of the
9 budgets of each of the NRI program components was
10 extremely frustrating due to the absence of written
11 instructions and/or guidelines.

12 Proviso Leyden Council talked about they did
13 not receive the outreach material. This was 80 days
14 after the contract began.

15 Association House of Chicago talked about that
16 the planning for service delivery had been challenging
17 due to the changing timeline for the start of the
18 program and the NRI program design.

19 And I can go on and on and on and on.

20 Now, based on your experience, would you agree
21 with me that at worst it seems this program was grossly
22 mismanaged? You read the audit report, I know, sometime
23 ago, and I know you read audit reports. We had the
24 conversation --

25 A. Oh, yeah. Oh, yes.

1 Q. -- years ago.

2 A. Oh, yes.

3 Q. And if you read the audit report the same way
4 I -- I did -- And -- And, again, what I got from this
5 was that -- and you know what? And this is not the only
6 program in the State that's been mismanaged. I've been
7 in office seven years. And it's been so frustrating to
8 me because it seems like every single RFP that we issue
9 is flawed, is badly drafted, and that causes so many
10 other problems. And it seems like they're just so --
11 there's good intentions but yet lousy management. Would
12 you agree with me there is?

13 A. Representative, I think I get your point. I
14 would not use terms like "grossly mismanaged" with
15 programs like this. I think there are things, if you've
16 been in State government long enough on the operating
17 side of things, you are going to see that most things --
18 just like legislation. In its first year, you have to
19 do follow-up legislation. The same thing goes with
20 programs. You have to look at them and fine-tune them.
21 I think that if you look at how this State operates in
22 any other emergency situation, any other emergency
23 situation -- and I'm talking about from tornados to
24 flooding to everything else, when buildings collapse.
25 There is no predetermined path of how to handle an

1 emergency. It just doesn't -- That's why it's an
2 emergency, right? I don't -- I would not characterize
3 it as a gross mismanagement. I would characterize it as
4 responding to the need.

5 You mentioned earlier that some of the
6 things -- like their -- that some of the information was
7 not in Spanish to help Latino communities. I thought
8 that's what I heard you say. You know, I don't think
9 anybody involved in this meant to not have information
10 for Latino citizens. All right. As you know, I'm
11 married to one. And she's probably watching this, so I
12 want to make sure I say that. But -- But those are
13 mistakes that are made when you're trying to do
14 something, like you said, that's really important.

15 There's nothing that's going to happen here
16 that's going to make me feel bad about my involvement in
17 the NRI program. It's just not going to happen. And so
18 I would not categorize it that way. I would say that it
19 was a new program, that after its first run it could
20 have improvements, but I wouldn't call it grossly
21 mismanaged. And I'm just being honest.

22 **Q. I was hoping I would (inaudible) you, so I**
23 **could get that before I left.**

24 **You know, and some of these are mistakes, and**
25 **some, I think, are just obvious oversights. And the**

1 issue with the MEE that -- that Director Shaw brought to
2 the table -- If you're going to deal with a Latino
3 community -- I'm Latino, and I can't even pronounce
4 this, Telpochcalli, whatever it's called. And I'm
5 letting you know the most obvious thing. I need to make
6 sure that -- that then I find a group that's going to
7 deal with them, that's sensitive to the Latino
8 community. They can't even provide the materials. So
9 to me that's not even a mistake. To me that's -- that's
10 just an obvious oversight. And here's the sad part,
11 that all these things are to the detriment of -- of our
12 African Americans and brown people like me, the people
13 that we care about, because of that lack of knowledge.

14 And what I still insist, at the end of the
15 day, it's just mismanagement. I don't know. I've been
16 trying to connect the dots like everybody else has.
17 I've been looking at e-mails, and I'm having a really
18 difficult time. Maybe tomorrow we'll connect the big
19 dot. I don't know. But I'm taking from this today it's
20 just -- maybe it's too strong to say gross
21 mismanagement. I'll take the "gross" away. I'll leave
22 it mismanagement.

23 A. I'll meet you halfway. I think there was some
24 things that we could have managed better.

25 REPRESENTATIVE CRESPO: Thank you very much. Good

1 seeing you.

2 THE WITNESS: You too.

3 REPRESENTATIVE CRESPO: And say hi to your Latina
4 wife.

5 THE WITNESS: I sure will.

6 REPRESENTATIVE MAUTINO: Senator Martinez.

7 SENATOR MARTINEZ: From the other Latina, right?

8 You know, I -- And I've got to just share this
9 because it's important that -- There's many
10 organizations in both the black and Latino communities
11 that their intentions are good but sometimes they have
12 not been trained properly. We have many agencies, you
13 know, that are doing good work in our communities, but
14 even yet the -- the -- the training on -- on -- on these
15 applications, on the monitoring system, on the auditing
16 system, they're not trained sometimes to do this, you
17 know, correctly but that they want to participate
18 because they need the dollars to go to the schools, go
19 to the after-school programs, and talk to the parents.
20 All the intentions are there, you know.

21 But when you talk about crime, you know, and
22 what's going on -- And let me just share that I was one
23 of those mothers that if it wasn't the fact that I took
24 my daughter, grabbed her, and threw her on the floor,
25 behind a car, my daughter or my son would have been

1 shot. Those are the kind of things that we live in the
2 neighborhood with on a daily basis, now more than ever.

3 You know, that the management of this
4 particular NRI was -- lacked -- lacked many fundamental
5 parts, I think that -- I think Director Shaw said it,
6 that, you know, sometimes we can't monitor the agencies
7 that are supposed to be the fiscal, you know, agents
8 that are watching, but at the same time those fiscal
9 agents are not training our organizations on how to do
10 the paperwork correctly.

11 So I think that there is a whole lot that we
12 can learn from this but that the need -- I -- I -- I'm
13 with you on this Malcolm, is the fact that we needed to
14 do something right away. The crime situation -- I mean,
15 the violence situation with the shootings that were
16 going on now and still going on today, still going on
17 today, when -- Every time you pick up your -- your phone
18 or you -- or you turn the TV on, there is a shooting,
19 some shooting somewhere.

20 And I think that that's why we have to take
21 this report, this auditor's report, and -- and -- and
22 the findings and -- and really make it work either for
23 legislation or for things that we need to do, but right
24 now we haven't addressed the issue. All we're talking
25 about is these findings and what happened, but we're not

1 talking about what we need to do.

2 And I know that you've worked in the community
3 for many -- And I've seen you out there on your own,
4 not during -- just talking to people about programming
5 and everything else that we need to continue to do in
6 our communities. And I thank you for that.

7 But I know that we have a lot of work to do.
8 Our -- Our agencies have a lot of work, DHS, DCFS,
9 when -- Representative Crespo talked about why aren't we
10 talking about the children that are in these, you know,
11 DCFS programs, children that are sometimes dying
12 because -- not because of mismanagement but because
13 there's a lot of work that needs to be done educating
14 people. And that's what we should be concentrating our
15 efforts on.

16 So, you know, when it comes to mismanagement
17 of programs, I just think that we have to just -- we
18 reacted -- we overreacted to things that were going on
19 but that we have to do a better job as we roll out, make
20 sure that people are trained, especially in the
21 communities train these folks that want to help, that
22 want to participate, that want to be able to bring some
23 of these services to our children, to our parents, you
24 know, to our -- our professionals that are there; make
25 sure that we just put more money into training our

1 agents, you know, our agencies out there; but making
2 sure that our not-for-profit organizations that are
3 working in our -- both in the black and brown
4 neighborhoods and, I guess, across the whole entire
5 state, you know -- making sure that they know what it is
6 to -- how to dot an I and cross a T and know that when
7 you're talking about expenditures and when you're
8 talking about State dollars, every dollar has to be
9 accounted for. And I think that's what we have to start
10 teaching our people more about, about accountability
11 when it comes to State dollars, but the intention and
12 the fact that we have a crisis on our hands that we
13 don't seem to find any answers for, you know, I --
14 that's what I'm concerned with right now when I go out
15 to the neighborhood and see and hear shots, you know, in
16 the -- in the alleyways, on the streets, and hearing
17 squad cars on a constant basis all through the night in
18 our neighborhoods. And that's what I have -- that's
19 what I want to concentrate my energy on when it comes
20 to -- to -- to educating, you know, our community
21 organizations about State dollars and how important it
22 is, that accountability. That needs to be -- that needs
23 to be taught, to go with that. So thank you.

24 THE WITNESS: Thank you. Agreed.

25 REPRESENTATIVE MAUTINO: Further questions.

1 Representative Reis.

2 REPRESENTATIVE REIS: Thank you, Mr. Chairman.

3 You got a little reprieve there. The court
4 reporter didn't, though, did she?

5 EXAMINATION

6 BY REPRESENTATIVE REIS:

7 Q. Did you speak to anyone from the Governor's
8 Office prior to today's testimony, since --

9 A. No. I -- I mean, I --

10 Q. -- June of this year?

11 A. No, I have not. I -- I saw people, but I have
12 not talked about this at all.

13 Q. Anybody from the Audit Commission? Did you
14 speak to anybody at the Audit Commission this summer?

15 A. No. No, no.

16 Q. Anybody at CMS?

17 A. Have I spoke to anyone at -- I have spoke to
18 people, not about -- not about this.

19 Q. Did you speak to anybody at all this summer
20 about this?

21 A. Yes.

22 Q. Okay.

23 A. This young lady sitting next to me a lot.

24 Q. You mentioned in your testimony earlier this
25 evening that you were in New York working on a way of

1 **getting vendors paid?**

2 A. Yes.

3 **Q. You also mention in your resume that -- your**
4 **excellent analytical and financial skills?**

5 A. Yes. Well, my resume isn't under oath,
6 though, right?

7 **Q. I know, but I'm leading here. Why -- If there**
8 **was money left over in fiscal year '10 and, according to**
9 **the Comptroller's Office, there were \$6.37 billion in**
10 **unpaid bills, why wasn't that extra money used to pay**
11 **down bills?**

12 A. (No verbal response.)

13 **Q. Aside from --**

14 A. So we're talking about --

15 **Q. Aside from --**

16 A. So we're talking about --

17 **Q. -- your strong feelings --**

18 A. That's what I'm saying. Yeah. We're talking
19 about -- Okay.

20 **Q. Aside from your strong feelings for this**
21 **program, why wasn't those vendors that had been owed**
22 **money, sometimes months --**

23 A. I just want to make sure I know what we're
24 talking about. We're talking about June -- June --

25 **Q. Of '10.**

1 **Shaw -- Barbara Shaw e-mailed you discussing parent**
2 **stipends and stating that they would be another good way**
3 **to get money into the community. What was your response**
4 **to this e-mail?**

5 A. I -- I don't remember. Again, it -- Again --
6 And I don't remember even when she asked me, if she
7 talked to me on that -- on that Sunday. But, again,
8 I'll tell you what I think about the stipends right now.
9 I mean, I think that part of that is if you have
10 children in certain communities where they're -- and
11 they're working and their parents aren't working or --
12 there's an effect that can be felt if -- if you want --
13 if you want certain things to work, the parents have to
14 be involved. And some of that means them spending their
15 actual time. And so spending your time -- if you're
16 spending your time with your child, maybe you're not
17 somewhere else working or earning -- you know, so the
18 stipends in my mind were designed to make sure that both
19 the child and the parent could be involved together.
20 And, again -- And for some of these communities, again,
21 where, you know, black and brown children live, there's
22 all kinds of studies that will tell you about the impact
23 of -- of -- of not having this stuff. So I think that's
24 where that conversation was and what that conversation
25 was about.

1 Q. Is that how you responded to her in --

2 A. Again, I'm not -- I'm not exactly sure. I
3 can't really remember. But, again, I -- I don't think
4 my belief about stipends for parents and for high-risk
5 children has changed?

6 Q. There's been a lot of focus on your time in
7 the GM- -- and GOMB. But in 6-11, you went over to CMS?

8 A. Yes.

9 Q. So you were Director of CMS from 6-11 through,
10 you said --

11 A. Yeah, to last October.

12 Q. Last October.

13 A. '13.

14 Q. Were you in any way involved with the audit
15 which was being conducted at the time you were still at
16 CMS?

17 A. The first time I heard -- Well, the audit, the
18 first --

19 Q. This audit that we're talking about --

20 A. That we're -- Right, right. So my -- my
21 earliest memory, the first time that I really heard that
22 there was a problem was C- -- I guess, there was a CNN
23 story. And then I don't know if the audit was done --
24 started prior to that or after that or -- I don't
25 remember.

1 Q. It was a -- a year after that.

2 A. A year after --

3 Q. So it was in --

4 A. Okay.

5 Q. -- the summer of 2012.

6 A. Right.

7 Q. Auditor General Holland started his work on
8 the audit as per the House resolution.

9 A. Okay.

10 Q. And you were the Director of CMS at the time.
11 So my question is: Were you involved in any way
12 providing information to the Auditor General on his
13 audit investigation?

14 A. Not that I remember.

15 Q. Who in your staff would have been?

16 A. From GOMB?

17 Q. No.

18 A. From CMS?

19 Q. From CMS. And I'm talking about the e-mails.
20 And we've got about 350 pages of e-mails when -- after
21 the audit report was issued in February.

22 A. Okay.

23 Q. And we went into CMS's office and started
24 going through boxes. There's about 350 e-mails. So
25 someone from -- from CMS had to provide those e-mails.

1 A. I don't remember getting -- I'm sorry. I
2 don't recall getting any requests for me to do anything
3 specific.

4 REPRESENTATIVE MAUTINO: General Holland.

5 BY THE WITNESS:

6 A. My relationship with the Auditor General was
7 pretty -- pretty good, I would --

8 REPRESENTATIVE MAUTINO: Malcolm, hold on.

9 General Holland.

10 AUDITOR GENERAL HOLLAND: Representative Reis, are
11 you pleading or suggesting that maybe I didn't get
12 everything I needed?

13 REPRESENTATIVE REIS: Not for the lack of trying.

14 AUDITOR GENERAL HOLLAND: Well, you'd be wrong.

15 REPRESENTATIVE REIS: And that's the question, I
16 guess, if that's the case. If every e-mail that had
17 anything related to --

18 AUDITOR GENERAL HOLLAND: So are you -- are you
19 referring to some other document that's out there that
20 suggests I didn't get everything I needed.

21 REPRESENTATIVE REIS: Well, here's an e-mail that
22 was missing. I mean, everybody responded to each other
23 many times, but there's certain times when people didn't
24 respond to each other. And, as you know, we tried in
25 December through FOIA requests and stuff to get e-mails,

1 and we were blocked at every turn. Not one bit -- Not
2 one bit of concern about your job. I'm wondering if --

3 AUDITOR GENERAL HOLLAND: Well, let me -- let me --
4 You know what? I have read suggestions that maybe I
5 didn't get access to everything I needed to do my audit.
6 I have read those suggestions. And I think you're
7 familiar with those suggestions.

8 REPRESENTATIVE REIS: Yes.

9 AUDITOR GENERAL HOLLAND: And would that be --
10 would that be some of the information that's contained
11 in this June 10th letter from Representative Kay that
12 cites a June 10th --

13 REPRESENTATIVE REIS: No.

14 AUDITOR GENERAL HOLLAND: Nothing to do with the --

15 REPRESENTATIVE REIS: I don't -- I don't have --
16 I've never seen that letter.

17 AUDITOR GENERAL HOLLAND: The one from
18 Representative Kay to Representative Reis?

19 REPRESENTATIVE REIS: Okay. Well, I'm going to
20 pretend to be you guys today because I haven't seen
21 that. I don't know what you're talking about.

22 AUDITOR GENERAL HOLLAND: I'll give it to you.
23 Because there is a -- a report attached from Garrett
24 Discovery, Garrett Discovery. And there is a suggestion
25 in there, in the body of this report that's dated

1 June 10th, June 10th, an important date, that suggests
2 that -- June 10th of 2014, just recently. Okay? And in
3 this -- in this report, it makes the suggestion that
4 maybe I didn't get everything, and it's suggested
5 because Malcolm Weems was the Director of CMS and was in
6 control of the very system that contained the ESI
7 requested by the Auditor General but was unable to
8 verify whether or not I got all the e-mails.

9 And, in addition, I'm -- I'm -- I'm bothered
10 by this report because it's dated June 10th. And at the
11 very same time, it -- on June 10th, it says, How -- How
12 can we deal with this, from somebody who's been
13 subpoenaed before the Commission. Now, the subpoenas
14 weren't issued until June the 25th. I don't know how
15 you issue a report on June the 10th. Now, that's only
16 one-half of this report that suggests I didn't get
17 everything.

18 REPRESENTATIVE REIS: Well, I mean --

19 AUDITOR GENERAL HOLLAND: The other half of the
20 report is the -- the e-mails that -- there was a
21 question about: Did we have access to Barbara Shaw's
22 vault? Did we have access to all of her e-mails? And
23 the short answer to that question is yes. But we
24 didn't -- we don't keep every e-mail that Barbara Shaw
25 produced if it didn't relate to the Neighborhood

1 Recovery Initiative. And we didn't -- if it didn't
2 relate -- We're not about collecting e-mails. We've got
3 50,000 pages of documentation.

4 We collected what we needed to accomplish the
5 goals and mission as sponsored by you in HR 1110, and I
6 think we did a pretty good job. And we got everything
7 we needed, every single e-mail, access to every single
8 e-mail we needed, and every one of those e-mails that we
9 needed in order to -- to reach our goal that this was a
10 hastily developed program that did not have good
11 management, did -- not good planning, all of those
12 problems. We -- We had access to those, and -- and I
13 think we did a pretty good audit. And we got everything
14 we needed.

15 REPRESENTATIVE CRESPO: Hey, Chairman, could we get
16 a copy of that letter for the committee as well.

17 REPRESENTATIVE REIS: And -- And I was referring to
18 my letter to the Governor's Office and to the new
19 Director -- acting Director of CMS this summer with
20 e-mails, not -- not Representative Kay's letter that
21 he's referring to. And I'll certainly take a look at it
22 when I get it.

23 I guess where I was going with this was that
24 when we were here in July, we were told by one of the
25 subpoenaed witnesses that there was 107,000 e-mails. We

1 didn't know what they were, what they were related to.
2 Were they all related to NRI? We didn't know. But they
3 said they would work with us. And after many months of
4 going back and forth, I think it was trimmed down and
5 then trimmed down. And then the Governor claimed
6 executive or client-attorney privilege on a bunch of
7 them.

8 And I for one second don't want to take away
9 from the unblemished credibility of Speaker Hol- -- or
10 Auditor General Holland, not one second. And I think
11 you know me and I -- I know you, and I would never do
12 that.

13 But I just don't know from the standpoint of
14 everybody getting all of the e-mails that connect these
15 dots. And if someone will tell me we got everything --
16 And that's why we asked to supervise the search in
17 September, just supervise, stand over the back and --
18 and watch the keywords that are typed in, the spacings,
19 the periods, everything. That's all we wanted to see.
20 And it would -- it would spit out a report, this big IT
21 program you guys put in 2005. It would spit out every
22 search that's being conducted, right? That's all we
23 wanted to do, was supervise. If that was the case, I'd
24 go home and say, You know what, the Audit Commission got
25 everything, Auditor General got everything, and we would

1 know that we had truly every e-mail. But we have not --
2 we don't know that.

3 Now, I'm going to take the Auditor General
4 saying that he got everything he needed to do his work
5 outlined in the House resolution with the caveat that
6 maybe we didn't get all of the e-mails and how the
7 program was put together ahead of time. Maybe we'll --
8 Maybe we'll never know. So that's all I have.

9 Thank you.

10 REPRESENTATIVE MAUTINO: Thank you.

11 Senator Raoul.

12 SENATOR RAOUL: I don't know how to follow, but
13 I'll -- I'll try.

14 EXAMINATION

15 BY SENATOR RAOUL:

16 **Q. Mr. Weems, I'm not going to ask you about**
17 **any -- any e-mails because I think, you know, we've**
18 **exhausted that line of questioning.**

19 I'm going to start by saying -- focusing in on
20 just kind of the audit findings. You've been asked,
21 and -- and I think Ms. Shaw was asked before -- And I
22 think -- You know, I think Senator Martinez just did a
23 great job of highlighting the fact that the Auditor
24 General's findings does a great job of highlighting a
25 desperate need in your and my community with regards to

1 a network of community-based organizations that have
2 been serving the community for a long time and have to
3 make tough choices between whether they keep their
4 lights on, when they pay the limited staff that they pay
5 and -- because we historically underinvested in such
6 community-based organizations.

7 You have the benefit, as you expressed kind of
8 in your opening statement, of being familiar with the
9 neighborhoods and of -- you're probably also familiar
10 with some of these community-based organizations. So
11 are you familiar with the fact that there's a need for
12 capacity building with a lot of these community-based
13 organizations?

14 A. Absolutely. I think the thing to your
15 point -- your point and Senator Martinez's point is
16 that -- and -- and actually to Representative Crespo's
17 point when we talk about the things that could have been
18 done better -- That's what all of that is. I have not
19 witnessed any ac- -- you know, program -- programmatic
20 activity that has taken place that has gone on without a
21 hitch, right? And we learn from that because whatever
22 that cause is is important enough. So I think you're
23 right. I think, you know, the first time we rode a
24 bike, any of us just rode it without falling? So I -- I
25 think you're correct. To really say that we invest in

1 these types of programs or this type of funding or in
2 trying to come up with a program that prevents all this
3 violence, you have to be willing to allow organizations
4 to grow and be really ready to do it and -- and learn,
5 like you said, to be taught how to do things. So I
6 think that's absolutely right.

7 **Q. Now, I need to make it clear. And I agree**
8 **with Representative Crespo and -- and the Auditor**
9 **General that we ought to seek for each and every one of**
10 **these organizations to -- to provide documentation**
11 **and -- and proof of everything that -- that they've**
12 **done.**

13 **The conclusion that I don't think -- that a**
14 **lot of people are reading into the Auditor General's**
15 **finding is that -- the notion that there is some**
16 **shortcoming in some of this compliance reporting**
17 **necessarily concludes that they didn't do anything? Is**
18 **that -- Is that your feeling and understanding of such**
19 **or- -- organizations?**

20 **A. Right. It -- It -- It -- It kind of sounds as**
21 **if people are saying because there was some mistakes,**
22 **that nothing good happened. And that -- I think the**
23 **question was asked -- And it might have been**
24 **Representative Sandack that asked me if I knew how many**
25 **children we saved. I mean, I think that there was a lot**

1 of good things that were done. There are a lot of
2 things that could have been done better. But, again, it
3 was -- it was the first. This program was, you know, in
4 its first year. And, again, usually what we do when we
5 try something that we know is important, we try again
6 and try to do it better. And, you know, again, capacity
7 building is how you do that.

8 The -- The -- The truth of the matter -- And I
9 don't want to take too much time. But the truth of the
10 matter is that most of the people that can reach young
11 people that are at risk are usually at-risk people. So
12 when you try to bring in someone that is -- maybe has
13 great intentions, maybe has -- has the money to do --
14 has the resources to do something, all of that is great
15 and they may be able to dot all the I's and cross all
16 the Ts, but until you can present all of that in a way
17 that the people that are on the front line can handle
18 and -- and then incorporate into their message, you're
19 going to have a hard time reaching the people that need
20 to be helped. Because it's -- it's not just that
21 there's a bunch of very well-educated people sitting
22 around, killing each other, waiting for somebody to tell
23 them that they shouldn't do it. These are people that
24 don't know. And -- And -- And that way of violence and
25 all of that is all they do know, you know.

1 And -- And -- And, you know, not to equate it
2 to something else, but you know, we have -- many of us
3 have relatives or loved ones that are in the military.
4 And when they come back home from very dangerous
5 assignments and they come back and -- they're not the
6 same. And we -- we talk about treating those people and
7 helping them to integrate them back into society. But
8 we're not talking about that in the same way when we
9 talk about a 13-year-old that has probably witnessed two
10 or three homicides in their life right around the corner
11 from them, in the same building they live in. We don't
12 treat it the same way.

13 So I think when you talk about capacity
14 building and we talk about other emergencies that exist,
15 right, other emer- -- It's a crisis. It's an emergency.
16 You have damaged children that are -- only see violence.
17 And then we talk to them about -- you know, and the
18 people that are going to treat them about, Hey, make
19 sure you fill out all of this paperwork and this
20 paperwork, those people make the decision like, I'll get
21 to that because I'm going to do this first. So I think
22 there's training that needs to be done because they need
23 to learn how to do it, but it doesn't mean that they
24 weren't doing a service with taxpayers' dollars that
25 taxpayers could be proud of.

1 Q. Now -- Now, much has been made about the
2 selection of the organizations and the -- the process
3 and the questions on whatever the pro- -- process was,
4 and, you know, mention has been made of best practices
5 in selection of organizations. Can you discuss a little
6 bit of how just general objective criteria doesn't
7 necessarily do the work to determine who at best is
8 servicing these particular communities on the front --
9 front line and it just doesn't fit into a nice and
10 easy --

11 A. Right.

12 Q. -- box?

13 A. I can say this -- Because again, like I said,
14 earlier, I'm not the program expert. So I don't, you
15 know, want to use my personal opinion to do that. But
16 what I will say is there are examples of organizations
17 that are well-funded and well put together that can't
18 get enough kids to participate in their programs because
19 either those kids and those families are like who are
20 these people, they don't live here with us, and then
21 there's an opportunity for them to go to a program
22 that's either in their church or at their local whatever
23 center where they know the people, where their older
24 brother may have grown up with the guy and used to be in
25 a gang with the guy that's now teaching the program,

1 they trust him, he understands what they're talking
2 about. So that exists all the time.

3 Q. And I'm going to talk about a topic that I try
4 to stay away from, is aldermen and ministers. There's
5 been a lot of talk about aldermen and ministers. One of
6 the realities that's unfortunate for people like
7 Senator Martinez and myself is that in Chicago it's a
8 little bit unlike in other parts of the State where the
9 State Senator or the State Rep is a big honcho in the
10 area. In Chicago, the alderman's office is where people
11 come to lodge a lot of their complaints and where it's
12 more than just the -- you know, my curb needs cementing
13 or whatever, my cracked sidewalk. It's everything; they
14 go to their alderman.

15 And -- And in 2010, 2011, 2012, 2013, 2014 --
16 and I'm not saying I -- I don't get these visits. It
17 was about crime. And aldermen tend to have, as a
18 result, they're ear to the ground as to, you know, who
19 in their respective areas --

20 A. Right.

21 Q. -- can help deal with this. Could that have
22 come into play as to why aldermen were consulted in --

23 A. That's what I believe.

24 Q. -- in the process?

25 A. Yeah. That's what I believe. Again, I don't

1 remember exactly who came up with it, but that's what I
2 believe, is that you went to the people that were
3 constantly being bombarded with all of these things. I
4 think that you said it correctly.

5 Until I started working in State government --
6 I'll be honest -- I didn't have a lot of knowledge of
7 how the -- the State Senator or State Representative
8 really worked, right? In fact, I used to get them mixed
9 up with -- you know, with the Congressman versus -- you
10 know. So it -- it -- And I think that's a lot of
11 people, especially in the communities that we're talking
12 about.

13 So I think that was what the goal was, to get
14 people that were closer to the issue and actually closer
15 to the -- the organizations that were on the ground and
16 not that -- that the -- that the State Senators and the
17 State Representatives aren't close to those
18 organizations. But I think, like you said, Senator,
19 that people come to them when they're desperate and
20 they're crying. And the -- you know, the children get
21 shot, and they're storming into the aldermen's office,
22 you know.

23 **Q. Now, the other place they go to is their**
24 **minister, right?**

25 A. It's usually the minister bringing them to the

1 al- -- I mean, yeah, absolutely, absolutely. I mean,
2 yeah.

3 Q. And that seems to be recognized by elected
4 officials, politicians, Republican and Democrat alike.
5 That's why during these times they're -- they're --
6 they're -- you know --

7 A. It's proximity. It's proximity.

8 Q. -- the politicians are flocking to the
9 ministers to find out what -- what's going on in their
10 respective communities and to try to come up with a plan
11 to re- -- react to it?

12 A. Churches are (inaudible), especially in -- in
13 the African-American community, I'm sure, and in
14 Latino -- and maybe in all communities really, really.
15 I mean -- But churches are really good -- you know,
16 people go there on a regular basis.

17 Q. Now, I'm going to have you help me maybe
18 explain to some others who may not be familiar with
19 these neighborhoods other than seeing them on a list of
20 neighborhoods and -- and statistical criteria through
21 the -- to these labels for these geographic areas by --
22 frankly, you know, in my area there's a debate of where
23 Woodlawn ends and -- and West Woodlawn begins, where
24 Hyde Park ends and Grand Boulevard begins, where Hyde
25 Park ends and Kenwood ends, and where Grand Boulevard

1 intersects with Oakland and where Woodlawn intersects
2 with Grand Crossing. What is -- I mean, what is the
3 dividing line between Englewood and West Englewood?

4 A. Again, this is not an official answer in any
5 form or fashion. But we tend to -- you know, for us it
6 was, you know, Ogden Park, when I was -- you know, when
7 I was a kid, And so you think of either Loomis or you
8 think of Racine kind of being the divider. But that --
9 if you asked a real estate agent, they'd give you the
10 real answer. And, in fact, until I started working in
11 State government, I didn't know there was a West
12 Englewood. It was just Englewood. I'll be honest.

13 Q. I'm just now learning that too.

14 A. All right.

15 Q. Related to that question -- And so I'm
16 familiar with a lot of these organizations that have
17 been touched by this and that they may be delegated to
18 serve a particular neighborhood. So, for instance, an
19 organization serving Woodlawn, necessarily, if they're
20 effectively doing their job, has impact on Hyde Park?

21 A. Correct. I think that's -- Yeah. That's
22 absolutely true, where the children are going to be
23 drawn from. It's just like if you had a Boys' Club in
24 your neighborhood. I mean, it -- usually, you know, at
25 the Boys' Club, it was kind of anybody within probably a

1 5 or 10-mile radius from all the way around was going to
2 come to that particular location. So when we talk about
3 where the providers of the service, where they're
4 physically located, that doesn't mean that's where all
5 of the participants, the children, are coming from.

6 **Q. So sometimes you may have an infrastructure --**
7 **Let's say that we identify an Englewood versus West**
8 **Englewood, whatever that definition means.**

9 A. Yeah.

10 **Q. Maybe you have a better infrastructure in**
11 **Englewood that serves both Englewood and West Englewood,**
12 **wherever that is --**

13 A. Or you -- Right. And you have then one
14 location have -- allow more kids to come, right? So
15 it -- it has the capacity to kind of deal with kids that
16 would be, again, over -- across the train tracks.
17 Usually, you know, it's something like that, some
18 physical divider but yeah.

19 **Q. Now, the -- the -- the negative implication**
20 **of -- that 7 of the 20 most dangerous neighborhoods**
21 **weren't served is that 13 of the most dangerous**
22 **neighborhoods --**

23 A. Were.

24 **Q. -- were --**

25 A. Right.

1 Q. -- served; is that correct?

2 A. That's correct. That's right.

3 Q. And some of those neighborhoods neighbor the
4 seven that were --

5 A. They're against.

6 Q. -- allegedly --

7 A. Right up against, correct.

8 Q. Efficacy, I think the -- the -- you know,
9 there's probably consistent agreement that an investment
10 in early childhood education has an effect on reducing
11 violence. But can you measure when a child is
12 four years old, if you invested dollars in early -- in
13 child- -- in an early childhood education program,
14 whether during that time you've been -- you've done
15 that?

16 A. Yeah. I -- I don't know how you could. I
17 have a 20-year-old --

18 Q. Likewise.

19 A. -- son. I don't -- I don't know if
20 anything -- how it -- you know, again we just try,
21 right?

22 Q. Likewise. It's very difficult to measure. I
23 mean, the Mayor was in this very room a couple of weeks
24 ago, and he talked about what we have to do is
25 comprehensive and involves enhanced policing. It

1 involves, in his opinion, enhanced sentencing, and he
2 says it involves some social services, some investment
3 in social service, but all of these things
4 comprehensively. Doesn't that also make it difficult to
5 measure in isolation whether a program which was
6 discontinued was --

7 A. Successful at the time.

8 Q. -- successful at reducing -- I mean, the
9 question -- the question of whether it was successful at
10 reducing violence.

11 A. Right.

12 Q. I -- Again, I -- If the University of Chicago
13 crime lab was going to figure that out, I'm -- I'm
14 really curious to --

15 A. Know how they were going to do it?

16 Q. -- to know how they were going to do that.

17 A. Again, there's no way -- Again, I -- I don't
18 know. I don't know.

19 Q. Finally, much has been made about money
20 getting out before the election. Was there any money
21 that got out from NRI before the election? Was there
22 any money that ...

23 A. Again, I -- Not -- No, not that I know of.
24 I -- I remember, for the most part, everything being
25 after the election.

1 **Q. I mean, wasn't it, in fact, sometime in the**
2 **spring of the next year?**

3 A. I mean, I think the bulk of it -- there might
4 have been some stuff that started to go out in December
5 maybe or end of November. But, again, the bulk of the
6 money was much later, was much later.

7 SENATOR RAOUL: All right. Thank you.

8 REPRESENTATIVE MAUTINO: Thank you.

9 Chairman Barickman.

10 SENATOR BARICKMAN: Thank you, again, Mr. Chairman.

11 Thank you, Mr. Weems, for being here.

12 EXAMINATION

13 BY SENATOR BARICKMAN:

14 **Q. Let's maybe continue along the line of**
15 **questions that were just asked. I think you just**
16 **suggested the bulk of the money -- And, you know, I want**
17 **to bring this back to the audit.**

18 A. Okay.

19 **Q. You know, a lot of high-level discussion about**
20 **violence prevention efforts, which is useful**
21 **conversations, but I don't know that they're necessarily**
22 **directly pertinent to the audit.**

23 SENATOR RAOUL: They are.

24 SENATOR BARICKMAN: Fair enough.

25 BY SENATOR BARICKMAN:

1 Q. But to the audit and to your comments here,
2 the bulk of the money you thought was spent, whenever it
3 was, in the spring. It appears there was this effort in
4 October to make a significant payment. Barb Shaw, in
5 fact, submitted a voucher for what was \$19 million,
6 which I think is a significant amount of the NRI money.
7 \$19 million was submitted by voucher on October 12th.
8 She said in that, when that was submitted, that the
9 first payments for the Safety Net Works' grantees and
10 the Neighborhood Recovery Initiative grantees need to be
11 made as soon as possible. Shortly thereafter she
12 instructed her staff to cancel the voucher and submit a
13 new one for \$10.3 million explaining that the Violence
14 Prevention Authority had been informed that there were
15 insufficient funds to satis- -- to make the full payment
16 on the initial voucher. Do you remember any of this?

17 A. Not really. I'm sorry. Not really. But I
18 would -- I would -- I do remember that -- the idea that
19 I thought Barbara had discussed was the start-up, right?
20 So for people to get started, you had lead agencies that
21 were going to be working with folks. And part of this
22 whole idea of the State taking a long time to pay these
23 organizations -- I knew that there was -- And this is in
24 some -- a number of different grants where you try to
25 get, you know, 20 percent up front to start or something

1 of that nature, but I don't remember the exact dates.

2 Q. Okay. Well, again, to the -- to the facts
3 that exist here -- and I know there's been suggestions.
4 No harm; no foul. Don't worry everyone. All the money
5 was spent after the election or in the spring or
6 whenever it was. But the facts clearly show a different
7 story. And you don't remember those facts, but that's
8 what it says on paper. The voucher was submitted. It
9 was a voucher for a very considerable amount of money,
10 \$19 million. And evidently -- I'm not sure if the check
11 bounced or what communication happened internally, but
12 something happened that made those at IVPA say, We need
13 to cancel the check request for 19 million and reduce it
14 to 10.3. And that's what it appears happened. That was
15 all in October 2010. You don't remember any of that?

16 A. I'm -- I'm just -- Yeah. I'm -- I don't
17 remember specifically, no. I just remember --

18 Q. Do you remember generally?

19 A. No. I remember that -- again, what I just
20 explained to you, that there was a desire to have
21 start-up -- seed cash or seed money for these
22 organizations starting the program. Again, the exact
23 dollar amount escapes me.

24 Q. Earlier you talked about the -- the -- the
25 fund transfer to the non-appropriated fund. In your

1 **comments, you reference an effort that was made, I**
2 **believe, in June of 2010 to identify -- you said you**
3 **went through the 900 funds. Some effort was done in**
4 **GOMB to go through those funds to identify what, I**
5 **presume, were excess dollars that had been appropriated**
6 **but not spent as we approached the end of that fiscal**
7 **year, and you provided a report to your boss.**

8 A. I made a recommendation.

9 **Q. Okay. So in -- Give me the context of that.**
10 **I mean, what exactly was happening there?**

11 A. We -- We would have -- We do budget exercises
12 all the time. And we tend to find out how much funding
13 or appropriation is left throughout different points in
14 the year, right, so that we can estimate what's going to
15 be -- remain unspent as it will go towards paying down
16 the backlogged bills.

17 So what would have happened at that time was
18 we would have looked at, upon everyone deciding that we
19 want to look at these anti-violence efforts, what did we
20 have available for those efforts. And we would have
21 done -- we would have taken a look at what appropriation
22 was unspent. And then we would have looked at what
23 opportunities we had to spend that money in or invest
24 it, let's say, in anti-violence.

25 **Q. So what was the -- what was the result of your**

1 **analysis generally?**

2 A. That -- That -- That knowing what the -- what
3 the investment was intended to be, you wanted to make
4 sure that we could -- we could do it and where -- and
5 how could we go do it. So the how would be what funds.
6 Again, it wasn't just spending the money on anything.
7 It was particularly for anti-violence efforts. So we
8 looked -- you know, you look at all the funds as they
9 relate to the agencies that deal with anti-violence
10 efforts, and we identified a fund at IVPA.

11 **Q. Okay. And that -- what -- what dollar amount**
12 **did you see when you made your analysis?**

13 A. So first -- So, first, the analysis of what
14 was unspent. Again, I don't remember what the exact
15 number was, but I think at the time it could have been
16 as much as a hundred million dollars or something very
17 high like that. When it came down to looking for the
18 an- -- looking at stuff for anti-violence, we weren't
19 looking at everything that was unspent for that. So --
20 And, again, I'm just trying to remember as much of this
21 as I can. We would have looked at -- started having
22 conversations, how much do we want to invest. And here
23 we found a vehicle, right? And that vehicle would have
24 been the IVPA fund.

25 **Q. Okay. And, again, all this, though, was**

1 **sometime prior to June 30th, prior to the end of the**
2 **fiscal year --**

3 A. Right.

4 **Q. -- 2010?**

5 A. Right.

6 **Q. So you identified this fund that had some**
7 **amount of money, maybe a significant amount of money?**

8 A. Mm-hmm. Wait, wait. There was only two
9 funds -- I should say this -- two appropriations for
10 2010, right? So it wasn't like we had to look for where
11 the -- where the appropriation that existed was. We
12 were looking for where we were going to put it.

13 **Q. And the timing, though, is what I -- what I'm**
14 **missing here. Because you're telling me that effort all**
15 **happened before June 30th?**

16 A. Yes.

17 **Q. And everything that we have seen in this audit**
18 **has suggested that this program that ultimately became**
19 **defined as NRI really started in August of 2010.**

20 A. Okay. So, I mean --

21 **Q. The only testimony I've heard today from you**
22 **and others was that there were these series of meetings,**
23 **which we seem to have documented generally, that**
24 **occurred with community leaders and clergy members and**
25 **aldermen and others in that August time frame that**

1 **resulted in this demand for doing something which was**
2 **ultimately NRI. But what I am hearing from you is that**
3 **there was really this effort in -- sometime before**
4 **June 30th to identify funding sources for anti-violence.**

5 A. Well, it was -- it -- it's funding sources and
6 for whatever other things that were going on in that
7 particular fiscal year that we had funding to address.
8 Because there would have been other things. There would
9 have been, you know, some other program that might have
10 been ending where they had more people in that program
11 than they may have thought they would and they -- you
12 know, they were going to run a deficit and they needed
13 money -- or funding for it. So it wasn't all just for
14 the anti-violence efforts that would have been in this
15 new program.

16 **Q. Okay. And I want to involve the Auditor**
17 **General here. As he reviews the notes -- I still don't**
18 **think we're all clear on what occurred and when.**

19 AUDITOR GENERAL HOLLAND: Can I ask a question
20 maybe to help?

21 Malcolm, are you talking about other
22 anti-violence programs other than the Neighborhood
23 Recovery Initiative?

24 THE WITNESS: I'm -- I'm -- I'm talking about not
25 any particular program. I'm just talking about funding

1 that was un- -- unspent, right, or appropriation that
2 was unused at the end of fiscal year 2010.

3 AUDITOR GENERAL HOLLAND: Okay.

4 THE WITNESS: Because it didn't have a program
5 name.

6 AUDITOR GENERAL HOLLAND: To be put for what
7 purpose?

8 THE WITNESS: Again, so we -- so -- That's kind of
9 what I was talking about a little bit earlier, is that
10 when we had -- when the -- the -- the -- this violence
11 was starting to go -- where it was becoming more evident
12 that there was going to be an increase in the -- in the
13 homicide -- the number of homicides and the shootings,
14 we started getting people coming in to the Governor's
15 Office. You know, you -- you had clergy; you had
16 community groups; you had families. We had the
17 Anti-Violence Commission established by then. So there
18 was all of these different people coming in, talking
19 about what was going on. I think -- I'm just trying to
20 explain the --

21 SENATOR BARICKMAN: I understand.

22 THE WITNESS: -- answer the question.

23 SENATOR BARICKMAN: I understand. But, again,
24 we've been here all day. And this is the first that
25 we've heard that those activities were occurring before

1 June 30th.

2 THE WITNESS: Again, I'm trying to make sure that
3 we're very clear. I'm not talking about a program that
4 existed. What I'm talking about is a need. And so we
5 didn't have a program; we had a need, right? We had --
6 There was this issue. There was something that was
7 affecting citizens. So the idea was at some point you
8 had to take -- Because the -- the fiscal year was
9 ending. And so if you were going to address that need,
10 you needed to have funding. So I didn't have any -- I
11 didn't -- we didn't know what the program was going to
12 be.

13 AUDITOR GENERAL HOLLAND: So I'm looking at my
14 audit. This is -- This is past audit work. This is not
15 something future. This is the Compliance Examination
16 for the Violence Prevention Authority for the two years
17 ended June 30th of 2010, two years ended June 30th,
18 2010.

19 THE WITNESS: Okay.

20 AUDITOR GENERAL HOLLAND: Okay? So now I'm looking
21 at the Special Projects Fund, Illinois Violence
22 Prevention Authority, the 318 fund. Okay? And in that
23 fund there was at the time \$5.8 million.

24 And I'm going to run down what the programs
25 were for you. There was a Blue Cross Blue Shield grant,

1 18,000; a CJIA grant for 375,000; Voices for Illinois
2 Children, 358,000. This is the -- yeah. Safety Net
3 Works grant program, 2.8 million; another Safety Net
4 Works program, 9.5; a refund to the State -- none of
5 that counts. A refund to CJIA for 8100. But that takes
6 us up to the 5.8. That's how much money was in the 318
7 Fund. Okay? Spent from. That was the money that was
8 spent from the 318 Fund.

9 Are you -- Are you suggesting that you were
10 looking for money from other funds to put into the 318
11 Fund other than these purposes? Because now you go
12 to --

13 THE WITNESS: No.

14 AUDITOR GENERAL HOLLAND: Now you go to the next
15 audit, which is -- shows the 318 Fund for the year
16 ending June 30th of 2011, fast-forward 12 months. Now
17 we're in the next year. And there's \$28.9 million in
18 that fund and twenty-four from Governor's Neighborhood
19 Recovery Initiative is the bulk of it.

20 So what you're -- what you're talking about,
21 transferring money or looking for other funds to
22 transfer -- fill in that blank. For what purpose? Fill
23 in that blank.

24 THE WITNESS: Are you asking -- I'm -- I'm -- I'm
25 trying to figure out what the question is because I've

1 got -- I think I've got two things going. So -- So that
2 one -- Again, what I am talking about is during -- And
3 I'm going to make it easy so we can all stay together
4 here. So we know that when we talk about fiscal year
5 2010 --

6 AUDITOR GENERAL HOLLAND: That's all we're --

7 THE WITNESS: -- we're talking about a fiscal year
8 that started July 1, 2009 --

9 AUDITOR GENERAL HOLLAND: Correct.

10 THE WITNESS: -- and ends June 30th, 2010.

11 AUDITOR GENERAL HOLLAND: Correct.

12 THE WITNESS: During that year, during that fiscal
13 year, we didn't move any funding into the unappropriated
14 fund until June. That would have been 2010. So it
15 would -- it wouldn't -- it would not have shown up as
16 anything budgeted for --

17 AUDITOR GENERAL HOLLAND: Were these fund sweeps?
18 Were these fund sweeps?

19 THE WITNESS: Were what --

20 AUDITOR GENERAL HOLLAND: Fund sweeps? Is that
21 what you're talking about? Fund sweeps?

22 THE WITNESS: No. I'm not talking about fund
23 sweeps at all. I'm talking about a transfer or a
24 deposit into that -- the unappropriated fund of GRF,
25 which is something that by the budget bill we were

1 allowed to do as an expense. So -- And, again, I
2 apologize. I -- I lived in this world of budgets. And
3 I'm getting calendar years and fiscal years kind of
4 mixed up. So I'm just -- that's why I'm -- again, I'm
5 trying to say it slow to make sure we're all staying
6 together.

7 But what we're talking about is there were two
8 big lump sums that Governor Quinn was given for fiscal
9 year 2010. By the time he got to the end of fiscal year
10 2010, there was money left in those two big lump sums,
11 right? And so we said: How -- Is there a way to deal
12 with the violence? We're getting all of this -- this --
13 these requests from the community to do something, and
14 we had some funding, but the time was running out. So
15 we made a deposit of funding or appropriation, if you
16 will, however you want to call it, into the
17 unappropriated fund that resided at IVPA before
18 June 30th of 2010, without knowing exactly how we were
19 going to use it, but we knew that we wanted to make an
20 investment in anti-violence, in that program at the
21 time.

22 So, again -- So I think to -- your point,
23 Representative, earlier was we keep -- people keep
24 talking about August and late July or August or
25 whatever. That's when they started to formulate a

1 program. I think what we were talking about -- what I
2 was talking about, which is always the case when you
3 work in the Budget Office, is before you see anything
4 happen, there has to be some discussion about how we're
5 going to pay for it. And that's what I am discussing
6 with you, is that we put -- we seeded money into the
7 IVPA unappropriated fund from fiscal year 2010.

8 SENATOR BARICKMAN: I think --

9 THE WITNESS: The program took place in fiscal year
10 2011, but we seeded that money at the end of '10.

11 BY SENATOR BARICKMAN:

12 **Q. And I think that's something new for the**
13 **Commission to understand, that that thought process**
14 **occurred at the end of fiscal year '10 when we were of**
15 **the understanding that it really began at the -- in that**
16 **fall of 20-- -- the fall of --**

17 A. That is when the program -- That is when the
18 program began.

19 **Q. Well, it's also when -- when the budget**
20 **decision is made about the 20 million to 30 million,**
21 **50 million?**

22 A. I just have a question to make sure I
23 understand what you're saying. If the money was in the
24 correct fiscal year, then is there even an issue about
25 money? If you thought the money started in fiscal year

1 '11, then there really is no harm, no foul, I mean
2 according to what -- I mean --

3 **Q. Right. But what you're saying is that it was**
4 **fiscal year '11 money because you took it from '10 --**
5 **you figured out where it was at in '10, you moved it in**
6 **'10 to a non-appropriated fund, and then began spending**
7 **it in '11?**

8 A. Correct.

9 **Q. That is new.**

10 AUDITOR GENERAL HOLLAND: If it exists. I mean,
11 if, in fact, that happened, which I would not -- I would
12 not stipulate to that at all. I would -- I would
13 suggest that maybe Malcolm has got his fiscal years
14 mixed up. How much money --

15 THE WITNESS: Again, I'm answering the question.
16 If there was -- the question was asked, and I just
17 answered the question. Now, if you --

18 AUDITOR GENERAL HOLLAND: That answer works pretty
19 good in fiscal year '11. It doesn't work very well in
20 fiscal year '10.

21 THE WITNESS: No. I know. Because normally you
22 couldn't do that. Well, what happened with those two
23 lump sums was the definition for expense -- One of the
24 definitions for expense that particular fiscal year that
25 I remember is that you can -- you can count a deposit

1 into another fund as an expense.

2 AUDITOR GENERAL HOLLAND: That -- That particular
3 legal opinion cannot --

4 THE WITNESS: And I'm not a lawyer, so I -- again,
5 I'm just -- I'm telling you the auspices under which we
6 operated. I think, at the very least, what we're
7 talking about is there was some ambiguity in that
8 particular --

9 AUDITOR GENERAL HOLLAND: That -- That -- That --
10 That opinion which was given to us by Mr. David Hall,
11 David Hall, who is the -- he worked for Representative
12 Reis. I'm just kidding. I'm just joking. I was only
13 joking. He's the -- Yeah, it is getting late. He's the
14 Deputy Counsel for the Governor's Office of Management
15 and Budget. Okay?

16 So on June the 23rd, June the 23rd, okay, of
17 2011 -- now that would be fiscal year '11, right, fiscal
18 year '11. There's seven days left in June -- in -- in
19 that fiscal year, not including (inaudible), 2011. Let
20 me finish now, just before you go. The question was
21 about transferring money and would that be spending.
22 And here is the legal opinion:

23 Barbara, I just wanted to be clear on the use
24 of the lump-sum funds. We believe that shifting the
25 money to funds would be, quote, spending, unquote, the

1 money for the purposes of C2 of the IGA, the
2 intergovernmental agreement. However, to move the money
3 beyond those funds, additional spending authority would
4 be needed after fiscal year '11 unless the funds somehow
5 do not need approp authority. Many thanks.

6 Well, they drove a truck through that little
7 opinion. That's the one -- that's the two-sentence
8 opinion. Then they put that money then into the 318
9 Fund, and they called that transfer "spending." They
10 called the transfer of funds spending.

11 And this is the conversation we had with
12 Barbara Shaw earlier today where not one -- not one
13 recipient received any of that money, not one -- not one
14 provider, not one lead agency, not -- not one -- not
15 anybody. It was just moved from one fund. I called it
16 a transfer. They called it spending. That's -- That's
17 the discussion that we've had earlier today and we had
18 at the last meeting. But that was 2011, not 2010.

19 THE WITNESS: I -- Then I -- Then I -- I apologize
20 because I believe I'm lost then. I -- Do we all --
21 Well, again, I -- I don't want to argue.

22 AUDITOR GENERAL HOLLAND: You may take the opinion
23 of Mr. -- Mr. David Hall, but we would take it --

24 THE WITNESS: Well, no, no. I think we all agree
25 that you -- how we -- how we handled it. I'm sure of

1 that. Oh, yeah, that part I'm sure of. I'm just
2 talking about getting the -- you know, the chronological
3 order of how we started -- how we believe we started --
4 what I remember us starting in terms of making sure
5 funding was available. Again, the bottom line: There
6 was no program at that time.

7 BY SENATOR BARICKMAN:

8 Q. Okay. So here's the other troubling aspect
9 of -- Here's the other troubling aspect of, you know,
10 what -- what you see in this audit. You know,
11 there's -- there's -- And we've heard about this all
12 day. And I know you haven't been here all day, but we
13 have and we've had a number of witnesses before us. And
14 we've heard this -- this recurring theme, some of which
15 I think we've heard some from you, that there were these
16 meetings in the fall, a series of meetings with
17 stakeholders, with administration officials, yourself
18 being involved in at least some of those, all these
19 meetings that occurred, but no one today has been able
20 to tell us with any sort of definitive answer as to how
21 the decision was made to choose the communities, the
22 neighborhoods that received the funds. There's been
23 a -- There's been a lot of suggestions that it kind of
24 came from within. Do you know who -- I mean, who -- who
25 made that decision? Somebody said --

1 A. I don't know of any one person that
2 made the -- I don't know of that. What I -- My
3 understanding -- what I thought was that there was data
4 that was used by IVPA and that's how that was done. I
5 did not know of a person coming in, sitting down, and
6 looking over, you know, anyone's shoulders, saying, This
7 is who we should pay or who we shouldn't pay.

8 **Q. Well, there's -- there's been discussions that**
9 **there might have been data, but no one has been able to**
10 **produce it. And, in fact, the auditor spent a year or**
11 **more on this and -- and produced nothing. Nobody here**
12 **today has produced anything other than general**
13 **assertions that there was some data. But there is**
14 **suggestion after suggestion in the audit the decisions**
15 **were made by the Governor's Office.**

16 **This community needs to be -- The south**
17 **suburbs need to be added. That came from -- I don't**
18 **know. Billy Ocasio told us earlier he suggested it, it**
19 **went in, and it came out, and it was approved. Barb**
20 **Shaw told us the south suburbs weren't in, but she was**
21 **told they were to be included later. Can you give --**
22 **Hermosa, Hermosa got added to the mix.**

23 A. This is the programmatic aspect. I did not
24 have any --

25 **Q. But you were in the meetings.**

1 A. I was in -- I was in meetings but no meeting
2 where that was discussed, where someone said pick these,
3 you know, no.

4 Q. Okay. And then the same thing, right, for the
5 agencies, the providers that provided these services
6 ultimate-- -- that were chosen to provide the services in
7 the community? We've had a whole day of testimony, and
8 I cannot tell you with a straight face that I have a
9 clear understanding of who made the decision to approve
10 the providers. What's clear -- Barb Shaw told us this
11 morning that there were these meetings with aldermen;
12 the alderman suggested providers; they came back to her;
13 her staff did things. And then there were these
14 meetings that were had with the Governor's senior staff.
15 Maybe the Governor himself is suggested in here. But --
16 And then the Governor's Office was involved in approving
17 these providers. Were you in any of those meetings?

18 A. No. So -- In most -- And at times I did hear
19 about after they were -- after they were decided -- I
20 mean, I looked at the list of the people that -- you
21 know, where they were going to be, but I wasn't there to
22 hear anyone and I definitely was not in any meeting
23 where the Governor said, Hey, this is who we're going to
24 pick.

25 Q. But this is the problem, you know. And,

1 again, to the audit, the audit says that these decisions
2 that were made on which providers to choose was flawed
3 throughout. And what it appears is that that decision
4 was coming out of the Governor's Office. And that --
5 But no one who's been here today can tell us that they
6 were the ones making those decisions, and they can't
7 tell us who was.

8 A. But, again, I -- And, I mean, you can get
9 other people to ask, but I don't -- I don't know who --
10 any one person that made that -- any of those decisions
11 like that.

12 Q. So -- And it's troubling, though, because
13 for -- And I've heard the testimony from a lot of people
14 today that have said that this is personal to them, that
15 this program has a personal importance to them. But for
16 all the people that were involved, it seems like given
17 the priority this program was designed -- is -- was
18 meant to have, wouldn't someone that was making
19 decisions on which communities to fund would make sure
20 that we were funding the most violent communities?
21 Wouldn't -- Wouldn't the person making the decision on
22 which providers to administer the services -- Wouldn't
23 someone care that we were choosing the most qualified
24 provider? How come in all of these meetings that were
25 had that no one can say who made decisions, no one has

1 suggested that there was any thought put into making
2 sure the money went into the most violent communities
3 and that it was administered by the most qualified
4 provider? Why don't I walk away from this today --

5 A. Because I think you just said two different
6 things. We -- We were told that there was data, and
7 that's how the communities were chosen.

8 You're talking about now -- about the choosing
9 of who's actually going to participate, those providers.
10 I'll be honest with you. I don't care what providers it
11 is. The point is the program and -- and affecting those
12 communities.

13 I -- I didn't -- I never cared about who the
14 providers were, really. That -- That -- That would
15 be -- Again, I was Director of CMS. We did contracts,
16 huge contracts all the time. I never sat down and found
17 out who was on the evaluation team. They just announced
18 the winners. And so -- Because that's inconsequential
19 to -- to most of us, who ends up winning. The issue for
20 the budget person is making sure there's funding
21 available and we're making an investment. That was my
22 role.

23 Q. But this was an important factor to some
24 people in the communities, first of all, that weren't
25 selected, and that is -- that has been well-known, that

1 **there were --**

2 A. Oh, sure.

3 **Q. -- there were communities who were excluded**
4 **from this program who felt slighted. That's evidence.**
5 **Democrats from Chicago, legislators and aldermen,**
6 **community members, have all made public statements**
7 **saying that this program was flawed because their**
8 **violent community was excluded. And nowhere do I see**
9 **where anyone making the decision on which communities to**
10 **select said, Are we targeting the most violent**
11 **communities?**

12 A. Again, other than them saying we're using data
13 to arrive at the communities that we are going to
14 include, there was nobody saying, Here are the
15 communities we're going to exclude. That's not how that
16 worked, again, at least to my knowledge. And so
17 I'm not -- I wasn't really interested in who the
18 providers at the end were. The communities, as we were
19 told, were based on data. I -- Now, I have not seen
20 that data as well. If that's your point, I -- Again, I
21 haven't seen it either. I haven't seen it either.

22 **Q. There were communities where the decision to**
23 **go with one provider over another resulted in**
24 **significant backlash locally in those communities**
25 **because people in that community felt that there was a**

1 decision made to go with a certain provider who might
2 have had political ties to the Governor's Office rather
3 than a more qualified provider in the community.

4 That's -- Again, that is evidence in this --

5 A. I think that's some opinion, that people have
6 said that, but I don't know that to be true. I don't
7 know that there was a lot of other more qualified
8 providers out there than the ones we -- I don't know
9 that for a fact. But people have their opinions about
10 different organizations. That part is definitely true.

11 Q. Right. And the concern here is that the
12 people making the decision -- who I still have not
13 clearly drawn the line as to who that was. But whomever
14 it was, evidently there's no evidence. There's no
15 suggestion today that the person making that decision
16 cared about that. That's my point.

17 A. Again, I don't know if that's true or not. I
18 don't.

19 SENATOR BARICKMAN: Jerry Stermer -- You know, I
20 mean, again, the frustration that comes from here is
21 that there's been a lot of suggestions of the importance
22 of violence prevention initiatives. But what you see --
23 when you go to the facts of what happened, what you see
24 is maybe there was planning in June to find money for a
25 program that didn't exist. Definitely in August there

1 were these rushed efforts -- hastily implemented is what
2 the audit says -- rushed efforts to put together a
3 program for which -- Again, what I'm hearing is no
4 one -- no one made a priority in those rushed meetings
5 to figure out whether we were spending money in the most
6 violent neighborhoods or whether the providers were the
7 most qualified.

8 And here's what -- on top of that, you have
9 these statements like Jerry -- Jerry Stermer makes in
10 January of 2011, where he says:

11 They and many others will also start talking
12 immediately about the Neighborhood Recovery as being
13 funded by dramatic reductions in existing programs that
14 are clearly accountable and successful. As you know, I
15 am not at all persuaded that any of the ideas in
16 Neighborhood Recovery had any solid evidence to show
17 they achieve their goals.

18 For us, reading this information, the rushed
19 nature of the program, the fact that you were at these
20 IVPA board meetings suggesting that they would -- you
21 were trying to get money out, the fact that Barb Shaw
22 signed vouchers in October trying to get money out, the
23 fact that someone -- Jerry Stermer doesn't think the
24 program works -- I think the fact that we don't know if
25 we put money in the most violent communities, the fact

1 that we don't know whether the most qualified providers
2 were picked, and that no one making the decisions seemed
3 to -- For as much as they wanted to make a meaningful
4 impact on violence, they didn't seem to prioritize those
5 important decisions that you would think would be a
6 priority for what was a \$55 million program. Are we
7 putting it in the right spot, and are we giving it to
8 someone who has demonstrated an ability to make a
9 meaningful impact with those dollars in this community?

10 And the troubling part of this audit is to
11 read all of this evidence and draw that conclusion and
12 have people like Jerry Stermer say, I don't even believe
13 them, and try to make sense of all of this and
14 understand who was -- ultimately, at the end of the day,
15 who was -- You know, how many hours of testimony have we
16 had?

17 So who made these decisions, and why were they
18 made? This many hours in today, and I still don't know.
19 And I don't really think you're able to answer them for
20 me. And that's frustrating as a -- as a -- as a
21 lawmaker.

22 Thank you.

23 REPRESENTATIVE MAUTINO: Further questions?

24 Representative Reboletti.

25 Thank you.

1 THE WITNESS: May I -- If I may, may I please use
2 the bathroom. It's been -- I'm serious.

3 REPRESENTATIVE MAUTINO: Actually let's -- why
4 don't we take a five-minute break.

5 THE WITNESS: Please. Thank you.

6 REPRESENTATIVE MAUTINO: We'll be at ease for
7 five minutes.

8 (A short break was had.)

9 (WHEREUPON, intervening business was
10 had which was not recorded
11 stenographically.)

12 REPRESENTATIVE MAUTINO: And for the record, the
13 court reporter can go ahead and begin.

14 We are going to go back for our final round of
15 questioning.

16 Representative Reboletti.

17 REPRESENTATIVE REBOLETTI: Thank you, Mr. Chairman.
18 I'm sure the court reporter appreciates the breaks.

19 Every so often I watch her over there very diligently
20 for the last 12 hours.

21 So thank you for your hard work.

22 Mr. Weems, thank you for being here.

23 Again, as I have told other witnesses, that I
24 share the same passion you do for stemming the violence,
25 having served in -- as an Assistant State's Attorney in

1 Will County, watching violence in Joliet, Lockport, and
2 Bolingbrook, definitely communities that would have some
3 of those needs that you talked about. So I can
4 appreciate that from a different perspective but in the
5 same -- that same universe.

EXAMINATION

6
7 BY REPRESENTATIVE REBOLETTI:

8 Q. So in 2010, you said that there was --
9 obviously there was a spike in violence. And a couple
10 of my colleagues then asked for the National Guard to
11 come out. That's how bad it was. That was in April
12 of 2010. And I know that the Governor had said that
13 that would not be an appropriate avenue to do that. I
14 know other members had talked about bringing the
15 Illinois State Police in to help out. And so obviously
16 there was a desire to bring some relief in many
17 different capacities.

18 So when was it, do you think, that the -- that
19 the tipping point had been reached, that something had
20 to happen right away? Is there a certain date or a time
21 frame in which you said, you know, enough is enough,
22 we've got to get this -- some programming, something out
23 to the community to stem the tide?

24 A. Honestly, for me that -- that -- And, again, I
25 want to answer your question as -- as realistically as

1 had possible. I mean, that's being going on forever for
2 me. That year wasn't particularly the year for me, but
3 I do think that what was happening was the -- that the
4 community was coming in to the Governor's Office, you
5 know, coming into, you know, State government, talking
6 to aldermen, taking to ministers. And everybody --
7 Again, the media was following it very closely. You
8 know, the minute you start talking -- It must have been
9 bad to have people talking about having the National
10 Guard.

11 So, again, I don't -- for the -- I can't speak
12 for the Governor, you know. I can only speak for
13 myself. And -- And, really, for myself it was about
14 time, not one thing happened. It was -- This has always
15 been there. Again, you know, for many of us, this is
16 not something that happened all of a sudden in -- in the
17 new millennium. This has been going on for a long time.
18 So there -- I can't pick one event that was the tipping
19 point myself.

20 **Q. Sure. And I -- I agree with you because the**
21 **year before was bad, the year after was bad.**

22 A. Yeah. I mean -- Yeah.

23 **Q. It's not that somehow we had a hundred murders**
24 **one year and then we went to 400. We had been at**
25 **300-plus and -- and we eclipsed New York and LA, who**

1 have three times our population. And it's an
2 unfortunate --

3 A. And they're concentrated in -- really in
4 certain areas. So while it looks like the State is
5 going down, but in those communities, you know, the
6 numbers can actually be up, right, in particular
7 communities. So it's very hard to pick out one point.

8 Q. And so some of my concerns about some of this
9 programming and the expenditures are such that if you
10 take \$50 million and you say that we have a short time
11 to inject it into those communities -- you have been
12 doing this for a long time -- wouldn't you -- in your
13 professional opinion, wouldn't you have a short-term
14 goal and a long-term goal as to how much -- short-term
15 money and short-term programming, long-term goals,
16 long-term planning, long-term dollars? Was that
17 achieved in -- in NRI?

18 A. So -- Again, so you're asking should we have
19 had a long-term goal versus, like, let's hurry up and
20 get started but also having kind of a -- Again, for me,
21 as a budget person and as an advocate, I would say that,
22 you know, I would want it to be -- to continue
23 definitely. Usually, in my experience, again, and never
24 having started a program this big before, never being
25 involved in anything this big before, you know, the idea

1 would be to get something like this started and then
2 hopefully have there be more investment in coming years.
3 You know, again, you just -- from where I sat in the
4 Budget Office, you look at these budget lines -- and
5 there are thousands of them. And you kind of figure out
6 what -- what we all care about when you look at these
7 lines.

8 And so what happens is things tend to -- And
9 what had happened even with Barbara -- You know, this
10 agency started -- It's fairly -- It was a fairly new
11 agency, and there started being more investment and --
12 whether it was domestic violence or other things. And
13 so for me it was just the investment, saying that this
14 is what we care about, this is what we want to do. So I
15 assumed, I think -- And, again, I'm just speculating on
16 what my thought process was at that time, but I would
17 have assumed that it was going to continue.

18 **Q. Right. And -- But I -- I think that in the**
19 **programs you may have seen, personally and**
20 **professionally, previous it takes time --**

21 A. Yes.

22 **Q. -- to get a program implemented with people**
23 **that are prepared and professionally able to implement**
24 **it and, you know, get results, right?**

25 A. Right.

1 Q. It's not something that we can just go out and
2 find people that have a big heart and said, I can do
3 this. It takes time, right?

4 A. Yes.

5 Q. So, in your opinion, in your professional
6 opinion both in the violence arena as well as in your
7 accounting background, how long would a program of the
8 magnitude of \$50 million take to implement?

9 A. It could all depend, right? Some programs are
10 kind of what you would consider kind of pay-as-you-go,
11 right? There's -- There's something that's needed,
12 something that's done, and then you pay. There are
13 other programs that are, depending on how widespread it
14 is, have a lot of moving parts. Again, I -- I -- I
15 didn't build the programs. I funded them, right? And
16 so I would -- I would think -- We've done fast programs
17 before maybe not at that same dollar amount, but it
18 could have been at a lower dollar amount but with a lot
19 more moving parts. All right? There are -- There's
20 other programs that exist where there's a lot more
21 activity, in which you would see more checks being
22 written than what you would have seen for NRI, but they
23 just might have a very small dollar amount attached to
24 them.

25 So, again, I -- because I don't create the

1 programs, I didn't know how many transactions were
2 necessary in NRI versus, let's just say, the -- you
3 know, the program where we pay for -- people that can't
4 pay for their own funerals when people die. I mean, so
5 we do a lot of that that has a lot of moving parts. So
6 I really wasn't in a -- in a position to say, Well, you
7 know, yes, it was fast, but I also viewed it as an
8 emergency versus viewing it as just rolling out a normal
9 program.

10 **Q. And are there any other programs that compare**
11 **to NRI previously or after that you're aware of, that**
12 **checks had to be cut fast, there was an emergency?**

13 A. Summer job programs. Summer jobs programs are
14 always programs that you have to coordinate with the
15 Comptroller, you have to worry about fiscal years, you
16 have to -- I mean, that's -- I think that's every year
17 you have those issues because it's right at the break of
18 the fiscal year. So coordination, and you have to be --
19 and you have to be fairly quick.

20 **Q. Obviously finding work for -- for the youth of**
21 **the community is important. I don't know if that's an**
22 **emergency. I know these --**

23 A. Right.

24 **Q. I'm saying where there's an emergent**
25 **situation.**

1 A. Oh, whenever there's an emergency? No. The
2 only emergency I would -- I would compare it to -- I
3 apologize. I misunderstood you. The only emergencies
4 that I would compare to the shootings, the death of
5 children to is, you know, again, when we would respond
6 to emergencies like tornados where families were, you
7 know, completely wiped out and they weren't ready for
8 it, they weren't -- you know, they weren't expecting it.
9 And we didn't even have a pro- -- we don't have a
10 program for that. We just deal with it as it happens.
11 And usually in this State we're not saying: Well, wait
12 a minute. How much does it cost to help these families?
13 We say: Let's help these families first.

14 **Q. So you made a comment earlier in your dialogue**
15 **with Representative Crespo regarding gross mismanagement**
16 **versus mismanagement?**

17 A. Yes, sir. Yes.

18 **Q. And as I look at the Auditor General's**
19 **analysis, when I look at the fact that -- I believe it's**
20 **40 percent of the dollars that were reviewed -- or**
21 **40 percent of the expenses of the 23 providers reviewed,**
22 **there were questions. So what would gross mismanagement**
23 **be? If it would be 45 percent or 50 percent were**
24 **questionable expenses? You see, because part of the**
25 **outrage from me is that -- is you talk about the -- the**

1 urgency of getting resources in the community. Look at
2 how much of these resources were squandered. Look how
3 many more people we could have helped if the program was
4 effectively implemented. And when we see that there's
5 question marks over 10 percent of the providers, think
6 about extrapolating that out and how many lost
7 opportunities we had.

8 So, again, do you think it's just
9 mismanagement, or do you -- you don't believe it rises
10 to a level of gross mismanagement?

11 A. I -- I believe that there are things that
12 could have been better. I didn't perform the audit. I
13 think when you do an audit, you take a sample, which is
14 normal. And I think that sometimes that depending on
15 the nature of what it is you're auditing, you might --
16 if you -- if you want to start making these, you know,
17 kind of statements about something, you might go past
18 the sample, is what I'm saying.

19 So I don't -- I'm not saying that their
20 opinion is wrong or invalid. I'm just saying that
21 because I know, at least me personally, how I feel about
22 what it takes to kind of do some of this, I think that
23 it's -- you have to get your feet on the ground first
24 and you have to start working. And then I think, like
25 in any other crisis situation, you evaluate much later,

1 and with -- without necessarily placing blame, you are
2 looking at ways to do things better. Because the -- the
3 most important part to me was that at least -- and,
4 again, since you're asking me, is that we're responding.

5 **Q. And I agree that responding is important. But**
6 **the taxpayer demands accountability, that the money**
7 **they're investing is having a result. So when we send**
8 **resources down to Central Illinois because of a tornado,**
9 **we expect that over time, short term and long term, that**
10 **there's gains, that roads are cleared, that water**
11 **hookups and -- and utilities are put back in place, and**
12 **that all first responders are operational. People want**
13 **to see short term and long term. And I don't know if I**
14 **saw that here. So help me with that.**

15 A. In comparing those, what -- I think what we
16 saw was we -- we set up -- what I -- what it looked like
17 to me was an infrastructure of these providers to get
18 services out to these communities that -- let's just
19 face it -- most people are scared to go anyway.

20 So when we talk about comparing first
21 responders, if we're talking about a tornado, I would
22 say that those people are treated -- those are taxpayers
23 but there's taxpayers up here where the tornado didn't
24 hit that have other issues. So while we're -- We're
25 talking about taxpayers as if the communities being

1 affected aren't taxpayers as well. And, quite honestly,
2 if we looked at where we're putting our dollars as a
3 State, there are going -- there are going to people in
4 those communities that are going to say, This
5 \$54 million, "chhhh," this is nothing compared to --
6 to -- to -- for them. So when we talk about --

7 **Q. Sir, when I talk about taxpayers, I'm not --**

8 A. Okay.

9 **Q. -- leaving any person out and I'm not singling**
10 **out a State Rep district or an aldermanic district. I'm**
11 **just talking about taxpayers overall. So --**

12 A. I'm -- I'm just saying that taxpayers,
13 taxpayers have different interests in different -- in
14 different communities, is what I'm saying. And so I
15 don't think that the people in those commun- -- in
16 the -- in the communities that were being served view
17 this program as a failure. I don't -- I don't believe
18 that. Now, again, if there -- it would -- it would take
19 more time for us to even know that, right?

20 But to your -- to your question, yes, I think
21 there should be things that you can -- you should try to
22 measure. But in this particular situation, again -- And
23 I -- I was equating it earlier to how many terrorist
24 attacks did we prevent, how many did not happen. It's
25 very hard to do that. But what we do know is that

1 there -- if -- if -- if a child is not in a high-risk
2 situation, they have less chance of being hurt. That's
3 what we do know.

4 Yes, we should account for all State dollars
5 and all tax dollars. I believe that. I -- And I
6 wholeheartedly agree with that. And that's why I said I
7 do believe things could have been done better.

8 But be clear. I -- When you ask me these
9 questions, I personally think we are late to the game.
10 And everyone is trying to act like we still care about
11 these communities, but, again, when I looked at the
12 budget -- and I've looked at the budget going back
13 30 years, which I was -- you know, I was not involved at
14 all. But an issue like this has not been receiving the
15 kind of funding until Governor Quinn did that. And I've
16 never seen the kind of funding that could make a serious
17 impact.

18 I would say the same thing about domestic
19 violence, you know. It's important right now. It's on
20 the news because the NFL has all these problems. But
21 let's be clear. We could put more money into that too.
22 And we wouldn't know how many, you know, women or
23 children we prevented from being --

24 **Q. Sure. And I have no doubt. Because having**
25 **worked in a domestic violence courtroom where I was the**

1 only prosecutor and I had one victim/witness advocate to
2 take care of a multitude of victims, I hear you --

3 A. Right.

4 Q. -- loud and clear.

5 But -- And I understand it's hard to quantify
6 the value --

7 A. That's all I'm saying.

8 Q. -- when we outreach to a 14-year-old or
9 16-year-old who now finds his ways, who's at a
10 crossroads, and then we intervene. And we don't know
11 for a fact that that intervention was the one that set
12 him straight or the individual went and took a wrong
13 turn. I understand that.

14 But there are some metrics that we can all
15 agree upon should be followed. Like, if we give a
16 grant, that money should be used for appropriate
17 expenditures, not ending up in people's pockets, not --
18 ending up in the community. So to me, that's where some
19 of the frustration comes from.

20 And I -- I understand that in the world of the
21 social sciences that we can't -- that doesn't -- there
22 isn't some type of formula that we can plug in and say
23 if we spend \$50 million, then we know that 80 children
24 will be saved and, therefore, there's a dollar. Because
25 we cannot attach a dollar value to somebody's life,

1 right? I hear you.

2 So -- And, again, I agree with you. We're
3 late to the game. This is not some new problem. But
4 time and time again, because of a rush job, I think that
5 because there was so much money leaving, that there
6 wasn't anybody being able to monitor all of it. So to
7 that, in your understanding of the NRI, who was
8 accountable for the oversight of the program?

9 A. Oh, again, for oversight of the program? The
10 program was housed in IVPA. So they -- again, they --
11 they actually managed the program. And that's, again,
12 how programs are when they're in -- they're in a
13 particular agency.

14 Q. Sure. And you -- you referenced youth work
15 programs, summer -- summer jobs programs, and the influx
16 of money. Obviously, it's the difficulty of arranging
17 all those -- the programs and the people and the
18 dollars. How many -- In your experience, do you believe
19 that the Illinois Violence Prevention group had enough
20 employees in the office to monitor and to distribute
21 those funds that they could keep a watchful eye on them?

22 A. I think everyone in State government, all of
23 the employees in the State government, are doing a hell
24 of a job with not -- without there being enough of them.
25 So I would -- I would say, in general, in State

1 government we could use -- they could use more staff.
2 And it's just kind of hard to do that. I think -- You
3 know, I heard Barbara's testimony that she wished she
4 had more -- you know, had said something about having
5 more people. And that is unfortunate. Again, I -- I
6 could -- just my general opinion almost in every aspect
7 of State government, almost: They need more help. And
8 so I would -- I would say that that would be -- IVPA
9 would not be any different.

10 REPRESENTATIVE REBOLETTI: Thank you very much.

11 REPRESENTATIVE MAUTINO: I have a question from
12 Representative Rita.

13 REPRESENTATIVE RITA: You know, we've been here
14 over 12 hours. I'm just going to -- We'll continue
15 tomorrow.

16 A lot of it has been said, what I was going to
17 talk about, was on the neighborhoods and how close they
18 are and what the neighborhoods mean. We keep hearing
19 about the south suburbs and how close they are to some
20 of these neighborhoods here. And then you touched upon
21 the lump-sum budget versus -- and the authority, but
22 then when we drafted that lump-sum budget, which put it
23 in the hands of the agencies and the Governor's Office
24 to go spend that -- and if that is true, then it really
25 isn't an audit finding, I guess, is what I'm -- we'll --

1 we'll talk with the staff on that, so.

2 Thanks for coming today.

3 THE WITNESS: Okay.

4 REPRESENTATIVE MAUTINO: And with that, seeing no
5 further questions, thank you for joining with us.

6 THE WITNESS: Thank you all for your questions and
7 your time.

8 REPRESENTATIVE MAUTINO: Folks, we'll be back here
9 tomorrow at 9:00 a.m., 9:00 a.m. sharp.

10 (The meeting of the above-entitled
11 cause was adjourned at 10:18 p.m.,
12 October 8, 2014, until 9:00 a.m.,
13 October 9, 2014.)

14

15

16

17

18

19

20

21

22

23

24

25

1 STATE OF ILLINOIS)
2) SS.
3 COUNTY OF COOK)
4

5 Cheryl A. Goetsch, being first duly sworn, on
6 oath says that she is a Certified Shorthand Reporter and
7 Registered Professional Reporter, doing business in the
8 City of Chicago, County of Cook and the State of
9 Illinois;

10 That she reported in shorthand the proceedings
11 had at the foregoing Meeting;

12 And that the foregoing is a true and correct
13 transcript of her shorthand notes so taken as aforesaid
14 and contains all the proceedings had at the said
15 Meeting.

16
17
18

CHERYL A. GOETSCH, CSR, RPR

19
20
21
22
23
24
25

<p>A</p> <p>AA 115:11,16,18 301:1,7,8 384:5 384:10,12</p> <p>abandoned 217:2</p> <p>ability 70:3 185:19 193:24 194:23 195:10 206:19 243:18 277:8 296:5 312:6 331:20 474:8</p> <p>able 34:19 49:16 61:19 62:9 89:12 92:1 107:12 119:15 135:19 142:22 157:17 174:10 192:7 210:20 211:4 212:1 213:14 215:5 215:20 216:4 216:19 221:12 241:22 249:7 275:3 307:8 318:1,24 320:24 326:20 328:5 329:13 345:4 367:17 423:22 440:15 466:19 467:9 474:19 479:23 488:6</p> <p>abolishing 354:18</p> <p>above-entitled 490:10</p> <p>above-referenc... 324:9</p> <p>absence 417:10</p> <p>absolutely 65:4 74:20 89:1 103:12,17,20 104:7 120:16 126:6 137:13 138:8,9 139:14 151:19 154:24</p>	<p>180:24 218:11 232:7 271:21 289:17 332:7 359:1,3 362:18 370:4 375:10 378:1,1,1 379:23,23 389:19,19 405:24 438:14 439:6 445:1,1 446:22</p> <p>absorbed 189:11</p> <p>absurd 206:7</p> <p>abundantly 13:7</p> <p>abuse 209:24 210:1</p> <p>ac 438:19</p> <p>academic 187:12 187:14</p> <p>accelerated 296:25</p> <p>accept 88:13 249:17,22 256:16</p> <p>acceptable 54:19 203:4</p> <p>access 200:6 320:14 334:6 433:5 434:21 434:22 435:7 435:12</p> <p>accident 372:10</p> <p>ACCION 319:21 319:23 333:16</p> <p>accommodating 347:17</p> <p>accompanying 364:19</p> <p>accomplish 38:15 78:2 93:20 435:4</p> <p>accomplished 87:20 89:2 90:14</p> <p>accomplishme... 17:22,23</p> <p>account 152:22</p>	<p>172:9 180:12 403:14 486:4</p> <p>accountability 88:25 134:6,9 204:5 205:1,17 265:16 297:22 380:17,20 424:10,22 484:6</p> <p>accountable 73:18 473:14 488:8</p> <p>accountants 249:8</p> <p>accounted 424:9</p> <p>accounting 62:4 189:7 190:3 232:22 244:6 249:18 371:19 480:7</p> <p>accounts 200:2</p> <p>accumulated 213:2</p> <p>accurate 131:12 198:3 236:24 256:16 319:2 338:2</p> <p>accurately 176:1</p> <p>achieve 73:21 473:17</p> <p>achieved 478:17</p> <p>acknowledge 9:24 38:20 93:17</p> <p>acknowledged 38:17</p> <p>act 4:1 14:24 18:7 42:12,19 42:22 43:9 128:1,3,18 171:24 181:4 204:6 205:1,17 259:16 372:11 404:17 486:10</p> <p>acting 110:23 141:7 435:19</p> <p>action 13:5 75:5</p>	<p>323:1</p> <p>actions 259:24</p> <p>active 101:19,20 235:22</p> <p>activities 27:2 105:17 134:3 160:17 184:17 217:3 222:20 325:22 329:4 383:12 457:25</p> <p>activity 95:17 156:25 328:13 329:2 438:20 480:21</p> <p>actual 156:9 190:19,22 202:11 242:11 291:21 398:18 428:15</p> <p>Act's 3:24</p> <p>ad 115:16 176:9 269:19 301:6,6 384:10</p> <p>Adams 196:18,18 198:8,13 200:3</p> <p>add 33:25 37:21 79:25 111:16 111:20 159:20 168:10 169:23 170:2 172:16 234:23 241:10 306:3 383:3</p> <p>added 33:24 41:15 62:7 96:1 111:13 162:15 162:16 167:4 167:24,25 168:2 170:1,2 245:17 306:9 320:21 467:17 467:22</p> <p>adding 241:1 243:25</p> <p>Addison 344:25</p> <p>addition 33:17 84:9 99:24 250:2 376:18</p>	<p>434:9</p> <p>additional 7:3 34:18 35:2 36:20 61:13 71:14 90:2,5 178:18,18 209:19,22 210:6,11 222:7 222:8 256:21 256:25 324:25 465:3</p> <p>additionally 49:4</p> <p>address 13:15 20:23 27:7 78:16 93:19 106:7 174:21 205:6,18 216:3 248:8 260:18 264:13 265:7 265:18,24 266:6 268:22 273:18 456:7 458:9</p> <p>addressed 8:5,12 101:17 172:17 172:25 248:19 263:22 274:8,8 274:17 422:24</p> <p>addresses 20:20 69:10 350:6</p> <p>addressing 17:25 20:9 29:9 181:21</p> <p>adduced 294:22</p> <p>adequate 60:3</p> <p>adequately 188:4 205:25 212:22 248:12</p> <p>adhere 293:11</p> <p>adjectives 39:2</p> <p>adjourned 490:11</p> <p>adjust 211:10</p> <p>administer 14:18 14:25 18:24 19:17 33:19 34:24 159:8</p>
--	--	---	--	---

209:3,25 211:4 212:1 249:20 296:6 319:17 323:25 327:7 328:5,7 329:13 331:20 335:10 469:22 administered 56:7 108:9 127:22,23 259:4 317:17 319:13 327:16 331:14 334:12 344:22,23 470:3 administering 44:14 49:1 51:14 56:22 208:25 209:2 209:16 323:5 337:22 administers 331:19 administration 18:18 75:9 109:13 110:13 155:22 175:15 208:15 209:24 220:9 229:8 269:19 275:17 295:17 302:25 304:23 305:16 309:10 320:6 351:17,18 355:3 466:17 administrative 44:14,16 45:24 56:5 58:5,6,11 59:8 60:22 64:3 166:17 189:17 238:12 admittedly 154:7 adopt 44:16 45:1 adopted 33:23 42:3 45:16,22 adopts 44:14 adult 133:25	207:19 adults 22:5 144:22 adverse 173:16 advice 22:19 280:6 370:22 advise 222:14 276:19 280:1 advised 45:4 281:11 advisor 276:18 279:24 282:7 282:12 284:20 advisors 81:9 advisory 22:20 41:17 222:4 advocacy 74:18 204:3 advocate 478:21 487:1 advocated 9:15 advocates 124:4 373:13 390:6 advocating 124:5 207:20 affect 363:10 376:1 392:21 affiliated 245:14 341:16 afford 256:11 affordable 128:1 128:2 aforsaid 491:13 afraid 413:4 African 356:21 391:14 420:12 African-Ameri... 445:13 afternoon 77:8 139:25 266:19 267:13 after-school 69:20 70:1 262:23 381:13 421:19 age 30:6 139:23 226:1,3,5,7	227:8 386:13 agen 184:7 336:15 agencies 18:24 18:25 19:1 20:16 22:18,19 23:8,13 24:10 30:16,17 41:9 41:13 49:6 52:7 52:19,21 53:1 54:2 55:10,11 56:6,16 58:12 59:15,22 95:15 102:4 108:8 117:13 129:11 129:13 130:14 132:3,10 134:16,19 135:3 158:1 161:13 163:2,4 163:5,13,23 165:10,14 169:7 172:7 174:21 180:10 180:14 188:22 188:23 189:12 195:13,17,18 196:1 198:15 198:18,19 209:17 211:14 212:3,3,21,23 213:9 220:8,14 221:13 222:2 222:15,18 223:16 224:8 225:5,7,16,17 228:17,18,20 229:25 230:4,9 230:15,24,24 230:25,25 231:6,7 232:4 232:14,20,24 238:2,22 239:14,15,22 240:3,7,9 241:8 242:15,23,24 243:16,23,23	244:1 245:19 247:19 248:24 281:16 286:17 292:2,21 308:22,25 309:7,8 314:2 320:16 321:11 334:25 361:2 361:18 365:5 378:18 379:6,8 379:10 380:2,4 382:6 389:7 390:6,9 405:12 405:14,16,25 406:8 409:5 410:24 421:12 422:6 423:8 424:1 451:20 454:9 468:5 489:23 agency 6:12 12:6 13:18 17:21 18:9 22:11 23:21 24:22 26:5,24 28:25 32:7,19 33:19 34:13,14 36:6 44:21 47:12 48:19 51:19,25 53:2,3,9,25 54:12,17,21 55:6 66:12 99:25 100:9 131:4 134:7 143:20 158:16 163:7 165:8,9 166:11 169:3,3 169:3,14,15 174:10 182:8 182:13,15 184:10,22 185:2,13,18 186:15 195:12 197:23,25 209:20 212:20 220:16,22 225:8,11	227:24 230:13 232:6,19 233:13,15 235:22 236:4 239:1 245:14 245:18 247:12 249:2 250:3 258:7 259:6 263:21 264:7 279:14 293:13 293:21 295:16 295:24 296:1 316:23 319:25 327:23 331:22 336:15 342:23 343:13 344:19 369:2 389:25 465:14 479:10 479:11 488:13 agency's 19:4 33:2 41:3 232:12 233:20 236:6 327:16 agenda 32:2 86:24 agent 131:5 198:20 446:9 agents 198:19 422:7,9 424:1 ages 141:9 ago 12:3 13:24 26:23 29:2 98:8 98:8 107:9,9 145:13 181:19 196:10 382:18 389:3,3 417:23 418:1 448:24 agree 31:17 52:15 79:8 107:24 126:22 132:21 149:6 169:22 177:4 216:17 227:17 229:12 259:1,2 265:11 279:6 414:3 417:20 418:12 427:5,8
---	---	---	---	--

<p>439:7 465:24 477:20 484:5 486:6 487:15 488:2 agreed 65:9 167:4 254:1 379:23 424:24 agreeing 17:8 agreement 5:5 61:25 66:13 175:8,10 179:1 179:8 180:2 225:6 232:3 238:24 252:8 325:21,24 448:9 465:2 agreements 174:3 209:16 225:25 232:4 327:1 Agriculture 255:17 AG's 41:1 Ah 45:8 ahead 7:1 46:19 62:14 74:16 199:12 266:18 305:2 437:7 475:13 ailing 138:25 aimed 57:20 aisle 18:23 124:5 124:24 148:10 al 193:5 445:1 alarming 30:7 Albany 200:15 234:6 293:16 293:17 alderman 54:13 193:5 292:3 443:14 468:12 aldermanic 222:4 485:10 alderman's 443:10 aldermen 55:9 55:14,18,22,23</p>	<p>56:1,2 157:16 158:13,14 163:6 192:22 193:4,12,14,16 193:18,20,24 193:25 194:5,8 194:17,20,23 220:7,19 222:1 222:5 252:4 253:13,23,24 253:25 254:7 254:17 259:2 263:3,7 291:25 292:4,9,11,19 292:21 361:2,4 361:9,13 362:6 380:4 416:14 443:4,5,17,22 455:25 468:11 471:5 477:6 aldermen's 444:21 alerted 248:25 alike 445:4 allegations 99:23 100:8 322:12 allegedly 448:6 alleyways 424:16 allocate 119:1 141:20 364:13 367:5 409:10 allocated 33:11 159:21 178:4 178:17 335:8 allocating 118:25 364:12 367:4 409:9 allocation 32:18 32:24 263:2 allow 4:6 171:19 344:20 439:3 447:14 allowable 323:20 allowed 3:24 16:22 231:14 325:23 404:17 461:1</p>	<p>alluded 100:19 altogether 142:25 amazing 101:13 ambiguity 464:7 amended 45:13 American 356:21 391:14 Americans 420:12 amount 33:16,19 34:9 36:4,5 139:17 168:4 188:1 191:11 202:3 208:13 209:20,25 210:7,25 212:19 218:18 233:11,18,19 233:19 245:8 323:20 324:5 333:1 363:20 371:12 451:6 452:9,23 454:11 455:7,7 480:17,18,23 amounts 60:4 64:12 207:21 242:23 403:13 ample 321:25 analysis 65:9 96:9 97:8 102:7 107:2,19,23 196:7,14 197:10,19,20 198:2,5,6 199:20 200:9 200:21,23 201:19 203:5 215:13 218:25 237:23 377:12 378:24,25 454:1,12,13 482:19 analysts 397:5 analytical 426:4 Ander 112:13</p>	<p>Anderson 99:22 100:4,6 Andrew 86:16 Andy 1:13 115:16 301:6 340:1 341:19 342:14 384:10 and/or 84:20 343:15 417:11 Anita 322:11 Ann 63:12,16,18 64:15,22 94:22 announce 348:15 announced 160:14 296:14 296:14 403:8 470:17 announcement 86:23,25 92:11 95:16 160:13 160:14 352:23 annual 64:7 answer 24:13 60:21 67:9 74:5 124:13 181:1 185:1,15 186:10,11 213:3 231:14 253:6 269:11 278:10 285:7 305:1 316:1 318:24 319:1 329:19 330:24 336:16,16 396:21 404:23 434:23 446:4 446:10 457:22 463:18 466:20 474:19 476:25 answerable 253:2,5,9 answered 24:25 53:14 198:7 266:15 366:8 366:17 367:10 396:12 404:22 463:17</p>	<p>answering 3:6 125:13 231:15 347:14 463:15 answers 7:17 88:1 207:6 250:11 276:10 424:13 anticipated 134:14 anti-poverty 127:13 anti-violence 12:21 46:4 51:1 115:21 136:19 154:16 155:4 155:25 262:22 270:14 274:22 275:3,5 276:12 276:23 280:9 280:10 295:13 295:20 301:11 301:16 312:19 349:16 350:4 350:10 354:13 354:15 355:1 358:22 369:8 371:7 373:13 384:15 407:12 453:19,24 454:7,9,18 456:4,14,22 457:17 461:20 anxiety 154:3 anybody 44:21 141:10 164:24 237:17 238:7 255:1 270:3 271:17 276:20 278:19 285:23 288:17,22 289:22,23 302:13,25 307:12 323:3 343:24 419:9 425:13,14,16 425:19 446:25 465:15 488:6</p>
---	---	---	---	--

<p>anymore 80:10 397:25</p> <p>anyone's 467:6</p> <p>anyway 93:9 484:19</p> <p>apologize 139:20 234:16 300:14 342:9 380:13 401:25 461:2 465:19 482:3</p> <p>apparently 200:18 340:24</p> <p>appealed 164:6</p> <p>appear 50:10 165:22 188:12 309:5</p> <p>APPEARANC... 1:7</p> <p>appeared 201:2 309:20</p> <p>appearing 17:8 315:8</p> <p>appears 122:10 122:15 157:14 163:21 177:14 309:10 319:10 451:3 452:14 469:3</p> <p>applicable 8:23</p> <p>applicant 53:19 54:6,24 254:19 254:21</p> <p>applicants 52:7 53:13,14 165:19 254:17 335:14 409:6 412:18</p> <p>application 22:18 52:1,3,13 54:14,15,18 55:1 56:10 248:9,11,16,17 286:25 287:4,7 320:20,25 337:14</p> <p>applications 41:25 51:24</p>	<p>52:22 53:20 69:18 197:7 201:14 335:15 337:20 421:15</p> <p>applied 39:2 169:8 309:14 313:18,20 314:2</p> <p>applies 50:22 70:2</p> <p>apply 39:3 54:10 54:13,22 55:2 108:11 175:11 255:1</p> <p>applying 381:12</p> <p>appointed 18:9 383:6</p> <p>appointments 41:1,15</p> <p>appreciate 25:1 39:23 125:14 135:16,18 142:13 186:18 186:18 207:5 216:11 249:24 250:9 255:11 268:5 300:1 314:20 315:8 319:4 347:22 350:12 351:1 352:11 366:18 476:4</p> <p>appreciates 475:18</p> <p>appreciative 118:21</p> <p>approach 12:10 20:13,16,20 21:3,4,10 22:14 23:8 24:8 28:3 28:12,13,18 29:13 32:5 41:7 47:3 69:10 82:6 82:11 128:16 135:6 243:7,9 243:10</p> <p>approached</p>	<p>46:22 83:8 109:10 168:1,2 453:6</p> <p>approaches 19:7 20:23 30:12</p> <p>approp 465:5</p> <p>appropriate 170:20 180:21 211:4 212:19 233:13 240:18 243:8 254:12 476:13 487:16</p> <p>appropriated 33:17 34:10 171:8,17 172:13,18,21 178:16 209:1 214:18,19 363:17 453:5</p> <p>appropriately 233:13</p> <p>appropriation 32:9,13 33:1,4 33:5,14,21 34:14 36:6,7,13 36:17 40:13 75:21 76:12 170:24 171:10 171:12,13,20 172:11 174:9 175:6,7,14 177:24 208:2 208:17 209:14 277:7 296:5 335:9 346:4 410:4 427:14 453:13,21 455:11 457:1 461:15</p> <p>appropriations 33:10 40:5 74:11 172:4 176:5 180:21 181:10 205:22 250:19 368:20 401:11 404:2 415:2 455:9</p>	<p>approval 163:10 163:23 166:10 166:10,15 250:25 251:1 259:18 309:11 332:13,16 333:4 345:12 382:4</p> <p>approvals 41:21</p> <p>approve 252:3 309:7,7 367:19 405:11 468:9</p> <p>approved 31:13 42:3 60:11 64:16 120:13 120:14 164:17 166:5 251:23 251:25 258:18 309:9,25 310:1 324:18 345:5 382:2 405:16 405:25 406:5 467:19</p> <p>approving 61:18 166:22 251:11 308:25 468:16</p> <p>approximately 210:6 322:13 322:18</p> <p>April 136:21,23 136:25 213:19 214:3 285:4,4 291:6,10 316:23 317:5 375:19 476:11</p> <p>area 20:9 37:20 37:25 38:2,4,10 38:11 47:22 55:15 56:2,13 56:15,22 69:25 91:8 100:25 101:23 109:22 110:7,9 117:19 121:23 151:7 151:11,12,15 161:19 162:1 162:25 167:2,7</p>	<p>201:6,21 221:4 258:18 297:4 307:2 318:7 328:12,16 406:22 443:10 445:22</p> <p>areas 7:6 11:2,18 20:21 55:17,25 84:9 111:24 117:23 135:19 140:6 193:11 193:13,19,22 193:23 194:24 294:11 377:4 379:2,25 443:19 445:21 478:4</p> <p>arena 218:10 480:6</p> <p>argue 221:1 465:21</p> <p>argument 37:10 362:14 399:10</p> <p>arguments 184:15</p> <p>arm 185:10</p> <p>arms 345:21</p> <p>arrangement 229:1</p> <p>arranging 488:16</p> <p>arrive 378:15 471:13</p> <p>arrived 2:2 348:10 412:20</p> <p>arrogance 256:7</p> <p>article 278:5,11 278:13 289:16</p> <p>articulate 342:8</p> <p>articulating 395:25</p> <p>Arts 290:20,24</p> <p>aside 344:14 365:18 426:13 426:15,20</p> <p>asked 13:18 32:20 35:15</p>
---	--	--	--	---

37:19 38:3 47:2 48:11 54:6 55:10 62:6 87:7 87:19 88:17 90:22 93:5 95:11 99:12 101:22 103:10 110:14 111:8,9 115:25 116:12 139:20 159:20 159:22 189:7 189:21,25 190:6 191:21 192:5 199:10 199:18,21,22 205:7 222:21 224:13 231:11 231:13 237:25 238:13 239:10 242:5 251:20 254:17 259:10 259:12 263:8 266:15 272:25 274:21 278:10 282:15 286:3 289:14 291:16 292:21 303:3 308:7,18,24 313:25 341:6 347:18 354:19 354:25 355:7 364:16,17,18 364:20 366:2,4 367:22 373:7,8 373:12,12 376:4 382:11 397:5 399:12 399:20 402:4 405:7 406:21 407:2 428:6 436:16 437:20 437:21 439:23 439:24 446:9 450:15 463:16 476:10 asking 7:7 25:16 38:2 59:21 73:7	75:17 80:13 82:3 91:15,16 117:1,4 124:24 157:2 205:9 217:21 231:21 232:10 259:18 268:21 270:4 273:17 278:7 292:11 293:19 307:12 308:9 313:10 314:16 352:7 355:15 357:5 366:10 367:14 384:21 384:23,24 391:6,17 392:24 393:16 400:19 402:1 403:10,11 431:6 459:24 478:18 484:4 aspect 466:8,9 467:23 489:6 aspects 108:10 148:4 236:21 236:21 338:15 aspirational 78:8 117:2 298:20 assailed 151:9 assaults 137:24 Assembly's 3:19 3:20,22,23 4:4 5:1,16 28:25 34:15 36:18 46:7 172:12 207:25 208:8 334:23 359:8 390:13 408:23 Assembly's 172:3 assertion 188:18 assertions 467:13 assessment 319:14 assigned 127:15 245:24 371:12 assignments	441:5 assist 346:6 assistance 166:3 318:11 322:6 Assistant 475:25 Associate 94:4 associated 34:22 37:15 95:12 105:13 150:7 160:18 241:8 Association 417:15 assume 48:3 208:16 225:20 241:5,13,18 346:19 362:17 362:25 363:1 396:5,6 405:19 405:19 assumed 479:15 479:17 assumes 324:9 assuming 72:17 226:9 347:5 406:6 assured 7:2 asterisks 200:13 attach 487:25 attached 433:23 480:23 attacks 387:1 485:24 attempt 76:19 374:13 attempting 174:15 222:12 attend 54:1 271:11 273:8 273:11 291:19 296:10,15 302:5,9,11 311:2,3,4,11,23 312:5 313:6 411:6 412:17 attendance 2:5 25:20 attended 106:2	158:20 268:25 270:14 271:14 271:18 273:2 273:14 274:5 283:18 307:24 310:19 311:13 311:23 312:2,7 411:8 attendees 272:23 attending 270:11 287:17 attention 8:17 12:1 110:18 113:14 200:5 314:20 323:8 326:5 359:17 369:18 attitude 116:10 150:18 attorney 6:22 12:23 16:17 18:10 41:5 45:2 63:12 64:1,5,10 113:12 122:12 122:22 123:7,8 123:10 175:4 205:11 246:15 257:20,22,24 258:1,6,23 259:2,10 260:2 260:3 266:20 267:11 275:22 275:23 276:1,6 277:3 348:16 348:20 475:25 attorneys 45:2 attorney's 45:8 315:12 attorney-client 81:2,4 attributable 100:6 attribute 351:23 attributed 120:19 attributes 364:9 at-risk 172:20	440:11 audit 1:1,3 2:2 4:12,15 5:2 6:6 7:20,24 8:5,9 8:11,16 9:1,4 9:20 10:7,23 13:6 14:24 15:1 17:6 23:19,23 24:19,21 40:11 40:15,17 44:25 45:20,23 52:24 65:18 67:15 77:15,17,25 78:1,11,16,23 78:25 79:2,4,5 79:10,11,15,21 79:23 80:1 88:25 92:5 93:13,19,22 94:7 95:7,13 104:21 110:16 112:23 122:13 122:17 123:4,9 123:16,18,20 123:21,23 125:1,3,9,11,24 131:20 132:23 132:24 142:7 153:24 154:1 154:25 155:1,6 155:19 157:13 166:25,25 167:17,20,23 167:25 168:11 170:21 173:16 177:14 183:6 183:10,11,17 183:19,24 184:21 185:2 187:9 191:24 198:5 199:10 199:15,16,22 200:23 201:18 204:7,23 205:21 219:1,2 222:22,22 224:22 228:8
--	---	--	---	---

232:18 234:11	483:15	431:9,14,18,23	375:6,7 376:8,8	458:16,22
238:11 239:9	auditor 1:25 7:9	432:6,10,14,18	427:17,25	465:3,5 489:21
240:24 241:13	7:19,23 9:5	433:3,9,14,17	455:19,25	Authority's
242:16 244:13	10:1 11:5 38:25	433:22 434:7	461:24,24	40:25 233:9
247:5,8,9,11,18	44:23 45:7,11	434:19 436:10	472:25	282:10 302:4
248:4,9,23	68:6 78:11 92:4	436:25 437:3	auspices 464:5	authorization
249:1 263:19	94:2,14,17 95:9	437:23 439:8	Austin 161:20	396:24
263:21 264:15	95:11 106:22	439:14 456:16	authority 6:8,13	authorize 14:25
286:7,13 291:4	107:6 108:20	456:19 457:3,6	7:25 12:5,23,24	95:17
293:8 294:22	131:15 135:18	458:13,20	13:13 17:15	authorized 45:14
296:21 297:12	142:8,14 171:4	459:14 460:6,9	26:18 27:11	250:18,19
303:24 304:9	171:15,22	460:11,17,20	30:20 31:16	396:19
304:10 305:10	175:5,5,6	463:10,18	32:2,14 34:14	automatically
305:10 306:6	177:17,22,25	464:2,9 465:22	37:2 39:18	132:20 163:14
307:7 317:14	178:14,22	467:10 482:18	40:18 41:4,13	availability
331:15 336:5	179:15,22,24	auditors 108:6	41:18 42:10,21	335:13 391:22
336:20 348:11	180:1,5,7 194:9	153:25 157:14	44:2,13,25 45:5	available 26:24
349:1,3 353:3	194:11,13	170:6 171:6	45:9 49:12	27:6 32:22 43:8
371:14 374:9	199:1,2,15	226:1 238:24	52:25 53:4	54:25 55:1 57:4
378:18 387:15	201:23 202:1,5	241:17 243:14	65:11 68:8	63:4 67:19
396:14 403:25	203:6 204:25	246:24 305:11	79:18 82:6,7	119:19,20
415:3 416:11	205:18,23	399:8	87:11 91:19	138:17 141:19
416:23 417:22	206:16 228:5	auditor's 233:7	95:14 101:2	147:11 159:23
417:23 418:3	228:13,22,25	324:6 380:25	105:18 118:18	161:5 171:1
425:13,14	229:5,8,10,14	422:21	125:4 127:3	174:6,20 176:2
429:14,17,19	229:17,19,22	audits 6:18 8:20	128:10 148:17	176:9 178:9,11
429:23 430:8	230:17,23	8:22,25 9:4	165:7 171:20	198:5 232:6
430:13,21	231:3,5,9,12,16	19:5 44:20 60:4	175:9 180:9	283:7 319:12
431:8,17,24	231:18,20,22	206:3 242:2	181:17,24	320:5 334:8
433:5 435:13	231:25 233:7	388:21	182:4,20,25	346:4 353:17
436:24 437:20	234:12,16,19	August 46:13,21	183:5 184:14	355:16 359:10
450:17,22	237:2 239:6	46:22 83:3,5,6	184:19,22	363:7,15,19,24
451:1 455:17	241:10 243:1	83:8 84:7 87:3	196:23 197:24	391:9 392:3,5
458:14,14	243:13 246:5	124:7,8,8,10,16	198:14 229:22	393:12,25
459:15 466:10	263:18,21	158:25 208:19	239:3,8 250:15	396:16 407:10
467:14 469:1,1	264:8 286:8	212:16 213:18	250:16,17,23	409:21 411:16
473:2 474:10	335:17,23	214:3 218:13	250:24 251:7	453:20 466:5
483:12,13	336:5,21	282:1,11,12	251:13,20,23	470:21
489:25	371:15,18	283:10 284:7	251:25 252:1	avenue 476:13
audited 123:17	376:19 399:9	284:21 288:7	269:8,14,15	avoided 250:1
124:6 125:9	399:17,23	340:12,14	275:14 277:6	award 60:3
132:11 159:5	400:2,5,8,12,17	341:11 343:17	277:21 291:14	245:8 345:6
223:25 236:12	400:24 401:10	344:1 349:25	295:15,21,23	awarded 317:19
245:16 335:19	401:18,22	353:4 355:19	296:4 305:4	323:12 329:20
auditing 8:18,23	402:7,12,17,22	356:20,20	321:12 331:7	awarding 58:17
237:15 238:3	403:2,7 414:7	358:6 368:19	336:7,14 349:4	277:20
244:1 421:15	417:1 430:7,12	374:11,18,19	368:18 451:14	awards 41:25

335:16	243:25 246:1	246:19 249:25	451:19 464:23	417:20 471:19
aware 13:3 33:13	246:17 257:8	260:22 387:23	465:12 479:9	basements 139:2
33:14,15 65:12	257:21 262:12	419:16 476:11	Barbara's	346:22
124:24 125:1,6	263:25 266:24	477:9,21,21	200:10,19	basic 34:18 53:8
160:22 166:20	281:25 294:20	badly 418:9	248:5 373:23	67:9 102:25
166:21 183:2	314:16 316:15	Badrov 122:20	407:7 489:3	210:3
203:19 204:11	317:6,25 319:8	baffling 68:15	Barickman 1:9	basically 119:16
204:15 264:16	324:3 326:13	bags 267:3	2:6,7 5:4 6:25	275:6 276:18
322:21 323:4,6	326:21 341:23	balance 37:24	9:8,9 14:18	280:2,8 287:8
326:13,14,19	345:25 364:24	119:20 140:11	15:9,10 25:24	295:24 299:16
326:22,24	400:15 408:24	160:17 175:23	109:1,2,3,6	302:13,18
339:1 481:11	411:25 414:22	181:6 245:18	111:21 153:7,8	308:12 322:8
awareness	415:9 436:4,17	balances 255:22	155:9 176:13	361:18 391:10
214:14	441:4,5,7	balancing 39:4	176:16,18	basis 59:7 96:21
awful 298:9,10	450:17 468:12	ballooned 159:1	177:9,11,20,23	142:2 163:13
awhile 115:3	475:14 484:11	ballooning 33:21	180:16,25	164:21 179:11
awkward 71:19	486:12 490:8	208:16	181:12 186:16	180:9 195:25
axes 133:5,8	backdrop 116:14	Baltimore	246:20,23	201:14 202:2
aye 4:20 16:1	backed 37:10	187:18	248:6 303:17	237:17 265:22
eyes 4:21	230:2 240:18	Barb 45:18 94:16	303:18,22	422:2 424:17
A.D 1:4	background 56:4	266:13 309:3,6	310:8 314:11	445:16
a.m 1:5 490:9,9	56:5 187:12,13	389:8 451:4	325:1,3,7	bathroom 475:2
490:12	187:14 227:15	467:19 468:10	332:22,24	bathwater 133:1
	227:18,23	473:21	333:6,12	battered 127:20
	228:2,15 230:1	Barbara 12:19	335:17,24	Bear 299:24
B	230:21 232:13	14:15 16:17	336:18,23	beat 385:4
B 267:18 315:14	350:25 355:3	17:13 25:9,11	338:24 342:3	beaten 214:12
baby 133:1	379:11 480:7	62:17 87:5 94:6	450:9,10,13,24	beating 19:14
back 2:3 7:19	backgrounds	97:15 104:23	450:25 457:21	137:14
26:16 36:24,24	415:4	176:20 199:18	457:23 462:8	becoming 28:1
40:20 42:9 45:6	backlash 471:24	199:19,21	462:11 466:7	457:11
45:12 47:6	backlogged	237:10 238:18	472:19	began 18:8 30:20
49:22 50:3 55:9	453:16	247:8 266:9	base 115:9	36:23 122:11
59:23 61:24	backup 62:5	268:21 273:16	300:24 383:17	322:14 417:14
65:3 75:22 80:3	131:16,22	274:21 275:9	384:3	462:15,18
86:2 103:25	189:1 230:12	276:14 283:23	based 20:12	463:6
104:21 122:18	230:18 240:19	284:8 303:7,10	106:14,15	beginning 16:19
127:1,5,12	242:21,25	306:18 310:21	109:23,24	35:4 70:16
129:23 132:7	243:20,24	314:1 360:8	127:8 159:13	85:11 178:5,7,7
134:9 138:14	244:4	369:7 370:7	165:1 196:3	214:19 270:5,5
143:21 144:12	backwards 13:24	378:12 395:10	226:1 238:17	270:7,15 383:4
145:2 164:15	382:21 389:21	395:10,21	247:9,12	383:4
164:22 171:5	back-office	405:9,23 406:6	320:17 321:16	beginnings 89:8
181:15 190:14	130:22 133:17	406:9,21 407:3	327:21,22	begins 124:16
208:19 212:9	bad 93:12 139:10	410:20 412:15	328:15 335:16	445:23,24
212:10 214:6	147:19 148:1	412:24 428:1	335:16 337:13	begun 27:21
224:2,19	151:22 214:7	434:21,24	363:6 416:6	behalf 100:7
235:11 238:1,9				

133:14 207:20 243:22 behavior 69:13 146:22 150:8 150:24 217:20 217:25 218:8 behaviors 57:22 217:25 218:4 belabor 195:22 belief 154:18 371:8 387:9 429:4 believe 5:11 26:8 53:10 110:23 111:16 122:18 138:3 140:22 172:12,23 177:3 180:13 186:25 190:16 192:12 196:24 198:4 220:6,11 231:20,22 273:1 288:2 306:4 316:22 318:6 325:11 327:12 330:11 331:5,18 335:21 337:8 340:17 342:1 346:19 347:14 347:20 348:1 358:4 360:1 364:1,4 371:7,9 381:5 396:12 396:18 398:1 400:10 403:5 404:7 405:7 411:5 427:3 443:23,25 444:2 453:2 464:24 465:20 466:3 474:12 482:19 483:9 483:11 485:17 486:5,7 488:18 believed 337:16 Ben 113:16	300:15 benchmarking 307:15 beneficiaries 307:17 334:4 benefit 172:20 215:7,9,12 255:14,24 438:7 benefited 145:10 benefits 214:25 best 5:21 24:12 95:2,8 110:25 125:20 193:24 194:23 210:20 212:21 213:1 220:6,10 221:9 221:12 293:11 312:6 330:20 343:12,13 362:9,14 378:11 380:5 380:12 381:1 415:3 442:4,7 bet 114:8 better 10:9 29:6 46:12,12 50:5 72:8 83:2 115:10 222:9 265:13 300:25 381:6,9 382:2 384:4 386:15 416:3 420:24 423:19 438:18 440:2,6 447:10 483:12 484:2 486:7 beyond 63:23 105:2 107:20 158:24 180:8 230:13 304:18 318:9 333:20 333:22 344:3 379:1 415:22 465:3 bid 292:16 bidders 53:11	big 50:11 63:23 132:2,9,13 177:19 190:1 206:11,15 244:6 288:10 295:2 368:22 393:22 407:15 420:18 436:20 443:9 461:8,10 478:24,25 480:2 bigger 177:20 180:7 192:2 232:19 353:20 415:24 biggest 87:19 365:17 biggies 130:7,20 133:2 bike 438:24 Bilandic 1:3 bill 1:12 25:25 26:8,13,13,14 27:17 28:23 204:13 205:5 265:14 396:18 398:18 399:15 399:21 460:25 billed 398:13 billion 175:7 426:9 bills 247:23 365:3,6 367:1 391:8 392:4,10 426:10,11 453:16 Billy 83:22 84:8 158:12 267:15 267:18 268:12 273:5,9 303:5 405:9 415:12 467:18 bipartisan 12:4 bit 26:4 27:19 46:1 77:11 127:1,7 130:18 139:21 141:3	142:2 153:11 187:12 192:11 195:20 203:22 224:19 237:3 241:10 258:21 264:24 268:19 281:7 284:13 294:12 299:18 299:18 333:20 348:7 366:11 366:12 374:20 433:1,2 442:6 443:8 457:9 black 57:19 114:18 133:7 139:11 140:15 151:6,13,15,20 152:6 260:15 261:2 285:19 368:6 386:6 417:7 421:10 424:3 428:21 Blagojevich 109:12 blame 153:18 216:4 484:1 blamed 94:8,12 blaming 170:9 blank 459:22,23 blatant 38:18 blessing 132:22 block 241:4,7 blocked 433:1 blocks 139:24 blood 140:1 bloody 265:22 Bloomington 12:13 154:6 blowing 139:3 Blue 458:25,25 BL-3 321:20 322:5 board 40:25 41:10,17,18,21 41:24,24 42:1,3 42:6,6,8,16,18 44:16 45:16	57:8 60:11 118:9,14 120:11,13,14 163:10 251:13 251:19 252:5,6 252:11,16 253:2,3,7 257:17 258:22 302:5,7,10,11 364:20 365:15 366:9,19 367:19 407:13 408:18 409:8 473:20 bodies 156:16 body 164:19,20 164:21 206:12 433:25 boggles 258:20 Bolingbrook 476:2 bombarded 444:3 bon 348:3 bonds 394:25 bono 65:10,14,20 bonuses 63:19 257:20 258:12 276:4 book 64:22 books 60:3 boom 49:5,5,5,5 borders 11:22 born 376:9 415:10 borrowers 324:17 boss 252:10,11 252:16 259:9 453:7 bother 116:12 bothered 434:9 bothers 205:20 206:6 255:20 256:14 415:18 bottom 23:3 113:15,17,20
---	--	--	---	--

114:4,21 141:23 165:18 200:7 300:9,11 383:22,24 466:5 Boulevard 200:15 445:24 445:25 bounced 452:11 bouncing 21:23 box 417:8 442:12 boxes 62:4 188:24 190:1 200:1 232:21 244:5,6 430:24 boy 136:15,25 139:23 315:14 Boys 446:23,25 Brady 1:12 2:8,9 15:11,12 115:17 205:4 250:5,7,13 252:19,22,25 253:4,7,11 257:11,14 268:8,9,16 269:4,12,13 271:21 272:15 281:18 289:14 300:4 301:7 302:13 304:20 384:11 404:25 405:1,2,6 414:3 branded 330:2 330:23 331:8 339:16 344:4 branding 330:25 331:3 338:25 339:5,10 342:4 342:18 Brauer 3:21 break 2:3 96:15 103:13,16 104:3,19 105:5 115:18 161:14 256:19 257:5,6 301:8 348:1,8	374:3 384:12 475:4,8 481:17 breakdown 219:5 220:4 222:17 breakdowns 165:17 218:22 218:22 222:17 breaks 475:18 bridge 330:15 342:3 344:11 brief 16:22 17:17 51:3 207:13 250:10 briefing 341:4 briefly 16:14 bring 7:19 8:16 45:18 110:18 110:19 111:6 166:9 191:14 194:21 213:23 214:2 229:24 263:16 274:22 313:5 316:15 317:6 423:22 440:12 450:17 476:16 bringing 152:7 159:25 309:13 444:25 476:14 broad 288:24 289:1 broader 341:10 342:16 345:12 374:25 Brooke 99:22 100:4,6 brother 412:2 442:24 brought 7:4 18:15 111:12 170:24 200:5 234:9 252:5 277:18 314:1 323:8 326:5 354:16 361:7 416:5,14 420:1	427:10 brown 57:19 133:7 139:13 140:16 260:15 368:7 420:12 424:3 428:21 budget 31:12,13 32:11,12,16 33:15 35:7,8,9 35:12 46:25 67:19 72:21,22 74:8,13,21 75:19 84:1,2,9 85:19 124:22 159:6 171:12 177:5 179:3 180:21 181:22 184:15 189:5 190:14 191:12 195:9 208:22 253:17 258:8 285:13 287:18 349:9,12 354:13 355:8 355:12,15,21 356:6,7,11,13 357:21 358:24 359:8,9,23 362:16 367:22 369:10 370:2 370:10,16,19 370:20 371:12 375:9 379:20 379:20 388:23 389:4,11,12,16 389:24 390:5 390:11 391:13 394:8 398:18 399:12,15 401:20 404:17 453:11 460:25 462:3,19 464:15 470:20 478:21 479:4,4 486:12,12 489:21,22 budgetary	362:20 388:12 397:24 budgeted 460:16 budgeting 171:18 177:23 228:18 353:12 388:17,17 389:3 budgets 32:19 58:7,10 78:20 129:14 311:6 388:10,11 401:2 417:9 461:2 buena 310:14,15 build 21:4,11 22:15 24:11 50:11,23 57:5 67:9 127:19 128:12,13 134:11 145:8 376:16 480:15 building 1:3 20:17 22:24 27:14 67:4 134:11 135:5 148:20 246:18 438:12 440:7 441:11,14 buildings 418:24 built 23:24 147:2 191:12 232:3,3 bulk 450:3,5,16 451:2 459:19 bullet 416:24 bullets 265:6 bumped 55:5 bunch 169:16 282:24 299:20 311:7 392:3 436:6 440:21 bus 60:8 business 3:7 5:20 118:8 129:13 132:3,7,10,11 220:20 223:24 224:9 236:21	240:7,10 241:9 246:14 247:22 259:8 319:22 320:1,5,17 321:8 322:6 329:22 330:22 341:8 342:20 365:10 379:16 394:21 475:9 491:7 businesses 50:20 317:17 320:3 320:10 327:19 330:2 338:23 347:5 busy 266:20 buys 148:2 bypassed 222:11 by-product 197:9 204:7 <hr/> C C 58:6 267:19 348:18 429:22 cadre 147:10 calendar 76:9,10 402:21,25 461:3 call 2:2 7:18 10:15 15:6 53:13 75:5,6,6 75:6 79:24 104:17,21 133:3 136:23 136:24 138:9 141:15 175:18 184:7 217:13 217:13 236:4 247:16,20 340:25 341:1 348:6 352:12 393:2,24 405:2 419:20 461:16 called 25:12 59:5 82:14,25 128:10 130:20 143:13 158:13
--	--	---	---	--

163:16 164:5 172:19 176:7 179:19 268:13 282:25 312:23 316:11 325:20 335:11 341:25 356:14,15 420:4 465:9,10 465:15,16 calling 38:1 156:25 266:24 270:20 352:21 404:12,12 405:1 calls 193:10 235:24 270:22 campaign 343:10 383:13 384:22 campaigning 140:14 141:1,2 campaigns 343:4 cancel 390:8 451:12 452:13 canceled 132:11 223:24 245:16 canceling 129:18 cancelled 224:1 245:14,15 candidate 219:24 candidates 53:2 capable 191:24 221:9 297:7 capacities 476:17 capacity 21:12 30:2,2 33:18 66:13 71:2 130:23 131:6 133:18 134:12 135:5 146:13 185:18 186:13 190:4 195:11 230:20,22 232:15 243:21 243:22,24 248:13 316:21 317:4 438:12 440:6 441:13	447:15 capture 22:22 260:13 car 43:6 421:25 care 3:9 27:18 29:5 134:1 144:6,6 145:4,5 255:15 279:19 280:14,18,19 280:21,22 281:2 372:6,12 372:16 420:13 469:23 470:10 479:6,14 486:10 487:2 cared 370:13 470:13 472:16 cares 280:21 Carol 196:18,18 198:8,12 200:3 carried 403:12 carries 4:24 16:9 carrying 95:23 cars 139:4 424:17 case 22:9 27:8 36:14,15 75:12 89:3 139:7 173:15 205:13 258:10 259:10 259:21 333:11 356:17 401:15 432:16 436:23 462:2 cases 56:1 62:2 131:3 158:21 165:12,13 225:24 238:5 254:18,20,23 cash 218:13 391:22 392:1,1 392:4,19 393:5 393:8,9,12,15 393:25 394:2 395:2,5 410:4,8 411:3 452:21 catch 383:19,20	categorize 419:18 Catwalk 324:5 324:13,16 cause 27:15 29:7 57:13 123:16 438:22 490:11 caused 226:22 causes 418:9 caveat 437:5 CBS 100:5 CCBYS 172:19 CCN 156:17 CCV 322:12,18 322:19 323:4 323:12 325:8 325:13,13,16 326:10,21 327:24 cc'd 311:7,8 CD 329:5 CDC 19:6 CDFI's 328:13 328:25 329:5 329:10 cementing 443:12 center 279:19 319:22 320:2 355:5 442:23 centers 21:9 22:6 152:17 204:3 320:3 Central 138:24 484:8 centuries 31:7 cer 38:25 certain 55:14,22 58:8 59:9 93:21 94:7,13 101:6 105:10,22 109:25 117:23 153:18 157:20 163:22 169:17 291:25 294:4 306:6,25 326:15 356:11	357:13 371:24 428:10,13 432:23 472:1 476:20 478:4 certainly 27:10 39:1 40:4 44:11 56:11 66:21 85:12 98:16 101:4,14,15 116:10 156:11 164:13 235:13 315:13 317:13 318:25 334:5 352:11 358:24 435:21 certification 237:10 certified 237:13 491:6 certifies 230:13 certify 189:3 233:17 238:4 certifying 238:8 cetera 81:9 356:19 chain 257:21 258:21 chair 104:17 348:6 Chairman 4:10 7:23 9:9 14:9 14:17,22 17:11 25:4,8 26:10 39:23 40:2 65:2 72:18 76:25 77:3 109:4 153:5,7,8 186:24 206:25 207:9 246:20 249:4 250:4,7 268:2,9 281:22 303:17,18 310:13 313:25 316:7 324:25 325:1,3 337:3 338:4 347:16 347:16 350:17	414:14 425:2 435:15 450:9 450:10 475:17 Chairmen 104:2 chairperson 41:16 312:19 challenge 19:10 215:23 217:21 417:2 challenged 24:1 challenges 37:3,5 128:23 133:16 134:15,22 141:3 challenging 35:22 67:14 131:2 133:10 218:10 417:16 chamber 195:9 chance 218:24 231:23 318:21 322:21 360:16 486:2 change 128:6 390:5 changed 25:19 237:11 429:5 changes 11:5 changing 78:21 133:23 417:17 chaos 21:23 characterization 125:21 126:22 179:17 256:15 256:16 325:19 characterize 131:1 136:12 137:9 318:2 330:21 419:2,3 characterized 137:11 characterizing 125:22 130:19 charge 112:21 199:2 219:6 charged 136:21 322:15 323:5
---	--	--	---	---

325:25 chartered 319:24 320:6 321:6 328:10 Chatham 101:10 check 106:1 123:13 218:18 246:13,17 314:11 357:20 357:21 398:19 452:10,13 checked 132:5 checking 5:18 63:18 64:15 checks 56:4,5 227:15,19,23 228:2,15 230:1 230:21 232:13 255:22 480:21 481:12 cheerlead 142:9 142:14 Cheryl 491:5,18 chhhh 485:5 Chicago 1:4 11:13,17,21 14:5 19:12 20:9 20:11 29:14 37:5,17,18,20 37:22,25 38:4,8 38:10,11 50:12 56:13,15,22 65:7,13,14,20 65:25 66:3,4,21 68:7 91:7 97:16 98:3,17,20,24 99:8 100:5,24 101:2,4,8,11,23 102:10 105:11 106:22 109:18 110:4,7,9,19 112:12 113:8 117:16,17 136:5,15,19,23 137:2,7 139:2,5 139:8,10 148:6 151:7,11,12,15	154:8,9 161:19 162:1,22,25 167:7 168:9,16 181:21 190:17 193:5 200:24 201:6 213:20 213:21 220:7 221:4 261:1 263:4 265:19 270:10 307:18 308:5,9 317:3 319:21,23 322:9,24 325:8 328:8 329:10 332:21 333:9 333:16,21 349:19,25 352:1,3,5 354:23 357:12 368:6 378:25 385:2 406:22 412:16,16 417:15 443:7 443:10 449:12 471:5 491:8 Chicagoland 100:24 101:3,5 328:12,16 Chicago's 97:24 112:7,17 Chief 94:3 110:24 116:8 257:19,22,25 259:11 276:1 327:12 340:1 340:17 341:14 342:24 349:8 354:12 355:20 358:3,3,23 372:17 392:14 397:17 child 20:24 44:9 69:14 152:18 214:12 218:6 428:16,19 448:11,13 486:1	childhood 21:1 217:14 448:10 448:13 children 19:23 19:23 20:11 21:13 24:2 28:15,15,20 44:7 69:4 137:22,23 138:1 206:4 265:5 266:7 281:3 352:21 353:1 354:21 368:7 369:19 392:21 394:9 414:11 415:7 423:10,11,23 427:3 428:10 428:21 429:5 439:25 441:16 444:20 446:22 447:5 459:2 482:5 486:23 487:23 children's 49:20 56:25 57:3,16 386:19 414:1,4 child's 150:14 387:24 choice 19:17 choices 438:3 choose 212:2 291:13 466:21 469:2 choosing 323:25 469:23 470:8 Chorus 4:21 chose 82:15 247:1 327:24 chosen 52:20 66:8 221:22 319:19 321:14 377:21 468:6 470:7 chronically 335:2 chronological	466:2 chunk 132:2,9,13 132:13 240:16 church 289:19 442:22 churches 152:17 280:4 286:5,6 445:12,15 Cicero 101:14 Cincinnati 127:15 circles 73:23 circumstances 116:3 139:1 182:15 circumvent 171:18 173:24 circumvents 404:1 cites 433:12 cities 187:18 citizens 350:6 362:13 419:10 458:7 city 37:5 101:10 109:18 139:10 164:19 263:4,4 270:9 317:2 330:17 331:24 352:1 357:12 377:1,4 378:25 379:2,25 491:8 CJIA 184:16 186:6 459:1,5 claim 308:25 399:13 claimed 182:2 436:5 claims 182:3 clamoring 411:22 clarification 187:10 198:24 241:11 314:4 337:7 396:9 398:15 clarify 36:8	38:21 160:8 176:12 178:2 179:12 199:3 201:4 350:3 399:10 400:19 431:7,19 Clayco 341:25 cleaned 265:16 cleaning 265:17 318:10 clear 13:7 45:14 49:5 63:20 66:18 81:10 89:1 97:20,21 109:21 112:5 124:23 150:4 156:2 157:14 163:11 168:11 168:25 201:5 201:10 215:12 289:16 304:1 356:19 384:21 402:20 439:7 456:18 458:3 464:23 468:9 468:10 486:8 486:21 487:4 cleared 484:10 clearly 8:9 28:1 52:14 73:17 101:7 162:16 167:14 180:19 225:19 327:18 361:14 452:6 472:13 473:14 clergy 157:16 158:22 272:12 291:21 302:21 455:24 457:15 client-attorney 436:6 climate 29:12 34:25 35:17,25 clinical 146:17 clinicians 146:17 146:18 147:10 223:2 225:7
---	--	--	---	--

<p>close 5:20 111:11 129:1 199:7 242:13 244:11 246:12 265:1 334:2 361:23 385:9 444:17 489:17,19 closely 18:22 204:13 361:8 477:7 closeout 183:19 235:5,8,8 244:16,21,24 closer 305:7 362:12 444:14 444:14 closest 220:12 221:4,19 222:14 254:4 415:8 closing 249:4 263:17 323:13 Club 446:23,25 CMS 383:6 403:18 415:1 425:16 429:7,9 429:16 430:10 430:18,19,25 431:4,6 434:5 435:19 470:15 CMS's 430:23 CM-7 94:3 95:13 CNN 246:18 247:21 429:22 coaching 59:21 Coalition 127:21 coalitions 19:2 coast 317:24 cold 140:1 collaboration 21:15 57:1,2 327:6 collaborative 12:9 54:20 192:24 221:25 256:1 collapse 418:24</p>	<p>colleague 145:12 148:9 colleagues 51:16 213:19 260:20 476:10 colleague's 153:12 collect 66:25 67:12,23 collected 435:4 collecting 435:2 collection 72:10 149:23 collective 141:15 306:16 college 187:15,16 349:23 colleges 296:15 combat 12:4 combination 20:3 338:13 come 3:17,25 10:4 19:12 24:17 26:14 32:16 47:2,6 55:13 57:10,10 65:2 74:14,19 82:12 104:12 110:2 135:19 140:15 156:4 157:23 158:3,7 158:14 169:18 181:20 190:3 199:2 210:2 234:22 237:8 257:7 263:25 265:6 282:20 292:9 313:11 322:17,25 329:18 340:2 344:19 350:4 354:24 355:17 361:11 363:13 368:11 370:6 373:24 375:25 376:5 408:14 431:6 439:2</p>	<p>441:4,5 443:11 443:22 444:19 445:10 447:2 447:14 469:24 476:11 comes 31:24 37:14 153:23 160:6 184:21 205:23 260:12 282:14 313:6 376:13 386:6 423:16 424:11 424:19 472:20 487:19 comfortably 39:3 coming 14:14 34:5 37:21 40:3 42:5 49:22 89:9 90:19 113:5 116:15,15 117:5 121:11 148:7 156:6 158:4,6 186:17 208:11 266:14 281:3 298:22 314:20 315:8 349:2 355:9 359:6,9 364:9 368:2 375:18 383:10 411:20 447:5 457:14 457:18 467:5 469:4 477:4,5 479:2 490:2 comma 120:21 command 257:21 258:21 commencing 1:4 comment 100:1,4 113:6 118:2 141:21 161:8 176:19 246:3 250:6 257:9,13 268:5 350:23 351:4,8 364:10 390:17 482:14 commentary</p>	<p>79:16 100:10 219:3 237:1 commenting 99:23 comments 7:10 9:7 14:12 17:10 26:2 78:10 85:10,13 93:11 97:5 118:4 153:12 164:24 169:4 186:20 233:7 255:11 260:6,20 267:25 315:24 336:22 349:5 350:13 376:24 380:25 451:1 453:1 commerce 195:10 316:19 336:9 337:23 commission 1:1,3 2:2 3:10,14 4:1 4:12,15 5:2 7:14,24 9:22 14:24,24 15:1 16:18,24 17:7 17:12 24:13,18 24:20 40:7 46:4 46:5,10,15 47:4 47:7,12,12,14 47:16,22,24 48:7,10 51:20 104:21 110:16 125:24 132:23 140:4,24 141:5 142:15 147:18 148:24 153:24 155:25 156:2,5 156:6,8,11,21 156:24 157:4 204:8 205:11 205:21 206:12 206:13 207:10 207:25 257:7 262:22 263:19 274:23,24</p>	<p>275:3,5 276:12 276:24 280:9 280:10 289:10 295:13 306:6 307:7 312:19 321:19 348:11 349:2,16,16 354:14,15 355:1,2,7 358:22 425:13 425:14 431:17 434:13 436:24 457:17 462:13 commissioner 107:11 Commission's 8:7 commit 152:17 commitment 29:9 260:10 350:9 351:5,5 committed 28:11 118:24 151:25 364:12 367:4 409:9 committee 40:14 51:5 68:25 183:3 196:17 205:22,24 268:3,7 269:19 314:8 316:5 347:10 350:14 415:2 435:16 committees 21:17 22:20 222:4 common 9:16 219:21 commonly 317:7 commun 200:12 216:6 485:15 communicate 145:9 240:4 304:2,5 communicated 82:24 110:6 119:22</p>
---	--	---	--	---

communication	161:12,14,16	373:22 376:22	165:11 166:2	community-ba...
98:24 110:17	161:20 162:1,9	377:2,4 378:3,6	167:10 168:3,6	22:15 29:23
144:21 145:8	162:12,13	378:15,25	168:7 174:13	127:5 128:23
324:6 358:16	167:1 169:17	379:2,8 411:18	186:1 193:11	130:21 146:11
452:11	170:15 174:6	419:7 421:10	193:12,19,20	438:1,6,10,12
communications	187:20 194:1	421:13 423:6	193:22,22	company 341:25
80:14 81:5,5	196:2,4 197:3,8	423:21 428:10	194:3,24	compare 219:19
85:25 98:1	199:18 200:12	428:20 442:8	201:12 213:25	481:10 482:2,4
288:22 303:25	200:14 201:1,6	444:11 445:10	215:25 216:4,7	compared 29:5,8
304:4 341:19	201:8,9,12	445:14 466:21	216:19 218:9	37:23 197:23
375:21 384:18	202:8,10	469:19,20	221:6,23 222:5	485:5
communities	207:22 212:23	470:2,7,12,24	224:3 260:11	comparing
11:12 13:3,10	215:2,11,15	471:3,9,11,13	260:24 261:2	484:15,20
14:7 18:2,3	216:2 217:1	471:15,18,22	261:18,21,23	compel 25:20
19:12,15 20:1,2	219:3,8,11	471:24 473:25	271:4 283:4,5	competency
20:6,10,18 21:8	220:13,13,18	476:2 478:5,7	285:8,19,22	236:20
21:24 22:5 23:7	220:19 221:2	478:11 484:18	287:20,22	competitive
23:10,14,16	221:12,15,16	484:25 485:4	295:3,7 296:12	54:24 192:20
24:1,5,8 26:25	221:18 222:2,7	485:14,16	301:2,8 302:21	378:20 379:4
30:2 37:11 38:1	222:11 236:22	486:11	305:22,24,24	competitively
49:4,14,22	254:16 255:4	community	306:21 318:11	292:16 378:19
50:16 54:6 67:6	260:15,15	11:24 13:20	319:21,23,24	compiling 308:15
71:2 85:6 88:7	261:14 262:2	19:1 20:15,16	320:6 321:6	406:22 407:23
88:12 89:18	263:8 264:20	20:17 21:3,7	322:9,24 325:9	408:1,3 409:1
91:22 101:21	266:7 270:11	22:14,17 23:12	328:10 333:16	complaint
102:7,13,19,22	270:20 274:12	24:11 27:21	337:21 345:19	164:13,22
102:24 103:1	274:14 279:25	29:25 30:16	346:6 350:10	165:2
105:11 106:1,5	280:2,16,21	49:18 50:12,16	352:2 354:21	complaints
106:11,11,14	281:15,16	54:7 55:15,24	354:23 356:22	443:11
106:19 107:16	283:5,6 285:15	67:3 69:2,18,20	375:17 376:1	complete 52:8
108:11,12	285:20,23,25	69:21,25 89:16	378:14 379:24	236:24 320:20
109:13,17,22	286:18,19,22	102:9 115:11	384:5,12 386:7	320:24
109:25 110:8	286:24 287:10	115:18 127:4	394:19 406:14	completed
116:21 117:13	287:15,19,24	128:3,19,20	416:25 417:5	227:16 321:1
126:14,15,20	287:25 288:1,3	129:6,12 130:3	420:3,8 423:2	completely 88:14
126:21,23	288:23 289:12	130:13,14,22	424:20 428:3	99:4 181:9
128:25 129:19	289:13,13	131:10 133:22	437:25 438:2	482:7
130:7 134:9,12	294:6,17 295:2	133:22,24,25	445:13 455:24	completion 60:3
137:12,22	295:5 297:14	134:2,7,10,11	457:16 461:13	complex 59:14
138:10,18,25	298:3 304:17	135:4 137:24	467:16 468:7	59:20
139:13,19	305:12,17,20	140:20 142:22	471:6,8,25	compliance 19:5
140:16,18	305:21 306:8,9	144:7,22,23	472:3 474:9	44:20,25
141:16 142:24	306:24 307:6,9	145:5 146:3	476:23 477:4	123:18 130:23
143:1 146:12	307:13,16,19	147:7,9 150:11	481:21 483:1	388:19 439:16
147:11 151:12	308:12,15	152:9 157:7,24	487:18	458:15
156:10 157:2,7	318:12 346:7	158:19 162:25	community's	complied 327:1
159:2,14,19	361:8 363:9,10	164:3,5 165:8,9	21:12	comply 45:10

58:13	411:3 426:9	439:13 474:11	406:23	443:22
component 22:21	computer 64:5	conclusive	consider 13:1	Consulting 324:5
57:23,24 112:5	con 126:8	149:14	170:22 172:1,5	324:13,16
142:19 143:13	concentrate	conduct 65:24	179:9 480:10	consumed 61:16
144:14,17	424:19	68:16 112:20	considerable	62:8
146:3,9,16	concentrated	227:18	304:10 452:9	contact 81:20
159:14 160:23	37:8 186:14	conducted 8:1,18	consideration	86:12 159:9
239:23 247:7	478:3	8:22 22:19 42:6	58:17 111:5	236:8 321:10
317:16 330:1	concentrating	102:6 198:2	380:17	321:11,12,13
331:3 332:14	265:8 295:11	228:16 429:15	considered 58:24	392:11
332:15 333:3	423:14	436:22	328:8	contacted 53:22
338:11,16	concept 351:21	conducting 199:9	consistent 448:9	112:20 179:2
340:21 342:4	374:17	conference 53:11	consistently 10:2	193:14,18
362:21 363:12	concepts 77:12	53:13 93:5	constant 349:25	247:19,21
380:18 382:1	339:12 387:14	145:13,15	358:16 424:17	257:19
388:12 389:21	conceptualized	340:25 341:1	constantly 407:6	contained 32:13
components 18:1	157:4	400:13	444:3	433:10 434:6
21:14,17,19	concern 29:7,7	conferences	consternation	contains 8:11
22:13 67:2,25	90:7 164:16	125:25 126:9,9	123:16	491:14
71:8,9 72:13	170:4 172:23	confidence 145:8	constituencies	contemplate
96:22 97:1 99:6	179:4 207:21	331:20	117:8	170:19 177:12
99:7 159:13	209:23 276:25	confident 34:12	constituents	contemplated
215:18 225:5	279:9 296:3,24	34:13 297:7	154:10,15	366:21
330:1 338:21	298:19 356:22	confiding 407:7	346:19	contemplation
339:1 342:15	369:15 370:17	confirm 337:16	constitutes	368:21
344:3 345:8,9	404:5 412:16	confirming	172:14	content 98:12
370:8 371:6,6	414:6 433:2	391:22 393:5	constitutional	contention 99:21
371:11,11	472:11	confront 140:8	172:3 175:3	context 84:3
389:8 417:9	concerned 90:11	confused 124:12	181:6	170:3 305:9
comport 345:16	206:17 208:16	250:14	constitutionality	371:22 413:7
comprehensive	211:1 247:17	Congress 318:8	173:5	453:9
12:9 20:8 24:8	264:12 291:4	346:5	constraints 83:2	continuation
49:18 148:15	298:15 407:4	Congressman	87:4 212:25,25	227:12
181:17 448:25	414:9 424:14	12:17 444:9	288:11	continue 10:12
comprehensively	concerns 33:18	Congressmen	constructed	30:5 63:23
151:18,19	72:22 73:22	115:13,15	376:18	74:24 181:8
449:4	74:10 173:5,17	301:3,5 384:7,9	constructive	265:2,18 266:5
comprised 47:15	206:22 212:14	conjunction	138:19 143:11	267:2 350:9
Comptroller	218:12 268:22	296:9 342:12	constructively	390:7 404:3,19
392:6,15,16	269:1 273:18	connect 416:20	150:19	423:5 450:14
393:14,18	274:8,9,11	420:16,18	consult 42:5	478:22 479:17
394:5 404:9	278:20 388:1	436:14	consultant	489:14
481:15	397:23 478:8	connected 41:9	281:10	continued 10:11
Comptroller's	concludes 9:6	128:14 164:7	consultation	23:21 68:20
173:12 174:1	439:17	193:18 351:4	122:16 123:14	71:17 112:2
365:20 390:19	conclusion 92:7	connection 86:20	327:12	155:8 210:15
391:25 398:1	169:11 171:23	160:19 301:16	consulted 45:3	328:3

continuing 44:5 172:17 270:2 356:23	294:8 301:14 301:19,21 352:9 361:13 407:20 417:24 428:24,24 465:11	199:23 200:21 203:7 269:3 273:17 309:13 360:13 435:16	6:23 cost 65:17 67:21 99:1 113:2 159:14 482:12	491:3,8 couple 3:12 5:18 50:24 72:20 87:8,15,16 111:24 121:12 136:11 140:24 145:20 146:7 151:4,14 233:3 282:15 303:23 369:3 374:3 389:2 416:7 448:23 476:9	
contract 61:2 96:10 132:12 147:4 174:16 238:13,14 239:5 277:22 278:3,17 281:2 417:14	conversations 84:16,17 94:22 116:5 125:23 155:3 173:3 182:18 184:4 288:14 292:23 294:13 299:2 340:2,20 342:2 342:11,14,22 343:15,19,24 358:9 392:13 409:20 415:3 450:21 454:22	corner 387:7,8 441:10 correct 38:7 43:1 60:6 74:17 80:12 83:4,14 83:18 84:10 87:12,21 93:15 96:11 120:23 135:1 161:6 170:17 177:22 177:25 178:21 188:5 191:17 192:13 195:14 197:11 200:22 234:3 247:8 264:9 266:1 282:4 291:6,7 300:16 306:11 324:11 340:5 341:16 344:16 361:18 379:9 389:13,14 390:20 398:3 398:25 400:8 400:22 403:2 438:25 446:21 448:1,2,7 460:9 460:11 462:24 463:8 491:12	costs 58:7 132:17 223:8 322:15 323:18,19 417:8 cost-benefit 65:9 Council 128:11 164:5 417:12 counsel 94:4 122:21 316:8 318:16,21 319:8 321:19 322:22 346:17 464:14 counseled 223:14 223:15 counseling 21:20 70:8 142:4 145:21 146:2,3 146:8,15,16 261:5,25 381:13 counselors 89:23 145:25 counsels 6:25 399:11 count 35:1,9,14 190:19,22 463:25 counties 318:6 330:12,16 331:23 333:9 333:10,13,18 333:19 345:2 345:22 346:18 346:21 347:1	course 6:19 27:5 76:14 84:1 88:21 100:15 105:6 112:15 196:24 250:9 359:12 360:4 362:14 367:21 369:25 385:10 388:6 courses 187:23 court 199:13 256:19 267:12 315:10,11 348:15 390:14 425:3 475:13 475:18 courtroom 486:25 cousin 349:22,22 Covenant 277:19 278:2,15,17 289:15 cover 380:10 coverage 356:19 covered 55:24 194:23 covering 139:15 Co-Chair 1:9,10 14:25 Co-Chairmen 104:2 co-chairs 18:10 41:4,15 63:25 64:1 co-founder 128:8	
contracted 279:14	convincingly 372:25 Cook 333:17,20 333:22 491:3,8	corrected 78:18 235:18,19 correctional 21:9 49:22 Corrections 41:11 correctly 56:8 115:11 195:24 218:16 301:1 384:5 421:17 422:10 444:4	count 35:1,9,14 190:19,22 463:25 counties 318:6 330:12,16 331:23 333:9 333:10,13,18 333:19 345:2 345:22 346:18 346:21 347:1 country 19:24 27:21 29:14 139:9 counts 78:8 459:5 County 333:17 333:20,23 345:1 476:1		
contractor 254:7	cooperation 9:11 247:12 coordinate 21:12 394:9 395:4 481:14 coordinated 22:14 394:6,24 395:22 coordinating 49:6 286:17 394:22 410:18 coordination 23:12 336:14 481:18 coordinators 223:2 225:7 cope 24:4 copies 16:25 17:1 17:3 48:1 114:11 143:22 309:14 427:19 copy 63:4 73:1,1 73:3 107:1,5 143:21 199:21	contracts 60:25 61:17,18 129:18 228:8 231:7 249:1 277:20 382:2,3 470:15,16 contractual 225:22,25 227:13 228:23 228:25 238:9 238:24 contractually 226:4 contradicts 70:15 contrast 150:20 contrasting 130:19 contribute 20:24 29:20 106:16 control 172:3 293:9 434:6 controlled 169:9 controls 172:11 291:5 293:12 convened 102:4 convenient 103:19 conversation 16:20 66:1 92:16 98:8,9,12 112:24 113:3 113:11 222:8 248:3 273:23	correspond 79:25 corresponding		

<p>CPAs 133:18 CPS 146:25 147:4 cracked 443:13 Crain's 277:18 crash 320:12 crazy 116:16 create 44:23 45:11 64:4 134:6 265:13 275:3 480:25 created 12:5 18:1 18:6 21:16 24:23 26:5 31:16 32:2,4 41:17 42:19,20 43:9,12 47:21 63:25 146:13 156:5,24 173:8 184:24 196:11 creating 12:7,22 46:3 creation 12:16,20 14:2 128:10 156:3 creative 280:17 credibility 388:2 436:9 credible 37:10 credit 320:15 327:18 Crespo 1:17 2:18 2:19 15:21,22 186:23,24 187:3,6 194:7 194:12,14,15 198:25 202:13 203:6,10,12,14 203:15 204:22 265:11,15 310:11,12,17 314:3 337:1,3,6 338:3 414:13 414:14,16 420:25 421:3 423:9 435:15 439:8 482:15</p>	<p>Crespo's 438:16 crime 11:19,25 28:11 55:17 65:8,15 68:7 69:25 96:8 97:7 98:14 102:9 112:16,17 113:7 148:6,8 151:25,25 154:7,8 200:17 201:21 216:12 217:13 279:6 307:18,18 311:10 312:5 312:23 377:8 421:21 422:14 443:17 449:13 crimes 152:18 criminal 10:18 28:7 30:14 40:18 41:12 42:21 44:1 79:17 105:17 122:12,22 148:24 149:4 183:5 196:22 207:19 237:23 239:8 246:14 312:24 crises 130:15 crisis 260:24 261:1 372:5 424:12 427:3 441:15 483:25 criteria 170:5 238:11 306:20 442:6 445:20 critical 24:3 criticism 106:4 107:17 criticisms 379:3 380:14,15 criticized 154:13 criticizes 108:21 criticizing 155:4 cross 424:6 440:15 458:25</p>	<p>crossed 91:4,6 crossing 133:19 200:16 446:2 crossover 346:13 crossroads 487:10 crunch 327:19 356:10 cry 213:25,25 263:9 crying 444:20 CSR 491:18 CS-18 318:16 324:4 Culture 290:21 290:24 curb 443:12 curious 101:5,6 449:14 current 392:15 404:8 currently 5:16 316:25 398:4 cut 32:19 35:8,9 35:12,14 36:1 75:22 95:24 124:6,24 125:9 129:14 135:22 203:19 481:12 cutbacks 35:1,18 129:8,9,9,9 Cutrone 6:11 68:24 79:19,20 79:25 80:17 111:16,19 172:24 312:22 cutting 74:12 391:21 C-600 1:4 C2 465:1</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>D 315:16 daily 265:22 408:14 422:2 damaged 441:16 dancing 199:4</p>	<p>dangerous 441:4 447:20,21 dark 219:18 data 11:20 22:21 22:23 38:14 66:2,2,24,25 67:1,4,11,12,16 67:23 71:7,16 71:20,21 72:3,5 72:6,8,10 89:9 89:11 98:9,9,13 98:14,14 149:14,23 150:1 200:24 224:14,17 226:7,11 244:6 377:8,8,11 378:15 379:21 467:3,9,13 470:6 471:12 471:19,20 database 238:18 data-driven 378:24 date 5:16 63:3 87:6 113:25 114:2 157:17 179:22 271:12 358:8 364:4 366:23 382:3 393:13 401:12 434:1 476:20 dated 63:11 271:5 272:10 274:20 322:5 405:8 406:20 427:16 433:25 434:10 dates 59:11 452:1 daughter 421:24 421:25 David 1:19 84:2 356:5,15 397:15,19,21 464:10,11 465:23 Davis 115:13</p>	<p>301:3 384:7 day 1:4 5:3 7:13 10:5 11:15 25:19 64:17,20 86:7 92:11 122:14 123:25 124:2,7,15,15 130:15 143:22 200:8 206:6,8 236:3 250:9 263:7,7,11 264:11 265:17 266:8 267:1 268:25 271:7 279:19 280:14 280:18,19,20 280:21,22,22 281:2 290:13 296:13,16 298:11 347:18 352:4 359:18 359:19 371:1 387:3,24 396:21 412:6 413:10,22 420:15 457:24 466:12,12 468:7 474:14 daylight 139:25 days 6:24 14:14 48:23 159:15 175:23 178:22 211:8 234:7 235:6,7,19,19 237:14 285:5 365:10 382:18 402:10,12 403:14 417:13 464:18 day's 394:17 day-to-day 222:20 358:12 358:14 382:7 DCEO 160:18,23 317:6,17 319:13 320:3 321:14 323:3</p>
--	---	---	--	--

324:6,8,17 325:12,22 327:14 331:18 334:11,20 335:8 336:3 337:24 338:11 338:18 339:15 339:23 340:5,8 340:11,13,21 341:16,19 342:12 344:12 DCEO's 342:5 DCFS 196:25 206:4 224:3 423:8,11 Dead 137:8 deadline 55:6 deal 22:2 84:2 90:14 123:9 128:24 130:23 130:24 146:1,1 146:4 150:9 154:25 206:15 217:8 218:5 262:24 263:4 265:19 276:14 277:14 280:17 281:17 285:13 285:14 302:19 307:3 317:23 387:20 388:24 407:17 420:2,7 434:12 443:21 447:15 454:9 461:11 482:10 dealing 27:15 100:23 128:7 130:15,16 211:15 226:19 260:24 261:1 265:25 302:25 306:16 346:20 346:21 365:4 369:8 379:13 407:18 deals 204:7 277:18 391:15	dealt 27:13 83:17 98:21 148:19 276:13 282:13 283:19 285:12 285:15 287:22 289:9,10,11 294:10 296:2 311:6 317:24 354:17 dear 27:16 death 19:14 136:16,17,22 137:14 214:13 354:18 482:4 deaths 30:5 debate 26:6,8 31:11 32:1 445:22 debt 392:9 394:24 decade 29:21 decades 26:14 31:2 151:14 211:25 Decatur 37:11 101:15 109:20 110:15 December 35:5,5 119:21 120:15 244:23 284:24 316:23 405:9 432:25 450:4 decide 54:16,18 149:8 166:15 220:14 311:2 313:12 353:17 decided 100:15 338:1 370:6 468:19 decides 259:9 deciding 453:18 decision 19:9 32:21 33:1,2 39:21 63:19 101:19,20 106:2 109:21 110:2,3 136:13	165:3 167:13 168:10,11,15 168:17 169:23 170:10 185:5 194:16,17,19 251:20,24,24 252:7 278:16 306:3,13,14 324:11 327:4,9 327:10,21 329:16 330:13 342:18 354:2,3 379:16 387:16 387:18,19 427:2 441:20 462:20 466:21 466:25 468:9 469:3,21 471:9 471:22 472:1 472:12,15 decisions 33:12 100:17 154:10 155:22 157:25 160:1 163:22 169:16,18,20 170:8,14,15 185:15 251:10 251:11,14 252:1 279:22 290:1 291:15 304:11,15 339:18 413:12 416:10 467:14 469:1,6,10,19 469:25 474:2,5 474:17 decision-making 109:9 304:22 305:4 declare 27:22 declared 318:6 declaring 246:15 decline 19:15 declined 68:9 decreases 35:1 dedicated 12:6 185:11	dedication 350:4 deemed 27:8 349:13 deep 123:24 185:19 deeper 26:4 defi 398:21 defiance 173:24 174:9 deficiencies 11:1 60:13 135:20 170:7 293:9 296:22 376:20 378:17 deficient 50:4 deficit 456:12 define 345:7 defined 280:6 332:15 398:19 398:20 455:19 defining 32:25 definitely 68:7 266:3 358:9 381:9 405:23 411:9 468:22 472:10,25 476:2 478:23 definition 398:21 399:21 447:8 463:23 definitions 463:24 definitive 466:20 degree 187:15,24 224:7 degrees 236:19 delay 6:22 7:3 134:24 delays 59:18 delegated 446:17 delighted 91:8 deliver 70:6 207:23 deliverables 322:17 delivered 20:18 22:17	delivering 10:3 89:17 223:9 delivers 394:11 delivery 67:2 164:9 417:16 demand 456:1 demanding 14:5 14:7 244:5 demands 131:9 183:23 213:8 484:6 demise 13:12 Democrat 140:12 140:14 445:4 Democrats 471:5 demonstrate 149:24 demonstrated 474:8 demonstrates 8:10 denied 192:13 195:1,1 denigrates 185:25 186:2 DENNIS 1:18 denominations 157:19 158:22 department 18:11 20:2 29:14 41:2,11 41:11 57:4 64:2 64:4 90:1 102:5 102:20 106:24 107:1 122:19 123:17 195:21 196:7 197:22 200:24 245:24 254:5,6,14 255:17 308:7 308:10 316:19 322:10,14 323:1 329:3 334:7,9 336:9 337:23 345:11 368:19 departments
---	---	--	--	---

19:1,2 29:17 275:20 294:16 296:9 297:5 299:13 Department's 335:12 depend 480:9 depending 237:5 353:16 480:13 483:14 depends 82:3 281:14 311:5 deposit 460:24 461:15 463:25 deposited 179:13 363:16 375:5 deposits 398:20 Deputy 94:3 321:15 324:10 324:12,21 339:25 341:14 342:24 464:14 Desai 192:14 describe 93:6 described 26:13 27:18 30:21 65:16 237:10 345:10 describes 329:4 describing 137:19 design 42:6 67:11 82:11 417:18 designated 330:11 designed 10:4 123:23 184:25 330:16 335:6 339:2 428:18 469:17 designee 41:8 designees 41:14 designing 338:21 desire 45:11 126:19 135:16 221:20 249:24	277:10 452:20 476:16 desperate 437:25 444:19 despite 31:24 322:17 334:19 detail 8:21 37:7 detailed 8:8 84:23 detailing 10:17 details 110:21 204:20 detected 326:4 deter 225:9 determination 37:16 68:22 148:7 149:19 determinations 8:4,5 220:7 determine 66:25 67:5 71:5 201:19 218:7 377:12 442:7 determined 108:13 167:1 202:9 223:17 241:3 284:18 361:18 determining 225:9 256:12 361:2 389:22 390:11 detriment 420:11 devastated 318:13 devastation 320:13 develop 13:18 18:3 37:20 85:19 194:22 345:8 developed 20:19 21:15 22:22 23:25 29:13,22 30:1,10 71:1,3 85:25 96:2,16 99:5 108:7	159:12 213:6 215:18 435:10 developing 47:13 70:4 197:1 339:3 342:21 development 8:16 18:18 22:10 160:17 318:11 319:22 319:24 320:2,2 320:7 321:7 328:11 334:22 334:23 337:22 345:7,11,19 346:6,7 devote 249:9 devoted 343:14 DHS 20:2 57:5 102:4 106:20 106:21 107:11 108:7,9 132:5 172:18 196:14 196:17,23 197:2,10 198:14,14 199:20,23,23 201:13 202:24 219:10,19,23 224:4 247:9 283:24 294:16 297:5 308:13 312:24,25 423:8 dialogue 482:14 Diaz 149:9 dictate 161:11 dictating 258:24 die 70:18 369:19 415:9 481:4 died 20:11 206:4 296:16 Dies 136:25 differ 92:6 difference 49:24 50:2 211:8 232:9 241:20 394:10 410:3	different 9:14,14 46:17 52:11 61:21 107:10 107:11,12 127:18 150:18 152:15 158:8 159:19 165:15 165:22 168:21 192:25 218:2,3 225:11 235:9,9 235:11 237:15 239:23 258:21 270:20,21 271:10 280:24 287:19 308:16 313:11 328:6 329:25 339:9 354:17 357:17 371:10 379:14 379:17,25 388:1,2,6,7,7 389:7 395:2 402:16 404:21 407:8 408:16 451:24 452:6 453:13 457:18 470:5 472:10 476:4,17 485:13,13,14 489:9 differently 212:5 212:7 differing 234:15 difficult 35:21 140:9 216:8 217:10,12 219:22 238:4 260:14 329:7 338:12 359:16 420:18 448:22 449:4 difficulty 488:16 dig 123:23 364:3 digging 130:1 diligence 6:17 256:6 diligent 245:4	diligently 23:23 235:16 475:19 Dillard 4:4 dime 61:1 direct 32:9 86:12 127:20 276:17 277:20,21 278:3 317:9,12 directed 36:4 111:19 165:20 165:24 169:7 345:23 347:1 411:17 directing 112:6 direction 66:3 85:20 97:16 113:5 182:20 250:15 251:9 257:16 378:13 directions 253:19 directive 46:19 98:22 directly 7:16 34:15 120:20 140:18 270:3 340:22 392:17 450:22 director 1:23 5:8 17:14 18:9,11 18:13 24:21 41:6,8 68:24 72:21 79:17 84:2,12 87:10 112:16 113:7 127:21 128:9 149:10 166:11 188:14 192:14 251:4,6,24 258:7 259:6 316:19,22 317:1 321:15 321:15 324:10 324:12,12,21 327:14 340:5 340:10,13 341:19,20 356:4,15
---	--	---	---	---

390:2 397:9,17 403:18 416:6 416:14 420:1 422:5 429:9 430:10 434:5 435:19,19 470:15 directors 41:14 229:24 251:19 342:24 389:7 389:25 dirty 412:19 413:2,3,3 dis 126:24 disaffected 106:18 disaffection 102:14 108:14 162:3 197:5 disagree 40:8 92:4 227:10 242:3 254:2 298:18 371:24 372:1 402:2 disagreements 9:13 disallowed 323:21 disappointed 93:14 disaster 76:20 115:18 301:8 317:19 318:7 327:20 329:17 329:21,24 330:11,17 331:23 332:14 332:17,20 333:1 338:20 339:3,10 344:12 345:13 346:11 384:12 disastrous 346:12 disbanded 13:15 39:18 42:11 182:8	disbelief 90:18 disbursed 290:7 disbursements 60:5 discomfort 210:19 disconnection 21:2 discontinue 59:7 discontinued 449:6 discontinuing 58:25 discount 298:18 discovered 249:1 Discovery 433:24 433:24 discretionary 34:16 36:7 discuss 7:21 8:13 40:11 194:2 272:14 442:5 discussed 23:20 66:21 74:12 113:2 360:6 405:13 451:19 468:2 discussing 75:16 428:1 462:5 discussion 15:7 62:15 65:17 98:17 103:8 111:1,4,10 118:6 121:9 155:25 166:17 174:8 257:3 306:24 308:1 309:4 314:18 315:2 327:6 348:4 350:15 361:5 366:24 390:15 401:5 427:18 431:20 450:19 462:4 465:17 discussions 63:7 83:23 148:22	155:10 164:14 173:4 339:25 341:9 342:25 358:2,5 361:8 406:11,17 467:8 disease 27:13 148:20 218:1 disengaged 21:8 disengagement 20:4 dismiss 266:18 dismissed 314:25 347:15 dispute 179:16 325:17,18 dissertation 408:8 dissolved 6:13 distant 102:23 distinct 52:5 339:11 distinction 168:25 distinguish 47:11 52:4 distress 89:22 200:17 201:22 distressed 18:2 23:10 93:8,10 215:11 distribute 26:25 27:4,6 488:20 distributed 409:4 409:15 410:9 410:12 distributive 26:18,21 district 55:15,24 151:6 281:4 317:2 485:10 485:10 disturbed 116:16 116:19 125:8 disturbing 117:22 dis-invested	126:24 ditched 100:12 100:13 ditching 99:25 100:8 dive 26:4 divider 446:8 447:18 dividing 446:3 Division 57:4 DMH 57:4 doc 191:25 Doctor 85:9 document 107:18 108:5 120:17 121:5,14,15 201:24 202:1 219:14 241:14 241:22 244:4 272:17 273:20 318:16,19,22 321:20,23 324:3 328:21 360:14 364:7 366:19 409:17 409:23 410:8 410:15,22,23 432:19 documentation 52:2 61:20,21 61:23 62:5 95:3 107:13 108:17 131:16,23 132:14 163:20 188:24 189:2,8 189:20 191:22 192:1 202:11 226:1 230:3,9 230:12,19 232:15 236:1 236:23 237:5 238:17 240:19 241:5 242:18 242:25 243:20 243:25 247:13 305:11 324:7 376:21 399:13	399:14 435:3 439:10 documented 241:24 323:16 455:23 documenting 192:8 documents 5:8,9 5:11 7:4,5 35:10 50:25 52:24 55:7 60:4 60:9 92:9 94:7 94:9,10,13,17 94:25 95:13,15 95:19 122:10 190:1 200:1 223:14 232:22 244:16 245:9 308:19,21,21 314:1,2 322:1,1 334:20 353:2 353:20 356:18 375:1,20 383:11 Doe 242:8,9 doing 49:4 67:24 70:2 90:15 110:25 111:9 140:21 143:25 144:4 145:1,1 148:3 149:14 151:13 158:18 185:11 186:12 187:20 189:11 191:24 192:23 203:23 206:18 212:13 215:21 216:5,10 223:11 226:13 236:21 247:18 255:12 295:8 297:3,8 342:12 351:25 352:9 362:10 365:11 375:6 387:6 388:23 391:20 413:1 421:13
---	--	--	---	--

431:2 441:24 446:20 456:1 478:12 488:23 491:7 dollar 175:7 210:25 363:20 371:12 424:8 452:23 454:11 480:17,18,23 487:24,25 dollars 10:16 32:21,22 36:20 43:19,25 53:14 110:1 119:18 119:18 132:13 132:13 135:17 135:21 154:12 157:11 158:2 161:4 162:24 163:1 168:4 169:16 170:25 171:3,16,16,19 172:18 173:18 174:6,13,13 209:16,22 210:22 222:24 241:6,21,23 249:12,16 255:21,23 297:23 332:6 345:16 346:12 347:6 369:5 380:21,22 388:14 415:17 421:18 424:8 424:11,21 441:24 448:12 453:5 454:16 474:9 478:16 482:20 485:2 486:4,5 488:18 domestic 18:19 28:16 51:15 127:22,25 139:9 200:17 201:22 479:12 486:18,25	door 87:6,16 88:6 188:12 doors 323:13 dot 420:19 424:6 440:15 dots 416:20 420:16 436:15 dotting 133:19 double-checked 78:18 double-checking 242:19,20 doubt 88:14 116:24 117:2 213:16 214:9 214:16 221:7 264:6 300:2,5 486:24 doubts 40:7,12 40:14 dove 188:9 downstate 12:11 138:23 260:25 dozen 102:3 349:24 Dr 18:12 83:17 84:10 95:22 97:5,18 99:18 357:16 381:15 draft 48:1 drafted 192:13 418:9 489:22 drain 415:18 dramatic 73:16 473:13 draw 169:11 474:11 drawn 446:23 472:13 drip 227:11,11 227:11 drive 43:6 driver 196:15 drive-by 136:15 136:25 139:22 279:18 drove 157:25	465:6 drug 57:20 217:9 drugs 217:3 due 6:17 51:24 52:15,22 59:11 68:5 155:2 174:17 234:8 235:7 244:22 256:6 380:17 417:10,17 duly 25:12 268:13 316:11 491:5 DuPage 345:1 duress 345:2,22 duties 322:11 349:10 356:3 dwellings 128:5 dying 20:10 27:25 49:24 266:7 369:22 415:7 423:11 427:3	368:17 390:17 413:21 419:5 425:24 442:14 452:24 457:9 461:23 465:12 465:17 467:18 482:14 485:23 earliest 429:21 early 46:13 83:22 92:13,15 124:18 125:10 142:21 158:13 170:24 174:8 178:11 179:12 217:14,17 271:3 375:19 375:23 448:10 448:12,13 earn 143:12 242:9 earned 143:15 earning 428:17 ease 104:16 256:19 348:6 475:6 easily 365:9 399:18 East 37:11 101:15 109:20 110:15 127:15 127:16 easy 261:21 442:10 460:3 eat 120:1 eclipsed 477:25 economic 19:15 86:19 89:21 127:12 160:17 316:20 318:11 334:22 336:10 337:23 346:6,8 economically 18:2 23:10 215:11 economy 320:12 Edgar 12:22 18:8 edges 132:18	133:15 educating 423:13 424:20 education 41:10 126:16 217:17 371:19 390:10 416:25 448:10 448:13 educational 30:15 57:14 effect 43:2 389:15 428:12 448:10 effective 8:14 20:22 27:4,7 207:23 297:20 390:4 401:12 effectively 71:6 172:2 210:23 446:20 483:4 effectiveness 373:5,7,7 388:22 effects 21:6 effica 117:3 efficacies 88:4 efficacy 373:5 386:24 388:14 448:8 efficiently 210:22 effort 22:1 31:9 96:1 127:13 148:13 171:18 174:20 181:20 216:9 306:16 345:4,5 388:24 395:22 451:3 453:1,3 455:14 456:3 efforts 24:2,10 125:25 127:18 155:5 265:8 301:17 343:6 343:10,10,16 346:1,7,25 350:4 423:15 450:20 453:19
---	---	--	---	--

E

E 16:16 43:10
122:15,19
267:15,15
315:14,14,16
315:16 348:19
348:19,22
ear 92:13 443:18
earlier 45:20
64:24 83:12,16
90:3 91:2 98:6
115:24 116:4
128:21 149:20
155:15 161:8
171:9 173:16
183:15 187:25
205:7,16
239:25 240:5
256:8 257:15
268:19 284:14
285:7 296:8
302:12 313:4
346:10 363:15

<p>453:20 454:7 454:10 456:14 473:1,2 egregious 138:2 227:2 eight 8:3,4 174:16 208:8 245:10,12,13 either 14:25 33:1 53:23 110:17 128:19 191:1 206:13 209:7 209:13 231:12 244:22 256:10 345:25 346:24 361:24 371:10 387:4 422:22 442:19,22 446:7 471:21 471:21 eking 35:2 elaborate 320:20 320:25 elaboration 365:24 elected 31:17 32:3 52:25,25 54:5 117:6 140:19 220:12 221:3,5,6,16,24 387:21 445:3 election 64:20 90:19,23 91:4 116:15 117:5 119:2,21,22 120:23 126:3 136:8,10 140:13 298:21 343:6,22 364:14 367:6 367:15,20,25 368:2 381:10 381:20 385:4 385:11 386:8 386:17 409:11 449:20,21,25 452:5</p>	<p>elections 117:14 298:24,25 385:23 element 230:1 elementary 49:20 70:12 142:4 147:3 150:3,9 elementary-aged 21:21,21 elements 22:13 142:3 eleven 190:16 191:1 eligible 108:11 200:18 201:8 202:8 322:16 327:20 332:17 333:13,18 337:16 345:12 eliminate 109:22 embrace 130:6 embraced 130:11 embracing 152:6 emer 441:15 emergencies 372:6 441:14 482:3,6 emergency 372:7 418:22,22 419:1,2 441:15 481:8,12,22 482:1,2 emergent 481:24 emotional 21:22 177:7 376:23 380:18 emotionally 372:25 emotions 146:21 emphasize 66:15 239:7 employed 290:22 316:25 employee 278:2 278:15 322:10 employees 191:8 200:3 208:17</p>	<p>208:20,20 210:7,12 250:2 284:11 343:3 488:20,23 employment 21:6 21:25 182:5 335:12 empower 50:23 en 50:15 145:2 enable 27:1 45:13 67:23 242:24 enabled 67:12 145:7 enables 50:17 enabling 25:25 37:1 41:3 45:13 250:18 enacted 28:24 398:18 399:15 399:20 encounter 138:18 encourage 158:19 encouraged 87:23 123:11 130:4,5 encouragement 130:6 encouraging 165:1 endeavor 91:1 368:22 endeavors 90:18 ended 34:23 75:11,24 244:21 246:15 285:1 289:19 357:16 363:21 374:17 458:17 458:17 endgame 205:10 ends 122:17 359:13 370:5 399:25 445:23 445:24,25,25</p>	<p>460:10 470:19 energy 424:19 enforced 60:24 60:25 enforcement 28:7 61:7 138:4 138:6 214:12 216:1 217:13 228:24 engage 22:16 30:2 133:14,20 134:5 261:21 336:22 engaged 20:25 22:2 23:14 35:24 41:22 49:18 89:16 133:22 151:23 158:9,10 218:7 251:14 261:10 261:12,16,20 261:22 262:9 264:20,20,21 engagement 22:3 30:18 199:3 engaging 85:4 133:16 261:18 Englewood 101:10 102:17 106:8 213:21 219:8,20,21,25 220:1,2,3 294:5 377:17,19 406:14 446:3,3 446:12,12 447:7,8,11,11 447:11 English 335:5 enhanced 448:25 449:1 enjoyed 415:5 enormous 242:23 enrich 50:20,21 50:22 enriched 145:2,3 enriches 50:13 50:14,15,16</p>	<p>ensure 8:22 ensuring 245:5 enter 67:4 72:5 150:1 298:22 entering 226:13 Entertainment 57:14 entire 12:25 184:22 185:10 424:4 entirely 382:16 entities 53:4 320:1 328:4,6 entitled 325:24 entity 28:25 57:18 66:12 131:5 324:19 entry 114:3 226:7,11 enumerated 142:3 environment 129:15 137:9 environmental 43:11 envision 314:16 equally 23:7 equate 131:17 441:1 equating 485:23 equation 378:4 Era 93:25,25 94:4 erroneously 297:1 errors 38:18 escalating 262:13 escapes 452:23 ESI 434:6 especially 260:14 263:8,14 264:19 265:22 285:21 304:11 349:13 423:20 444:11 445:12 essence 279:5 essentially</p>
--	--	---	--	---

328:25 330:6 334:24 335:10 373:2 383:13 establish 59:11 established 67:11 67:17 89:15 173:15 325:16 330:10 373:21 374:11 380:1 457:17 establishing 72:10 estate 446:9 estimate 453:14 et 81:9 356:19 evaluate 65:8 67:22 99:13 406:8,9,10 483:25 evaluated 335:15 337:15,20 evaluating 65:11 96:5 99:16 evaluation 57:9 66:5 67:11,18 67:19 71:20,21 74:9 97:24 98:20 112:4,7 112:21 113:9 149:23 159:22 406:12,13 470:17 Evelyn 149:9 evening 314:25 350:18,19 425:25 event 93:3 477:18 events 351:10 eventual 48:5 150:8 eventually 52:20 182:2 269:23 345:25 everybody 40:6 164:6,7 243:10 243:11 267:3	297:16 386:6 408:20 420:16 427:20,24 432:22 436:14 477:6 everybody's 214:10 everyday 251:14 263:5,5 everyone's 72:15 395:3 evidence 37:10 38:14 73:20 296:17 471:4 472:4,14 473:16 474:11 evidence-based 38:14 146:19 evidence-infor... 185:20 evident 350:8 457:11 evidently 308:18 326:20 328:5 333:14 452:10 472:14 evolved 149:3 352:25 exacerbated 320:13 exact 33:7 34:4 110:21 244:23 328:10 348:10 352:19 363:20 452:1,22 454:14 exactly 34:3 89:3 98:18 115:1 118:19 134:17 167:21 192:21 192:23 193:25 307:25 361:4 362:5 363:2 365:23 377:6 410:16 412:25 429:2 444:1 453:10 461:18	Examination 25:14 40:22 77:9 109:5 112:1 125:18 155:7 187:5 207:15 250:12 268:15 281:23 303:21 310:16 316:13 325:6 337:5 338:9 344:9 350:21 396:10 405:5 414:15 425:5 437:14 450:12 458:15 476:6 examine 8:21 148:12 examined 25:13 268:14 316:12 example 28:14 44:5 70:8 78:14 78:20 131:5 142:19 145:21 150:4 164:2 165:13 195:4 215:24 341:7 372:5 examples 60:7 132:16 163:25 164:1 442:16 excel 10:2 excellent 23:5 145:10 186:1 426:4 exceptions 24:9 excess 333:1 453:5 excited 51:7 93:6 115:15 116:19 227:7 301:5 369:23 384:9 exclude 471:15 excluded 101:7 101:12,17,18 164:8 378:4 471:3,8 exclusion 105:10	105:10 exclusive 37:5,17 excuse 68:11 81:6 109:24 122:5 198:23 228:14 231:12 246:21 268:8 277:25 343:21 390:14 411:5 execute 252:2 executing 31:5 execution 32:6 382:3 executive 1:23 5:8 18:9,13,22 46:3,11 112:16 113:7 127:21 251:6 259:5 317:1 436:6 exercises 453:11 exhausted 437:18 Exhibit 237:20 exist 154:19,23 182:15 190:4 243:25 244:19 331:14 336:2 378:7 397:6 441:14 452:3 472:25 480:20 existed 169:12 173:3 379:25 455:11 458:4 existence 19:4 307:10 314:14 323:9 existing 73:17 191:19 200:14 367:1 473:13 exists 107:22 153:22 154:7,8 185:12,13 443:2 463:10 expand 19:8 expansion 142:5 expect 10:4 69:7 69:15 70:25	71:3 152:18 217:22 229:24 235:14 238:16 242:15 266:23 484:9 expectation 69:24 227:24 230:6,16 232:1 232:2 233:1 expectations 228:17 expected 189:18 225:17 229:16 232:8,21 242:22 246:11 246:12 expecting 232:10 482:8 expects 242:14 expedite 90:22 expedited 88:15 91:2 116:1 expelled 106:17 expen 233:10 expended 222:19 240:2 346:13 382:6 398:13 expenditure 154:12 172:14 175:19,19 232:25 239:10 241:17 expenditures 233:11,21 243:3 424:7 478:9 487:17 expense 61:20,21 61:23 192:7 230:2,10 231:1 234:2,6 235:23 461:1 463:23 463:24 464:1 expenses 61:25 230:12 233:6 233:15,16 235:10 237:13 240:25 241:2
---	--	--	--	---

242:11 325:23 398:19,20 399:22 482:21 482:24 experience 18:16 87:9 127:4,10 130:9,10 134:19 143:18 143:20 156:7 165:23 188:21 192:16 195:12 211:24 212:11 248:13,19 320:17 327:22 369:8,12 376:11 389:15 417:20 478:23 488:18 experienced 19:25 44:20 146:5 experiences 415:20 experiencing 37:13 129:12 expert 377:9 442:14 expertise 66:13 185:17 297:4 356:13 416:7 experts 21:16,17 221:8 357:23 416:6 explain 3:16 79:8 79:10 101:9 157:17 249:19 294:12 317:22 317:25 334:14 334:15,16 344:21 393:23 406:24 407:24 413:13 445:18 457:20 explainable 78:21 131:25 explained 78:22 118:24 254:9	254:14 345:15 364:11 367:3 452:20 explaining 391:19 393:19 393:20 451:13 explanation 26:20 406:25 exposed 137:22 137:23 138:2 146:20 exposure 21:1,6 28:14 150:5 Expound 27:19 express 184:9 409:15 expressed 94:23 154:17 173:17 269:1 372:24 409:6 412:15 438:7 extends 333:20 extensive 8:8 61:12 323:15 341:9 379:11 extent 91:11 140:5 333:13 extra 120:21 426:10 extraordinary 202:3 extrapolating 483:6 extrapolation 120:8 extreme 49:25 extremely 9:3 30:7 417:10 ex-felons 279:21 280:15 281:4 ex-offenders 335:4 eye 138:15 488:21 eyes 149:3 370:20 e-mail 50:9,25	51:8 52:18 53:9 53:10,16,21,24 63:3,24 72:15 72:20 79:24 80:9 86:23 105:13 110:11 110:14,22 111:18 113:13 113:16 114:6 116:9 117:24 117:25 166:7 179:6 200:2 236:4 258:11 268:20 271:5,6 271:8,9,19 272:10,12,16 273:3 274:7,20 287:23 292:7 294:21 300:22 304:2,6 360:6 360:19 383:8 383:11,16 391:2,4,17 405:8 406:20 411:5,23 412:4 412:7,10,15 427:16 428:4 432:16,21 434:24 435:7,8 437:1 e-mailed 80:2,3 268:21 273:16 286:3 428:1 e-mailing 412:9 e-mails 5:19 6:2 6:16 35:10 48:18 75:4,5 80:5 85:24 86:13 105:20 110:10 111:14 111:15 121:19 122:13 235:25 269:3 284:16 299:20 307:11 311:22 340:23 356:18 357:3,3 375:20,24	376:3 402:25 411:25 413:8 416:20 420:17 430:19,20,24 430:25 431:5,8 431:12,15,22 432:25 434:8 434:20,22 435:2,8,20,25 436:14 437:6 437:17 <hr/> F F 36:15 124:24 face 13:8 31:22 37:4 129:2 141:4 152:21 176:4 197:14 197:17,24 225:20 468:8 484:19 faced 417:2 facetious 366:4 facilitate 42:8 facilities 21:9 49:23 281:1 facility 279:13,18 281:3 facing 129:7,8,8 129:19 134:21 fact 26:23 27:23 28:9 35:4 40:11 40:18 104:8 135:21 140:23 146:24 152:8 165:15 178:3 180:16 198:4 203:1 205:22 207:4 218:7 219:3 223:23 225:13 227:7 239:7 240:11 248:8 249:17 255:19 263:22 264:5 265:25 279:1 289:19 292:6 296:20	307:11 322:17 326:11 332:12 336:11 345:22 366:25 375:3 386:9 398:23 414:10 415:15 421:23 422:13 424:12 437:23 438:11 444:8 446:10 450:1 451:5 463:11 467:10 472:9 473:19,21,23 473:24,25 482:19 487:11 factor 219:10 470:23 factored 245:5 factors 20:23,24 20:25 21:5 28:19 29:20 69:11,11 106:15,18 108:15 109:15 150:2,12 facts 176:21 187:9 452:2,6,7 472:23 fail 150:6 failed 9:20 13:9,9 13:23 132:7 244:15 245:11 245:12 322:19 failing 32:9 94:13 229:5,10 failure 11:6 13:11 69:14 90:16 152:10 152:22 219:7 220:5 222:18 229:15 249:23 485:17 failures 218:23 222:17 fair 90:17 106:4 106:9 107:18 153:21 164:10
---	---	--	--	--

<p>170:12 177:15 208:19 266:25 319:14 336:23 344:16 347:6 450:24 fairly 318:7 319:25 320:20 326:15 479:10 479:10 481:19 fair-and-open 55:16 faith 179:6 faith-based 158:18 fall 50:8 76:14 142:21 316:16 316:18 328:18 331:1 360:4 385:9,10 402:24,25 462:16,16 466:16 falling 438:24 falls 227:12 false 95:1 familiar 140:4 141:3 148:21 151:5 164:1 204:5 279:15 330:20 343:5 381:7 433:7 438:8,9,11 445:18 446:16 families 11:24 13:21 14:6 24:5 442:19 457:16 482:6,12,13 family 21:2 81:12 115:16 122:20 137:18 149:10 149:11 289:9 295:12 301:7 384:10 415:9 415:11 Family's 137:3 fanfare 12:4 fantastic 206:2</p>	<p>far 27:12 102:23 208:7 291:4 333:1 367:22 373:18 376:7 381:18 388:13 416:21 fashion 208:14 446:5 fast 51:6,18 55:4 55:5 138:22 208:11 297:13 298:2 480:16 481:7,12 faster 212:16 221:18,23,23 298:8 fast-forward 381:10 459:16 father 44:8 296:16 349:20 350:1 386:14 fault 94:17 197:13 favor 4:20,24 favorites 12:15 faxes 54:8 feasible 68:22 342:25 February 8:6 35:4 136:16 430:21 federal 6:21 10:18 25:21 154:15 209:7,9 209:10 265:10 317:18,19,20 318:7 323:14 326:17 329:3 329:17,21 330:16 331:22 332:1,6,17,20 338:20 339:3 344:12,14,20 346:14,24 federally 319:23 320:6 321:6 328:10</p>	<p>Feds 205:11 feedback 47:17 feel 71:15 90:15 228:6 287:12 287:14 378:10 415:19 419:16 483:21 feeling 36:3 439:18 feelings 426:17 426:20 feet 483:23 fell 226:4 fellow 96:16 felt 19:11 34:17 35:1 71:11 188:3 210:19 213:13 252:14 323:25 343:12 354:20 359:21 366:4 428:12 471:4,25 fences 216:25 Fenger 19:14 137:14,15 fewer 245:11 fiasco 277:7 fidelity 70:6 215:17 field 21:18 132:4 237:22 fifth 11:10 Fight 217:13 fighting 124:8 figure 32:3 34:3 34:4,8 35:23 67:23 78:15 159:11,12 194:4 202:15 253:4 289:3 351:20 352:15 388:22 416:21 449:13 459:25 473:5 479:5 figured 182:13 191:9 193:15 463:5</p>	<p>figures 35:8 307:23,23 308:3 figuring 163:5 file 13:6 239:2 322:20 filed 235:23 files 203:13 246:8,9,25 247:6 248:9 fill 337:14 372:7 441:19 459:22 459:22 filled 248:10,17 final 181:13 207:4 250:5 257:9 390:11 475:14 finally 22:8 325:15 449:19 finance 171:24 181:4 390:1 finances 85:20 financial 195:11 293:9,12 319:24 320:7 320:15 321:7 328:11 426:4 financing 126:2 find 46:11 66:17 107:21 141:22 197:12 201:24 219:20 237:17 245:18 292:7 305:11 318:1 328:24 329:1,3 329:12 339:14 339:21 353:21 370:11 409:1 420:6 424:13 445:9 453:12 472:24 480:2 finding 173:17 201:1 234:10 322:21 353:21 439:15 481:20 489:25</p>	<p>findings 7:20 11:4 39:5 45:22 46:6,15 78:12 78:17 93:18 131:22 132:25 133:2 154:1,2,4 171:6 177:13 234:13 237:4 256:5,9 263:22 263:23,24,25 265:12 266:1 278:23 303:23 304:9 371:17 374:9 422:22 422:25 437:20 437:24 finds 263:21 487:9 fine 201:17 342:10 fine-tune 418:20 finish 94:18 97:12 119:9 231:14 235:1 285:2 413:25 464:20 finishing 356:11 finite 321:5 fire 74:15 firearms 262:21 firm 57:15 81:7 firms 321:13 first 2:4 3:8,9 10:13 11:14 12:6,25 16:23 17:21 18:12 25:3,12 28:5 37:3 44:18 46:18 49:9 55:21 65:12 68:5 71:1 72:2 72:7 83:8 84:19 96:16 108:10 126:12 127:13 127:16 132:24 144:14 147:5 148:7 159:6,9</p>
---	---	--	---	---

173:7 178:4,12 182:17,17 183:17 187:1 187:19 193:10 197:18 199:16 202:10,11 211:7 215:15 226:6 247:7 260:9 268:13 270:25 282:20 283:8 288:20 290:14 314:11 316:11 319:3 319:18 322:4 347:18 360:24 363:22 372:7 418:18 419:19 429:17,18,21 438:23 440:3,4 441:21 451:9 454:13,13 457:24 470:24 482:13 483:23 484:12,20 491:5 first-in-the-nat... 13:14 fiscal 72:23 76:8 76:13 129:23 131:5 171:20 172:14 173:11 173:18 175:12 175:16,24 178:21,23 179:2,5 180:3 189:2 198:19 198:20 230:13 230:15 233:17 233:21 237:8 238:5 248:18 248:19 288:20 349:10 355:10 355:11,14 359:7,12 363:16,25 365:12 374:16 374:16 376:2	396:14 398:12 398:17 399:23 400:1,3,5,6,10 400:20,21 401:3,13,13,19 401:23,24 402:22,25 403:4,5,6,12 404:3 410:25 422:7,8 426:8 427:6 453:6 455:2 456:7 457:2 458:8 460:4,7,12 461:3,8,9 462:7 462:9,14,24,25 463:4,13,19,20 463:24 464:17 464:17,19 465:4 481:15 481:18 fiscally 248:12 fit 193:17 194:5,6 442:9 fits 331:14,16 Fitzgerald 12:18 five 21:14,19 34:24 42:7 49:4 57:17 61:14,14 77:6,7 137:4 143:24 173:15 188:12 189:9 190:20 216:17 254:9,15 371:11 382:18 401:11 475:7 five-minute 103:11,23 104:3 475:4 five-person 190:5 five-year 42:7 fix 264:13 fixed 60:15 263:24 flag 238:25 flags 56:14	248:24 flawed 418:9 469:2 471:7 flaws 10:17 264:6,8 fleshes 216:16 flexibility 266:23 flexible 7:12 flies 176:4 flocking 445:8 flood 138:23 139:2 flooded 346:22 flooding 317:20 317:23 318:4 318:13 320:14 344:24 345:1 345:23 346:1,9 418:24 floor 26:8,9 31:11,20 104:25 206:14 206:14 373:24 421:24 flying 347:20 focus 23:1 29:15 39:6 60:18 64:25 70:5 121:22 136:5 151:10 157:1,1 176:13 328:14 328:14 355:19 365:17,25 367:2 429:6 focused 31:9 101:4 111:9 336:6 339:2 focuses 28:5 139:6 focusing 79:4 178:2 437:19 FOIA 183:25 432:25 folks 104:9 134:6 140:14 141:22 150:1 197:17 219:21 313:11	351:12 354:23 355:2 362:4 371:9 375:16 375:25 385:6 388:22 407:5 407:18 415:13 415:22 423:21 451:21 490:8 follow 212:5 217:19 218:6 319:18 372:19 437:12 followed 45:25 61:2 81:25 370:14 395:18 412:18 487:15 following 108:12 111:5 256:13 372:18 383:3 431:9 477:7 follows 25:13 95:22 268:14 316:12 follow-up 127:7 246:3 266:19 380:16 381:15 381:16 382:10 397:12 418:19 food 261:24 foot 153:1 football 123:25 124:2,15,16,20 125:7,22 413:21,24 414:1 force 150:19 216:1 Ford 213:21 foregoing 491:11 491:12 foremost 260:9 forever 17:6 180:13 477:1 forget 251:18 305:23,25 forgive 290:25 353:8	forgot 312:23 390:22 form 198:10 248:9 289:18 293:3 300:22 339:12 373:11 446:5 formal 48:5 166:15 formally 153:9 formation 344:1 formed 70:4 former 12:18 200:2 243:23 292:3 324:10 335:10 forms 28:17 128:14 137:25 174:1 formula 487:22 formulate 461:25 formulated 82:20 forth 26:16 39:1 45:6 64:8,8 107:19 129:23 130:10 131:14 133:18 134:9 147:4 201:22 204:12,20 233:19 244:25 364:24 411:25 436:4 forthright 88:14 forward 6:14 7:4 7:8 9:19,22 41:20 74:11 75:8,18 165:20 178:17 181:14 397:23 403:12 forwarded 427:8 foul 452:4 463:1 found 9:16 58:9 101:13 127:19 149:5 152:10 200:7 202:3 223:17 233:5
---	---	---	---	---

234:21 240:25 318:3 323:18 323:19 325:23 332:16 336:10 376:19 454:23 470:16 foundation 130:25 four 6:25 49:3 57:17 173:15 183:16 190:1 200:2,4 244:5 261:3 267:3 283:5,6 371:11 405:11 448:12 fourth 373:24 four-year 126:7 frame 328:19 342:7 455:25 476:21 FRANK 1:10 Frankie 405:2 frankly 106:11 108:23 128:25 129:7 139:17 152:11 177:18 226:23 445:22 fraud 209:23 210:1 FRED 1:17 free 97:24 98:3 99:1 112:8 113:9 frequent 155:21 friend 12:11 27:16 139:24 friends 51:16 81:14,17 148:10 349:24 friendship 9:11 friend/colleague 123:5 Fritchey 213:20 front 11:15 63:6 92:5,20 128:24 162:21 248:2 248:16,25	279:2 298:5 350:1 388:17 389:1 427:25 440:17 442:8,9 451:25 fruition 322:17 frustrated 415:15 frustrating 417:10 418:7 474:20 frustration 472:20 487:19 full 74:16,22 118:23 249:13 323:20 451:15 fully 40:5 271:2 274:10 327:1 full-time 243:15 function 184:25 188:20 198:21 230:4,4 235:20 236:16 244:5 functions 64:3 156:16 fund 42:18,20,20 43:25 128:3 151:6,13,15,20 152:6 154:16 165:8,8,9,9 167:9 169:6 171:8,8,17,18 172:13,21,21 172:22 173:8,9 173:15,19,23 174:5,12 175:18,25 176:8,11 178:8 178:10 179:10 179:13 193:19 201:9,11,16 205:24 209:14 209:15 329:16 330:10 339:4 355:13 359:24 363:16,17 369:4,4,6	374:13 375:5 388:24 389:5 396:20 398:20 400:21 417:7 452:25,25 454:10,24 455:6 458:21 458:22,23 459:7,8,11,15 459:18 460:14 460:17,18,20 460:21,22,24 461:17 462:7 463:6 464:1 465:9,15 469:19 fundamental 422:4 funded 19:19 28:25 73:16 156:9 181:25 201:12 320:4 334:20,23 359:5 368:1 376:10 473:13 480:15 funding 26:18 30:9 33:12 41:25,25 42:2 42:24 74:12,22 75:23 76:7 105:16,23 106:1,5 107:16 157:8 161:13 193:21 201:3 317:17 318:9 318:12 320:4 326:16,17 332:14 333:19 335:13 345:6,9 346:4 353:13 357:22 358:15 358:16,18,23 359:10,16 363:6,12 364:25 365:13 365:18 366:15	368:21 373:20 374:16 375:4,4 376:6,14 389:2 390:19 392:1,3 393:7 398:7 400:20 403:3 407:10 409:19 409:25 410:11 411:15 439:1 453:12 456:4,5 456:7,13,25 458:10 460:13 461:14,15 466:5 469:20 470:20 486:15 486:16 funds 19:22 27:6 54:7,11,13,24 55:16 57:3,8 60:5 61:22 108:12 118:25 129:10 130:10 130:24,25 131:7 132:6 141:19 172:7,9 172:13 173:7,9 173:13,14,22 173:25 174:4 174:11,20 178:18,18 183:4 208:25 219:4 224:24 229:20,23 239:16 240:13 241:24 244:16 244:17 245:1,4 245:5,7,13 248:14 288:19 305:12 317:18 318:14 323:20 326:12 327:5 327:21 329:17 329:21 330:16 331:14,22,24 332:17 338:22 346:15 363:15 363:18,23,24	364:1,12 367:4 378:19 395:2 396:15 397:6 398:2,11,12,13 400:3,10 402:8 409:9,15,20 410:12 415:23 451:15 453:3,4 454:5,8 455:9 459:10,21 464:24,25 465:3,4,10 466:22 488:21 funerals 481:4 further 7:3 9:7 10:18 15:7 39:25 77:1 111:5 125:15 153:6 186:22 244:9 260:5 281:20 310:10 314:7,10,12 336:25 337:15 338:5 344:7,9 347:9 424:25 474:23 490:5 future 9:23 20:25 150:23 184:15 184:18 206:20 458:15 FY 18:8 31:13 32:8,12,18,18 36:14,15,15 44:19 175:13 178:15 179:14 181:22
				G
				G 1:25 122:19 267:15 315:16 gain 133:6 gains 484:10 game 486:9 488:3 gang 442:25 gap 330:15 gaps 334:1

<p>Garate 312:18 garbage 216:25 Garrett 433:23 433:24 gathered 238:19 gathering 71:7 geared 211:9 gee 92:13,23 general 1:25 3:19 3:20,22,23 4:4 5:1,16 7:9,19 7:22,23 9:5,24 9:25 10:1,6,10 12:23 18:10 27:20,23 28:25 34:15 36:17 41:5 46:7 47:17 61:4 78:11 85:20 92:4 94:4 94:14,17 95:11 122:21 135:18 142:8,14 171:5 171:15,22 172:2,12 173:25 175:5,6 177:15,17,22 177:25 178:14 178:22 179:15 179:22,24 180:1,5,7 194:9 194:11,13 198:23 199:1 199:15 201:23 202:1,5 203:6 204:25 205:18 205:23 206:2 206:16 207:25 208:8 209:15 223:5 228:4,5 228:13,22,25 229:5,8,10,14 229:17,19,22 230:17,23 231:3,5,9,16,18 231:20,22 232:1 234:12 234:16,19</p>	<p>236:9 237:1,2 239:6 241:10 243:1,13 246:4 246:5,15 249:5 257:20 259:2 260:2,3 263:18 263:21 277:4 286:10 299:10 322:22 334:23 335:17,23 336:5,21 351:17 359:7 371:15,18 390:12 398:6 399:9,17,23 400:2,5,8,12,17 400:24 401:10 401:18,22 402:7,12,17,22 403:2,7 406:4 408:23 414:7 430:7,12 431:9 431:14,18,23 432:4,6,9,10,14 432:18 433:3,9 433:14,17,22 434:7,19 436:10,25 437:3 439:9 442:6 456:17 456:19 457:3,6 458:13,20 459:14 460:6,9 460:11,17,20 463:10,18 464:2,9 465:22 467:12 488:25 489:6 generalized 166:10 generally 23:15 61:8 84:25 85:14 86:3 87:2 302:5 303:2 322:23 452:18 454:1 455:23 General's 11:5</p>	<p>44:23 45:2,7,8 45:11 63:12 64:2,5,10 68:6 94:2 95:9 257:22,25 258:1,6,23 259:11 264:8 275:22,23 276:1,6 437:24 439:14 482:18 generated 43:15 235:24 genesis 416:1 gentleman 80:21 267:11 gentlemen 86:16 86:17 267:14 314:23 343:19 geographic 445:21 George 31:22 getting 32:4 47:10 60:12 90:10 91:3 106:23 123:6 129:23 131:11 138:16 147:4 149:25 174:16 177:8 183:19 188:13 215:14 235:18 249:11 249:13 263:10 265:5 269:5 288:11 292:17 293:23 294:1,3 295:11 299:13 356:10 368:7 381:11 384:19 386:12 387:4,8 394:2 395:21 402:18 416:21 426:1 432:1,2 436:14 449:20 457:14 461:3 461:12 464:13 466:2 483:1 get-go 67:17</p>	<p>Gillespie 267:13 267:14 269:2,9 271:19,22 272:15 299:23 299:25 300:6 300:12,15 gist 299:10 411:10 416:18 give 5:12 7:9 17:3,18 26:20 58:1,3,4 61:23 61:24 63:3 71:16 72:10 74:13 78:14 117:12 121:7 163:25 168:4 169:3 208:17 209:22 230:9 231:10,18 237:3 257:23 259:2,11,18 276:2 279:23 281:9 286:4 299:10 318:18 319:7 348:2 361:22 363:20 383:3 388:10 410:24 433:22 446:9 453:9 467:21 487:15 given 9:17,17 19:8 32:8 34:14 35:14 63:21 69:18 78:25 87:12,14 91:2 91:20 111:6 113:13 125:11 150:25 157:22 159:8 171:14 171:21 197:5 227:1 245:6 251:25 257:16 257:24 258:19 264:5 295:24 330:5 342:22 347:4 370:22 397:8,21</p>	<p>431:13,16 461:8 464:10 469:16 gives 279:9 giving 143:5 152:7 179:9 293:6 309:14 393:13 474:7 glad 24:17 135:9 148:9,24 166:6 222:21 234:9 427:11 glaring 51:22 427:9 glean 377:1 Gloster 200:3 GM 429:7 go 7:1,9 25:5,6 28:4 30:4 31:8 32:22 36:24 46:19 55:21 62:13 69:3 78:20 81:23 86:2 89:5 90:18 102:22 103:22 104:12 114:23 115:1 117:13 120:8,22,22 126:12 127:1 129:23 133:25 143:5 144:12 145:2,9 146:9 147:6,13 151:3 166:17 169:2 171:19 181:15 182:20 187:16 188:13 192:22 195:22 199:11 207:7 210:8 227:22 228:19 229:25 232:23 232:24 235:10 237:17 238:1 240:9 243:19 244:2 247:8,11 252:3 253:12 253:22,24,25</p>
--	--	--	--	--

254:6,16	416:18 418:19	217:23 218:15	394:8,9 395:25	77:4,8,19 83:1
255:19 257:12	Goetsch 491:5,18	218:17,19	397:4,4,22	93:16 98:13
259:1 263:18	going 7:8 8:21	220:24 222:13	401:3,23	130:6 135:17
263:20 266:5	14:13 31:8	224:8 228:1,8,9	405:19,19	139:24 142:14
266:10,17,18	35:22 42:4,16	229:1 238:9,15	407:11,12	142:17 152:2
268:6 275:25	43:5,22 44:12	238:23 242:14	408:5,9,24	154:19 155:12
280:14 281:25	46:14,16 47:6	242:17 245:17	410:21,21	155:12,14
287:19 290:19	49:5 50:7 54:16	247:10 248:21	411:15,21,25	166:6,17 179:6
298:2 300:14	55:18 65:1,6	249:20,22	412:22 415:17	180:13 206:17
302:10 304:14	69:19,21 70:13	254:5,13,16	416:7,13	207:18 217:6
305:2 306:12	73:1 74:11,13	255:17 256:13	418:17 419:15	218:24 229:4
319:8 326:12	75:4 76:21	259:9,16	419:16,17	234:9 236:21
343:3 353:6	81:23 82:18	262:25 263:5	420:2,6 421:22	241:19 249:11
359:19 364:21	85:23,23 86:15	264:11,12	422:16,16,16	249:18,25
375:1 380:21	86:24 88:5,17	265:4,9,20,24	423:18 430:24	257:10 264:18
382:21 383:22	90:11 91:10	266:6,18 270:9	433:19 435:23	267:13 281:1
393:2 398:1	92:1,7 93:7	270:10 271:3	436:4 437:3,16	293:12 298:19
416:17 417:19	95:6 97:20	272:16 274:11	437:19 440:19	300:6 327:3
421:18,18	102:22 106:7	274:14,15	441:18,21	337:17 350:18
424:14,23	112:25 115:6	277:22 278:25	443:3 445:9,17	350:19 371:3
436:24 442:21	117:16,23	282:24,24	446:22 447:1	371:13 381:1
443:14 444:23	118:2,19	287:14 289:5,7	449:13,15,16	387:18,23
445:16 450:4	119:11,13,14	294:20 297:15	451:21 453:14	388:4,5,15
453:4,15 454:5	123:1,3,4,9	299:12,17	455:12 456:6	415:2 416:2
457:11 459:11	124:22 126:21	313:12 317:10	456:12 457:12	418:11 420:25
459:14 464:20	129:13 132:6	318:15 321:18	457:19 458:9	421:11,13
471:23 472:1	134:9 136:9,12	327:15 339:11	458:11,24	428:2 432:7
472:23 475:13	138:11,12	341:4 348:1	460:1,3 461:19	435:6,10,11,13
475:14 480:1	144:21 146:7	352:12,14	462:5 468:21	439:22 440:1
483:17 484:19	149:1,6,6	353:10,13,14	468:23 470:9	445:15 463:19
489:24	150:10 152:16	357:20,21,22	471:13,15	goods 379:14
goal 89:20 95:24	152:20 153:2	357:24 358:17	475:14 477:1	good-hearted
134:5 142:23	156:23 157:9	359:5,20 360:5	477:17 478:5	377:24
149:22 339:12	157:10 158:9	360:10 362:25	479:17 485:3,3	good-looking
435:9 444:13	159:16,18	363:1 364:3,23	485:4 486:12	80:21
478:14,14,19	166:8 170:11	365:11,13,21	489:14,16	GOP 124:23
goals 68:1 73:21	172:1,5 175:18	366:7,13	golf 241:21	gotcha 36:21
117:2 207:24	176:8 178:17	367:14,16,17	GOMB 35:6	135:6,9,9,14,14
298:20 435:5	180:10,12,13	369:22 373:23	177:4 179:7,25	136:4
473:17 478:15	180:17 183:2	374:1,2 377:23	180:6 355:22	gotten 29:6,6
goes 28:13 33:3	183:12,15	377:23 378:6,7	356:5 397:14	288:9 363:3
43:24 46:4	184:1,4 187:7,9	378:7,9,10	429:7 430:16	governing 140:9
52:18 107:20	187:19 189:17	384:19 385:1	453:4	164:19,20,21
115:2 127:5	189:20 193:19	385:13 389:1	good 14:8 17:12	government 6:21
133:5,8 160:6	205:8 207:7,13	389:18 390:22	25:9,9,24 26:3	11:6 13:4 14:8
177:21 181:11	211:13,14,23	392:8 393:2,9	26:13,14 31:24	50:19 81:11
333:9 381:25	215:3 217:17	393:10,12	32:6 49:1 56:7	139:6 172:6

182:5,22	271:1 275:13	165:6,21 166:5	grabs 12:1	334:17,25
185:11 209:8	275:19 276:11	166:14 167:2,3	gracias 310:15	335:20,21
232:14 275:8	277:3,8 284:1	167:14,16	314:5,6	344:12 345:14
278:19 279:2	292:23 293:2	168:1,1,12,15	gradual 354:20	379:13,15
281:10 289:22	296:11 303:25	168:17 169:9	Grand 200:15,16	380:8 451:24
290:5 292:13	304:2,5 330:14	169:18,24,25	445:24,25	grant's 322:19
292:25 304:18	343:7,11,13,17	170:11,14,16	446:2	grant-making
316:17 317:20	351:18 352:23	179:3 181:22	grant 19:21	45:1
323:14 329:3	354:19 355:25	181:25 182:24	34:19 41:21	grave 356:22
332:2 341:22	356:5,8,20	184:9 188:2,19	44:17 58:13,25	great 5:2 23:15
343:2 344:14	361:24 369:20	189:7 191:7	61:25 135:21	90:14 153:14
346:14 349:12	383:6 387:11	192:5 213:10	188:15 192:15	187:3,4 203:18
350:5 369:2	387:11 388:1,3	245:21 252:8	204:5 205:1,17	204:3 211:25
376:11,17	396:2 407:12	252:10 253:9	216:15 223:6	214:20 218:5
380:8 408:19	410:24 412:1,4	253:12,14,22	225:6 232:3,4	241:5 247:12
413:8,11	412:7,10 436:5	257:17 263:9	243:17 244:14	249:6 265:14
418:16 444:5	461:8 468:15	268:23,24	247:4 248:14	277:10 279:9
446:11 477:5	468:23 476:12	271:6 273:24	293:10 322:6	339:6 367:16
488:22,23	477:12 486:15	275:18,20	322:16 323:19	437:23,24
489:1,7	governors 117:6	282:3 285:4	325:12,21,23	440:13,14
governments	Governor's 19:9	289:23 290:10	326:25 331:9	greater 29:7
154:16	32:17,23 33:2,5	291:5 301:9,17	335:19 415:17	37:13 200:15
Governor 12:22	34:10,15 35:7	305:6 309:10	458:25 459:1,3	greatest 89:14
13:12,16,23	36:13 37:19	319:10 321:11	487:16	90:3
18:8 32:20,21	38:1 46:18,24	327:15 335:9	grantee 56:16	green 7:1
33:11 46:3,7,10	49:11 51:3	339:18,22	233:16,16	grew 283:6 350:2
46:25 47:21	61:11 62:6	341:5,14,23	235:21 245:6	353:5,25
51:14 65:21	65:24 68:6	349:8 352:19	grantees 59:3	377:17
74:13,20,21,25	72:21 73:23	354:12 356:12	61:9 178:9	GRF 460:24
75:9,23 76:19	79:1,9,12 81:12	357:18 364:11	179:21 191:25	grief 141:9
82:25 91:8 92:9	81:18,20 82:5	367:3 371:3	210:6 211:12	gross 419:3
93:8,11 100:7	82:15,16,19	375:15,18	224:3,4 244:7	420:20,21
100:12 126:1	83:18,21,25	384:14 395:7	309:20 451:9	482:15,22
139:18 140:14	85:18 86:9 87:4	395:11,12,23	451:10	483:10
141:6,10,15	93:11 94:3,23	406:22 407:22	grantors 293:10	grossly 10:15
156:11,20	95:17,25 96:8	408:25 409:8	grants 18:24 42:3	417:21 418:14
159:10 160:14	97:7,14,17,22	412:2 425:7	43:24 44:1,14	419:20
161:9,9,11	99:21,22 102:1	431:3 435:18	54:20,25 56:8	ground 9:16 74:9
167:6 174:11	110:3,5,18	457:14 459:18	56:20,22 58:17	119:19 133:10
178:17 179:9	113:6 115:19	464:14 467:15	99:24 108:9	138:16 165:23
181:8 182:3,3	117:11 118:24	468:14,16	127:23 192:20	188:13 191:19
182:12,19	130:5 138:9	469:4 472:2	192:24 193:3	220:12 221:4
204:12 211:1	155:17 158:6	477:4 489:23	211:14 221:25	222:14 254:4
252:12,14	158:11,18	go-forward	227:24 228:17	260:17 443:18
253:7 258:22	160:5 162:11	180:9	243:17 256:1	444:15 483:23
259:1 262:18	163:21,24	grab 390:23	264:4 331:19	grounds 58:25
266:2 270:17	164:6,12,25	grabbed 421:24	331:21 334:11	group 52:18

69:18 92:19,20 102:6 131:5 168:6 189:25 197:1,2 198:1 200:19 202:25 203:2 227:8 248:5 270:16 270:17 361:23 368:21,22 375:14 381:20 409:1 410:16 417:1 420:6 488:19 grouping 113:24 groups 12:21 30:17 51:12 147:8 152:17 154:17 294:24 319:16,18,19 321:9,10 323:25 327:8 375:17 457:16 grow 28:15 50:6 50:23 130:21 439:4 growing 72:3 grown 288:9 442:24 grunt 143:22 145:1 Guard 136:24 213:23 214:2 476:10 477:10 gubernatorial 136:8,10 140:13 guess 46:17 55:3 55:12 60:18 66:7 74:25 125:20 132:22 133:11 159:25 182:17 248:6 255:10 258:20 270:15 276:10 276:21,25 313:19 335:18 357:6 361:12	380:25 411:23 412:14 413:2 424:4 429:22 432:16 435:23 489:25 guessing 307:19 guide 10:7 guidelines 320:23 417:11 gun 11:13 262:19 262:20 349:17 349:19,21,23 349:24 351:2 guns 37:14 gun-shy 365:6 guts 223:3 guy 96:2,17 231:18 369:10 370:2 379:20 379:21 394:11 442:24,25 guys 60:15 75:1 246:17 270:13 284:17 383:19 427:14 431:8 433:20 436:21	handled 64:6 258:6 259:6 465:25 handout 409:4 409:14 hands 262:21 277:5 424:12 489:23 Hang 121:11 happen 9:18 59:1 117:4 134:4 140:5 153:2 217:11,23 224:5 249:20 249:25 270:7 278:25 292:18 355:4 361:24 365:14,23 386:3 419:15 419:17 462:4 476:20 485:24 happened 10:24 11:22 39:19 44:15 93:12 105:19 120:10 125:23 214:8 223:18 224:7 236:13 240:11 249:25 261:15 265:2 270:6 326:21 353:9 365:1 370:25 385:8 386:14 387:13 410:18 422:25 439:22 452:11,12,14 453:17 455:15 463:11,22 472:23 477:14 477:16 479:9 happening 28:5 28:20 117:9 136:7,7 137:12 137:21 140:23 299:14 369:22 410:20 453:10 477:3	happens 9:13 123:16 128:25 132:4,4 137:18 185:16 224:2,2 224:3,4,4,6 240:9 246:19 246:22 249:18 249:21 372:8 372:14 479:8 482:10 happy 122:21 351:15 369:24 370:14 373:14 412:6 hard 59:3 90:14 188:9 189:16 234:5 258:13 261:22 269:5 271:24 326:1 440:19 475:21 478:7 485:25 487:5 489:2 hardest 365:5 hardest-to-em... 335:1,6 harm 452:4 463:1 harsher 27:14 148:21 hastily 8:10 10:25 296:20 297:12 298:21 372:3 374:6 376:18 385:17 435:10 473:1 hasty 296:23 hate 149:1 256:7 head 35:1,9,13 123:1,3 190:19 190:22 252:12 340:5 415:1 headed 55:3 headlines 136:11 208:3,9 head-on 140:8 health 12:9 18:11 19:1 20:20 21:4	21:10 27:18,21 27:23,24 28:2,2 28:3,12,18 29:5 29:12,15,16 41:2,6,7 56:25 57:3,5,16,19,21 57:21 64:2 69:10 128:16 196:24 245:24 395:3,4 Healthcare 122:19 healthy 57:21 144:8 145:6 hear 7:10,11 14:1 14:13 17:4 31:22 97:21 100:1 113:10 140:18 142:16 147:18,19 175:4 178:1 180:4,22 182:12 218:24 260:20 263:20 282:20 294:8 415:12 416:1 424:15 468:18 468:22 487:2 488:1 heard 6:11 9:25 23:1 38:12,13 54:9 75:8 88:1 97:16 98:2,19 98:23 154:14 161:15 182:11 208:1,2 248:22 282:8 288:17 304:19 331:12 331:15 351:19 372:2 378:13 404:20 419:8 429:17,21 455:21 457:25 466:11,14,15 469:13 489:3 hearing 1:1,3 8:7 9:12 23:18 26:3
--	---	--	--	--

H

74:14 77:18 141:7 153:20 153:22 169:18 171:5 208:2 282:21 283:9 369:17 424:16 456:2 473:3 489:18 hearings 6:10 14:10 25:18 40:14 47:16 76:12 154:3,18 156:13 245:22 heart 261:1 480:2 heartfelt 394:20 394:20 heaven 91:23 heavily 154:13 heavy 139:1 heed 249:6 heightened 138:8 154:3 214:13 held 1:3 6:23 271:7 hell 488:23 help 18:4 21:18 33:25 35:2 38:2 51:1 57:8 60:18 66:24,25 79:2 79:10 106:10 115:20 124:1 124:19 144:11 144:12 146:4 154:16 161:7,7 183:16 214:1 217:3 223:19 245:23 249:13 254:17 260:18 262:20 276:20 277:1 280:11 292:2 298:3 301:10,15 302:14 303:4,6 303:7,8,9 318:12 330:15 344:18 345:4,5	345:25 346:1,7 346:11,18,24 347:2 381:12 384:15 386:7 401:23 419:7 423:21 431:11 443:21 445:17 456:20 476:15 482:12,13 484:14 489:7 helped 18:2 21:11 71:5 82:20 127:19 127:19,25 128:2,6,17 280:11 440:20 483:3 helpful 63:2 73:5 154:21 308:13 308:14 385:13 helping 22:2 106:10 346:20 359:14 441:7 helps 24:4 Hermosa 101:13 105:14,14,16 105:21 106:2 111:13,13,17 111:20 162:15 162:16 293:21 293:24 467:22 467:22 Hey 94:16 235:25 238:25 282:25 292:8 303:5 381:17 435:15 441:18 468:23 he'll 181:1 HFS 122:21 hi 51:2 63:18 421:3 high 19:14 20:3 37:25 102:13 147:2 162:2 197:3,4,4 200:17 202:9 349:23 392:13	454:17 higher 213:18 highest 9:2 11:19 201:21 210:20 highlighting 437:23,24 highly 19:18 23:12,14 56:17 109:14 high-level 450:19 high-risk 19:25 152:4 429:4 486:1 hire 122:12 142:22 188:12 190:2 191:13 191:18,20 210:13,14 hired 188:10,14 188:16 189:15 225:7 347:5 hiring 280:14 Hispanic 261:2 285:21,25 287:22,25 288:23 302:21 historically 438:5 history 17:22 26:9 132:25 186:11 195:11 319:25 321:16 327:2,22 hit 317:24 365:5 484:24 hitch 438:21 hitting 265:19 hoc 269:19 Hol 436:9 hold 46:8 88:23 120:4,6 136:19 163:18 176:23 176:25 348:2 408:12 432:8 Holland 1:25 7:22,23 9:24,25 10:6,10 175:6	177:16,17,22 177:25 178:22 179:15,22,24 180:1,5,7 194:11,13 198:24 199:1 201:23 202:1,5 228:4,5,13,22 228:25 229:5,8 229:10,14,17 229:19,22 230:17,23 231:3,5,9,16,18 231:20,22 234:12,16,19 237:2 238:10 239:6 241:10 243:1,13 246:5 249:5 335:23 336:5,21 399:9 399:17,23 400:2,5,8,12,17 400:24 401:10 401:18,22 402:7,12,17,22 403:2,7 430:7 431:9,14,18 432:4,9,10,14 432:18 433:3,9 433:14,17,22 434:19 436:10 456:19 457:3,6 458:13,20 459:14 460:6,9 460:11,17,20 463:10,18 464:2,9 465:22 Holland's 93:24 94:9 Hollins 322:11 home 137:3,23 139:23,25 265:6 350:1 406:14 436:24 441:4 homeless 335:5 homes 28:15	139:4 216:25 homicide 457:13 homicides 441:10 457:13 honcho 443:9 hone 84:19 honest 407:14 419:21 444:6 446:12 470:10 honestly 112:23 181:9 326:23 330:3 476:24 485:1 honesty 369:16 honor 24:6 hook 98:14 150:25 hookups 484:11 hope 5:10 7:16 13:1 39:3 153:15 206:12 206:18 279:13 298:13,15 309:21,22 402:19 414:18 415:21 hoped 31:21 142:24 hopefully 6:16 11:3 141:2 248:8 479:2 hopes 69:5,12 hoping 416:8 419:22 horrible 151:25 horrific 19:13 137:23 350:24 372:9 horror 139:16 hour 1:5 2:1 348:9 hours 25:2,18 72:9 151:24,25 207:12 322:18 394:15 414:18 474:15,18 475:20 489:14
--	--	--	--	--

<p>house 25:25 26:8 26:17,17 27:17 31:11,20,25 74:10 76:12 96:1 183:7 184:16 205:23 206:14 279:3 298:5 417:15 430:8 437:5 housed 331:6 363:17 369:6 488:10 housekeeping 3:8 houses 318:10 housing 128:2,3 186:5 289:11 328:14 345:7 345:11 How's 80:8 299:12 HR 8:2 64:4,6,18 258:6 259:4,7,9 259:15,22 336:6,6 435:5 HUD 320:22 332:1,12,16 333:4 345:5 huge 64:11 78:17 196:15 197:23 230:5 470:16 Huh 35:11 human 20:2 30:16 32:19 33:8 41:11 64:6 102:5,20 106:25 107:1 195:21 196:8,8 197:22 198:9 213:25 217:25 223:4,9 282:13 282:13 289:10 390:10 hundred 43:18 146:17,18 414:18 454:16 477:23</p>	<p>hundreds 75:2 89:16 226:10 249:15 hunt 136:4 hurricane 317:24 318:5 hurried 88:10 hurry 353:21 385:15 478:19 hurt 387:4 486:2 hurting 204:4 husband 81:16 123:14 Hyde 445:24,24 446:20 Hynes 392:15 hyphen 120:20</p> <hr/> <p style="text-align: center;">I</p> <p>iceberg 137:20 ICJIA 191:23 192:1 230:10 230:19 232:17 232:23 242:4 243:21 244:25 idea 36:22 37:8 82:1,3 83:1 122:22 175:15 200:21,24 211:15 222:17 237:16 275:25 276:5 279:20 282:17 351:21 351:25 361:1 361:20 362:5 379:4 386:23 388:4,5 389:4 392:11,16 393:21 394:22 413:16 451:18 451:22 458:7 478:25 ideas 23:6 73:19 208:18 355:17 473:15 identified 20:3 84:7,8 102:13</p>	<p>102:24 109:13 162:1,8,22 193:21,22,25 239:25 326:10 327:18 454:10 455:6 identify 56:3 248:7 254:17 326:20 447:7 453:2,4 456:4 identifying 219:11 235:17 245:4 IGA 465:1 ignorance 126:21 ignored 11:2 IHDA 160:25 285:3 290:9,12 290:16,18 Ike 317:24 322:6 327:5,20 illegal 150:20 illicit 217:3 Illinois 1:4 6:7 7:25 10:8 11:10 11:12 12:2,3,5 12:24 13:2 14:4 14:5,7 17:14 18:7,11 22:5 29:22 40:17,24 41:12 42:10,12 42:19,21 44:1 44:13 46:3 52:24 53:3 56:24 65:10 66:8,11 68:8 79:17 82:7 87:9 87:10 91:19 95:14 99:8,8 101:1 105:17 118:14 127:11 127:21,25 128:11,17 138:23,24 148:17 151:7 165:7 175:9 183:4 187:22</p>	<p>196:22 215:8 215:10 229:20 233:9 238:19 239:2 242:14 249:11 252:13 256:12 282:9 295:15,22 296:4 302:4 317:1 318:5 320:8 321:12 330:16 336:7 346:5 349:4,15 358:21 368:18 379:12 389:25 392:2 410:3 417:7 458:21 459:1 476:15 484:8 488:19 491:1,9 im 349:14 imagination 100:22 imagine 134:13 249:8 immediate 69:8 69:16 71:4 215:4 323:1 347:1 immediately 61:16 73:15 119:1 120:22 141:11 218:20 326:5 346:18 364:13 367:5 386:15 409:10 473:12 impact 11:25 20:22 67:24 69:8,12,16,25 71:4,24 148:13 150:10,14,23 180:20 203:24 217:17 349:14 394:16,19 428:22 446:20 474:4,9 486:17 impacted 204:2</p>	<p>222:7 impacting 150:2 impacts 346:8 impending 90:23 imperfect 165:11 165:12 impetus 157:3 implement 13:19 18:3 27:1 30:12 33:25 35:2,15 38:3 44:1 101:23 135:25 136:14 146:24 156:9 174:15 185:20 198:17 254:15 292:2 338:20 479:23 480:8 implementation 260:23 278:21 278:22 291:12 291:17,22 295:17 304:12 317:9 338:14 404:17 implemented 8:10,12 10:25 22:13 40:13,19 148:18 172:6 223:7 278:14 294:10 296:20 297:6 473:1 479:22 483:4 implementing 23:14 56:19 62:8 67:2 71:6 174:7 210:3 222:1 255:25 329:23 implication 447:19 implied 169:4 imply 366:5 importance 145:6 153:22 153:23,24 154:18 155:3</p>
--	---	---	--	--

206:7 331:2 469:15 472:21 important 9:12 11:8 27:8 70:16 89:17 102:8 113:4 142:15 147:10 153:16 154:24 160:10 170:19 206:9 214:24 228:7,8 228:11,15,15 230:22,24 237:6 255:12 322:8 362:12 371:22 381:14 391:11,18,19 414:5 419:14 421:9 424:21 434:1 438:22 440:5 470:23 474:5 481:21 484:3,5 486:19 importantly 171:24 172:2 impression 367:18,19 378:2 impressive 185:9 improve 23:23 improved 30:2 77:25 135:20 improvements 419:20 inability 417:3 inaccurate 360:23 367:10 inadequate 130:16 244:14 inadequately 241:24 inappropriately 223:19 240:14 241:7 inaudible 5:21 6:6 60:17 85:2 140:24 211:19 211:21 287:11	293:22 383:19 419:22 445:12 464:19 incensed 152:11 inception 17:15 18:21 84:21 85:10 86:3 87:2 100:23 127:3 208:18 291:10 294:20 374:13 376:14 incident 145:23 include 58:8 165:3 308:19 471:14 included 86:13 109:17 164:23 167:3 184:3 195:24 287:20 287:23,24 381:24,24 467:21 includes 225:15 225:15,17 including 9:1 11:15 18:18 19:13,21 65:8 131:8 294:5 376:21 464:19 incomplete 223:14 inconsequential 470:18 incorporate 11:4 29:24 440:18 incorporated 22:14 incorrect 96:11 96:12 97:3 134:25 235:15 increase 211:11 258:16 354:2 457:12 increased 36:1 75:22 214:8 increasing 48:24 216:1	incredible 38:18 116:13 increments 258:9 independent 10:1,3 156:5 259:6 independently 8:20 indicate 89:12 122:11 indicated 257:15 276:12 277:9 indicates 227:3 indicating 58:16 275:1 indication 107:22 indicia 107:19 indicted 152:13 152:14 individual 54:21 71:8 332:13 487:12 individually 140:10 individuals 8:20 47:15 223:13 249:7 335:2,5,7 349:17 infinitum 176:9 influence 204:3 influenced 153:20 influx 191:6 488:15 inform 274:24 292:20 information 39:5 40:18 41:12 42:21 44:2 47:8 51:3 53:8 54:10 62:2 72:11 79:18 95:10 105:18 183:5 196:23 237:25 239:8 274:22 285:9 308:8	328:23 334:8 388:10,13 389:1 395:21 396:1 419:6,9 430:12 433:10 473:18 informed 16:21 54:11 166:3 292:9 451:14 infrastructure 22:16 23:25 71:2 103:1 134:11 328:15 431:4 447:6,10 484:17 infuriates 255:10 infuse 218:13 infusion 250:2 inherent 142:7 initia 147:1 initial 33:18 84:15 157:20 170:8 451:16 initially 82:13,13 159:2 181:25 190:13 210:24 initiate 42:4 110:7 initiated 102:1 245:25 338:22 initiating 66:16 66:24 277:4 initiation 84:21 101:1 initiative 6:9 8:1 10:14 13:9,14 17:24 20:7 35:16 51:4 57:7 63:23 66:17 82:2,9,17 109:12,23 115:20 118:25 119:12,23 136:14 159:24 160:15 167:3 180:8 258:13 274:24 275:2	276:8 282:18 283:13 284:5 288:12 291:18 297:11 301:10 317:8 330:14 336:8 339:7 351:22 352:13 352:13,24 353:2,4,12 356:25 357:11 357:12 364:13 365:18 366:25 367:5 375:21 384:14 400:14 409:10 435:1 451:10 456:23 459:19 initiatives 19:19 117:7 147:1,2 155:4 185:3,10 186:5 277:4 330:12 472:22 inject 478:11 injured 28:10 injuries 30:5 inner 187:18 innovative 19:6 19:20 inoculate 218:2 input 276:7 277:20,21,23 299:13 337:25 341:6 inquiring 122:11 insight 237:3 insist 420:14 Inspector 206:1 install 205:14 instance 285:18 292:17 353:19 356:18 376:12 446:18 instances 163:21 293:12 376:25 instantly 386:4 Institute 290:20 290:22
--	---	---	--	--

institutions 319:24 320:7 320:15 321:7 328:11 329:10	358:21 403:25 interested 53:24 55:1 85:5 364:8 387:22 471:17	188:15 intimately 14:1 409:24 410:11	456:16 involved 7:16 14:2 20:15,17 22:1 39:20	361:1 373:17 382:22 419:16
instructed 451:12	interesting 62:23 217:5	intimate 101:1 introduce 117:7 267:10	50:13,14 51:13 83:23 85:3 86:9 86:10,11 102:3	involves 133:23 133:24 448:25 449:1,2
instructions 6:11 417:11	interests 323:2 326:8 485:13	invalid 483:20	127:17 133:23 144:21 150:20	involving 282:16 285:15
insufficient 451:15	interfaced 196:16	invest 19:9 82:4 91:9 116:20	157:22 158:19 160:25 164:14	iPhone 114:4
insurance 395:3 395:4	intergovernme... 66:12 174:3 175:8,10 465:2	156:14 159:10 161:17 208:13	160:25 164:14 200:19 276:22	IRIS 1:14
integrate 441:7	intermediate 22:23 67:10 70:7 72:12 89:9	217:12,14,16 438:25 453:23	280:3,3,4,5 284:14 285:19	ironic 99:3,13
integrity 10:20 10:21 154:19	internally 407:17 452:11	454:22 invested 127:14 208:10 215:7	285:21 290:1 292:12,20	ironically 383:16
intended 37:15 77:20 249:13 454:3	international 144:15	216:2 448:12 investigation 265:9 430:13	295:2 298:16 298:17 302:3	irrespective 120:16
intending 55:25	internationally 407:17 452:11	investigations 6:23 10:18	307:4 324:21 338:15 351:14	irresponsible 278:5,11
intensity 140:5	international 139:9	investigators 25:21	351:15 358:1 358:19 370:9	Irving 53:23 66:1 82:22 83:17
intent 7:8 116:24 117:2 178:7	Internet 328:24	investing 484:7	372:22 375:8 378:3 379:15	84:10 85:9 93:24 94:4 96:1
intention 7:10 17:4 30:21	interpersonal 137:20 138:1	investment 31:3 31:4 32:6 47:1	378:3 379:15 387:6,15	97:18 99:18 111:16,19
385:23 386:1 424:11	interpret 273:3	47:22 49:11 88:7,9,10 129:3	400:19 409:19 409:24 410:9	283:22 284:8 303:5,11
intentions 77:19 298:20 416:2 418:11 421:11 421:20 440:13	interpreted 25:22 131:20	141:13 157:3 216:20 373:1	410:11 412:2 412:10 413:11	306:17 310:22 312:10,11
inter 63:24 66:12 180:1	interrupt 231:15	388:15 407:12 448:9 449:2	415:8 419:9 428:14,19	357:16 375:17 381:15 395:15
interact 83:20 283:15	interrupting 234:19	454:3 461:20 470:21 479:2	429:14 430:11 466:18 468:16	405:10 Irving's 95:22 97:5
interacted 351:13	intersect 349:12	479:11,13 invite 54:22	469:16 478:25 486:13	isolated 140:2 145:1
interacting 82:22 294:23 295:6	intersects 446:1 446:1	invited 194:1 286:2 302:18	486:13 involvement 26:10 84:21	isolation 149:13 151:16 449:5
interaction 86:14 86:21 281:4 342:23 391:12	intertwined 344:13	310:20,22,22 310:24 311:16	85:11 86:2,17 127:6 276:17	issue 26:10 27:7 27:18,23,24
interactions 86:9	intervene 28:20 487:10	311:18 invites 311:14	283:17 286:21 290:6,8,8	28:2 29:5 35:20 38:3 47:24
interagency 179:1,8 180:2 197:1 203:2 209:16	intervening 150:21 475:9	invoices 393:10 393:11	291:11 293:23 294:1 305:15	78:10,15,20 101:3 126:3
interest 157:9,24	intervention 20:21 487:11	involve 127:18 286:5,6 295:4	305:22 309:6 317:7,12,15	128:2 173:4 174:8,8 175:1
	interventions 18:4 28:6 49:19 69:5,8 146:19 147:11	326:16 412:1	343:9 350:7 353:24 355:6	177:19,20 180:7,17,19,23 181:2,6,9 206:11,13 224:8 227:14
	interviewing			

228:24 263:24 265:18,25 266:6 274:16 277:17 278:1 289:10 349:19 354:15 371:17 371:20,23 373:2 388:25 401:16 408:14 415:24 418:8 420:1 422:24 434:15 444:14 458:6 462:24 470:19 486:14 issued 6:19 48:8 48:14 54:23 68:16 163:17 276:12 319:10 430:21 434:14 issues 18:18 20:21 23:19 28:3 57:19,20 77:23 93:18 136:3 182:23 204:24 214:21 260:18 282:13 282:14,14 289:11,11 306:17 323:4,6 344:24 354:17 369:8 381:7 388:2 408:15 410:25 481:17 484:24 issuing 61:17 item 3:9 209:3,5 233:24 239:7 items 3:8 5:4,18 6:15 32:12 79:21 180:18 189:4 IV 42:24 58:24 233:8 Ivan 50:9 IVP 95:19 IVPA 12:8,16,20 17:21 18:6,15	18:22 19:10,17 19:18,20,25 23:22 24:7 30:9 34:11 42:5,24 44:19 45:4 58:23 63:25 64:3 95:14,23 95:25 96:6 108:8 110:3 159:7 160:16 161:5,12,25 163:6,8 164:7 164:15 168:2 169:15 170:1 170:25 171:3 171:14 186:11 196:22 232:19 244:15,18,19 244:25 246:8 247:11 248:10 248:14,25 249:8 250:18 250:21 271:7 296:9 297:4 308:14 336:2 363:17,19 364:4,20 365:15 369:6 375:5 382:2,4 452:12 454:10 454:24 461:17 462:7 467:4 473:20 488:10 489:8 IVPA's 19:6 335:22 I's 133:19 440:15 i.e 102:15 <hr/> J J 1:10 57:23 146:4 Jack 6:11 79:19 79:20 83:24 84:8 85:22 111:16,19 113:16 116:8	118:4 158:12 283:23 284:8 303:6,10 306:18 312:22 327:12,14 340:3 341:18 358:1 375:16 393:20 397:10 jacklavin@aol.... 113:18 Jackson 115:13 301:3 384:7 Jack's 341:18 Jan 12:17 Jane 1:23 2:4 5:8 5:12 15:8 January 72:22 166:2 188:14 264:24 285:1 289:24 473:10 Jason 1:9 177:3 Jeannette 122:20 Jeez 180:11 Jerry 472:19 473:9,9,23 474:12 Jerseyville 12:14 Jim 1:15 7:1 12:22,23 18:8 18:10 45:3 jiving 77:18 job 19:16 23:15 95:9 132:20 143:18,18,19 143:25 144:3 144:16,17,24 145:1 151:24 165:18 206:2 216:15 221:13 223:13 227:21 233:9 236:6 243:15,19 244:1 255:24 264:1,8 265:13 324:18 334:21 334:22,22,25 341:7 342:18	373:19 383:6 390:8 423:19 433:2 435:6 437:23,24 446:20 481:13 488:4,24 joblessness 24:11 jobs 18:1 21:11 23:9 57:6,23 89:19,20,20,22 89:23 97:2 115:20 138:12 142:18 143:1,2 143:7,8,13,15 144:14,16 145:22 150:16 150:17 151:23 151:25 215:10 215:12 216:23 221:14 223:2 225:3,13 261:8 261:9,16,23 301:11,16 359:15 384:15 481:13 488:15 John 12:12 16:16 18:12 213:19 242:8,9 Johnson 5:17 148:11 join 187:21 273:5 273:9 315:1 348:12 joined 187:22 joining 186:25 315:6 337:4 347:13,25 348:14 490:5 Joint 148:23 joking 464:12,13 Joliet 476:1 Journal 124:21 journalist 135:12 JTED 334:21 335:10 judge 215:5 July 8:15 18:13	25:17,18,19 44:12,19 46:2,2 76:6,15 83:3 124:7 183:17 183:21 262:16 262:17,18 356:20 368:18 400:7 401:12 435:24 460:8 461:24 jump 62:14 319:9 404:20 jumped 99:3 jumping 169:21 junction 155:23 June 121:13 122:17 137:4,7 138:14 178:20 183:22 322:14 359:13 372:18 374:17 375:1 399:25 402:9,9 403:5 425:10 426:24,24 433:11,12 434:1,1,2,10,11 434:14,15 453:2 455:1,15 456:4 458:1,17 458:17 459:16 460:10,14 461:18 464:16 464:16,18 472:24 justice 28:7 30:14 40:18 41:12 42:21 44:2 51:11 79:17 105:17 145:14 148:24 149:4 183:5 196:23 207:19 237:24 239:8 246:15 282:14 289:11 312:24 justify 129:18 juvenile 145:14
---	---	--	---	---

<p>juveniles 22:4</p> <p>juxtaposition 77:14</p> <hr/> <p>K</p> <p>K 122:19</p> <p>Kay 433:11,18</p> <p>Kay's 435:20</p> <p>keep 28:21 69:6 129:4 138:20 189:16 225:16 225:18 229:1 232:5 241:19 250:10 253:16 253:21 261:24 264:10 320:11 392:12,12 407:19 434:24 438:3 461:23 461:23 488:21 489:18</p> <p>keeps 13:16 257:18</p> <p>Kenwood 445:25</p> <p>kept 48:23 181:23 190:7 326:11</p> <p>key 85:17 115:10 300:25 383:18 384:4</p> <p>keywords 436:18</p> <p>kick 412:19,20</p> <p>kid 143:21 446:7</p> <p>kidding 464:12</p> <p>kids 20:10 21:21 21:21,22 49:21 49:24 69:6 70:1 70:11 89:18,22 133:25 134:12 138:5 139:16 141:9 143:5,9 143:10,15,24 143:24 144:1 145:10 146:4,6 146:19,20 147:8,12 148:3 150:3,4,9 152:7</p>	<p>152:9,25 214:11 217:14 217:19 223:2 261:18 263:10 264:19 279:3 298:7 359:21 369:22 386:12 386:25 387:3 442:18,19 447:14,15</p> <p>killed 137:3 138:5,5 145:22 145:23,24 152:2 214:11 214:12 262:16 262:17 265:5 298:4 349:21 354:22 368:7</p> <p>killings 440:22</p> <p>killings 137:18 263:6</p> <p>kills 44:8,8 136:15</p> <p>kind 12:6,25 13:17 35:12,13 40:20 45:6,21 46:8 61:7,20 62:22 66:14 67:14 68:22 69:7 77:11 84:19 93:7 98:10 100:10 113:1 130:25 134:23,24 136:4,10,12 137:9 140:7 145:18 150:20 150:25 151:8 153:1 181:13 189:20 190:7 191:24 215:13 215:22 232:15 242:24 243:19 243:24 245:22 269:18,21 283:25 288:24 302:23 306:15</p>	<p>313:12 339:9 339:23 341:3 342:25 353:20 354:20 370:25 372:6,9 377:23 378:21 381:19 381:20 384:22 387:22 388:22 392:25 395:22 397:11 400:19 408:12,12,13 408:13 411:13 413:13 422:1 437:20 438:7 439:20 446:8 446:25 447:15 457:8 461:3 466:23 478:20 479:5 480:10 480:10 483:17 483:22 486:15 486:16 489:2</p> <p>kinds 137:18 144:9 217:15 218:4 228:16 365:16 394:24 428:22</p> <p>knew 19:10 52:21 67:22 90:19 102:25 116:15 191:14 210:2 215:1 220:13,19 222:1 236:14 246:25 248:3 254:16 294:17 297:3 327:20 370:25 377:7 378:12 392:17 413:18 439:24 451:23 461:19</p> <p>know 8:11 11:17 17:13 22:11 27:4,20 29:21 30:4 31:25 33:6 33:16 35:11,17 35:19,21,23</p>	<p>37:14 38:14 39:2,19 40:4,5 40:12,20 43:16 43:20,22 44:8 45:7,19,19,24 47:6,25 49:2,6 50:7,21 51:9 52:23 53:25 54:5 56:4 58:23 60:8,10,22 63:20 67:13 73:18 80:5,15 84:1 85:1 86:5 86:18 93:2,25 98:15 105:15 105:19,20,25 108:2,4,13 109:7 110:21 110:25 111:1,8 111:13 112:9 113:24 116:6 116:23 118:19 119:13,14 121:6 122:16 123:9,11,19 124:11 126:25 127:1 128:21 129:25 130:3 130:11,16 131:2,7,23,23 132:4,22,24,25 133:7 135:7 136:6 137:13 137:22 138:21 139:21 140:9 142:13,21 145:12 146:10 146:23 147:13 148:14,23 149:22 151:2 152:11 153:15 153:19 155:2 155:10,24 156:10,22 157:13,15,18 158:3 159:1,4 159:15,17,17</p>	<p>161:1,9,20 162:14 165:13 166:1,2,24,25 169:5,25 170:8 170:18,19,23 171:4,9,25 173:3 177:6,11 180:10,16,22 180:25 181:1,3 181:9 182:1,10 182:24 184:14 184:24 185:17 186:10,12 187:7,8 188:10 189:16,19,22 191:14,25 193:12,25 194:10,10 195:5 196:21 197:16,18,22 198:12 199:17 199:17 200:8 200:22 203:21 203:24 204:19 204:19,20,21 205:7,8,12 206:21,23 207:12 209:6 210:16 211:12 213:7,12 217:5 217:14 220:18 221:1,8 222:23 223:13,15 224:13,15,16 224:16,17 225:9,14,14,15 226:15,20,23 227:7 228:11 233:23 235:6,7 235:16 236:12 236:25 238:3,7 238:7,21,25 240:11 242:4,6 246:16 247:6 247:13 248:2,7 248:16 250:10 252:17 255:16</p>
--	---	--	---	---

HEARING 10/8/2014

259:8,13,15	355:3,5 357:1	421:8,13,17,20	484:13 485:19	113:7 148:6
260:11,16,17	357:23 358:19	421:21 422:3,6	485:25 486:3	449:13
260:17,18,19	359:13,19,21	422:7 423:2,7	486:13,19,22	labels 445:21
260:20,21,22	360:2,4 361:5,6	423:10,16,24	486:22 487:10	labor 150:18
261:3,7,12,14	362:10,20	424:1,5,5,6,13	487:23 489:3,4	lack 129:3
261:17,21,21	363:9 364:23	424:15,20	489:13	131:22 188:18
262:3,4,8,10,10	365:3,10,17	426:7,23	knowing 67:17	376:21 420:13
262:11,14,15	366:2,3,5,12	428:17,21	157:24 225:19	432:13
263:3,6,9,16	369:9 370:11	429:23 431:14	349:11,11	lacked 422:4,4
264:8,15,21	371:6,21,22	432:24 433:4	392:25 454:2	lacking 190:12
265:8 266:20	372:4 373:25	433:21 434:14	461:18	ladies 267:13
270:9 271:2,17	374:2,11 375:3	436:1,2,11,11	knowledge 56:21	314:23
274:10 276:19	375:24 376:4	436:13,24	76:22 84:18	lady 425:23
278:18,24	377:4,6,20,21	437:1,2,8,12,17	86:20 160:18	laid 242:16
279:25 280:16	378:8,11,13,22	437:22 438:19	185:19 186:14	345:10 400:13
280:20 281:9	379:11,12,17	438:23 440:3,5	219:21 297:4	landed 169:15
281:14 282:19	379:19 380:9	440:6,24,25,25	323:4,7,8	lands 369:1
283:14 284:15	380:12,21,21	441:1,2,17	337:14 357:24	language 32:25
285:23 286:5	382:4,8 385:1,4	442:4,15,23	361:19 372:13	33:7 61:25
286:18 287:18	385:12 386:5	443:12,18	372:15 420:13	396:19 399:4
288:5,19,24,25	386:13,21	444:9,10,20,22	444:6 471:16	404:17
289:15 291:20	387:2,5,23	445:6,15,22	knowledgeable	lapse 172:7 174:8
292:10,17,20	388:15 389:17	446:5,6,6,11,24	221:12,20	large 32:20 34:9
293:13,19,22	390:2,8,9	447:17 448:8	395:8,9,16,19	36:5 142:16
296:6,13	391:10,13,14	448:16,19,20	known 24:21	152:19 207:21
297:25 299:21	391:18 392:17	449:15,16,18	60:14 220:16	208:13 209:19
302:22 304:13	392:19 393:4	449:18,23	275:1 317:7,16	218:18,19
305:23 306:4,4	393:21 394:5	450:16,19,21	334:21 357:1	222:18,23
306:14,15,23	394:11,11,21	451:25 452:3	369:9 403:15	223:8 224:25
307:12,15,22	395:2 396:3,4	454:8 456:9,12	knows 90:21	236:19 241:7
308:23 310:5	396:24 397:11	457:15 458:11	225:10 226:6	296:5
311:10 322:23	400:24,25	460:4 463:21	226:21	largely 21:20
323:9 326:18	401:1 406:5	466:2,9,10,12	Koetting 122:18	28:8 126:24
327:18 328:6	407:4,17 408:6	466:24 467:1,2	kosher 99:4	larger 296:5
330:3,7,23	408:14,22	467:5,6,18	Kwame 1:16	342:13
331:4,12,17	409:3,18,18	468:3,21,25	262:12 415:13	largesse 116:2
335:18 336:8	410:20,21	469:9 472:6,7,8		largest 11:10
336:12,19	411:20,21	472:17,19	L	87:11 91:1
338:16 339:8	412:6,7,22,22	473:14,24	L 122:15 267:15	large-scale 20:13
339:12,13,19	412:24 413:6	474:1,15,18	267:15,18,18	LaSalle 1:4
339:25 340:23	413:14 414:5	476:12,14,21	315:14 322:11	late 58:23,23,25
341:5,6,24	415:6,15 416:2	477:5,5,8,12,15	322:11 348:18	58:25 59:7,14
342:17,22	416:15,19	478:5,22,25	348:18,22,22	87:3 115:18
343:2 349:7	417:22,23	479:3,9,24	La 213:21 477:25	129:9,14,18
351:22,23	418:5 419:8,10	481:1,3,7,21,22	lab 65:8,15,15	132:18 135:7
352:8,9 353:5	419:24 420:5	482:5,7,8	68:8 96:8 97:8	234:22,25
354:14,23	420:15,19	483:16,21	112:16,17,20	236:3,18

283:10 284:24 301:9 367:1 374:11 384:12 409:7,15 410:9 461:24 464:13 486:9 488:3 Latina 421:3,7 Latino 85:4,6 106:1 272:12 287:10,19 289:9 291:20 294:24 295:2,3 295:4,7,12 304:21 305:5 305:22 306:8 417:1,4 419:7 419:10 420:2,3 420:7 421:10 445:14 latitude 346:15 Laudermilk 93:25,25 94:5 launch 18:21 330:15 launched 156:1 Lavin 5:19 83:24 84:8 85:22 86:2 86:4 113:16 115:7 116:4 158:12 283:23 284:8 299:3,11 301:15 303:10 306:18 327:12 327:24 340:3,4 340:4,20 343:15 358:1 361:25 375:16 381:15 383:12 385:12 391:5 396:5 397:10 Lavin's 117:24 118:4 340:15 343:5 385:12 law 28:6,24 81:7 138:3,6 153:23 157:21 173:24 214:11 216:1	217:13 238:11 256:10 lawmaker 474:21 lawmakers 12:1 136:23 157:12 157:21 170:18 laws 128:6 lawyer 81:7 464:4 lawyers 173:1,1 245:21,23 293:5 laying 138:2 lead 22:11,19 23:13 24:10 48:19 51:19,25 52:7,19,21 53:1 53:2,3,9,25 54:2,17 55:6,10 55:11 56:3 59:15,22 95:15 131:4 134:7,16 135:3 158:15 163:5,12 164:15 165:10 165:14 195:12 195:13,17,18 198:18 211:14 212:3,3,3 213:9 220:8,14 222:2 222:15,18 225:5 230:25 232:20,24 239:14,16,22 245:14 247:7 247:19 273:6 286:16 292:1 351:11 361:2 361:17 378:18 379:6,8,10 380:1,4 382:6 405:16,25 409:5 451:20 465:14 leader 12:20 14:4 51:11	leaders 11:24 13:21 18:23 21:16,18 222:5 271:8 291:21 455:24 leadership 22:3 57:6,24 97:2 142:5 225:3,13 261:5,20 leading 426:7 leads 11:14 166:9 188:24 220:8 223:23 243:18 leap 330:8 332:9 learn 14:1 28:17 33:22 85:4 143:12 144:1 144:14 145:7 146:20 158:14 180:18 414:23 415:21 422:12 438:21 439:4 441:23 learned 23:22 38:24 45:20 72:6 93:12 286:16 322:10 387:13 414:20 415:6 learning 141:8 446:13 leave 291:5 382:11,13,13 414:19,19 420:21 leaves 45:24 leaving 485:9 488:5 led 13:12 137:10 165:10 168:22 196:18 222:9 270:2 272:11 273:3 331:4,18 left 4:4 105:2,18 125:21 182:4,6 182:21 198:13 219:8,20 245:8	275:12 278:23 279:1,1 288:6 289:13 290:5,9 292:24 297:16 316:23 333:10 333:14 341:22 376:6 378:10 382:17 399:5 404:4 419:23 426:8 453:13 461:10 464:18 legal 9:19 81:8 173:2 179:7,11 399:11 464:3 464:22 legislating 265:24 legislation 12:14 12:22 25:25 26:5 37:1 204:12,20 262:19 265:14 418:18,19 422:23 legislative 1:1,3 4:12,15 14:24 125:1 183:1 legislator 75:6 152:13 legislators 172:1 298:17 471:5 legislature 10:7 12:8 27:9 32:19 45:12 171:21 178:16 181:3,7 181:11 275:13 331:19 427:14 legitimate 10:21 lenders 319:20 320:19 321:1 324:22 327:21 331:13 337:8 337:17,25 lending 320:9,17 321:8 328:13 329:1,22 333:19 341:8	lends 301:8 length 212:19 lens 20:19 28:2 lessons 45:21 lethality 214:14 letter 164:6 322:5 433:11 433:16 435:16 435:18,20 letters 235:25 letting 17:17 394:5 420:5 let's 46:19 47:5,5 47:5,9,11 78:20 78:20 84:6 93:21 102:22 120:8 124:18 138:11 142:18 159:5 161:14 217:14,15 307:17 353:12 358:23 378:8,8 402:24 407:14 447:7 450:14 453:24 475:3 478:19 481:2 482:13 484:18 486:21 level 18:17 50:12 67:7 72:12 86:14 97:16 130:9 134:7 139:16 147:2,3 185:18 206:7 210:18 211:3 213:10,17 218:9 219:9 233:1 242:15 242:22 243:4 265:10 339:18 392:13 483:10 levels 23:12 37:22 70:13 161:13 210:20 217:19 Lewis 7:1 Leyden 164:3,4
--	--	--	--	---

164:23 165:3 417:12 license 42:25 43:2 209:15 licensed 146:17 life 69:13 90:18 145:19 175:21 207:19 277:18 278:2,15,17 289:15 349:25 372:10 387:24 441:10 487:25 lifetime 185:9,12 light 7:1 55:7 151:22 156:18 158:3 322:24 322:25 lights 438:4 liked 159:16 likelihood 20:24 63:22 Likewise 448:18 448:22 limit 33:1 225:23 limitations 172:15 limited 11:21 38:8 86:5 151:10 161:4 328:4,13 414:6 438:4 line 32:12 73:24 82:15 114:3 128:24 130:2,2 165:18 173:25 189:4 200:7 209:3,5 233:24 300:18 431:10 437:18 440:17 442:9 446:3 450:14 466:5 472:13 lines 193:25 479:4,7 line-item 58:7 link 218:6 342:18 linked 150:8	Lisa 348:22 list 50:4 53:6 102:19 105:25 106:19 109:10 109:17,25 110:8 162:21 163:1 166:9 167:15,24 194:7 196:6,8 197:2,5,5,9,15 198:1 199:20 200:11,22 201:5,7,7,13,16 201:18,20,20 202:7,12,16 203:4 307:6,9 307:10,13 308:13,14 309:7,8,19,22 309:25 313:10 313:11,13,14 313:15,20,20 313:22 314:1 333:25 406:22 407:23 408:1,3 445:19 468:20 listed 8:3 52:2 108:16 240:24 398:12 Listen 378:6 lists 108:19 144:9 200:12 308:16 308:17 literal 133:24 literally 43:23 45:14 86:6 127:22 132:16 166:22 190:3 218:3 359:18 359:18 little 9:17,18 26:4 27:19 46:1 77:11 80:23 83:16 101:5 118:10 127:1,6 130:18 139:21 141:2 142:2	168:21 195:20 201:15 203:22 224:19 237:3 241:10 258:20 264:24 268:19 280:12 284:13 294:12 299:18 299:18 368:6 374:20,24,25 415:9 425:3 442:5 443:8 457:9 465:6 live 90:17 134:2 143:10 352:2,4 368:5 369:18 369:19 422:1 428:21 441:11 442:20 lived 352:3 461:2 lives 21:24 24:4 28:22 49:20 146:23 208:5 380:10 385:8 386:20 414:1,4 living 385:1 loan 323:12 324:5,13 loans 319:11,17 323:5 324:1,23 325:14 326:1 326:12 327:7 333:22 334:10 337:25 347:4 local 18:16 29:16 52:25 54:5,13 139:8 140:19 154:16 442:22 locally 471:24 locate 199:24 located 364:7 447:4 location 279:20 447:2,14 Lockport 476:1 lodge 443:11 Logan 200:16 logical 338:12	long 17:22 26:22 27:12 30:4 31:6 44:15 50:4 68:20 138:7 144:9 148:19 186:17 207:4 212:24 215:4 217:2 247:3 248:3 250:9 269:17 290:12 290:15 316:21 317:4 319:25 365:8,8 418:16 438:2 451:22 477:17 478:12 480:7 484:9,13 longer 74:13 133:4 172:7 184:13 185:12 185:13 186:14 360:1 longitudinal 148:11 218:5 longtime 186:12 long-established 318:8 long-standing 321:16 long-term 88:3 126:14 478:14 478:15,16,16 478:19 look 9:22 23:5 56:11 86:24 108:5 112:6,10 115:4 118:5,18 121:17 129:1 132:2 149:13 149:18 150:11 151:14,17 153:18 155:20 162:20 169:10 184:24 185:25 214:17,20,24 218:25 223:22 224:7 238:1,24 239:18,18	243:2,19 249:14 269:10 270:12 271:19 278:5,12 281:12 297:24 300:8 307:18 307:22,23 308:3 309:9 318:17 329:12 333:25 353:10 353:14 360:10 360:16,22 363:9 366:18 366:20 389:18 390:12 398:6 401:11 407:6 415:22 418:20 418:21 435:21 453:19,21 454:8 455:10 479:4,6 482:18 482:19 483:1,2 looked 5:11 102:10 105:25 149:3 151:10 193:11 199:25 200:1 206:5 237:24 239:17 243:15 246:9 247:5,14 284:16 294:21 337:19 371:13 397:7 453:18 453:22 454:8 454:21 468:20 484:16 485:2 486:11,12 looking 12:2 50:3 52:19 85:16 88:4 93:22 104:1 114:6,21 126:25 142:7,8 142:12 149:4 150:1 166:19 194:6,8 196:7 200:24 205:13 212:9,10 219:2
---	---	---	---	--

<p>232:12 233:6 237:16 242:17 242:18 244:13 270:11 284:24 298:13,15,16 305:19 308:15 338:14 340:23 355:11 359:22 388:12 389:21 398:5 411:13 416:19,20 420:17 454:17 454:18,19 455:12 458:13 458:20 459:10 459:21 467:6 484:2 looks 28:13 77:15 113:15 157:15,21 166:18 206:13 331:7 360:23 374:20 376:9 385:11 410:15 478:4 Loomis 446:7 loop 111:11 334:2 loose-knit 278:22 lose 184:13,18 185:13,17,22 372:10 losing 141:9 loss 19:16 186:4 350:24 lost 47:15 60:9 146:6 270:21 349:17,23 465:20 483:6 lot 6:15 41:22 44:15 45:20 46:4 58:9 60:14 60:16 70:25 74:14 78:24,24 115:11,12 120:8 135:10 143:4 153:25</p>	<p>155:10 160:13 184:1,4 200:11 205:6,18,21 218:23 220:16 234:12 239:12 249:25 255:18 260:20 264:16 264:18 265:4 265:24 270:9 270:10 278:25 279:4 280:21 282:13,23,24 285:20 289:5 297:2,14,15 298:4,13,14 301:1,2 303:24 305:25 307:22 307:24,25 308:16 309:21 313:1 318:4 320:7,21 338:13 356:6 357:2 361:10 364:22 365:11 379:15 384:5,6 407:5 408:19 408:19,22 411:22,24 412:24 413:8 413:18 422:11 423:7,8,13 425:23 429:6 438:12 439:14 439:25 440:1 443:5,11 444:6 444:10 446:16 450:19 466:23 469:13 472:7 472:21 480:14 480:18,20 481:5,5 489:16 lots 47:8 62:11 174:1,2 182:14 loud 487:4 Louis 109:20 110:15 127:15 127:16</p>	<p>lousy 418:11 loved 270:21 349:17 441:3 low 411:1 lower 480:18 lump 32:20 33:11 34:11,16 36:7 36:19 359:8,10 359:25 396:16 398:6 401:6 461:8,10 463:23 lumped 338:17 339:23 Lumpkin 18:12 lump-sum 32:17 32:23 33:5 34:9 36:14,20 74:13 171:12 179:8 208:14 277:7 335:9 359:9 401:2,10 464:24 489:21 489:22 lunch 123:5</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>M 57:23 146:4 199:14 348:18 348:18,19 Macromanaging 251:16 magnitude 11:7 480:8 Mahon 200:3 main 17:18 396:13 maintain 60:2 131:16 231:1 322:20 maintained 224:23 maintaining 67:1 Maitland 12:12 major 34:22 38:2 106:15 144:8 234:10,12</p>	<p>336:11 371:19 majority 223:8 making 22:12 27:14 33:12 35:25 39:21 61:3 73:8 138:17 148:20 163:9 167:13 169:16 206:11 227:24 265:8 265:13 270:22 294:23 305:15 306:3,3 325:25 350:5 358:15 362:15 373:8 379:16 391:12 391:25 395:21 410:17 424:1,5 466:4 469:6,18 469:21 470:1 470:20,21 471:9 472:12 472:15 474:2 483:16 Malcolm 46:24 82:22 85:17,19 93:24 118:23 120:19 158:12 283:23 284:8 303:13,14 312:13,15 348:14,17,18 348:21,24 349:7 364:11 367:3 390:2 396:12 399:10 401:10 414:17 422:13 432:8 434:5 456:21 463:13 Malik 50:10 mammoth 135:23 man 136:15,17 136:21 145:15 manage 131:6 191:10</p>	<p>managed 8:11 420:24 488:11 management 14:2 22:9 34:19 35:7 46:25 77:24 93:18 177:5 179:3 229:11 253:15 349:9,10 354:12 355:21 358:24 394:7 399:12 418:11 422:3 435:11 464:14 manager 19:20 199:15 managers 63:20 64:11 258:15 258:16 managing 47:14 130:10 248:13 358:20 388:11 Manar 1:13 2:10 2:11 15:13,14 25:3,4,6,8,15 39:22 40:20 77:12 81:24 100:21,25 205:4 mandate 91:23 maneuvering 344:18 manner 27:7 170:20 manualized 146:19 map 10:23 11:18 193:11 mapped 193:23 mapping 194:23 March 136:18,20 290:14,14 375:19 376:8 marches 270:11 270:14,14 marching 90:10 91:25</p>
---	--	--	---	---

marijuana 255:16	5:23 6:1,5 9:7,9 9:11 14:11 15:3	489:11 490:4,8	242:9 251:2,4 253:9 259:8	49:15 154:9 207:23 474:3,9
mark 363:3,5	15:23,24 16:8	mayor 149:8 344:24,25	261:8 270:4	means 26:21
marked 318:16 321:20	16:13 17:2 24:15 25:5	448:23	280:8 284:10	50:22 124:7,7
market 292:16	39:24 62:16,19	Maywood 164:8 164:9,15,18,19	284:11,18,23	145:4 240:21
marketing 57:15 57:18	62:22,25 63:5,7 65:4 72:25 73:9	165:1	285:16 287:16	241:6 285:17
marks 483:5	73:11 77:1,6	maze 130:23	295:19,21	362:17 379:21
married 419:11	104:5,7,11,14	Maziarz 199:2,9 199:14,14	298:9 299:16	428:14 447:8
marshal 74:15	104:16,20	201:17,25	303:4 304:1	meant 13:10 27:3
Martinez 1:14 2:12,13 15:5,15	105:4 109:2,4 111:22 114:10	203:8,13 237:7	305:19 306:19	43:17 50:15,18
15:16 147:20	125:15 153:6	239:20 241:13	308:4,12	52:12,14 119:8
147:23 256:24	176:20,22,25	242:2 246:7	309:18 325:16	259:23 326:12
257:1,12 260:7	177:2,10	247:2	325:19,25	419:9 469:18
260:8 421:6,7	180:24 186:22	ma'am 77:21 116:12 124:20	326:4 327:11	measure 20:5
437:22 443:7	198:23 199:11	mean 33:20 47:6	328:21,23,25	68:13,17 70:3
Martinez's 438:15	204:16 205:3 207:3 244:8	47:9,11 49:13	330:25 331:9	70:20,23,24
massive 90:13 138:22 139:6	246:3,20 250:5 256:18,22,24	50:3,13 52:2	334:1,5 338:19	89:14 149:16
219:7 331:6	257:2,4,7 260:5	55:17 58:20	339:2,17,24	150:16 216:14
master 313:14	266:13,22	72:15 78:16	342:17 345:18	216:19 217:10
match 210:8	267:6,10,16,20	81:14 89:4	346:3 357:5	224:17 260:21
material 198:4 417:3,13	267:23 268:4	92:18 93:9	358:8 360:21	386:23,25
materials 394:12 420:8	281:20 303:17	103:9 107:25	361:3,14,23,24	448:11,22
matric 187:24	310:10 314:7	110:4 112:13	362:2 367:8,15	449:5 485:22
matriculated 187:24	314:10,19,24	124:3,4 126:20	372:2,24	measured 68:1
matrix 249:18	315:3,6,17,19	129:6,20	375:16 381:2	70:25 71:9 78:7
matter 48:22,23 49:7 104:8	315:22 316:3	131:18 137:24	385:7,9 386:8	measurements
205:22 230:21	325:1 336:25	139:14 143:9	389:4 394:3,5	214:25 216:18
230:22 232:25	338:5 344:7	151:20 154:8	400:22 401:25	measures 30:10
265:1 347:6	347:9,12,20,24	158:7 159:5	402:1,3,3	71:25 89:13
398:23 416:6	348:5,9,23	161:20 162:15	404:20 409:25	154:17 205:15
431:5 440:8,10	349:1 350:12	165:13 166:5	410:25 412:3	216:2
Matthews 313:2 313:2	350:16 396:8	167:5,12,17,20	422:14 425:9	measuring 70:6
Maureen 321:15 324:10	396:11 399:6	169:10 174:2	428:9 432:22	70:11 223:10
Mautino 1:10 2:1 2:20,21 3:5	401:6 402:6,11	178:20 181:1	434:18 439:25	387:1
4:16,19,22,24	403:11,16,20	182:24 184:3	441:23 445:1,1	mechanism
	403:22,24	185:14 186:4,8	445:15 446:2	170:25 178:8
	404:7,11,14,16	186:10 194:19	446:24 447:4	mechanisms
	404:25 414:12	196:5,10 198:6	448:23 449:8	34:19
	421:6 424:25	212:9 213:23	450:1,3 453:10	media 93:10
	432:4,8 437:10	214:3,10	455:20 463:1,2	99:20 114:18
	450:8 474:23	215:24 218:19	463:10 466:24	151:17 155:21
	475:3,6,12	226:12 230:6,7	468:20 469:8	326:20,22
		234:11 240:13	472:20 477:1	387:12 477:7
		240:14,20	477:22 481:4	Medicaid 395:1
			481:16 489:18	Medical 317:2
			meaning 293:9	medium 222:18
			meaningful 13:5	236:19

<p>MEE 57:11,14 58:4 96:2,17,20 96:20,21 99:5 416:14 417:2,3 420:1 meet 420:23 meeting 53:19 54:1,2 65:17 86:6 93:23 94:5 118:10 135:14 158:14 166:8 187:4 194:2,2 200:25 268:23 268:24 270:24 270:25 271:7 271:11,13,15 271:18 272:1,2 272:5,6,7,8,11 272:20,21,23 272:25 273:4,6 273:8,11,14,19 273:24 274:1,3 274:4,5,23 292:8,10 302:7 302:9 309:6,15 309:16,25 311:9,11 356:20 364:4 364:20 365:15 366:19 367:7 376:3 381:17 397:10 405:11 405:13,21,22 406:2,3 409:5,8 412:17 413:5 416:12 465:18 468:1,22 490:10 491:11 491:15 meetings 42:1 83:23,24 84:15 84:16 86:8,10 135:15 157:15 157:21,24 158:3,4,5,8,10 158:10,13,17 158:21,24</p>	<p>196:19 263:19 271:10 272:4 277:16 282:15 282:25 283:19 284:15 286:2 287:17 291:19 296:10,12 299:7,8,8,11 302:4,5,10,11 302:15 305:20 306:19,23 307:14,24 309:5,11 310:4 310:18,19,20 310:22,23,25 311:1,2,3,3,12 311:17,21 312:2,4,7,18,23 313:7 356:7 357:14 364:23 397:12 411:6,9 411:11,13 455:22 466:16 466:16,19 467:25 468:1 468:11,14,17 469:24 473:4 473:20 MEE's 57:11 member 3:5,14 3:17,18 4:11 7:14 48:10 51:12 141:5 157:7 231:13 349:15 355:1,7 415:9 members 3:5,6,9 3:10,25 4:1,15 4:25 6:2,15,16 7:23 9:21 16:24 17:12 24:18 40:25 51:20 62:12 81:12 104:12 109:8 140:3,24 147:18 157:16 157:19 158:21</p>	<p>205:2 207:10 214:1 247:14 249:9 251:20 268:7 275:1 304:2 314:7 316:2,4 347:10 350:14 406:21 412:20 431:17 455:24 471:6 476:14 memo 362:19 368:15 393:6 memorandum 367:25 memory 32:9 110:25 429:21 mental 56:25 57:3,5,16,21 mention 44:21 53:18 75:4 313:9 333:8 426:3 442:4 mentioned 18:6 25:24 26:1,7 38:16 45:19 50:24 51:17,20 68:25 84:5 94:22 98:6 103:3 108:6 136:9 158:11 159:11 187:25 195:1 198:7,8,9 205:16 239:25 298:24,25 310:19 312:8 313:4 350:23 374:6 396:20 403:23 419:5 425:24 mentor 143:24 mentored 21:25 143:19,24 144:24 mentoring 21:7 57:6,23 97:1 142:4,18 143:2 143:13 144:14</p>	<p>145:22 150:16 150:17 151:23 151:24 175:22 216:16 225:3 225:12 261:4,8 261:16 mentors 89:23 223:1 mere 172:12 message 306:2 440:18 messages 115:21 144:5,8,13,15 144:19,23 301:11,16 384:15 met 8:15 41:19 51:13 65:14 187:1,18 220:15 270:17 method 171:7 180:20 181:20 304:11 methods 225:11 metrics 88:25 148:5 212:4 219:19 223:11 487:14 Metro 51:10 Metropolis 51:11 Metropolitan 51:10 Mexican 305:24 Michael 122:18 Michelle 110:12 110:13,23 198:9 200:5 283:24 284:9 313:6 micro 251:18 microloan 319:21 327:5 338:16,18,23 339:15,22 342:6 microloans 319:12 328:5</p>	<p>329:14 330:13 331:2 333:14 337:10 338:12 339:8 344:15 345:24 micromanage 251:18 micromanaging 251:14 microphone 92:21 micro-lending 317:16 328:17 330:2,22 333:3 342:20 mid 87:3 middle 23:4 104:22 105:2 141:25 142:1 257:11 middleman 391:21 middle-size 130:8 midterm 3:12,18 Midwest 127:11 mid-August 90:8 Miguel 145:16 mike 199:8,14 237:3 239:11 241:12 305:7 military 441:3 millennium 477:17 million 11:11 18:24 32:10,11 32:16 33:14,16 33:23,23 34:3 36:17 48:20 75:20 159:1,2,3 159:5,7,11,18 159:21,22 160:7,15 168:16,18 170:13 178:10 178:16,19 182:1 208:23</p>
--	---	---	--	---

208:25 209:2,4 209:21,22 210:16,16,18 211:2,2,3 215:1 215:2,3 222:19 222:19 233:5 237:21 240:2,3 244:17 249:20 269:23 277:4 278:21,22 285:10 288:9 319:12 325:13 332:20 333:2,2 335:9 344:13 345:3,23 346:17,23 353:4,6,6 363:3 363:5,13,21 366:22,22 368:2,20,22,25 369:12 374:14 382:6,7 451:5,7 451:13 452:10 452:13 454:16 458:23 459:3 459:17 462:20 462:20,21 474:6 478:10 480:8 485:5 487:23 millions 157:11 249:15 mind 46:9 90:7 91:5,6 98:11 115:25 131:17 156:23 187:8 210:2 257:19 258:20 298:22 320:11 374:24 393:1 416:19 428:18 minds 352:7 mind-set 93:4 mine 27:17 114:14 122:5 148:9 minimum 60:2	293:12 minister 411:13 444:24,25 ministers 85:4 270:17,18,22 270:24 271:1 291:20 356:21 361:11 406:23 407:23 408:1,3 409:1 411:7,9 411:19 443:4,5 445:9 477:6 minute 115:5 273:23 360:13 477:8 482:12 minutes 77:6,7 104:8 118:9 119:5,24 120:11 256:20 348:6 364:4 366:19,23 367:25 475:7 misapprehendi... 332:19 misgivings 184:10 misheard 39:16 mismanaged 10:15 417:22 418:6,14 419:21 mismanagement 331:6 419:3 420:15,21,22 423:12,16 482:15,16,22 483:9,10 missed 98:1 missing 5:18 109:16 330:7 432:22 455:14 mission 26:15 29:18 36:25,25 435:5 mission-driven 32:7 mistake 226:7,17	420:9 mistaken 160:11 mistakes 38:18 39:1 235:18 419:13,24 439:21 misunderstood 124:13 482:3 misuse 322:12 mix 111:14,17 165:3 170:2 294:24 306:10 467:22 mixed 444:8 461:4 463:14 Mm-hmm 112:18 160:12 289:5 301:13 305:14 455:8 mode 183:18 model 47:2 57:6 57:22 82:5 96:2 96:17,20,20,21 99:4 144:10 159:12,16 models 57:24 67:2,6 moment 103:7 119:6 121:17 146:15 151:21 188:6,8 353:9 moments 356:10 Monday 51:1 359:20 money 10:20 14:8 27:6 31:13 32:20 33:3,16 33:19 34:9 36:4 36:5,14,22 43:3 43:15,20,22,23 43:24 50:20,22 57:10 58:1,3,4 60:10,10 88:5 89:2 91:25 101:7,14 105:12,14,22 106:24 115:11	117:12,14,15 119:13,23 120:22,22 124:6 131:18 131:24 143:4,5 143:12,16 148:13 153:25 158:1 159:4 161:12 163:15 165:25 167:13 169:2,4,6,7,14 169:17 170:12 170:23 171:7 172:20 173:6 174:10 175:9 175:11,13,17 175:20,23,25 176:10 177:6 178:4,9 179:1,4 179:8,13,18,19 179:20,21 180:2,11 188:2 188:25 189:3 191:6 198:22 200:19 201:11 203:23 207:22 208:13 209:6,7 209:9,12,19 212:16,17,19 212:22 214:17 215:7 216:2 218:5 221:18 221:22 222:10 223:16,19 224:1 230:14 233:12 238:1 240:1,14,16,21 241:14,15 242:10,23 245:6 246:1,16 248:2 254:5 255:13,14,20 277:8,10,15 279:8 283:3 289:19 290:2 291:1,8 293:10 293:10,24	294:2,7,25 301:1 317:25 323:13 332:20 333:1 344:20 346:11,24,24 355:16 359:5 363:11 366:6 366:10 367:15 368:25 370:12 370:13 373:3 376:22 377:23 379:1 380:23 380:23 381:11 384:5 389:17 390:3 394:8 401:17 403:10 403:12 404:4 415:17 423:25 426:8,10,22 427:6 428:3 440:13 449:19 449:20,22 450:6,16 451:2 451:6 452:4,9 452:21 453:23 454:6 455:7,7 456:13 459:6,7 459:10,21 461:10 462:6 462:10,23,25 462:25 463:4 463:14 464:21 464:25 465:1,2 465:8,13 470:2 472:24 473:5 473:21,22,25 478:15 484:6 486:21 487:16 488:5,16 moneys 6:7 7:24 349:3 monies 101:12 283:6 290:7 404:1 monitor 134:18 135:24 227:22 230:1,3 373:4,8
---	--	--	---	--

<p>373:10 422:6 488:6,20 monitored 61:6 108:9 264:4 monitoring 61:12,18 213:11 233:1 242:15,22 243:24 322:14 323:16 325:22 358:20 373:18 388:20 421:15 monitors 188:16 236:7 monolithic 371:7 month 8:24 118:12 236:3 262:18 months 10:16 11:14 35:19 64:12,23 72:2 74:9 87:8,16 89:10 95:5 126:11 127:16 138:15 145:13 174:17 178:12 183:16 188:16 189:13 244:24 255:2,2 258:10 258:10 347:4 376:13 394:18 426:22 436:3 459:16 monumental 369:21 morning 17:12 77:4,4,5 268:22 273:18 359:20 468:11 mother 44:8 mothers 421:23 motion 3:15 4:5 4:9,17,19 14:21 16:9 26:6 29:1 125:2 motions 5:6 Motivational</p>	<p>57:14 motive 174:24 motives 169:12 176:14,18 mouth 252:18 move 4:10 9:19 14:23 119:15 156:14 181:14 224:12 272:16 277:8,17 284:24,25 298:8 332:18 355:8 385:24 395:2 460:13 465:2 moved 34:10 41:20 51:17 95:7 127:16 165:20 170:13 170:14 171:7 171:17 172:20 173:23 184:14 285:4 360:3 364:1 374:15 383:5 463:5 465:15 movement 50:11 128:12 172:12 172:18 moving 75:7,13 75:18 173:6 285:1 299:12 372:23 392:1 401:17 407:19 480:14,19 481:5 MSWs 146:18 muchas 314:4 Mulroe 3:20 205:4 multiagency 198:1 multifaceted 20:14,14 32:5 multifamily 128:5 multiple 18:1</p>	<p>20:21 26:16 91:22 93:10 102:8 229:25 248:19 387:12 multitude 487:2 multi-agency 196:17 municipalities 346:21 murder 208:11 murdered 139:24 350:1 murders 11:20 11:22 208:4,5 477:23 mutual 134:6</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>N 122:15,19 315:14,16 322:11 348:22 name 17:13 26:7 46:17 51:5 82:12,20,24 112:13 199:12 267:12,14,17 267:18 283:12 313:2,5 315:11 315:12 322:10 330:5 331:9 334:21 348:16 348:17,18,21 349:7 352:18 357:2 457:5 named 145:15 200:4 names 81:23 108:13,14 163:14 283:20 286:4 narrow 240:23 nation 12:25 national 18:17 29:11 136:24 213:23 214:2 476:10 477:9 nationally 19:5</p>	<p>natural 339:10 339:10 naturally 199:16 nature 59:20 116:2 148:15 149:17 296:23 359:15 376:2 376:19 387:5 452:1 473:19 483:15 near 86:14 101:11 317:2 nearly 11:11 12:16 20:10 146:16,18 223:22 240:6 325:13 necessarily 39:3 46:14 50:22 84:3 131:17 156:13 240:20 242:9 439:17 442:7 446:19 450:21 484:1 necessary 145:18 481:2 need 3:13 12:8 15:6 24:2 44:22 44:22 51:25 60:18 104:9 122:11,16,23 123:8,10 134:3 135:19,20,22 144:11 180:22 185:4 189:21 190:6 192:10 205:25 213:22 213:25 219:23 230:5 242:23 245:23 248:18 256:18 264:21 265:2 266:5 270:13 276:20 279:10 286:6 287:9 295:4 299:17,18 319:7 327:19</p>	<p>329:22 337:7 350:8 380:20 380:21 383:13 384:13 411:18 416:3 419:4 420:5 421:18 422:12,23 423:1,5 437:25 438:11 439:7 440:19 441:22 451:10 452:12 458:4,5,9 465:5 467:17 489:7 needed 19:11 20:13 23:10 49:10 62:1 66:14,23 67:5,8 67:18,22 70:5 71:5,7 72:7 98:18 103:14 105:6 129:11 135:3,4,5 145:19 146:20 188:18 191:14 191:16 214:2 217:1 235:15 276:13 278:24 279:4 280:2,3,4 280:4,10 283:3 286:4,4 298:3,8 298:17 302:13 302:19,20 303:4 305:17 305:21 306:24 306:25 314:4 353:10 356:12 356:12 370:15 388:13 398:1 422:13 432:12 432:20 433:5 435:4,7,8,9,14 437:4 456:12 458:10 465:4 480:11 needing 213:6 needs 94:18 117:8 130:12</p>
--	--	--	--	---

133:22 141:17 146:2 181:2 205:6 232:7 248:19 350:6 363:8 380:20 390:9 411:18 423:13 424:22 424:22 431:18 441:22 443:12 467:16 476:3 needy 106:7 negates 172:2 negative 346:8 447:19 neglected 126:16 126:18 negotiations 124:22 Neigh 284:4 neighbor 301:9 448:3 neighborhood 6:8 8:1 10:14 13:8 17:24 20:7 22:12 35:15 66:16 73:16,20 82:1,9,16,16 89:20 106:8 115:19 119:12 119:23 133:17 136:14,17 140:25 159:23 160:15 162:22 180:8 208:6 258:13 276:7 282:17 283:13 284:4 288:12 301:10 317:8 336:8 339:7 351:21 352:13 352:22,24 353:1,1 356:23 356:25 357:11 384:14 400:13 422:2 424:15 434:25 446:18 446:24 451:10	456:22 459:18 473:12,16 neighborhoods 11:18 37:17 38:9,11 100:24 101:6,8,12,16 105:11,23 106:6,23 107:21 133:10 133:12 136:1 161:22,23 265:21 288:4 292:1 294:4 356:24 424:4 424:18 438:9 445:19,20 447:20,22 448:3 466:22 473:6 489:17 489:18,20 neither 107:4 346:2 net 22:8 64:13 101:25 102:2,5 102:12,20 106:25 108:7 109:7,11,25 110:1 142:6 162:6,21,23 195:21 196:6 196:11,14 197:1,6 200:1 200:11,14,19 201:8,9,10,15 202:6,12 203:10,11 258:14 451:9 459:2,3 network 19:22 19:24 21:12 22:6 29:22 56:17 218:13 438:1 networking 64:5 networks 20:17 89:16 never 48:7 56:19	58:24 91:1 97:16,21,25,25 98:2,19,23 107:5,13 111:4 113:2 116:14 116:18 117:12 155:18 161:9 165:24 173:16 187:24 188:20 200:7,9,20,21 201:24 202:3 213:11 246:16 259:4 263:24 280:6 285:12 286:9,11 298:23 301:18 301:18,19 302:6 307:7 323:12 389:18 406:11 412:4,7 433:16 436:11 437:8 470:13 470:16 478:23 478:24 486:16 new 3:10 42:4 46:20 101:10 149:3 157:10 211:13 226:11 226:12 277:18 278:2,2,15,17 289:15 330:14 331:17 342:20 349:19 383:6 392:22 419:19 425:25 435:18 451:13 456:15 462:12 463:9 477:17,25 479:10 488:3 news 10:17 11:14 139:8,8,9,10 325:10 486:20 newspaper 263:13 NFL 486:20 nice 442:9 night 5:10 6:3	72:15 280:22 299:20 300:4 424:17 nine 174:16 190:17 191:1,5 401:11 ninety-six 401:11 Noller 348:21,22 350:20 nominee 126:1 noncompetitive 193:2 221:24 256:1 nonexistent 381:3 nonprofit 128:9 nonstarter 281:13 nontraditional 187:14 non-allowable 323:18 non-appropri... 171:8,17 172:9 172:13,22 173:8,9,13 180:12 396:15 396:20 398:11 452:25 463:6 non-Chicago 109:22 normal 45:17 189:6,11 481:8 483:14 normally 191:22 463:21 norms 133:23 North 1:4 northeastern 333:18 notation 364:8 note 238:5 324:20 noted 304:3 notes 48:18 84:16 248:18 456:17 491:13	notice 322:8 335:13 noticed 140:11 305:21 notified 193:4,5 193:8 194:8 238:22 notify 193:20 notifying 53:11 notion 136:5 140:8 148:6 149:7 164:25 210:1 439:15 notwithstanding 77:20 298:20 not-for-profit 334:25 424:2 November 46:8 47:10 62:14 63:11 244:22 284:21 343:22 344:2 368:3 381:10 384:20 385:11,25 450:5 NR 290:6 293:24 294:3 352:21 NRI 9:1,20 10:17 13:7,12,23 17:19 18:22 19:4,17 20:8,12 20:18,18,19 21:10,14 22:7 22:17,25 23:4 23:13,14,25 30:1,11 32:14 32:23 33:25 34:22,24,24 36:12,12,16 37:8,15,20 42:11 49:10 54:7 55:25 56:23 57:7,8,17 57:23,25 58:24 59:13 61:14 64:14 65:8 74:12 75:24
--	---	--	---	--

77:21 82:20 84:4,22 85:10 85:11 86:3 89:15,20 93:6,9 95:16 96:2,9,21 97:8 99:4 100:14 101:7 101:12,25 105:12,14,23 106:5,24 107:16 109:23 109:23,24 110:1,14,19 116:11 122:13 124:24 125:4 141:23 142:15 145:16,17,25 146:10 156:4,4 156:5,7 158:15 159:8 162:23 163:1 166:4 167:1 173:9,21 177:21 181:23 182:1 183:4,23 186:2 189:9 191:14,18,20 194:2 196:11 200:11 201:7 208:19 219:4 222:19,24 224:24 225:25 244:16 248:2 254:15 261:10 265:3 268:18 269:8,14 271:7 272:14 274:22 275:3,14 276:13 277:16 279:14 280:12 282:9,10,21 283:2 284:5,22 286:19 287:24 288:19,23 289:4,6,19 290:6 291:1,8 291:12,17 292:2 293:3,24	294:2,5,7,25 295:8,9,17,24 296:7,11,25 297:17 301:15 302:15 303:1 305:12,18 317:7,13 318:1 318:3 323:24 325:12 329:16 329:21 330:3,4 330:14,19,23 331:3,5,8 335:22 336:3 336:15 338:12 338:15,17,17 339:1,16,23 340:20 341:4 341:10 342:4,5 342:6,13,17 343:20,20,25 344:11,21 350:7,8 351:12 351:20 352:17 352:18 358:6 358:13 362:21 362:21 364:2 368:21 372:16 373:15 375:2 376:9,9 377:2 378:18 380:3 381:4 382:3,6 383:14 384:19 386:18,19 387:16 391:10 391:12,18 395:8,17 405:12 406:23 409:5 412:17 417:9,18 419:17 422:4 436:2 449:21 451:6 455:19 456:2 478:17 480:22 481:2 481:11 488:7 NRI's 381:11 Nuckels 113:16	300:15 nullifying 172:11 number 6:14 14:13 25:1 30:24 41:8 51:12 56:16 62:2 65:17 68:21,24 69:10 89:6,15 96:12 98:5,6,23 101:22 109:17 113:21 119:4 159:19 198:15 201:1 206:4 207:12 210:15 211:10,11,12 240:23 244:20 248:24 269:20 310:20 320:2,4 320:9 321:6 322:7 328:10 329:13 333:17 334:21,24 335:3,14 347:3 351:19 354:17 356:13 362:3 363:10 367:20 369:3 371:10 377:2 413:10 451:24 454:15 457:13 466:13 numbered 300:12 numbers 37:23 132:2 138:5 230:5 232:21 235:11 237:9 237:12,12 261:6,7,9 262:5 262:7 264:19 264:24 285:12 294:18 297:25 328:4 411:21 478:6 <hr/> O <hr/> O 122:19 267:19	267:19 322:11 348:18,22 Oakland 446:1 oath 14:25 426:5 491:6 Obama 115:14 301:4 384:8 Oberweis 1:15 2:14,15 3:14 4:6,11 15:17,18 object 362:7 objection 347:25 objective 107:19 107:21 442:6 objectively 108:4 obligations 227:13 obtained 9:2 obtaining 383:10 obvious 19:17 419:25 420:5 420:10 obviously 33:14 58:21 107:16 210:11 214:18 214:23 219:7 277:6 286:15 291:3 295:6 310:5 338:11 339:5 344:23 346:13 350:24 376:25 377:22 380:2,14 388:11 476:9 476:15 481:20 488:16 Ocasio 83:22 84:8,19 105:22 267:6,6,8,9,16 267:18 268:10 268:12 281:25 285:7 291:3 301:12 303:19 303:19 310:14 314:4 381:16 405:10 467:18 Ocasio's 415:12	occasionally 158:12 occasions 56:8 59:12,13 occur 30:6,6 362:16 385:24 occurred 143:1 173:21 212:6 237:13 243:13 318:4 323:24 330:6 381:2,3 455:24 456:18 462:14 466:19 occurrences 140:2,2 occurring 298:11 356:23 457:25 October 1:4 51:24 52:2,9,15 52:22 53:20 54:16 55:6 90:8 92:13,15 110:11,11 158:25 183:21 183:21,22,22 212:17 244:21 272:8,11 284:21 296:14 344:1 374:12 376:9 391:5,5 400:14 403:8 409:7,16,21 410:9,13 429:11,12 451:4,7 452:15 473:22 490:12 490:13 odd 226:21 offer 69:19 79:16 79:25 112:7 381:13 offered 17:6 65:20 83:16 112:20 113:8 123:13 138:12 138:13 offering 65:13
---	--	--	--	---

HEARING 10/8/2014

86:4 98:3	253:12,15,22	214:12 217:13	66:18,19 73:9	291:24 299:17
offhand 336:19	257:17 258:1,6	262:16	73:10 74:5 80:5	299:23,25
336:22	258:24 259:17	offices 65:15	82:12 83:1,16	300:6,21
office 8:17,24 9:2	268:23,24	232:21	84:13 85:9 87:2	302:12 303:15
10:4 33:2,5	271:6 273:25	office's 94:9	88:22 95:21	304:8,8 305:3,9
34:16 35:7	275:18,20,22	97:22 158:6	96:13,17,23,25	308:22 309:18
37:19 38:1 41:1	275:23 276:7	official 32:3	97:3,9 99:12,20	309:23 310:8
44:23 45:2,7,8	285:4 289:23	387:21 446:4	102:21 103:3	311:1,15
46:18,24 51:14	290:10 291:5	officials 31:17	103:21,23	312:12,16,21
60:9 61:12 62:6	305:6 319:10	52:25 54:5 68:9	104:14 108:19	313:4,9,23
63:13 64:2,6,10	321:11 327:15	117:6 140:19	108:25 109:1	314:3,22,24
64:23 65:24	335:12 337:21	157:18 220:12	110:10 113:12	315:3 319:5
68:6 79:1,10,12	339:18,22	221:3,5 445:4	114:15,20,24	321:25 325:25
81:12,18,21	341:6,14,23	466:17	114:25 116:9	326:19 327:4
82:5,15,19	345:19 349:8	oftentimes 281:1	117:21 118:3	328:3 330:7,9
83:18,21,25	349:13 352:19	Ogden 446:6	121:1 122:7	332:23 336:24
85:18 86:9 87:5	354:12 355:15	oh 14:18 27:5	123:1,15	337:24 338:3
93:24 94:23	356:12,13	39:8 43:4,18,23	150:25 156:17	341:21 347:24
95:11,17,25	357:18,21	56:10 73:9 74:3	157:6,9 158:23	351:19 360:9
96:8 97:7,15,17	359:23 364:11	74:5 84:23	161:7 163:2	360:12 362:9
99:22 102:2	365:20 367:3	88:24 89:3	166:8,13	364:6 367:12
110:3,5,18	367:23 370:16	92:13,23 99:10	168:10,19,21	368:10 373:17
112:25 113:6	371:3,18	142:18 190:21	168:24 175:10	373:17 375:11
117:12 118:24	373:23 375:9	192:18 195:5	177:1 182:7	377:22 378:2
127:12 130:5	375:15,18,25	198:21 224:13	184:9 186:16	379:7,10
138:9 155:18	382:13 390:19	231:2 234:16	187:25 188:7	383:25 391:4
158:11,18	391:25 393:3	256:23 270:4	189:22 190:19	393:5 394:2
160:5 162:11	394:7 395:7,11	282:19 283:14	190:25 191:2	396:22 399:1,3
163:21,24	395:12,23	284:23 293:20	192:3,9 194:14	400:2 401:8
164:7,12,25	398:1 399:11	313:22 340:9	194:25 196:20	402:14,16,17
165:6,21 166:5	406:22 407:23	351:7 352:16	198:16,25	404:15,19,24
166:14 167:2,3	408:25 409:8	352:18 356:2	202:5,23	414:21 415:22
167:14,16	411:4 418:7	373:12 379:23	203:14,14	425:22 426:19
168:1,1,12,15	425:8 426:9	382:17 385:16	204:10,22	427:1,7,24
168:17 169:9	430:23 431:3,5	389:19 391:1	209:2 222:21	430:4,9,22
169:19,24,25	435:18 443:10	395:12,14	225:20 226:6	431:1 433:19
170:11,16	444:21 457:15	401:11 417:25	226:21 234:9	434:2 450:18
173:12 174:1	462:3 464:14	417:25 418:2	237:15 239:9	452:2 453:9
177:4 179:3	467:15 468:16	466:1 471:2	241:4 244:23	454:11,25
181:23 182:24	469:4 472:2	482:1 488:9	256:18 257:4	455:20 456:16
184:9 188:2,19	477:4 479:4	okay 6:1,5 14:17	266:11 270:15	457:3 458:19
188:24 189:7	488:20 489:23	14:18 39:10,12	272:7,13,19	458:20,22
191:7 192:1,5	officer 137:2	39:14 42:9	274:25 282:2,8	459:7 464:15
210:21 213:10	152:12 262:17	48:17,22 50:24	283:15 284:13	464:16 466:8
243:2,5 244:6	327:13 340:17	52:17 55:3	284:20 285:14	468:4 485:8
245:21 252:9	358:4	56:23 58:5	285:16 286:15	490:3
252:10 253:9	officers 138:4,6	62:11 63:9,15	290:18 291:3	old 45:3 148:9

<p>208:6 226:21 227:1 238:16 448:12 older 227:3,8 442:23 old-fashioned 383:21 OMB 397:21 403:16 once 6:12 13:13 36:21,21,22 75:9,10 171:15 178:10 182:25 235:23 272:15 353:15 354:14 356:9 373:3 387:13 ones 73:4 157:20 170:7 193:15 270:21 284:12 296:1 310:24 313:1 349:17 365:5 441:3 469:6 472:8 one-half 434:16 one-page 341:4 online 22:21 35:10 67:12 73:4 on-site 322:14 oops 211:10 open 292:16 opening 8:8 16:22 17:4,10 24:16 26:2 38:16 77:13 84:4 100:20 141:21 181:16 267:25 268:5 315:23,25 349:5 350:13 386:10 438:8 operate 280:21 280:22 operated 179:6 250:23 251:3,5 464:6</p>	<p>operates 418:21 operating 54:20 129:5,15 195:9 221:21 239:4 255:25 326:6 327:13 328:11 340:17 358:3 418:16 operation 11:1 372:19 operational 484:12 operations 18:8 327:16 382:7 opinion 45:3 141:4 212:18 269:7 297:10 355:7 416:9 442:15 449:1 464:3,10,22 465:7,8,22 472:5 478:13 480:5,6 483:20 489:6 opinions 9:14 472:9 opportunities 138:19 143:12 453:23 483:7 opportunity 14:1 19:8 24:7 25:23 49:9,11,14,23 50:1 116:20 127:13 194:3 209:18 316:20 336:10 337:23 414:25 442:21 opposed 4:22 133:16 opposing 257:13 opposite 365:23 option 396:17 order 2:3 46:3,11 59:16 104:21 173:23,24 174:5 257:8 261:24 302:23</p>	<p>374:14 376:10 383:20 392:20 435:9 466:3 ordered 40:17 orders 90:10 91:25 organ 130:3 organization 128:17,20 132:12 133:16 164:4,5,15 166:23 167:10 195:8,8 200:10 224:1 229:15 246:7,13 247:2 247:17,20 248:4 277:2 281:1 295:16 309:14 323:13 323:24 369:1 446:19 organizational 161:3 organizations 19:3 23:2 29:23 33:8 39:7 54:9 54:22 74:19 89:17 119:11 127:5 128:4,21 128:23 129:4,5 129:6,21 130:8 130:21 131:3 131:11 132:6 133:9,13,14,20 134:20 135:4 151:5 152:5 166:4 186:1 198:1 223:22 224:3 226:8 236:19 245:10 245:12,25 260:16 291:14 306:25 324:8 379:24 381:11 421:10 422:9 424:2,21 438:1 438:6,10,13</p>	<p>439:3,10,19 442:2,5,16 444:15,18 446:16 451:23 452:22 472:10 organize 291:20 organized 128:17 original 71:18 87:10 201:5,13 originally 384:25 originated 111:2 197:15 202:16 origination 30:19 originator 82:8 origins 268:17 ostensibly 339:8 381:12 387:14 ought 154:5 439:9 outcome 22:23 63:22 67:25 68:1 89:9 117:3 119:21 186:3 260:22 261:12 262:3 outcomes 67:10 71:9,10 72:12 77:20 222:9 261:7 outing 241:21 outlets 387:12 outlined 60:13 378:17 389:9 437:5 outlines 40:16 outlived 349:20 outrage 482:25 outreach 54:21 158:18 361:9 417:13 487:8 outset 35:21 341:3 outside 109:18 110:19 133:17 137:3 171:20 225:22 226:4 227:12 238:23</p>	<p>239:4 343:6 overall 320:23 332:14 485:11 Overhead/Proj... 417:8 overlay 193:23 overnight 30:22 31:8 33:24 137:5 overreacted 423:18 overruled 163:22 oversee 44:17 220:8 233:14 279:8 overseeing 269:21 369:13 oversees 227:20 233:15 oversight 211:6 222:8 233:10 250:3 269:7,14 269:15 277:13 291:13 420:10 488:8,9 oversights 419:25 overtly 126:19 overview 7:9 85:16 owe 323:13 owed 224:1 245:18,19 426:21 owned 415:9 o'clock 2:1 348:9</p>
P				
<p>P 267:15 315:16 packet 72:16 73:1 113:13 323:17 page 106:22 113:14,22 114:2,6,21,25 115:1 121:21 152:12 166:25</p>				

<p>300:8,8,10,21 322:5 324:4 383:18,19,20 383:22 384:1 400:16 402:18 408:21 416:12 416:17 417:8 pages 11:15 72:20 430:20 431:16 435:3 paginated 113:23 300:13 383:20 paid 114:18 224:24 242:7 243:14 246:1 365:22 367:23 391:8 394:10 394:18 426:1 painting 216:24 Palmer 321:15 324:10,12,21 pamphlets 143:5 144:4,9 paper 145:24 148:2 205:20 359:20 376:13 378:23 452:8 papers 148:1 206:10 237:25 247:14 336:13 paperwork 131:19 132:19 240:22 241:19 258:11 259:17 372:7,12,15 373:8,9 380:16 381:3,3 382:1 422:10 441:19 441:20 paragraph 366:21,24 parameters 46:20 52:12 83:2 84:6 91:2 101:16 227:13 258:7 344:20 paramount</p>	<p>427:4 paraphrasing 119:17 155:19 304:21 parcel 339:16 Pardon 58:2 parent 22:3 57:6 57:24 64:1,1 97:2 142:5 225:3,13 261:5 261:19 427:20 427:22 428:1 428:19 parenting 21:7 parents 23:11,17 30:17 261:20 261:23 264:20 298:14 387:4 421:19 423:23 428:11,13 429:4 Park 200:15 234:6 293:16 293:17 445:24 445:25 446:6 446:20 part 29:17 37:9 44:25 56:10 60:19 64:7,18 67:14 74:18 81:7 85:8 86:22 115:6 126:19 128:19 129:20 134:15 135:1,2 135:2 144:2,16 164:9 173:4 175:10,14 177:23 195:24 203:23 219:25 220:3 224:10 232:2 238:2 255:10 271:25 272:3,24 273:1 275:21,24 277:15 278:18 279:1 289:6 294:22 296:22</p>	<p>296:24 306:23 309:11,16 320:22 322:8 326:6 330:3,23 331:3 336:11 338:17 339:6 339:15 341:1 341:15 352:1 372:21 375:11 390:5 395:11 407:7 416:10 416:11 420:10 428:9 431:4,8 431:24 449:24 451:21 466:1 472:10 474:10 482:24 484:3 partially 30:8 participant 67:12 participants 22:22 72:11 226:2 447:5 participate 4:14 166:15 324:8 340:24 365:7 421:17 423:22 442:18 470:9 participated 86:8 89:7 224:15 247:6 participating 23:17 86:4 119:12 152:15 participation 4:7 86:5 145:17 particular 31:21 50:8 56:2 121:23 178:13 199:3 258:10 272:5 320:19 330:1,21 335:8 358:8 370:22 378:14 380:7 398:5 410:15 410:22 413:15 413:15 422:4</p>	<p>442:8 446:18 447:2 456:7,25 463:24 464:2,8 478:6 485:22 488:13 particularly 35:19 63:21 99:22 115:17 139:11 217:24 301:7 384:11 406:3 408:16 410:11 413:14 454:7 477:2 parties 126:2 partner 23:13 partners 49:6,7 134:8 211:15 211:16 286:17 286:18 partnership 56:25 57:3,16 152:1 parts 58:19 111:3 376:25 422:5 443:8 480:14 480:19 481:5 party 40:10 pass 114:10 125:1 127:25 128:2,17 183:12 257:1,1 passage 122:12 passed 28:24 122:14 123:5 125:4 171:13 204:6 209:7 265:15 359:8 401:3,4 passes 257:2 passion 40:7 139:21 207:17 350:5 475:24 passionate 75:2,3 415:19 pastors 140:19 path 138:20 380:3 418:25</p>	<p>patience 153:5 patient 228:5 Patrick 390:25 391:1 Paula 50:24,25 51:2,7,9,9,13 123:5 pause 209:22 pay 132:7 179:21 247:23 248:1 257:20,23,24 258:24 259:3,9 259:11,19 260:2,3 276:2 365:8,8 392:9 392:18 394:11 394:14 395:1 426:10 438:4,4 451:22 462:5 467:7,7 480:12 481:3,4 paying 178:9 246:2 346:17 365:6,10 392:10 394:12 453:15 payment 129:9 236:10,15 322:16 366:25 392:1 409:6 451:4,15 payments 61:3 129:14 174:16 451:9 payroll 61:24 189:1 225:9 242:7 pays 369:18 pay-as-you-go 480:10 peer 8:17,18,25 9:2 peers 144:22 penalties 58:12 58:21 penalty 354:18 pending 336:20</p>
--	--	---	---	--

people 11:11	273:1 276:23	444:11,14,19	123:20,23	472:15 478:21
12:2 13:2,4,9	279:2 280:3,17	445:16 451:20	219:2 261:7	485:9
14:5 23:3,9	282:16,25	456:10 457:14	262:4 317:14	personal 12:15
27:24,25 28:11	283:19,25	457:18 461:23	349:3	80:9 241:23
34:24 35:2 40:9	285:18,20,25	468:20 469:9	performed 24:9	350:4 351:9
50:20 52:18	286:2,2,3,4	469:13,16	188:21 196:7	358:20 368:8
53:10,22 61:13	297:2,3 298:4,5	470:24 471:25	196:14 197:10	371:8 372:25
61:14,15,16	298:13,14,15	472:5,9,12	period 6:24 42:2	373:1,2 376:23
62:4 65:1 70:6	298:16 299:11	474:12 477:9	68:20 95:5	387:9 442:15
74:14 75:2 84:4	301:4,5 305:19	479:22 480:2	116:13 126:5,7	469:14,15
85:17 89:7	306:15 310:21	481:3,4 483:3	158:24 184:3	personalities
94:23 99:25	312:24 335:2,4	484:12,19,22	343:4 355:20	408:22
100:9 115:14	346:20 347:5	485:3,15	374:10,24	personally 212:6
115:15 129:1	351:13 352:12	488:17 489:5	376:14 387:3	351:14 354:25
132:16 134:2	352:21 355:7	people's 380:23	431:25	373:22 479:19
138:19 140:18	357:2,10,17,17	487:17	periods 436:19	483:21 486:9
141:8 143:2	357:20 359:14	Peoria 109:20	permission 276:2	personnel 58:8
144:13,18	360:6 361:23	perceived 67:8	permitted 4:13	90:2,5 190:15
146:2,11	362:3,12	percent 31:19	380:2	233:18 242:24
149:16,24	364:25 365:12	67:20,21 69:22	perpetrate	258:8 259:24
152:14 154:9	365:21 366:9,9	131:24 132:8	217:20	perspective
154:14,15	370:9,11	203:20 224:22	perpetrating	17:19 29:11
184:12 187:19	372:10 373:21	225:2,3,14	28:22	78:13 85:19
188:12,12,18	378:9 381:13	226:3 227:14	perpetrator	89:14 120:24
189:9,10,14,15	384:8,9 386:6	258:17 272:3	349:22	121:4,5 135:12
189:21 190:6	386:12 387:22	277:16 283:18	perplexed 277:12	135:13 182:21
190:23 191:11	388:6,19,20	284:14,23	344:11	186:8 237:16
191:13 192:10	390:1,1 392:3	287:17 302:15	Perry 217:16	238:3 370:16
199:22 211:25	392:12 394:8	303:3 311:14	person 24:19	370:19,20
212:4 216:10	394:12,14	311:16,19,20	90:20,21 91:16	385:12 389:4
216:20,24	397:24 401:4	311:24 451:25	116:1 135:25	395:7 476:4
217:22 218:2	407:4,8,17	482:20,21,23	143:23 145:22	persuaded 73:19
218:17 223:14	408:15,20	482:23 483:5	145:23,24	473:15
223:15 225:10	412:9 413:23	percentage 69:1	151:22 226:16	pertinent 450:22
226:9,10,13,13	415:16,19	222:23,23	226:20 350:2	pervasive 11:1
237:23,24	416:3,5 420:12	224:23 225:23	351:24 353:11	116:10 296:21
239:12 240:18	420:12 423:4	240:1 244:7	355:6 361:6	376:20
243:1,3,3,5	423:14,20	percentages	362:11,16	pervasiveness
247:21 249:11	424:10 425:11	249:22	363:8 369:7	37:23 214:14
249:12,16,19	425:18 432:23	perfect 38:25	370:9,10	Peter 12:18
255:15,23	439:14,21	perform 67:7,7	377:25 378:11	petitioned
256:12 258:24	440:10,11,11	188:20 210:20	389:5 391:15	169:24
260:14,19	440:17,19,21	212:21 329:2	395:7,9,17,25	phenomenon
263:9,14,25	440:23 441:6	483:12	406:24 407:1	140:12,13
265:23 269:19	441:18,20	performance 6:6	407:25 408:2	philosophically
269:21 270:8	442:20,23	7:24 17:22,23	467:1,5 469:10	40:8
270:12,21	443:6,10 444:2	58:16 123:19	469:21 470:20	phone 193:10

<p>235:24 393:2 393:24 422:17 photo 279:13 phrase 169:21 physical 447:18 physically 447:4 pick 55:10,14,20 220:7 254:8 378:14 422:17 468:2,24 477:18 478:7 picked 5:2,2 55:5 55:10 68:13 200:8 213:22 221:2 263:3,12 291:25 292:21 297:16 378:16 474:2 picking 216:25 264:15 286:22 picture 31:23 224:8 279:12 pictures 139:15 piece 26:4 86:19 171:25 331:7 331:17 378:23 pieces 14:3 223:21 336:4 Pihos 3:23 pilot 49:3 50:6 Pilsen-Little 293:13 placards 31:23 place 26:3 28:5 30:20 55:25 66:5 96:1 125:20 126:10 134:2 138:1 139:17 154:10 178:5 198:6 255:23 262:24 274:2 306:25 309:11,15 323:16 359:17 373:4 375:5 390:19 391:13 402:9 414:8</p>	<p>438:20 444:23 462:9 484:11 placed 6:13 323:23 places 133:24 187:23 200:15 280:24 placing 484:1 plagued 11:18 plagues 13:4 plan 33:24 82:5 86:25 102:5 191:14,18 371:2,4 375:21 392:9 445:10 planned 95:5 100:13,14,16 211:9 planning 42:7 47:16 86:22,22 138:14 210:13 210:14 304:12 389:10 412:17 417:16 435:11 472:24 478:16 plans 306:9 plate 43:10,10,11 43:12,12,14 209:15 244:4 plates 42:25 43:2 43:8 play 115:17 117:14 184:25 443:22 played 12:19 115:25 156:2 182:1 pleading 432:11 please 16:11 17:2 17:9 38:21 115:5 121:7 176:12 199:13 206:21 267:7 267:11,17,21 271:22 274:13 315:10,11,19 348:15 349:6</p>	<p>475:1,5 pleased 129:20 129:22 plug 93:9 134:20 487:22 plus 57:6,23,23 97:1 142:18 143:2,13 144:14 145:22 146:4 150:16 150:17 151:23 151:24 225:3 225:12 382:21 pockets 487:17 point 11:17 26:15 28:9 34:2 41:21 49:1,16 56:16 59:23 61:11 64:11 66:3 74:25 75:23 78:22 82:23 90:15 97:6 98:7,18 103:9,18 108:18 119:9 119:10,17 132:5 149:12 159:25 167:12 167:12,17 169:13 171:4 174:14 176:12 177:3,4 188:17 188:19 189:13 189:18 190:2 192:5 198:24 206:12 207:14 210:2 211:7,12 213:12 215:21 216:21 232:17 237:5 239:6,13 239:24 242:5 242:10 246:6 248:8 264:1 327:2,13 333:4 333:15 341:15 341:22 352:22 396:13,17</p>	<p>397:22 398:7 398:11 399:5 410:17,19 418:13 438:15 438:15,15,17 458:7 461:22 470:11 471:20 472:16 476:19 477:19 478:7 pointed 148:16 164:16 170:6 171:15 239:11 346:17 pointing 89:11 points 9:14 17:20 24:3 49:20 131:15 416:24 453:13 police 19:1 137:2 149:9 152:12 200:24 205:25 298:16 308:7 308:10 476:15 policies 259:15 policing 215:25 216:4,7 448:25 policy 18:22 155:12,14 256:10 political 10:16 32:3 123:24 124:2,15,16,20 125:7,22 126:9 133:6 141:7 169:12 206:10 212:25 385:22 413:21,24,25 472:2 politician 135:12 politicians 445:4 445:8 politics 10:5 115:25 140:9 153:19 155:11 155:12,17 poor 163:13 195:2 248:15</p>	<p>poorly 8:11 195:2,6 population 225:22 227:4,5 238:15,23 478:1 populations 207:22 portion 87:20 207:18 210:17 213:22 317:13 338:18 409:11 position 53:2 316:17 481:6 positive 22:25 71:8,12 115:14 144:13,23 152:7 261:14 262:9 301:4 384:8 positives 154:23 possession 107:14 possibilities 361:22 possibility 111:2 111:10 266:25 314:17 possible 9:3 28:4 80:16 207:14 277:11 279:20 451:11 477:1 possibly 380:11 posted 192:20 219:1 245:10 255:5 post-surveys 68:2 72:5 89:12 pot 283:3 potential 53:2 222:2,6 294:25 309:20 405:14 potentially 69:12 150:23 180:20 pour 306:4 poverty 20:4 21:1 24:1 37:4</p>
---	--	---	---	--

102:14 106:16 108:14 143:11 162:2 197:4 200:17 201:21 377:8 power 172:3 powers 181:6 PQ 115:15 301:5 384:9 practice 3:24 61:5 171:23 188:22 220:11 236:9,11,14 404:8,13 practices 23:24 28:7 185:21 212:22 213:1 220:6,10 293:11 362:15 380:5,12 381:1 381:2 415:3 427:11 442:4 Prayer 136:19 pre 68:1 72:5 89:12 preceded 128:9 precedent 318:8 precursor 51:4 predecessor 12:12 340:4 predetermined 418:25 predict 224:6 prefer 63:21 premise 20:12 Prendergast 315:15,15,17 315:18 318:25 319:5 332:18 332:23,25 333:8 347:16 347:22 preparation 9:12 340:23 prepare 122:16 prepared 6:17 16:23 120:11	120:12 211:3 316:1 318:25 321:21 394:23 417:4 479:23 preparing 6:6 183:20,24 190:2 prescient 125:12 present 2:19,21 2:23 3:6 16:17 83:24 86:7 131:10 158:22 440:16 presented 27:17 131:21 209:18 preserve 154:18 presided 196:18 President 399:8 presidents 117:6 press 86:25 93:5 125:25 126:8,8 126:9 139:15 160:7,24 214:11 286:12 286:14 302:19 302:20 319:10 331:1 356:19 400:12,12 412:20,21 413:4,11 pressure 213:4,5 323:23 368:1,4 368:5,8,8 presumably 181:3 presume 111:15 453:5 presumed 324:20 pretend 433:20 pretty 41:20 95:4 107:17 113:4 116:13 204:1 271:2 336:6 346:14 353:4 356:19 361:23 372:24 376:10 379:11 381:2	398:9 432:7,7 435:6,13 463:18 prevailing 139:14 prevalence 20:22 prevalent 325:11 336:2 prevent 28:4,19 28:19 42:25 46:12 69:14 262:20 485:24 preventable 128:14 preventative 88:3 prevented 133:21 486:23 preventing 149:15 prevention 6:8 6:12 7:25 12:5 12:7,10,24 13:13,15,19 14:4 17:14 18:7 18:17 19:7,9,21 20:13 21:13 22:1 26:18 27:1 28:12 29:15,17 29:24 30:3,11 30:13,15,20 31:15 32:1,14 37:2 38:15 39:18 40:25 41:8,10 42:10 42:12,19 43:9 43:25 44:3 47:2 49:12 50:11,16 52:24 53:3 57:22 65:10 68:8 69:2,3,9 69:15 82:4,7 87:11 88:11 91:9,19 95:14 101:2 102:3 105:17 106:8 116:21 118:16	125:3 127:2 128:11,16,18 130:12 134:3 141:14 148:14 148:17,18 149:7 150:4 156:12,15 157:1,2 158:20 159:10 160:16 165:7 173:19 173:23 174:5 174:12,21 175:9,20 178:8 180:9 181:17 181:24 182:4 182:20 184:13 184:17,19 185:3,10,19,21 185:23,25 186:13 188:3 197:23 198:14 204:2 207:18 209:14 213:18 213:24 216:9 217:7,8,9,9,22 217:24,25 218:1,10 221:8 229:20 233:9 239:3 260:12 282:9 295:15 295:21,23 296:4 302:4 311:10 312:6 321:12 330:18 331:7,25 336:7 336:14 346:1 347:3 349:4 368:18 450:20 451:14 458:16 458:22 472:22 488:19 preventionist 137:17 preventive 20:20 20:23 70:3 149:14 prevents 21:3	439:2 previous 3:18 56:8 64:13 124:25 125:3 237:12 363:16 403:4 479:20 previously 162:2 173:16 481:11 primarily 57:20 82:22 83:17,19 83:20 170:7 328:14 primary 69:15 89:19 115:12 301:2 384:6 printed 73:3 prior 15:1 18:21 19:3,4 22:7 48:25 57:7,17 58:16,24,24 95:16 100:17 101:25 121:12 124:25 173:21 196:10 200:19 258:14 295:24 300:25 308:23 326:25 327:14 337:13 340:5 341:17 368:18 374:16 375:7 389:16 399:5 400:10 425:8 429:24 455:1,1 prioritize 115:10 301:1 384:4 474:4 priority 469:17 473:4 474:6 prison 28:11 394:12 prisoner 279:15 prisons 22:6 27:14 148:20 private 21:16 privilege 24:6 436:6 privy 384:18
--	---	--	---	--

<p>pro 53:6 65:10 65:14,20 152:15 166:13 442:3 482:9 proactive 235:22 probably 51:9 62:12 73:12 106:7 134:14 134:14 177:5 214:18 216:18 223:5 255:6 277:15 283:10 283:10 296:13 310:23,24 311:13 329:25 333:2 334:5 356:5,16 357:22 363:22 369:17 370:21 375:18 378:7,7 387:25 412:23 416:9 419:11 438:9 441:9 446:25 448:9 problem 7:5 17:25 20:9 22:2 28:4 31:8 55:18 69:23 70:18 87:23 88:16 91:7,19 139:6 141:18 165:14 175:25 182:12 206:15 213:5 214:15 216:3 218:21 222:13 224:25 227:2 230:7 232:11 240:8 248:7 263:10 264:13 264:14,23 266:4 281:7 295:3 322:24 326:4,4,19 359:11 413:1 416:18 429:22 468:25 488:3 problematic</p>	<p>107:24 227:16 239:3 392:20 problems 13:8,22 23:2 39:1,7 40:16 56:19,21 72:6 75:10,24 77:23 89:11 106:23 147:4 150:7 165:18 166:20 182:14 182:22 195:3,6 226:12 230:8 235:17 247:10 264:3 326:9,10 326:13,14 336:2 395:5 418:10 435:12 486:20 procedure 62:3 procedures 23:24 210:3 259:7 326:7 332:1 proceed 3:7 13:1 14:10 25:22 177:10 267:24 315:22 proceeded 179:10 256:17 proceedings 1:3 4:14 6:22 11:10 491:10,14 proceeds 42:24 process 6:9 8:25 22:18 36:2,23 37:6,17 42:7,8 44:17 45:17 54:23 55:16 56:10 57:9 61:2 61:17 62:9,13 64:7 125:10 130:13 163:4 163:15 165:10 165:10,12 166:12,16 169:8,9 170:24 171:18 173:13</p>	<p>173:20 174:1 174:10 176:5 176:24 177:24 180:19 181:10 188:15 189:4,7 189:11 192:11 199:5 221:24 244:14,15 245:4,20 286:16 292:5 292:12 304:14 304:15 320:20 320:25 321:1 326:3,3 329:23 335:14,16 337:15 378:20 379:4 389:24 390:6 404:2 414:24 427:14 431:8 442:2,3 443:24 462:13 479:16 processed 209:19 233:12 processing 209:21,21 procurement 379:12,14 produce 94:13,16 167:15 232:11 409:17,22 410:23 467:10 produced 102:20 106:20 119:5 197:2 201:13 307:7,8 434:25 467:11,12 produces 197:25 producing 94:8 Productions 416:15 417:3,4 productive 23:12 professional 8:23 10:3 187:11 211:24 212:18 478:13 480:5 491:7</p>	<p>professionalism 210:21 213:1 professionally 212:7 479:20 479:23 professionals 8:19 423:24 professions 152:15 profile 51:19 52:5,11 53:6,7 194:5,6 profiles 193:17 profound 13:11 373:1 program 7:15,16 8:10 9:20 10:15 10:17,25 12:11 13:7,12,14,19 13:23 14:3 17:9 17:19,25 18:1 19:22 20:8,14 20:19 22:8,22 23:4,16,21 31:14 32:15,23 33:22 34:1,22 35:3,6,22 36:5 36:12,13,15,16 36:16 37:20 38:4,8,19,25 42:4 44:6,6 46:16,21 49:3 49:10,17,17,17 50:6,17 52:13 54:20,25 59:14 59:20,24 62:8 64:13 65:6,8,11 66:23,24 67:2,4 67:21 68:17,20 68:23 69:1,20 70:1,4,5,9,16 70:18,21,25 71:3,7,24 72:3 72:11 73:23 74:16,22,24 75:11,25 76:20 77:21,21,24</p>	<p>82:8 84:22 85:5 85:7,19 86:23 87:1,6,7,23 90:9,22 93:6,16 93:19 95:6,16 95:24 96:2,5,9 96:21 97:8 99:5 99:25 100:8,15 100:18,23 101:3,22,23 102:1,2,3,21 106:25 109:7 110:6,7 111:3 116:2,11 123:24 124:5,6 124:8,14 125:9 130:4,14 138:11,12,15 142:9,18 143:2 143:4,6,15,25 145:10,17,21 146:10,11,13 151:23 152:4,4 152:5,5,10,19 152:21,22,24 154:12 155:23 156:4,4,8,9,18 156:19,20 157:10,23 159:1,7,8 160:6 160:14 161:19 162:23 165:23 166:13,14,14 167:7,8 169:1 170:12 172:19 174:7 175:20 175:22 176:9 176:10 178:6 178:12,17 179:13,17 181:23 183:20 183:24 188:3 188:14 189:17 191:7,17 192:24 193:6 194:2 195:22 196:6,15 197:2</p>
--	--	---	--	--

198:11,17 203:18,19 211:2,2,3 212:1 213:15 214:25 215:16 216:24 218:23 219:25 220:3 221:21 221:25 222:13 223:3 224:15 225:12 227:1 243:17,18 247:18 249:21 255:16,22 256:1 258:14 260:22 261:6 261:13,19 262:1,6,11 263:1,1 264:2,3 264:6 265:3 266:2,3 269:20 269:21,24 271:3 275:14 276:14 278:24 282:15,21 292:20 294:20 295:18 296:7 296:20,22,23 297:18 298:19 299:3 301:15 302:1 304:12 307:17 311:10 312:6 317:14 317:16,16,18 317:19 318:1 319:21 320:23 322:6 323:21 324:15 325:12 327:6 328:17 329:24,25 330:3,4,5,19,19 330:21,22 331:8,10 332:13,15 333:3 334:19 334:24 335:10 335:22 336:18 336:19 337:22	338:18,20,21 338:23 339:1 339:15,23 341:3,10 342:5 342:6,13,15,20 343:21 344:4 344:22 345:8,9 345:13,18 351:13 353:10 353:11,14,19 355:18 357:19 357:20,24 359:5,16,25 362:11,21 363:8 364:2,22 365:13,21 366:13,21 368:1 369:13 370:7,8,9,9 371:5,9 372:16 372:19,20 373:5,10,12,18 373:23 374:13 374:14,20 376:9,12 377:22 380:15 381:18 383:14 384:19,25 385:13,19 386:18,19,24 387:11,13 388:12 390:1 391:7,15 392:18,21 393:9,22 394:3 394:13 396:1 402:21,24 403:7 407:3 414:2 416:1 417:2,9,18,18 417:21 418:6 419:17,19 426:21 431:24 435:10 436:21 437:7 438:19 439:2 440:3 442:14,21,25	448:13 449:5 452:22 455:18 456:9,10,15,25 457:4 458:3,5 458:11 459:3,4 461:20 462:1,9 462:17,18 466:6 469:15 469:17 470:11 471:4,7 472:25 473:3,19,24 474:6 478:24 479:22 480:7 481:3,9 482:10 483:3 485:17 488:8,9,10,11 programmatic 85:21 108:10 322:18 363:7 438:19 467:23 programming 49:15 59:7 91:21 156:10 213:6 222:25 223:1,1 331:5 355:13 372:4 390:5,7 423:4 476:22 478:9 478:15 programs 8:13 10:21 19:21 20:18 21:12,19 22:17 30:1,11 38:15,15 40:8 44:4 47:14,19 49:1 68:13 73:17 89:7 117:7 126:17 127:24 145:22 146:25 152:16 154:19 165:4 166:3 174:14 189:25,25 192:15 215:2,7 216:20,21 218:16 223:6 247:4,25 261:3	262:23 279:10 280:23 294:9 294:10,17 321:8 327:17 328:7 339:3 342:19 359:24 373:3 376:16 387:23 388:21 418:15,20 421:19 423:11 423:17 439:1 442:18 456:22 458:24 473:13 479:19 480:9 480:13,15,16 480:20 481:1 481:10,13,13 481:14 488:12 488:15,15,17 progress 407:5 progression 354:21 project 56:13,15 87:11,14,19 88:2 91:24 92:10,16 99:16 151:7,11,15 223:2 225:7 279:13,16 280:20 282:9 283:9,9,16 284:2,3 285:8,9 285:10,11 288:9,10,15 289:4 291:9,10 292:24 297:11 309:21,21 343:21 352:22 353:1,25 362:10 385:24 388:14 409:19 409:25 416:25 417:1 projects 173:19 285:2 289:5 381:13 458:21 promote 21:5,22	32:2 144:23 150:22 185:20 promoting 31:22 promotional 31:16 promptly 236:16 promulgated 45:15,17 pronounce 420:3 proof 232:12 439:11 proofing 232:15 proper 5:12 131:16 132:14 132:19 322:20 properly 131:18 240:21 370:19 391:24 415:23 421:12 properties 128:7 property 372:10 proportionately 210:8 proposal 52:6,7,8 52:8 53:5 54:15 54:23,23 163:7 163:8,13 181:23,25 390:12 proposals 163:8 195:2 255:6,7 292:15 proposed 58:7 181:19 propositions 362:16 propriety 338:14 343:20 380:25 prosecutor 487:1 protect 255:13 255:13,23 protected 323:2 protecting 326:7 Protection 40:25 44:13 protective 21:5 29:19 69:11
--	---	--	--	---

<p>protocol 51:23 proud 9:3 23:17 24:9 67:15 441:25 prove 227:25 228:20 232:22 provide 23:25 38:13 49:14 61:13 62:3 94:7 107:13 138:19 143:8 146:14 147:12 199:21 202:7 250:3 279:15,21 280:14 308:7 318:8,10 320:9 321:19 327:5 335:6 344:12 417:3 420:8 430:25 439:10 468:6 provided 6:7 7:25 10:7 21:11 22:9,21 41:4 53:4 70:12 71:23 72:12 89:22,23 147:7 223:11 226:1 226:19 239:11 239:11 313:10 323:17 324:10 335:22 349:3 453:7 468:5 provider 164:10 166:4 234:7 235:25 247:7 405:12,14 465:14 469:24 470:4 471:23 472:1,3 providers 24:10 56:17 67:3 72:4 220:17 221:9 221:23 222:6 224:23 227:19 227:20,25 233:5 239:16</p>	<p>239:21 249:10 417:6 447:3 468:5,10,12,17 469:2,22 470:9 470:10,14 471:18 472:8 473:6 474:1 482:21 483:5 484:17 provides 44:6 304:15 334:25 providing 21:6 49:7 67:3 70:1 94:25 143:7,11 221:9 223:7 230:25 239:14 286:17 328:7 430:12 provision 3:11 provisions 58:11 Proviso 164:3,4 164:23 165:3 417:12 proximity 445:7 445:7 psychologist 187:8 public 12:9,9 18:11 20:20 21:4,10 27:21 27:22 28:2,2,3 28:12,18 29:5 29:12,15,16,16 41:2,6,6,7 57:19 64:2 69:10 128:15 130:24 196:24 245:24 352:7 364:23,24 387:20 471:6 public's 10:19 Puerto 290:20,24 305:24 pull 431:5 pulled 93:8 360:5 399:18 pulling 134:20</p>	<p>Pullman 101:11 punitive 205:15 purpose 14:20 17:18 23:18 25:6 33:3 63:24 78:1 92:5 128:12 156:9 169:11 346:3 353:13 457:7 459:22 purposes 4:3 32:4 33:12 179:7 223:7 335:1 385:14 459:11 465:1 pursuant 8:2 14:23 16:18 180:3 209:16 336:6 purview 30:14 30:15 push 97:17 212:15,16 255:12 277:10 389:2 pushed 214:22 push-outs 102:15 put 6:14,14 14:3 47:8 51:18,23 52:6,12,13 58:21 61:1 72:9 83:2 95:14,19 97:11 102:11 119:7 132:11 139:18 151:17 151:21 153:25 161:12 163:15 165:24 175:24 176:8 180:12 193:23 200:10 203:23 204:12 204:20 215:1 216:24 228:7 235:2 238:20 238:21 242:23 255:19 284:17 286:25 287:2</p>	<p>296:24,25 298:21 299:3,5 335:12 342:16 343:21 345:20 347:18 351:13 353:14,17 355:18 365:9 368:4,8 370:8 372:4 373:4 374:6 381:12 383:2 385:17 407:3 414:8 423:25 436:21 437:7 442:17 455:12 457:6 459:10 462:6 465:8 470:1 473:2,25 484:11 486:21 489:22 puts 143:21 365:9 putting 28:10 46:20 48:17 64:8 139:15 163:6 166:12 252:18 262:24 283:16 299:1 355:2 356:7 400:20 474:7 485:2 PV 43:11 p.m 113:17 490:11</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>qualification 201:15,17 qualified 251:10 380:6,11 469:23 470:3 472:3,7 473:7 474:1 qualify 102:17 qualities 26:19 26:21 qualm 357:12</p>	<p>quantifiable 306:20 quantify 216:13 487:5 quarter 233:18 235:2,3,3,3,4,4 235:10,12 237:14 244:7 quarterly 42:1 61:3,4,5,6,19 189:12 234:1 234:21 235:8 235:16 237:9 238:22 quell 380:18 question 3:25 4:1 23:6 25:3 37:7 46:18 51:8 55:21 58:19 59:18 60:16 71:14 73:8 74:1 79:9 85:9 87:25 92:8 93:17 94:11 95:13 103:10 119:10 121:3 123:15 131:7 140:10 151:9 155:13 172:24 174:23 177:5,8 182:9 182:18 198:8 202:15 205:7,9 222:21 225:1 225:19 231:11 231:13,24 233:11 237:22 241:17 244:11 246:24 250:6 254:3 257:12 266:19 269:11 276:11 278:10 288:25 289:1 290:25 305:10 318:4 319:1,19 329:19 330:24 335:24 353:13 355:9 357:6</p>
---	---	--	---	---

<p>364:17,17 366:1,2,8,10 367:10,11,13 367:21 385:5 395:6 402:1,3,4 404:21 405:12 407:22,24,25 408:13,24 411:24 412:14 413:3 430:11 432:15 434:21 434:23 439:23 446:15 449:9,9 456:19 457:22 459:25 462:22 463:15,16,17 464:20 476:25 483:5 485:20 489:11 questionable 131:22 240:4 240:13 482:24 questioned 10:22 233:6 questioner 207:5 questioning 73:24 81:24 104:22 126:13 176:16 207:13 309:4 431:10 437:18 475:15 questions 4:6 7:7 7:15,17 10:19 16:20 23:20 24:13,25 25:2,6 31:12 39:4,25 40:21 45:25 53:15 62:11 65:2 67:9 74:6 76:25 77:1 78:6 78:19 85:23 95:12 105:2 121:12 125:14 125:15 139:20 153:6,11 155:16 186:22 199:4 206:23</p>	<p>208:15 217:6,6 217:7 231:17 233:21,25 234:1,24 244:9 250:10 256:21 256:25 260:5 266:15 268:6 278:7 281:20 289:14 304:10 304:19 307:15 307:22 308:24 310:8,10 314:7 314:11,12 316:2,4 317:10 318:17,24 319:1 321:22 324:25 325:2,8 336:25 338:5 344:7 347:10 347:14 350:14 352:8 365:12 365:16,17 366:17 368:10 397:11 424:25 442:3 450:15 474:23 482:22 486:9 490:5,6 quick 88:4 90:10 91:25 111:24 203:16 209:25 256:18 260:23 288:15 337:7 353:21 396:8 481:19 quickly 70:17 91:10 99:2 116:3 214:23 221:21 262:4 297:1,12 343:21 385:3 385:24 Quinn 92:9 110:13 155:22 156:20 292:24 293:2 304:5,23 343:7,11,17 412:4 461:8</p>	<p>486:15 Quinn's 13:12,23 quite 48:6 115:2 128:25 181:9 283:25 333:20 366:22 485:1 quote 12:15 27:12,15,18 31:10 94:5 95:22 99:25 100:8 119:4,4 120:7 171:23 464:25 quoted 176:1 205:20 387:12 quotes 238:21</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>R 199:14 315:14 315:14,14,16 315:16 348:22 Racine 446:8 radio 31:23 115:13 301:4 384:7 radius 447:1 raggedy 132:18 rain 139:1 raise 16:11 56:13 64:14 206:6 233:25 234:1 259:3,10,11 267:21 315:19 348:24 raised 23:19 119:10 136:3 155:16 166:6 182:23 304:10 304:19 raises 63:19,21 64:15 257:21 257:23,24 258:12 259:19 260:3,3 276:2 305:10 raising 172:23 217:6,7</p>	<p>rally 372:11 ran 100:1,9 340:24 388:3 random 249:9 randomly 233:4 239:20 range 18:3 144:1 226:5 ranged 226:2 ranging 41:10 Raoul 1:16 2:16 2:17 4:8,12 15:19,20 75:6 125:16,17,19 147:21,24 153:3 154:22 262:15 346:10 415:13 437:11 437:12,15 450:7,23 Raoul's 153:12 rapidly 72:3 353:5 rate 102:9 150:11 154:7 rates 11:19 20:3 69:16,25 71:4 102:13 162:2 197:3,4,4 200:17 201:21 202:9 208:11 rating 9:3 reach 24:2 274:12,14 285:24 287:9 287:15 302:20 435:9 440:10 reached 23:11 55:22 69:1,4 71:22 89:18 285:22 336:9 476:19 reaching 89:20 112:24 149:24 440:19 react 141:6,10,11 445:11</p>	<p>reacted 423:18 reaction 182:25 read 6:2,15 13:6 26:6 31:10 51:21 77:17 94:24 100:2 107:7 115:6 124:21 136:11 137:6 148:2,2,3 155:6,19 182:11 204:23 208:4 269:6 284:18 286:7 286:12,14 319:3 334:19 356:24 360:24 383:14 391:23 417:22,23 418:3 433:4,6 474:11 readiness 346:11 reading 77:19 100:3 206:10 262:12 264:10 273:22 360:24 416:23 439:14 473:18 ready 24:12 183:19 187:16 188:13 254:15 268:3 392:7,7 394:1 411:2,3 439:4 482:7 Reagan 243:10 real 51:6 86:20 90:10 202:18 203:16 337:7 353:20 366:12 393:15 415:14 415:25 446:9 446:10 realism 386:5 realist 385:21 realistically 476:25 realities 443:6 reality 90:21</p>
--	--	---	--	---

<p>realize 237:8 realized 183:14 189:13,19 192:6,6 213:12 213:13 reallocated 60:11 really 9:22 33:20 35:13,21,23 37:24 38:2 40:14,15 49:14 49:14 50:1 55:4 60:11,24 67:13 70:20 71:19 72:8 86:7,18,19 87:20 98:4 102:8 116:20 119:9 129:10 135:13 143:3 145:10 147:18 148:12 149:1 159:3 161:1 169:20 202:19 208:24 217:6 255:20 260:13 270:3,16,16 277:12 280:8 293:11 295:19 307:3 317:15 318:2 329:7 335:5 338:19 338:25 339:17 346:5 351:14 365:12,13 366:7,13 372:20 374:14 374:18 376:8 380:6,19 387:21 391:13 393:16 404:19 410:19 419:14 420:17 422:22 429:3,21 438:25 439:4 444:8 445:14 445:14,15 449:14 451:17 451:17 455:19</p>	<p>456:3 462:15 463:1 470:14 471:17 474:19 477:13 478:3 481:6 489:24 reason 47:21 48:8 110:22 134:15 154:2 257:19 279:1 313:5 368:10 reasonable 220:11 reasoning 281:6 281:8 reasons 7:3 59:1 68:21 143:14 206:11 221:17 276:10 281:9 369:3 413:10 reassure 364:25 Reboletti 1:18 2:22,23 4:8,13 15:25 16:1 148:25 205:5 207:8,9,16 228:4 233:2 236:25 244:8 244:10,12 249:3 316:6,7 316:14 318:20 319:4,6 321:24 324:24 344:8 344:10 347:8 474:24 475:16 475:17 476:7 489:10 rebranded 335:11 rebuilding 318:10 recall 32:18 33:6 34:25 43:13 58:14,16 60:8 84:20 85:10 86:3,11,21 94:21 105:24 110:21 112:24</p>	<p>112:24 113:2 113:11 156:11 174:14 240:24 271:2,8,9,12,14 271:25 272:2,5 272:6,8,20,21 272:22 273:13 273:22 274:1,3 274:4,5,9,10,16 276:6 283:8 287:8 293:15 294:19,23 296:3 307:21 307:25 318:6 322:23 324:16 329:25 340:25 341:13 342:21 344:21 345:14 345:17 358:5 359:4 360:18 381:19 403:19 432:2 recallable 314:15 receipt 61:24 241:16 receipts 189:1 receive 5:9 24:20 65:23 133:25 161:13 188:23 197:7 198:21 201:3 216:22 218:19 219:4 223:13 230:11 232:21 247:16 290:25 341:2 376:22 379:1 392:7 417:13 received 5:10,16 5:19,20 6:2,3 12:16 35:6 36:3 36:13,16,16,17 61:4 66:3 89:8 105:14,16 107:16 157:8 158:2 171:3,16 175:20 176:10 179:5,6 188:1</p>	<p>202:25 224:16 226:2,4 227:9 239:16 293:10 305:12 335:15 412:4 465:13 466:22 receiving 61:2 106:24 201:14 278:2 306:2 366:10 486:14 recipient 162:23 163:1 170:10 216:15 306:21 465:13 recipients 60:5 110:1 135:21 225:4 290:2 335:19,19 recog 75:10 recognize 27:22 29:17 37:3 152:25 recognized 12:8 19:6 28:1 75:10 75:24 130:12 445:3 recognizing 89:21 130:14 134:13 recollect 366:11 recollection 84:23 270:25 312:4 360:11 411:10 recommen 397:1 recommend 53:1 53:1 54:6 55:11 55:12,19 158:15 220:13 221:13 222:2 253:25 254:1 258:8,9 recommendation 47:8 64:21,23 65:23 75:1 165:2 183:3 230:11 232:18</p>	<p>252:4 397:2,3 397:13,19 453:8 recommendati... 8:12 10:8,24 11:5 23:22 38:24 40:19 42:2 46:6 64:8 64:10 78:11 163:10 164:17 164:20,23 204:24 205:17 234:5 255:9 275:6,7,9,12 292:1 306:7 371:18 376:5 397:7,8 recommended 47:19 53:4,8,9 54:12 55:2 56:3 65:22 68:7 74:21,21 82:10 131:4 162:12 163:7,12 254:21 313:21 recommending 163:6,6,9 258:15 reconsidered 164:21,22 reconvene 348:10 record 16:16 48:25 62:15 86:1 103:8 107:23 118:6 121:9 186:12 186:12 199:12 257:3 291:9,23 302:8 314:18 315:2 320:18 326:25 331:13 332:25 348:4 350:15 356:17 374:10,12 376:7 390:15 401:5 427:18</p>
---	---	---	--	--

<p>431:20 475:12 recorded 11:21 475:10 recorder 267:17 recordkeeping 322:20 records 60:3 61:24 189:1 232:5,6,7 239:9 239:10,12 240:8 242:7 309:9 334:6 380:1 recover 244:15 346:7 recovered 244:18 245:7 323:21 recoveries 132:6 recovery 6:8 8:1 10:14 13:8 17:24 20:7 35:15 66:16 73:16,20 82:1,9 82:16 89:21 115:19 119:12 119:23 136:14 159:24 160:15 180:8 244:14 245:20,25 258:13 276:7 282:17 283:13 284:4 288:12 301:10 317:8 329:17 330:12 336:8 339:7,9 351:22 352:13 352:22,24 353:1,2 356:25 357:11 384:14 400:13 435:1 451:10 456:23 459:19 473:12 473:16 recurring 140:2 466:14 red 56:13 238:25 248:24</p>	<p>redactions 114:13,14 Reddi 322:9 reduce 21:5,21 28:18 69:6,12 69:21 150:22 452:13 reduced 68:18 148:8 reducing 20:22 68:14 70:10 150:12,12 215:14 245:7 262:19 448:10 449:8,10 reduction 49:21 70:9 216:12,23 reductions 73:17 473:13 reelect 343:7,11 reelected 343:17 reelection 301:17 385:14 reeling 320:12 reentry 22:4 49:21 142:5 146:10,10,13 225:22 226:4 226:16 227:1 238:14 261:6 262:6 279:15 refer 63:2 reference 196:13 268:20 303:25 366:24 453:1 referenced 109:8 269:3 346:10 488:14 references 116:11 referencing 111:17 248:6 309:19 referred 26:22 26:23 referring 33:4 39:15 53:17</p>	<p>111:18 126:4 178:14 324:20 351:16 386:5 432:19 435:17 435:21 refers 106:24 reflect 98:25 291:9 302:8 refocus 7:19 reform 51:12 148:24 149:4 refrain 7:6 refreshes 360:11 refund 459:4,5 regard 237:4 336:15 regarded 19:18 56:17 regarding 111:12 208:15 271:7 311:9 322:6,12 326:11,21 366:24 482:15 regardless 66:7 110:14 119:21 277:11 regards 129:2,3 136:6 437:25 region 168:3 169:1 333:18 Register 124:21 Registered 491:7 regress 195:20 regret 34:22 35:18 90:3 188:6,8,8,17 190:5 regrets 188:1 regretting 128:22 regular 84:1 140:20 392:20 445:16 regularly 67:4 regulate 146:21 regulations 256:11 345:16</p>	<p>rehab 128:4 Reis 1:19 2:24,25 4:7,13 8:3 16:2 16:3 25:7 40:1 40:2,23 62:18 62:20,24 63:9 63:10 64:25 65:5 72:17,19 72:25 73:7,10 73:13 74:2,4,7 75:7 76:24 77:13 81:25 88:2 100:21 425:1,2,6 427:16,19,21 431:7,10,12,16 431:21 432:10 432:13,15,21 433:8,13,15,18 433:19 434:18 435:17 464:12 Reis's 78:6 reiterating 252:23 253:1 reject 405:14 rejected 163:11 163:12 165:19 310:6 relate 193:12 434:25 435:2 454:9 related 18:17 232:5 330:13 349:10 359:14 375:7 410:22 432:17 436:1,2 446:15 relates 351:10 relating 93:18 128:6 relation 325:11 relations 282:13 relationship 64:19 157:5 432:6 relative 44:2 relatively 23:2</p>	<p>39:6 291:9 368:19 369:1 relatives 441:3 release 160:7,24 314:12 319:11 released 8:6 239:9 275:11 275:12 releases 331:1 relied 61:9 102:19 106:19 relief 317:19 329:21,24 330:17 331:23 332:17,20 333:1 338:20 339:4 344:13 345:3,4,5,13,24 347:1 476:16 relieved 257:10 322:11 religious 152:17 152:17 157:18 157:19 271:8 reluctant 336:22 rely 13:21 154:15 remain 453:15 remark 38:13 249:4 remarks 8:9 9:6 16:25 17:3 38:17 75:2,3 77:16 141:21 181:16 remember 22:15 48:1 58:18 62:20 65:25 74:15 82:20 83:7 85:12 89:19 92:24,25 98:7,7,8,11,13 98:15,16 100:25 112:5 119:2 138:11 153:17 188:11 191:3 193:9 223:25 224:10</p>
---	---	---	--	---

226:7 241:1	reply 79:10	59:1,4,6,7,13	73:11,13 74:2,4	303:15,17
244:23 258:17	report 1:3 45:23	59:16,17 61:3,4	74:7 75:6,7	304:20 308:23
272:25 273:19	46:6,15 47:10	61:5,6,9,19	76:24 77:1,2,3	310:10,11,12
283:12 284:12	47:24 48:5,8,12	99:20 129:18	77:6,7,10,13	310:17 314:3,7
285:11 308:9	58:25 60:13	129:25 131:11	78:6 80:25 81:3	314:10,19,24
308:17 309:12	68:6,16 72:7	131:12 132:19	81:13,25 88:2	315:3,6,17,19
309:13 313:24	89:1 93:13,22	134:24,25	100:21 103:5	315:22 316:3,6
313:24 317:12	94:2,18 106:21	189:2,12	103:12,17,20	316:7,14
324:13 339:21	129:24 135:7	230:13,16	103:22 104:1,5	318:20 319:4,6
340:16,19	143:16 156:17	233:16 234:2,6	104:6,7,11,14	321:24 324:24
344:24 353:8	156:20 189:5	234:22 235:17	104:16,20,23	325:1 336:25
360:18,20	196:9,16	235:23 236:8	104:24 105:1,4	337:1,1,3,6
361:7 363:13	197:16,16,19	236:17,18	105:6,8 109:2,3	338:3,5,6,7,10
363:22 366:3	199:22 204:23	237:8 238:6,22	111:12,22,22	344:5,7,8,10
381:8,23	233:17 234:7	244:22,24	111:23 112:3	347:8,9,12,20
397:16 398:18	235:5,5,6,9,12	415:3 417:23	114:2,5,10	347:24 348:5,9
405:22 407:2	235:20 236:8,9	repre 405:10	121:7,10,16,24	348:23 349:1
407:20 408:10	236:10,14	represent 13:3	125:11,15	350:12,16,16
408:16 409:2	237:11 238:5	140:6 249:19	148:16,25	350:17,20,22
412:8 413:9	256:9 269:16	281:5 348:21	153:6 155:16	360:15 390:16
428:5,6 429:3	275:11 276:12	representation	176:20,22,25	390:23 391:1,3
429:25 430:14	293:8 295:12	304:22 305:5	177:2,10	396:7,8,11
431:2 432:1	340:7 371:14	397:20	180:24 186:22	399:6,7 400:11
444:1 449:24	416:11,23	Representative	186:23,24	400:18 401:6
451:16,18	417:22 418:3	1:10,17,18,19	187:3,6 194:7	402:4,6,11
452:1,7,15,17	422:21,21	1:20,21 2:1,18	194:12,14,15	403:9,11,16,20
452:17,18,19	430:21 433:23	2:19,20,21,22	198:23,25	403:22,24
454:14,20	433:25 434:3	2:23,24,25 3:1	199:11 202:13	404:7,11,14,16
463:25 466:4	434:10,15,16	3:2,3,4,5,21,22	203:6,10,12,14	404:25 405:1
remind 25:16	434:20 436:20	4:5,7,7,16,17	203:15 204:16	414:12,13,14
92:12 302:24	453:7	4:18,19,22,24	204:22 207:3,7	414:16 418:13
reminded 247:25	reported 89:6	5:14,23 6:1,5	207:9,16	420:25 421:3,6
reminds 208:2	102:6,11	8:3 9:7,10	213:20,21	423:9 424:25
rendered 225:21	145:24 230:2	12:13 14:11,20	228:4 233:2	425:1,2,6
rent 61:23 189:1	395:14 491:10	14:22 15:3,3,21	236:25 244:8,8	427:16,19,21
Rep 399:6 404:25	reporter 199:13	15:22,23,24,25	244:10,12	431:7,10,12,16
443:9 485:10	256:19 267:12	16:1,2,3,4,5,6,7	246:3,20 249:3	431:21 432:4,8
repealed 42:13	315:11 348:15	16:8,13 17:2	250:5 256:18	432:10,13,15
42:14,15,22	390:14 412:17	24:15 25:5,7	256:22,24	432:21 433:8
396:18 398:25	425:4 475:13	27:16 31:21	257:2,4,7 260:5	433:11,13,15
repealer 404:16	475:18 491:6,7	39:24 40:1,2,23	265:15 266:13	433:18,18,19
repeat 305:8	reporters 147:25	52:5 62:16,18	266:22 267:6	434:18 435:15
repeated 263:23	reporting 93:10	62:19,20,22,24	267:10,16,20	435:17,20
263:23	134:21 190:7	62:25 63:5,7,9	267:23 268:4,8	437:10 438:16
repeatedly 109:8	233:20 248:13	63:10 64:25	281:20,21,22	439:8,24 444:7
replaced 186:5	439:16	65:4,5 72:17,19	281:24 299:22	450:8 461:23
replacement 3:12	reports 58:23,23	72:25 73:7,9,10	300:7,13,16,17	464:11 474:23

474:24 475:3,6 475:12,16,17 476:7 482:15 489:10,11,12 489:13 490:4,8 Representatives 4:13 114:11 205:3 220:21 220:25 222:6 444:17 represented 295:7 304:17 305:17 representing 267:15 405:10 reprieve 425:3 Republican 9:21 126:1 140:12 140:15 445:4 Republicans 125:8 reputation 133:4 133:4 request 35:7 38:5 52:6 53:5 76:1 76:2 94:14 95:10 158:5,6 188:23 190:14 431:3 452:13 requested 6:21 67:18 104:6 167:2 169:25 257:23 431:23 434:7 requests 94:9 95:3,15 183:25 213:10 292:15 432:2,25 461:13 request-for-pr... 335:14 require 225:11 227:25 332:2 required 10:13 22:20 45:5 61:5 225:16 226:5 227:15 228:21	231:1,5,7 232:8 245:23 320:22 requirement 198:20 238:14 239:4 requirements 45:23 60:1 225:6 238:10 238:13 307:3 308:1 320:22 requires 31:3,9 32:5 332:13 reread 77:13 research 328:15 328:18,22 reserve 65:2 Reshma 192:14 194:22 resided 461:17 residents 69:2 136:19 140:20 resign 3:18,20,21 3:23 100:14 resigned 100:13 resilience 21:4 150:22 resolution 8:3 122:13,14 123:4 183:7 238:13 430:8 437:5 resolved 111:4 177:19 180:17 181:2 resources 26:24 26:25 49:15 64:6 91:20 129:16 130:16 137:11 138:17 138:24 139:18 142:12 188:4 190:12 191:10 191:16 205:14 220:9 228:19 255:18 279:11 280:13 326:16 326:17 353:16	414:6,7,10 440:14 483:1,2 484:8 respect 68:5 84:9 85:11 99:21 153:14 155:3 185:22 205:21 286:12,21 288:11 291:18 295:8 296:11 301:24 343:10 343:16 351:2 351:20 353:24 356:1,18 358:6 358:13 361:2 367:24 372:16 373:1,15 375:21 376:24 381:4 382:24 384:19 387:10 388:10,11 390:17 respectable 133:2 respectfully 402:2,2 respective 126:2 443:19 445:10 respectively 140:6 respond 79:15 95:3 117:7 138:22 153:11 222:12 225:18 228:13 231:23 252:15,17 432:24 482:5 responded 6:20 78:23 91:6 98:21 163:17 367:10 429:1 432:22 responders 484:12,21 responding 88:21 95:9 98:11 183:18	183:25 230:10 402:5 419:4 484:4,5 response 4:23 6:4 13:17 24:11 35:11 49:9 79:2 79:5 95:22 96:14 97:7 100:10,11 110:16,20 119:16,17 122:17 141:17 149:20 155:15 177:7 191:23 232:17 248:11 248:14 314:9 322:13 336:12 347:11 367:13 406:23 426:12 428:3 responses 16:19 78:25 79:20 80:1 responsibilities 191:21 252:13 356:3 responsibility 9:19 47:13 107:14 120:1 227:18,19 244:3 245:2 252:1 328:2 350:5 388:7,9 427:13 responsible 22:12 95:9,23 221:5 236:7 246:2 251:13 270:3 357:10 395:25 responsive 94:9 94:13 rest 119:1 338:12 364:13 367:5 409:10 restate 205:8 restaurant	415:10 rested 257:10 restroom 103:15 103:16 result 9:2 30:8,9 63:22 71:15 122:12 129:2 140:17 156:4 156:21 170:7 223:12 317:20 318:5 389:3 443:18 453:25 484:7 resultant 165:3 resulted 23:9 456:1 471:23 results 71:11,12 71:18 78:7 166:11 212:24 218:19 297:21 387:14 479:24 resume 126:25 185:9 426:3,5 retain 80:14 rethink 165:1 rethinking 77:14 retire 95:6,6 100:14,16 183:15 343:3 retired 17:16 18:14 39:19 retirement 121:13 return 215:3 245:12 returning 21:8 22:5 146:12 215:7 reveal 279:19 revealed 322:15 353:3 revelations 326:22 revenue 173:25 209:15 review 6:15 8:17 8:18,21,25 9:1
--	---	--	--	--

9:2,19 10:13 61:7 142:9 155:6 157:13 166:14 189:8 190:4 192:1,8 230:18 232:16 233:4,6 234:2 242:25 244:4 244:24 255:7 318:18,22 319:8 321:21 321:25 reviewed 131:24 163:17 246:8 248:18 482:20 482:21 reviewer 248:15 reviewing 163:8 189:12 235:16 reviews 456:17 revised 235:13 revising 61:18 234:7 revision 235:14 235:14 revisions 129:25 131:13 248:20 revolved 200:23 revolves 37:8 RFP 53:15 95:15 95:19 102:12 108:7,10,10 163:16,17 192:11,13,21 195:25,25 196:5 197:6 199:5 200:10 201:8 202:6,12 203:7 254:8,19 254:21 255:1 287:1,3,6 292:4 337:10,13 418:8 RFPs 61:17 192:12,17 194:25 195:18 212:20 213:15	362:15 Ribley 86:16 315:1,3,5,7,13 315:13,23 316:8,10 321:18 322:2 323:10 324:12 325:4 337:4 338:8 347:13 Ribley's 347:19 Rican 290:20,24 305:24 Richard 315:15 ride 50:11 ridiculously 298:10 right 6:5 9:16 16:11 32:8 35:5 38:11 39:10,17 39:22 41:23 52:10 54:4 65:2 66:8 70:19 71:11,17 76:18 76:21,24 77:5 77:18,19 79:6 80:11,13,21 83:9 84:11 86:15 87:5 88:6 90:7,12,19 91:4 91:23 96:1 97:18,19 103:24,24 107:10 110:24 113:4 115:6 117:16,25 119:25 121:11 122:10,18 123:22 129:24 132:25 133:19 141:12 142:11 147:20,22,23 148:23 157:9 160:5,20,22,22 162:7 165:5 167:12 168:8 168:10 169:10 177:9 178:20	179:23 181:18 182:9 183:10 185:8 190:18 195:19,25 208:17 210:7 211:13,22 212:23,23,24 215:1,4,19 216:23 218:17 218:17 219:18 220:17 221:2,8 226:13,14 233:22 234:2 236:23 241:15 241:18 251:8 251:12 255:17 255:19 261:1 267:21 270:17 271:24 282:16 292:13 299:17 306:13 308:2,6 312:8 315:19 325:17 330:25 331:11 337:25 341:24 348:5 348:24 354:5 357:8 361:23 362:17 370:3 374:3,23 376:21 377:16 377:24 378:9 378:21,21 379:20 380:20 381:22 385:10 385:10 388:18 388:19 389:2,3 389:16,23 391:23 392:7 393:8,17,19,21 393:22 394:7 394:16 395:1,3 395:13 397:18 398:16 400:9 400:25 401:4,8 402:14,21,23 402:23 403:21 404:6,10 410:5	410:7 414:8 419:2,10 421:7 422:14,23 424:14 426:6 428:8 429:20 429:20 430:6 436:22 438:21 438:23 439:6 439:20 441:10 441:15 442:11 443:20 444:8 444:24 446:14 447:13,14,25 448:2,7,21 449:11 450:7 451:19 453:14 454:23 455:3,5 455:10 457:1 458:5 461:11 463:3 464:17 468:4 472:11 474:7 476:20 478:6 479:18 479:24,25 480:3,9,11,15 480:19 481:17 481:23 485:19 486:19 487:3 488:1 rightfully 100:25 rights 106:25 107:1 282:13 289:10 ringing 257:19 rip 208:9 rise 10:5 210:15 rises 483:9 risk 20:22,23,25 21:6 22:10 28:19 29:19 69:6,11 106:15 150:2,12,22 365:9 440:11 risks 28:13 152:6 risky 217:20 Rita 1:20 3:1,2 4:17,18,19 16:4	16:5 205:3 489:12,13 road 10:23 172:10 176:3 186:17 192:6 237:14 roads 346:22 484:10 ROBERT 1:20 robocalls 115:12 301:2 384:6 robust 355:18 rocked 11:12 Rockford 110:15 rode 438:23,24 role 12:19 50:17 50:19 53:3 110:12 112:16 115:25 117:14 141:8 142:10 144:10 156:2 161:4 181:7,7 181:16 195:12 282:10,10 290:6 291:17 302:17 304:18 308:24 311:7 317:9 324:17 342:5 353:24 354:1,8,10,11 358:11,12,13 358:14 405:17 470:22 roll 2:5 3:6 15:6 15:8 357:11 423:19 rolled 70:19 173:9,11,18 297:11 357:19 rolling 56:23 173:10,14 282:10 358:18 393:10,22 481:8 rollout 296:11 323:24 rolls 128:5
---	---	---	---	---

RON 1:21	running 59:14	106:25 108:7	439:24	276:11 284:11
Ronald 243:10	70:17 87:7,24	109:7,11,24,24	sat 193:10 358:21	287:9 293:17
room 1:4 125:24	90:9 175:16	110:1 142:6	470:16 479:3	307:22 309:24
125:24 143:21	203:17 206:24	162:6,21,23	Satcher 27:23	310:1 318:2
209:23 263:11	215:16 280:23	195:21 196:6	satis 451:15	346:23 361:16
297:3,5 448:23	343:13 365:2	196:11,14	satisfactory	365:18 367:14
root 32:4	369:12 378:11	197:1,6 200:1	389:10	385:4 387:12
rooted 20:14	386:11 388:21	200:11,14,18	Saturday 139:25	388:24 394:10
Roseanna 112:13	461:14	201:8,9,10,15	Save 51:4 82:14	403:21 406:4
Roseland 136:17	runs 350:6	202:6,12 203:9	352:20,25	413:25 426:18
271:3 356:21	run-up 136:13	203:10,11	saved 175:21	437:4,19
Ross 86:16,21	rush 115:13	258:14 451:9	385:8 386:19	439:21 443:16
340:1 341:11	137:11 218:12	459:2,3	439:25 487:24	462:23 463:3
342:2,11	222:10 301:3	salacious 151:16	saw 42:23 65:18	467:6 471:7,12
343:16	384:7 488:4	salaries 64:8	110:10 112:22	471:14 479:13
Ross's 343:5	rushed 323:25	salary 258:9	112:22 134:23	481:24 482:11
rough 133:15	473:1,2,4,18	sale 42:24	135:1 141:13	483:18,19,20
roughly 281:25	Ryan 12:23	sample 224:22	196:6,8,9	485:12,14
374:11	18:10 45:3	227:15 237:17	221:11 238:17	487:7
round 382:19	Ryan's 31:22	239:22 483:13	246:17,17,24	says 13:22 46:5
475:14	Ryder 12:13	483:18	247:13,15	53:19,24 54:15
roundabout	27:16 148:16	samples 249:10	262:6,7 266:2	56:5 59:2,8
347:2		Sandack 1:21 3:3	272:4 300:4	60:1 63:17 79:4
routine 173:13	S	3:4 4:5,10	309:19 313:13	93:9 94:3 95:13
173:20 188:22	S 16:16 267:15	14:20,22 15:4	352:4 425:11	97:7 108:11
routinely 173:11	267:19 315:16	16:6,7 77:2,3,7	484:14,16	113:17 114:4
232:11	322:11 348:19	77:10 80:25	saying 13:16	114:22 115:7
row 142:19	sad 152:23 186:3	81:3,13 103:5	35:11 36:10,12	118:23 120:25
RPR 491:18	203:25 204:1	103:12,17,20	45:7,8 53:22,23	125:12 167:25
rule 59:8	420:10	103:22 104:1,6	54:10 55:18	168:11 172:5
rules 42:3 44:14	saddest 185:23	104:23,24	70:20 75:5 89:1	198:1 224:21
44:16,23 45:1,5	Saddler 198:10	105:1,6,8 109:4	95:4 97:25	225:21,24
45:6,10,11,15	198:13 200:5	111:12,22,23	102:18 111:19	229:1 233:4,17
45:16,22,24,25	283:24 284:9	112:3 114:2,5	113:8,10	238:14 244:13
56:5 58:6,6,12	313:6	121:7,10,16,24	117:24,25	260:3 273:5,9
58:13,14,16	Sadler 110:12,13	125:11 155:16	119:2 132:1,18	278:13 296:21
59:10 60:23,23	110:23	205:4 281:21	155:12 166:8	307:12 309:6
60:25 163:16	safe 19:21 33:22	281:22,24	166:12 167:22	322:7,8 324:4,6
238:12 256:10	44:5 142:5,6	299:22 300:7	170:9 180:11	410:8 417:5
rule-making	144:7 203:17	300:13,16,17	182:12 202:11	434:11 449:2
45:17	203:24	303:15 304:20	206:8 220:24	452:8 469:1
run 73:1 76:20	safeguards	337:2 338:6,7	228:16 229:9	473:2,10 491:6
123:12 191:7	304:16	338:10 344:5	232:18,19,20	scale 24:8 38:19
191:16 247:4	safety 12:10 22:8	350:16,17,20	233:8 243:12	38:19 49:10
389:7,16 397:5	30:10 41:7	350:22 360:15	251:17,19,23	67:6 91:21
419:19 456:12	64:13 101:25	390:16,23	256:8 263:17	scarcity 129:16
458:24	102:2,5,12,20	391:1,3 396:7	270:12 274:23	scared 359:19

484:19 Schakowski 12:17 schedule 347:17 347:19 Schlouch 8:8 scholarshipped 187:16 school 19:14 20:4 21:2 30:7 70:12 98:14 102:14 106:18 108:14 142:4 144:7,12 145:6 146:7 147:2,3 150:3,6 150:9 162:5 197:4 217:16 349:23 schools 18:25 138:17 147:6 280:4 286:6 421:18 schoolyard 214:13 school-based 21:20 30:12 49:21 70:8 142:3 145:20 145:25 146:3,8 146:15,16 261:5,25 sciences 487:21 scientific 378:24 scoffed 122:22 scope 7:20 90:9 91:3 285:11 295:23 296:4 322:19 353:5 369:13 377:2 score 165:15 scoring 165:13 search 436:16,22 searching 202:3 season 355:9 seasoned 19:20 seat 4:5 41:17 267:7	seated 4:11,25 seating 3:9 second 4:16 15:5 17:24 26:11,11 43:9,12 78:5 118:23 191:10 235:3 246:10 299:24 313:5 348:2 364:9 366:20 367:1 417:8 436:8,10 Secondly 143:19 173:22 seconds 4:19 Secretary 107:11 196:18 197:25 198:9,13,13 Section 14:23 58:6 sector 21:16 sectors 349:11,11 security 30:10 see 11:6 25:9 30:13,14 31:21 39:8 40:16 42:9 47:5 48:4 62:1 63:18 64:15 74:24 95:17,21 100:15 106:1 114:22 115:22 116:4 117:4,23 117:24 122:24 136:11 149:1 149:16 150:18 172:16 197:20 201:18,19 204:23 215:6,9 216:22 219:18 224:24 227:4 232:7 236:12 239:1,8,10 240:7,15 241:20 246:12 249:24 264:19 266:10 271:24 272:16 297:21 300:19,22	301:12 306:6 307:5,8,9 313:10,22 314:12,21,21 348:7 353:10 360:10 368:6 370:3,4,12 373:13,23,24 377:11,13 383:23 384:16 386:3 388:6 408:4 415:19 418:17 424:15 436:19 441:16 454:12 462:3 466:10 471:8 472:22,23 480:21 482:24 483:4 484:13 seed 452:21,21 seeded 19:19 462:6,10 seeing 313:24,25 314:10 421:1 445:19 490:4 seek 439:9 seemingly 339:11 seen 10:16 73:6 78:13 99:20 105:20 111:14 138:7 140:25 141:1 154:11 155:20 182:11 187:3 200:9 263:13 299:21 300:2 322:1 328:22 357:3,4 357:4,6 371:14 371:16 377:15 412:1,1,2 423:3 433:16,20 455:17 471:19 471:21,21 479:19 480:22 486:16 segue 339:7 select 8:20	292:21 320:16 471:10 selected 8:25 20:6 22:18 53:25 54:12 164:8 169:8 196:16 198:18 199:18 221:17 233:5 239:20 239:20 279:20 288:5 291:25 292:4 294:6,7 295:16 305:13 308:22 313:15 319:16,20 320:19 321:2 324:8,14 337:11,13 377:5 378:19 379:1 470:25 selecting 286:22 324:17 327:21 selection 36:2,23 37:6,16 106:13 199:5 306:20 321:13 324:11 324:22 337:8 376:22 379:4 442:2,5 selections 309:17 selective 378:20 self 44:8 self-regulation 21:22 self-reported 237:9,18 self-reporting 238:2 sells 148:1 Senate 12:12 26:9 206:14 Senator 1:9,12 1:13,14,15,16 2:6,7,8,9,10,11 2:12,13,14,15 2:16,17 3:14,19 3:20 4:3,6,8,10	4:11,12 5:4 6:25 9:8,9 12:12,18 15:5,9 15:10,11,12,13 15:14,15,16,17 15:18,19,20 25:3,4,6,8,15 25:24 39:22 40:20 77:12 81:24 100:21 100:25 109:1,2 109:3,6 111:21 125:16,17,19 147:20,21,23 147:24 153:3,8 153:12,14 154:22 155:9 176:1,13,16,18 177:9,11,20,23 180:16,25 181:12 186:16 205:4 246:23 248:6 250:5,7 250:13 252:19 252:22,25 253:4,7,11 256:24 257:1 257:11,11,12 257:14 260:7,8 262:11,15 265:11 268:8,9 268:16 269:2,4 269:12,13 271:21 272:15 277:14 281:18 289:14 300:4 302:13 303:18 303:22 304:19 310:8 325:3,7 330:24 332:18 332:22,24 333:6,12 335:17,24 336:18,23 338:24 342:3 346:10 404:25 405:2,6 413:25
---	---	--	---	--

414:3 421:6,7 437:11,12,15 437:22 438:15 443:7,9 444:7 444:18 450:7 450:10,13,23 450:24,25 457:21,23 462:8,11 466:7 472:19 Senators 205:4 220:23 221:1 222:6 444:16 send 189:2,25 230:3 242:19 254:8 292:7 376:3 392:8 484:7 sending 62:4 senior 182:19 282:7,12 284:20 468:14 sense 19:11 125:7 138:8 139:15 182:10 213:24 214:4 295:21 392:20 474:13 senseless 208:5,5 sensitive 349:13 420:7 sent 54:10 110:11 114:4 164:6 193:9 203:7 258:11,11 272:10 287:22 360:8,19 399:18 412:5 sentence 39:11 118:23 365:25 367:2,2,9 sentences 27:14 148:21 sentencing 449:1 sentiment 94:24 separate 137:4 156:8,15,15,16 334:10 354:4,6	separately 329:21 separating 140:8 September 17:15 17:16 18:13 50:9 51:2,17 52:17,21 53:18 53:19,22 54:2 83:5,6 84:7 93:22,23 113:17 114:3 114:22 115:8 118:10 183:17 212:17 218:14 268:21 271:5 273:16 274:21 274:23 283:10 284:21 288:7 300:19,20 302:8,8 322:5 343:17 344:1 360:7 362:20 362:24,25 364:5 366:20 367:18 383:15 383:23 406:20 409:5,7 412:15 436:17 series 6:18 122:13,17 135:14 157:20 383:8 455:22 466:16 serious 17:25,25 20:8,9 40:14 70:18,18 74:10 475:2 486:16 seriously 68:4 99:23 100:8 392:18 seriousness 141:18 149:2 serve 3:25 13:10 46:12 117:8 135:24,25 148:25 169:1 205:22 221:6	227:6 238:15 238:23 316:21 343:12 446:18 served 10:1 18:12 85:6 132:23 194:1 215:12 218:6 223:18,19 227:1 262:1 286:19 317:4 333:17 349:8 349:15 447:21 448:1 475:25 485:16 serves 447:11 service 10:3 18:19 22:23 30:16,16 33:8 51:15 72:12 126:14 127:24 153:3 186:19 211:25 328:7 365:4 382:12 382:14,17 392:9 394:24 417:16 441:24 447:3 449:3 services 19:22 20:2 21:13 22:4 22:7 23:11 32:19 41:12 44:7,9 56:17 67:3,7 69:2,4 70:3,9,12 71:23 89:8,17 97:24 102:6,20 106:25 107:2 122:20 127:18 134:1 147:12 149:11,25 164:11 195:21 196:8 197:22 198:9 221:10 223:5,8,9 224:16 225:21 226:2,4,19 227:9 239:21	241:23 249:14 279:21 280:14 343:5,6 379:14 390:10 423:23 449:2 468:5,6 469:22 484:18 servicing 442:8 serving 3:18 19:25 126:14 151:12 152:19 194:24 286:18 438:2 446:19 session 125:1 183:1 204:6 381:20 sessions 84:2 226:10 set 26:5,24 29:1 37:1 46:10 71:21 72:9 109:13 145:3 172:11 218:15 224:14,17 235:10 344:13 364:18 365:18 376:23 484:16 487:11 sets 66:2,2 98:10 98:13 107:18 191:17 setting 64:12 70:5 262:22 272:25 setup 69:14 seven 219:7 226:7 402:12 418:7 448:4 464:18 seven-year 226:21 seven-year-old 226:15,18 sexual 57:21,21 137:24 Señor 310:14 314:4 shabby 381:2	shameful 13:11 shape 21:18 289:18 293:3 373:10 share 207:17,24 416:7 421:8,22 475:24 shared 336:13 shares 207:25 sharp 490:9 sharpened 133:5 133:8 Sharron 313:2 Shaw 12:19 14:15 16:10,17 17:11,13 24:15 25:11 40:3 77:8 79:9 89:25 94:6 96:5,9 97:15 99:2 101:9,9 102:16 104:23 120:2 153:9 154:22 155:10 155:15 171:10 186:25 187:25 199:6 202:14 207:1,3,11 231:14 250:8 257:15 260:9 268:21,25 269:16 273:17 274:7,21 275:10,25 276:14 277:9 282:8 283:23 284:8 288:7,14 294:23 295:6 303:7,10 306:18 309:3,6 310:21 312:8,9 314:1 357:17 360:8 361:16 361:25 364:19 368:17 369:7 378:12 381:16 389:9 395:10 405:9 406:21
--	--	--	---	---

412:15 416:6 416:14 420:1 422:5 428:1,1 434:24 437:21 451:4 465:12 467:20 468:10 473:21 Shawn 213:21 Shaw's 434:21 shed 55:7 sheer 37:23 sheet 52:5,11 sheets 53:6,7,7 58:9,10,19 132:14 165:15 224:24 225:8 225:12,16,18 227:23 228:2 229:1 230:2,20 240:19 242:6,8 242:20 shelter 18:19 51:15 sheltering 28:9 shelters 127:20 127:24 She'll 62:20,20 Shield 458:25 shifting 464:24 shine 158:2 shined 156:18,18 shock 117:9 shocking 264:24 shooting 69:3 136:15,22 137:1 139:22 411:20 422:18 422:19 shootings 137:4 137:19 262:14 262:15 263:6 265:1,21 278:25 422:15 457:13 482:4 shop 292:16 Shore 161:21 short 104:19	106:9 116:13 149:18 253:20 257:6 343:4 348:1,8 374:14 376:10 434:23 475:8 478:10 484:9,13 shortcoming 439:16 shortcomings 142:8 shorthand 491:6 491:10,13 shortly 159:20 451:11 short-term 148:12 478:13 478:14,15 shot 20:11 136:16,17 137:3,8 139:24 208:6 262:17 263:10,15 265:23 279:2 298:5 349:21 359:21 386:12 387:1,8 422:1 444:21 shots 424:15 shoulder 407:6 shoulders 467:6 show 73:20 88:24 135:19 217:16 218:3 239:2 241:14 242:7 307:1 318:15 353:20 364:7 375:20 378:23 452:6 473:16 showed 141:17 204:3 244:17 248:23 262:3 377:11 showing 262:5 shown 20:21 371:2 460:15 shows 38:15	107:23 163:20 238:20 291:4 307:12 378:23 379:22 459:15 shut 13:15,18 31:14 75:11 93:11 135:22 182:2,3,13,16 182:25 184:23 185:2 223:16 264:2 266:2,4 325:15 387:15 387:16 shuttering 387:11 shutting 184:5 184:18 siblings 144:10 side 37:12 85:21 92:23 101:11 124:4,23 140:15,15 148:10 176:5 177:18 305:22 317:2 352:5 354:22 368:6 383:13 418:17 Sider 385:21 sides 18:23 153:18 sidewalk 443:13 sign 4:22 259:23 332:12 398:2 signed 12:22 18:7 28:24 46:3 61:1 64:9 187:20 238:6 249:1 259:7 262:19 344:14 473:22 significant 12:19 47:1 170:7 171:6 177:13 180:18 181:5,5 336:11 451:4,6 455:7 471:24 significantly 35:9	116:20 156:19 Signing 258:25 signs 233:17 similar 335:21 simple 120:9 217:23 279:18 simply 171:4 172:8 216:24 298:19 399:12 sincere 350:9 351:5 single 34:21 204:7 236:13 263:11 264:11 265:17 266:8 418:8 435:7,7 singling 485:9 sir 268:1,4 269:9 287:20 289:17 291:23 293:6 296:17 297:18 302:16 316:3 344:5 348:13 364:15 386:2 408:13 482:17 485:7 sister 66:11 243:22,23 sit 212:20 282:15 371:25 389:5 390:1 392:4 393:3 sites 215:17 284:17 sits 389:22 sitting 41:5,5 102:4 112:25 177:18 180:10 264:14 425:23 440:21 467:5 situation 3:16 91:10 131:9 135:10 164:3 166:22 171:2 185:24 259:5 380:19 412:23 413:15 418:22	418:23 422:14 422:15 481:25 483:25 485:22 486:2 situations 164:2 six 35:19 88:6 107:9,9 245:12 329:25 394:18 sixth 113:14 114:21 sixty 401:12 sizable 33:16 size 50:6 90:8 295:23 296:3 333:7 353:5 362:20 369:13 skill 145:3 191:17 skills 143:13 144:1,21 145:9 145:18 426:4 skirted 427:15 slander 143:4 slash 63:19 sleeping 267:3 slighted 471:4 slightly 227:3,8 slots 7:12,13 slow 262:4 461:5 slush 169:6 small 17:21 38:19,19 69:1 90:1 130:8 131:3 132:17 132:17 195:7,8 218:22 222:18 224:7,21,23 225:23 236:19 242:12 250:2 283:3 285:9 289:6 296:1 317:17 320:3,5 320:9,17 321:7 327:19 329:22 330:2,22 333:2 338:23 341:8 342:20 368:19
---	---	---	---	---

<p>369:1,1 480:23 smaller 59:24 87:14 130:21 134:18 320:8 329:13 social 57:15,18 133:23 146:17 216:18 282:14 289:11 365:4 449:2,3 487:21 society 441:7 sold 43:7 solely 106:14 252:7 solid 17:22,23 73:20 473:16 solution 13:7 88:3 181:18,18 181:19 solutions 12:2 13:22 somebody 55:14 111:8 123:12 139:22 144:11 145:3,12 200:4 226:18,25 227:3,5,8 236:4 237:11 239:4 241:14,16,21 241:22 396:21 431:18 434:12 440:22 466:25 somebody's 487:25 someone's 393:3 somewhat 70:15 277:2,3 son 139:23,24 226:18 349:22 421:25 448:19 soon 77:8 182:13 277:11 291:10 393:10 451:11 sooner 214:18 385:7 386:9 sophisticated 130:7,20</p>	<p>sorry 39:14 73:9 74:1 75:13 93:23 100:3 113:19 118:22 124:12 136:16 175:5 228:6 229:13 231:6 251:22 266:10 269:2 277:14 279:22 281:6 287:13 289:25 297:19 332:24 334:15 335:23 350:24 383:4 383:19,21 399:7 404:20 408:13 432:1 451:17 sort 29:11 85:21 135:6,15 143:22 189:6 217:24 242:4 313:13 318:9 339:9 346:6 377:8 466:20 sorts 144:13 150:7 152:16 152:16 285:5 286:1 289:12 294:18 297:6 311:6 sought 326:5 sound 23:9 148:21 248:12 335:21 364:15 sounding 407:13 408:18 sounds 101:18 160:2 190:18 333:9 439:20 source 107:15,18 108:5,20 201:23 202:1 317:18 318:14 sources 29:1 42:23 456:4,5 south 92:23</p>	<p>101:10,24 117:18 159:20 161:21 162:14 167:1,8,10,23 167:25 168:6 168:18 169:23 170:1 279:14 352:4 354:22 368:6 385:21 467:16,20 489:19 southern 357:13 spacings 436:18 Spanish 302:19 302:20,21 417:3 419:7 speak 7:2 9:21 24:17 33:9 40:6 77:25 78:1 107:20 139:21 152:24 161:1 218:13 226:20 245:1 276:16 281:6,8 284:1 305:7 319:8 335:4 355:25 385:6,7 425:7 425:14,19 477:11,12 Speaker 390:25 436:9 speakers 145:14 speaking 175:2 special 42:25 43:14 173:19 458:21 specialized 57:18 specialty 43:7,9 specific 8:4,4 10:24 38:5 47:19 63:3 77:19 78:17 79:21 80:24 82:18 85:12 161:20 167:10 246:5 324:23 340:19 341:1</p>	<p>342:21 370:24 374:20 376:15 393:13 407:20 432:3 specifically 62:1 62:19 75:4 274:18 284:3 302:16 339:20 345:18 358:7 360:20 372:22 373:25 408:10 409:2 452:17 speculate 39:21 91:14,15 156:22 254:13 speculates 324:11 speculating 391:16 413:9 479:15 speeches 231:15 231:18 spell 199:12 267:11,17 315:12 348:16 spend 131:18 157:10 170:12 175:17 179:4 180:11 188:25 240:21 241:15 241:18 250:20 254:5 284:21 370:12 377:23 377:24 390:3 394:8 453:23 487:23 489:24 spending 132:16 169:17 171:19 176:8 179:15 179:19 207:1 241:21 243:8 267:1 338:13 363:11 367:20 370:13 428:14 428:15,16 454:6 463:6 464:21,25</p>	<p>465:3,9,10,16 473:5 spent 60:10 115:11 127:16 153:25 158:1 167:14 168:16 168:18 175:12 179:2,9,9 180:3 185:9,12 189:3 189:6 207:18 210:22 222:24 222:24 230:14 233:18,24 240:13 241:7 241:14 301:1 322:18 384:5 389:17 451:2 452:5 453:6 459:7,8 467:10 spike 476:9 spiked 216:3 Spillane 63:12,12 63:16,16 94:22 Spillane's 64:23 spirited 9:13 spit 436:20,21 splashes 11:15 spoke 6:25 68:25 128:21 284:7 305:11 356:5 425:17,17 spoken 293:5 Spokesperson 100:6 sponsor 26:17,20 27:12 204:17 sponsored 8:2 435:5 sponsors 12:11 sponsorship 204:21 sport 385:22 spot 474:7 spring 62:9 138:13 142:20 189:24 383:4,5 450:2 451:3</p>
---	---	--	--	---

452:5	355:20 358:24	473:11 477:8	59:20 142:23	260:11 275:7
Springfield	372:18 392:14	483:16,24	451:19 452:21	279:2 284:10
37:12 101:15	397:17 430:15	started 18:15	state 6:7 7:24	289:19 290:5
154:11 155:11	431:24 438:4	19:19 35:6 44:4	10:15 11:2,6,10	292:12,24
190:18	451:12 468:13	44:19 46:13,17	11:19,23 12:1	293:10 315:11
squad 424:17	468:14 489:1	48:17,19 57:9	13:23 18:16,24	316:16,17
squandered	490:1	59:24 70:22	18:25 19:2	320:8 321:11
483:2	staffed 188:4	76:4,14 77:12	21:15 26:12,25	323:14 326:16
Square 200:16	staffing 35:25	81:24 109:12	28:25 29:8,16	328:12 331:24
SS 491:2	129:3 222:25	124:5 130:4	30:8 37:9,24	336:15 341:22
St 109:20 110:15	222:25 223:1	138:15 181:19	41:9,10,13	343:2,3,6,9
127:15,16	223:12 228:18	245:20 262:13	42:20 47:12,17	349:3 365:2,7
stabilized 380:19	stage 68:23 213:7	269:18 270:8	47:18,23 56:16	366:25 367:8
stack 62:25	355:5 364:19	270:11,12,16	66:11,12 80:10	369:2 372:6,11
staff 9:4,25 10:2	stages 24:3 83:22	270:19,20,22	87:9 102:3	376:11,17
16:21 17:3	124:18 158:13	283:2,2,4 285:3	109:14 111:3	378:19 379:12
22:21 24:10	183:17 235:17	285:8,10	124:21 127:17	380:8 382:11
33:24,25 34:18	stake 11:9 13:2	289:24 340:11	127:19,24	382:14,15,17
34:23 42:1	13:25	352:7,9,20	128:13 129:7	389:24 392:2
61:13 62:7,7	stakeholders	353:3 354:22	129:11,13	395:5 408:19
73:1 94:3	466:17	355:4,4,6,8,11	130:10 134:10	410:2,3,6 413:8
107:12 110:24	stand 256:19	355:14 359:16	135:17 138:23	418:6,16,21
114:10 116:8	436:17	359:22 360:2,3	139:8 142:12	424:5,8,11,21
128:22 129:10	standard 62:3	361:5,11,12	142:16 143:7	431:4 443:8,9,9
130:17 158:11	123:18 174:2	363:23 365:2	154:15,23	444:5,7,7,16,17
162:20 167:9	189:4 220:15	365:22 372:20	158:2 169:14	446:11 451:22
179:7 182:19	326:6	400:6 402:21	169:15 171:24	459:4 476:15
190:5,15	standards 8:23	402:23,24	172:6 181:4	477:5 478:4
191:15,18,19	331:25	407:10 429:24	182:5,21 184:7	482:11 485:3
191:20 196:21	standing 56:7,11	430:7,23	184:13,17,22	485:10 486:4
199:23 223:8	92:20	431:22 444:5	184:22 185:1,3	488:22,23,25
224:24 226:8	standpoint 161:3	446:10 450:4	185:11,14,18	489:7 491:1,8
227:22 230:5	436:13	451:20 454:21	186:19 187:22	stated 26:11
233:8,14 236:6	start 19:22 25:16	455:19 457:14	188:22 199:12	31:20 52:15
236:16 243:19	26:3 44:5 46:16	460:8 461:25	199:22 200:2	54:14 62:1
244:1 245:22	46:20 50:6 57:7	462:25 466:3,3	204:4 209:8,17	192:12 214:23
247:14 249:8	60:12 73:15	478:20,24	212:1 215:8	219:10 240:5
257:20,22,25	110:6 114:18	479:1,10,11	220:21,25	363:14 417:7
258:12,12	125:20 127:4	starting 127:13	224:24 227:24	statement 16:22
259:11,23	138:13,14	300:8 364:21	228:17,18	17:18 24:16
276:1,23 280:9	203:18,24	373:4 375:19	229:25 232:4,6	27:16 39:9,13
282:3 304:2,5	215:21 255:22	452:22 457:11	232:7,14	65:19 73:8 74:4
318:15 321:18	265:24 268:17	466:4	238:11 241:15	77:14 111:18
323:7 340:1	269:25 354:16	starts 300:18	241:24 242:14	120:19 242:13
341:14 342:24	359:24 401:2	375:23 383:23	242:15,22	316:1 324:9
345:19 347:17	417:17 424:9	416:12	247:23 249:11	351:10 366:8
349:8 354:12	437:19 451:25	start-up 58:1,3,4	252:13 256:11	367:6 386:11

413:20 438:8 statements 17:5 96:12 268:1 315:24 471:6 473:9 483:17 states 8:19 11:11 12:7 73:14 122:20 318:9 346:5 statewide 11:20 13:14,19 26:15 29:23,25 36:25 36:25 101:3 157:23 181:17 181:20 349:10 412:5 state's 13:13 18:19 128:2 205:11 323:2 326:8 475:25 stating 428:2 statistical 445:20 statistics 37:10 38:13 214:21 307:18 308:3 status 5:7,13 statute 3:11 18:6 33:10 41:3,4 45:13 250:18 statutes 3:17 statutor 10:12 statutorily 10:12 statutory 33:7 stay 18:4 84:6 183:16 266:11 392:11 407:18 443:4 460:3 staying 144:7 145:6 461:5 steam 74:16 steering 21:16 51:5 stellar 19:4 stem 476:23 stemming 475:24 stenographer 315:11	stenographically 475:11 step 13:24 265:16 400:15 stepped 139:18 steps 12:4 145:18 235:22 326:5 427:12 Stermer 72:21 73:14 472:19 473:9,23 474:12 steward 229:17 229:19,23 255:21 stewards 14:8 135:17 stick 106:9 187:9 Sticking 58:5 stint 128:1 stipends 427:20 427:22 428:2,8 428:18 429:4 stipulate 463:12 stock 381:19 383:1 stoked 10:18 stood 51:22 378:10 stop 69:3 70:13 88:5 102:16 137:7 146:8 211:20 427:12 stopped 262:15 352:5 404:8 stories 10:17 22:25 44:11 138:2 155:20 325:10 storm 372:9 storming 444:21 story 24:24 25:23 100:5 137:15 137:15 151:21 151:22 152:9 218:2 415:12 415:12 429:23	452:7 straight 468:8 487:12 straightforward 398:9 straightforwar... 207:6 strand 113:16 115:2 strands 412:12 strategies 28:6 51:11 69:15 88:11 strategy 143:10 stratified 239:21 stray 265:6 street 1:4 139:23 266:7 367:15 415:10 streets 13:4 260:17 277:11 424:16 strengthen 72:8 stress 144:11 323:23 413:18 stressful 407:16 Stricklin 1:23 2:6,8,10,12,14 2:16,18,20,22 2:24 3:1,3 5:8 5:14,25 15:9,11 15:13,15,17,19 15:21,23,25 16:2,4,6 strictly 32:4 strike 99:13 296:18 striving 143:8 strong 12:23 21:7 50:11 74:18 164:10 420:20 426:17,20 strongly 415:20 struck 350:23 structure 3:11 268:18 292:11 304:22 389:10	structured 343:25 344:1 struggle 11:25 struggled 131:11 struggling 414:22 student 19:14 137:14,15 students 70:13 142:4 studied 6:17 studies 65:16 148:11 216:18 218:5 428:22 study 65:6,11,14 65:20,24 66:14 66:20,21 67:22 68:12,12,17 70:21 71:5,12 71:15,18,19,20 98:3,10 99:1 103:6 112:12 113:1 215:6,22 217:16 219:23 stuff 49:2 60:8,14 62:12 123:12 138:16 147:19 148:1 151:16 190:1 230:3 238:19 245:9 249:17,21 383:10 384:22 411:17 428:23 432:25 450:4 454:18 stunning 154:1 155:2 stupidity 119:7 sub 213:8 subcontracts 61:18 subject 163:23 317:14 325:10 325:22 336:19 416:6 subjective 379:15	submit 35:8 52:8 54:15 189:5 191:25 346:16 451:12 submitted 53:20 58:10 235:21 248:10,14 259:17 332:15 345:10 451:5,7 451:8 452:8 submitting 163:8 subpoena 16:18 266:16 subpoenaed 15:1 434:13 435:25 subpoenas 6:20 314:14 434:13 subs 59:16 166:9 188:25 223:23 239:19,22 243:18 245:15 subsequent 341:15 subsequently 45:10 324:23 substance 237:4 Substantial 22:20 substantiate 399:13 substituted 163:23 substitutions 166:4 suburbs 101:24 117:18 159:21 162:14 167:2,8 167:11,24,25 168:6,18 169:23 170:1 260:25 265:20 279:14 357:13 467:17,20 489:19 sub-messages 144:20 sub-providers
---	--	--	--	--

211:16 213:8,9 242:18 succeeded 224:14 succeeding 67:1 success 68:13 89:13,15 93:15 224:19 successes 70:7 successful 23:8 73:18 77:21 78:8 449:7,8,9 473:14 successfully 23:15 sudden 90:1 91:24 477:16 suddenly 55:4 suffered 346:8 suffering 19:15 47:23 Suffice 8:9 suggest 92:6 125:5 306:20 463:13 suggested 49:11 64:14 65:7 160:25 173:22 192:22 218:21 306:9 434:4 450:16 455:18 467:18 468:12 468:15 470:1 suggesting 111:15 332:22 407:15 432:11 459:9 473:20 suggestion 181:3 296:18,19 306:12 309:21 433:24 434:3 467:14,14 472:15 suggestions 153:19 305:16 307:6 328:3 380:4 433:4,6,7	452:3 466:23 472:21 suggests 115:16 161:16 301:6 384:10 432:20 434:1,16 sum 33:11 34:11 34:16 36:7,19 209:19 359:8 359:25 368:25 401:6 summarize 241:25 summarizes 350:6 summary 51:3 summer 19:13 21:25 37:22 47:7 75:8,23 89:22 138:12 138:13 142:20 143:7,8 155:21 156:1,25 187:17 214:7,8 215:12 223:1 316:16,18 325:11 355:9 359:15,25 360:3 383:5 385:2 425:14 425:19 430:5 431:23 435:19 481:13,13 488:15,15 summers 142:19 sums 32:20 359:10 396:16 398:6 461:8,10 463:23 Sunday 428:7 Sun-Times 208:4 Superintendent 149:9 supervise 436:16 436:17,23 supervision 134:1	supplement 178:19 supplemented 36:18 support 12:17 18:4 22:9 24:5 49:16 134:1 135:3,4 149:11 226:19 231:1 320:3 supported 144:25 156:14 237:19 supporter 12:24 supporting 52:1 60:4 143:10 205:5 supports 21:3,7 146:12,14 230:12 suppose 134:13 153:9 155:11 supposed 56:6 190:15 206:20 255:15,24 282:21 307:9 331:22 342:12 345:3 362:21 387:10 422:7 supposedly 106:21 107:18 sure 22:12 23:19 23:21 34:3,4 36:9,11 37:7 48:6 59:10 75:15 80:25 81:13,16 94:11 97:11 100:20 104:5 110:12 124:14 127:9 133:18 135:17 142:12 147:16 159:25 160:9,9 161:24,24 163:15 167:21 169:22 176:13 177:1 184:15	194:9 203:19 205:24 210:21 212:22 225:1 234:1 237:7 239:21 242:20 242:21 245:17 249:10 255:18 255:22 265:9 265:13 267:18 279:25 280:9 282:16 283:21 287:9 289:16 294:24 295:1,7 299:22,25 304:13,17,21 305:5 307:18 319:20 323:1 326:7,23 328:9 350:5 357:22 358:9,15 360:21 361:4 361:21 362:5 362:15 363:2 365:20 366:12 366:14 370:15 372:17 373:8 374:5 385:11 390:19 391:12 391:23 392:5 393:12,25 394:23 395:1 395:21 396:3,4 405:23 406:2 407:18 408:20 408:22 410:17 411:3 412:25 416:15 419:12 420:6 421:5 423:20,25 424:2,5 426:23 428:18 429:2 441:19 445:13 452:10 454:4 458:2 461:5 462:22 465:25 466:1,4 469:19 470:2,20 471:2	475:18 477:20 486:24 488:14 Surgeon 27:20 27:23 surprise 10:6 98:4 112:19 surprised 65:18 112:23 surrounding 170:8 survive 24:4 survivors 270:21 354:19 susceptible 387:3 suspect 223:6 334:7 342:14 suspend 90:17 suspended 106:17 Suspension 322:7 sustain 35:12,13 sustained 24:2 31:9 sweeps 460:17,18 460:20,21,23 sworn 16:12 25:13 267:22 268:14 315:21 316:12 348:25 491:5 sympathize 247:24 symptoms 27:13 70:10 148:19 150:13 system 22:22,24 30:14,16 51:12 51:15 57:25 64:5 66:24 67:1 67:9,11,16 71:20,21 72:5,8 72:10 149:23 164:9 207:19 224:14,17 226:11 259:23 262:8 322:20
--	---	--	--	--

434:6	265:2 278:5,12	278:19 289:21	61:8,20 72:22	456:24,25
systematically	309:15 318:17	289:22 291:20	73:15 76:8,9	457:9,18 458:3
20:15	324:3 328:1,1	304:8 305:15	81:1,11 83:3,5	458:4 459:20
systems 18:19	347:3 348:1	311:11 322:22	84:20 88:2	460:2,7,21,22
29:23 30:7	355:5 366:14	349:2 351:11	100:22 105:9	460:23 461:7
150:13 226:12	371:17,20,23	351:11 353:11	112:4 113:1,5	461:24 462:1,2
	372:6,12 375:5	357:23 358:7	115:24 126:18	464:7 466:2
	389:15 400:15	358:23 361:10	141:16 164:1	470:8 473:11
	410:24 420:21	362:12 363:9	170:23 195:16	477:5,8,9
	422:20 435:21	372:3 373:25	196:13 201:20	484:21,25
	436:8 437:3	375:2,18 379:7	205:19 218:1	485:11
	440:9 458:8	388:16,16	218:14,15	talks 51:5,6 58:6
	465:22,23	392:6,16 393:8	220:1 232:9	106:22 116:10
	475:4 478:10	393:11 408:20	238:10,18	293:8 415:11
	480:8 483:13	408:25 411:2	239:14 243:4	416:12,24
	485:18 487:2	414:25 415:7	260:19 266:14	tar 172:19
	taken 13:23 56:9	421:19,21	270:12 271:20	tarde 310:14,15
	58:17 99:23	438:17 441:6,9	280:20 294:15	target 167:1
	106:19 143:17	441:13,14,17	295:20 300:10	207:22 226:24
	212:24 218:4	443:3,5 447:2	351:17 352:16	226:24,25
	254:25 255:2	460:4 482:25	352:17 354:1	227:4,5
	281:12 371:1	484:20 485:6,7	357:16 361:11	targeted 345:24
	372:16 398:3	489:17 490:1	362:4,13	targeting 307:16
	413:7 427:12	talked 5:5 48:25	363:23 374:19	471:10
	427:12 438:20	74:8 80:17,20	374:19 375:16	task 135:23
	453:21 491:13	81:8 113:8	375:22 378:21	369:21
	takes 143:20	145:16 148:4	383:12 384:23	tasked 185:2
	188:11 244:24	154:22 171:12	386:6 387:24	355:15
	331:22 347:2	187:11 200:25	389:24 391:25	tasks 189:17
	367:23 459:5	203:17 211:1	392:22 393:18	taught 144:20
	479:20 480:3	222:16 257:16	393:24 394:3	424:23 439:5
	483:22	261:3 269:20	399:24 400:3,9	tax 128:5,7 158:2
	tale 77:15	293:2 310:18	401:1 402:8,15	249:12 255:13
	tales 77:15	312:5 331:2	402:15,20	297:23 380:22
	talk 17:9 24:19	342:3,4 344:4	403:3,4 406:3	486:5
	72:1 81:16,17	356:8 357:1	407:10 408:17	taxes 143:17
	92:9 93:21	359:11 373:21	410:14 411:15	taxpayer 10:16
	105:12 122:21	393:4 405:8,23	411:17,19	10:20 50:20
	127:6 128:22	406:9 407:16	414:1,3 418:23	157:6 169:16
	142:1 143:3,6	409:11,12	422:24 423:1,4	186:9 255:21
	144:11 148:11	410:12,17	423:10 424:7,8	279:10 346:16
	155:5 157:5	417:12,15	426:14,16,18	346:24 484:6
	187:12 192:11	423:9 425:12	426:24,24	taxpayers 14:7
	195:21 200:13	428:7 448:24	429:19 430:19	215:8,9 255:14
	213:23 237:20	452:24 476:3	431:15 433:21	297:22 304:16
	261:12,15,19	476:14	441:8 443:1	388:2 441:24
	262:10,14,22	talking 35:12,14	444:11 456:21	441:25 484:22

484:23,25 485:1,7,11,12 485:13 Taylor 415:10 teaches 394:16 394:17 teaching 72:4 424:10 442:25 team 10:6,11 34:24 81:8 85:8 144:25 335:25 357:9,10 470:17 teams 143:24 team-based 21:25 143:19 tearing 216:25 technically 374:15 teenagers 69:4 tell 24:24 25:23 41:22 69:17 71:22,22,23 82:21,21 86:6 102:18 119:5,8 124:19 161:12 161:16 162:11 202:21 219:23 245:3 253:22 253:24 266:25 272:22 274:18 285:16 308:4 313:19 317:9 319:17 378:22 385:14 390:22 391:4 393:14 397:4 408:1 416:22 428:8 428:22 436:15 440:22 466:20 468:8 469:5,7 telling 391:11 401:20 410:10 455:14 464:5 tells 5:17 10:23 10:25 166:25 Telpochcalli	416:25 420:4 temps 190:3,3 ten 95:12 172:10 174:17 176:3 329:25 402:10 tend 443:17 446:5 453:12 479:8 tender 92:25 141:9 tendered 121:15 272:17 360:14 tends 115:18 301:8 372:11 384:12 tens 157:10 tenure 126:10 341:18 Teresa 312:18 term 26:19 50:21 149:18 374:6 376:21 484:9,9 484:13,13 terminated 323:22 terms 43:24 71:10 86:10 129:16 130:22 151:16 166:19 175:11 194:20 228:2 234:18 242:17 355:12 358:8,19 372:19 389:11 418:14 466:4 terrible 37:22 44:11 138:24 152:2 214:7 territory 333:20 terrorist 387:1 485:23 Terry 267:14 test 232:23,24 237:17 tested 362:15 testified 25:13 116:5 149:8	199:19 268:14 284:13 288:8 316:12 360:7 368:17 378:22 390:18 testify 337:24 testimony 15:2 77:20 80:18,22 81:9 153:4 161:15 186:19 208:1,3 248:22 289:17 293:6 302:12 329:8 329:11 425:8 425:24 455:21 468:7 469:13 474:15 489:3 testing 243:4 Texas 317:24 Teyonda 200:3 thank 9:9,10 10:10 14:10,11 14:22 15:3 16:13 17:2,8,11 17:17 24:14,15 25:4,8 39:22,24 40:2,3 76:24 77:3 100:19 104:10,18 105:3,4,5 109:1 109:3 111:21 111:23 115:1 125:13,17 126:13 136:1 153:3,5 186:17 186:21,24,25 205:3 206:16 206:25 207:1,9 207:11 250:4,7 250:8 260:8,10 266:9,11,13,13 267:1,5,9,20,23 268:2,4,9,10 269:9 281:18 281:22 299:25 300:2 303:15 303:20 310:9	310:12,12 314:3,19,22,23 314:24 315:5 315:18 316:3,7 325:4 336:24 337:3,4 338:3,4 338:7 344:5 347:8,13,17,25 348:22 349:2,6 350:11,12,17 360:18 364:17 365:24 396:7 405:4 414:14 420:25 423:6 424:23,24 425:2 437:9,10 450:7,8,10,11 474:22,25 475:5,17,21,22 489:10 490:5,6 thanks 153:8 303:18 314:6 325:3 338:8 465:5 490:2 Theis 16:14,16 25:18 63:2,6 73:3 74:1,3,5 80:23 81:1,6,6 81:10,14 103:4 103:7,9,13,15 104:12,15 113:25 114:16 121:22 231:11 231:17,19,21 231:23 252:21 252:24 253:2 256:21,23 258:3 266:21 theme 466:14 they'd 235:3,4 446:9 thing 31:24 51:22 52:11 55:9 59:24 66:15 85:22 111:12 129:7 129:15,24	141:12 150:15 152:3 179:11 181:13 193:1 200:6 201:4 206:1 227:12 228:3 247:15 248:7 257:18 287:8 309:19 313:24 370:22 386:3 392:2 394:16 408:5 418:19 420:5 438:14 468:4 477:14 486:18 things 3:12 11:3 26:6 29:10 37:14 40:9,12 41:22 44:15 49:8 50:4,7 51:20 55:13,20 58:9 65:1 71:16 72:7 79:7 86:13 93:12,21 108:19 119:19 131:3 140:7,11 140:22 142:7 144:9 145:7 149:5,14,17 152:8 170:22 173:7 184:16 184:21 185:11 185:23 191:19 199:17 205:18 214:7 217:15 218:24 249:25 249:25 250:14 253:16 256:14 261:14 262:23 263:5,17 264:16,18 276:13 279:12 280:11 285:6 286:1,15 289:12 293:9 294:19 297:6 299:12 302:18 306:5,25 311:6
--	--	--	--	--

HEARING 10/8/2014

311:7 356:11	113:15,20	290:13 296:20	419:8,25	46:9 48:13,16
358:18 359:14	114:16 117:4	297:2,13,14,17	420:23 422:5,5	76:23 93:15,16
359:15 362:15	117:25 126:19	297:22 298:1,7	422:11,20	95:25 124:14
367:23 370:5	130:5 131:8,20	300:12 304:7	423:17 424:9	169:22 183:15
370:15,21	135:15 140:10	304:19 307:23	427:1,9 428:8,9	195:5 214:1
371:24 374:1,2	141:22 142:15	308:15,23	428:23 429:3	239:3 242:16
374:3 376:1	153:10,16	309:20 310:23	433:6 435:6,13	247:9,9 248:8
381:5,9,14	154:2,21 155:1	312:7,9 313:1	436:4,10	255:12 305:17
407:8,19	155:12 156:22	313:25 324:19	437:17,21,22	364:20 372:22
408:16 413:7,8	157:12 159:3	325:9,15,16	437:22 438:14	372:22 373:19
415:4,6 416:8	160:20,23	326:10 333:4	438:22,23,25	374:2 384:25
418:15,17,17	164:4,10	333:24 334:1,3	439:6,13,22,25	391:17 400:18
419:6 420:11	168:21 169:13	334:19 338:25	441:13,21	400:22 419:7
420:24 422:1	170:6,18,18	339:24 341:1,3	444:4,10,13,18	451:2,19
422:23 423:18	171:3,6,25	341:13,17,22	446:7,8,21	456:11 462:13
427:9 428:13	175:4 177:7,15	341:25 342:17	448:8 450:3,15	462:25 467:3
438:17 439:5	180:17,22	342:23 352:8	451:6 454:15	470:1 479:16
440:1,2 444:3	181:2,8 182:22	352:20 353:9	456:18 457:19	thoughtful 12:3
449:3 456:6,8	185:1 190:17	354:2 362:2,9	460:1 461:22	thoughts 156:6
460:1 468:13	190:17 191:3	362:12 363:2	462:1,8,12	380:24
470:6 479:8,12	194:10 195:1	365:7 368:5	464:6 465:24	thousand 43:19
483:11 484:2	204:22,24	369:20 370:5,5	466:15 470:5	240:6 241:21
485:21 486:7	205:2,5,16,25	370:21 371:1	472:5 473:23	241:22
think 5:25 7:14	206:2,21	371:11,20,21	473:24 474:5	thousands 21:11
9:11,15,18 11:8	207:24,24	371:25 372:3,4	474:19 476:18	23:9,11 89:18
24:24 25:17	213:3 215:13	372:21 374:15	477:3 479:15	89:19 147:8
26:2,11,22,23	215:22 218:24	374:17,19	479:18 480:16	152:19 215:10
29:25 31:15	219:4,5,20,23	376:11,15	481:16 483:5,8	249:15 479:5
32:10 34:6 37:2	240:1 247:12	378:5,8,9 380:5	483:13,14,22	thread 300:22
37:9 39:17,20	247:13 248:23	381:8 385:5	483:24 484:15	threatened 10:22
40:6,15 44:24	249:5 250:1	386:18,19,25	485:15,20	threatens 14:6
45:12,22 46:13	252:21,24	387:18,19,22	486:9 488:4,22	three 8:18 54:8
47:20 49:13	254:4,10,12	388:1,4,4 390:3	489:2	56:1 60:2 96:24
53:10 55:7 60:7	258:21 260:13	390:18 392:13	thinking 62:16	96:24 143:14
60:12,14 62:11	260:23 263:11	392:23 396:20	90:20,21 91:13	163:18 165:19
62:17,18 68:24	264:10 265:2,3	397:8,13 398:3	91:16,16,18	167:4 183:16
77:4 78:12,18	266:4,14,25	398:4,6,22	116:1 180:14	194:25 219:13
79:6 81:14,25	270:19 272:24	399:17 401:22	211:13 375:6,8	231:8,8 243:3,5
82:13 83:12,23	273:2 275:23	401:24 402:17	375:12 404:2	245:13 249:7,8
83:25 84:7,11	278:4,5,11,12	402:19 403:9	third 83:7 144:2	249:8 254:24
85:14 88:13	278:24 279:6	405:8 407:5,7	235:4	267:4 319:20
89:25 90:3,21	279:11 280:13	407:15 408:4	Thomas 137:2	320:18 321:13
90:25 92:4	280:25 281:2,7	408:18 412:24	Thompson's	327:8 337:9
94:21 100:5,19	283:1,2,4,5	413:14 414:4	51:14	376:13 404:20
101:14 106:4	284:14 285:8	415:25 416:18	Thornton 101:13	441:10 478:1
107:17 111:7	286:1,1,2,3,5	416:22 418:13	thought 9:16	three-fer 143:14
112:15 113:12	286:25 287:8	418:15,21	38:22,22 45:1	144:3

<p>three-year 126:4 threw 421:24 thrive 24:4 throw 133:1 215:25 throwing 368:21 thumb 277:2,3 tide 476:23 tied 56:24 ties 472:2 tightening 99:24 till 264:25 290:13 time 2:4 7:12,13 12:14 14:14 18:15 24:2,20 26:22 27:20 31:4,9 32:11 34:17 37:12 38:3 43:8,11 47:20 49:24 51:10 53:5 58:8 58:10,11,19 59:4,4,6,9 66:15,23 68:21 82:23 83:2 84:14 87:3,15 87:18,20 91:2 91:17 98:19 102:10,21 104:20 105:21 110:23 115:19 116:6,7,13 117:10 123:2 123:17 131:12 132:14 134:21 135:25 136:13 138:7 139:3,5 148:16 156:24 158:9,25 160:13 165:6 165:20 173:2 182:21 184:2,3 186:18 187:1 190:23 203:17 206:24,25 207:1,4 208:18 208:22 209:11</p>	<p>209:25 212:19 212:25 213:4 213:19 215:1 217:8 218:5,9 218:15,17 219:22 224:23 225:8,12,16,18 227:22 228:2 229:1 230:1,20 234:23,23 236:13 240:19 241:1 242:6,8 242:20 245:8 247:3,23 248:1 249:9 250:8 253:20 254:25 255:18 263:20 263:20 266:16 269:22 275:2 278:14 279:3,4 282:4,6 283:8 284:20 287:21 288:6,10,11 289:6,8 291:8 295:11 301:9 307:10 313:5 314:20 316:17 318:18 319:3,7 320:11 321:25 326:23 327:13 328:15,19 330:4 333:16 338:13 340:1,7 340:18 341:12 342:7,15 343:3 343:4,6,10,14 344:25 347:2 348:2 349:13 349:20 355:2 355:20,23 356:10,25 358:4,25 362:7 362:19 363:3 365:1,8 366:2 366:21 367:18 367:23 368:7 369:15 370:6</p>	<p>370:10 373:13 374:10,24 376:14 377:7 382:22 384:13 384:13 386:14 386:15 387:2 392:13 394:25 396:16 399:5 402:8 408:6 410:25 420:18 422:8,17 427:15 428:15 428:15,16 429:6,15,17,21 430:10 434:11 437:7 438:2,23 440:9,19 443:2 448:14 449:7 451:22 453:12 453:17 454:15 455:25 458:23 461:9,14,21 466:6 470:16 476:20 477:14 477:17 478:10 478:12 479:16 479:20 480:3 484:9 485:19 488:4,4 490:7 timeline 40:21 44:12 262:12 376:7,13 383:3 417:17 timely 235:23 244:15 times 9:17 26:16 38:12 41:19 51:18 77:17 139:5 238:12 254:9,15 303:3 346:12 356:14 407:5 408:19 432:23,23 445:5 468:18 478:1 time-consuming 244:5</p>	<p>timing 120:24 121:4,5 134:24 136:4 214:22 397:13 455:13 tip 137:19 tipping 476:19 477:18 tired 369:17 title 116:7,7 282:6 340:13 340:15 today 4:14 5:22 7:10,11,17 8:13 9:23 10:12 11:3 11:16 13:1 17:18 23:20 25:20 26:3 29:3 29:4 37:12 40:3 40:10 43:17,18 43:22 80:18,22 81:9 110:12 153:21 154:20 155:1 159:3 161:16 170:24 172:17 186:20 199:19 206:18 207:11 208:9 215:24 223:7 257:18 264:25 266:14 315:9 316:8 325:5 331:12,18 346:10 347:14 350:8 351:20 360:7 368:17 372:1 383:10 413:21 414:19 414:20 415:6 415:11,25,25 420:19 422:16 422:17 433:20 455:21 465:12 465:17 466:19 467:12 469:5 469:14 470:4 472:15 474:18 490:2</p>	<p>today's 23:18 154:3 228:18 293:6 425:8 Toddler's 136:21 told 25:21 44:24 46:25 48:7 94:8 94:12,15 97:15 97:21 112:11 117:12 132:5 155:18 159:15 159:17 161:9 173:1,12 180:6 188:19 199:23 243:21 253:12 257:22,25 275:4 407:24 417:1 435:24 467:18,20,21 468:10 470:6 471:19 475:23 Tom 12:13 148:10 390:23 tomorrow 7:11 266:18,19 334:11,16,18 335:11,20 336:3 347:19 347:21 414:23 414:23 420:18 489:15 490:9 tone 92:25 Toni 53:23 66:1 82:22 85:15,17 85:20 93:24 94:4 98:9 111:16,19 158:12 164:24 283:22 284:8 303:5,11 306:17 310:22 312:11 357:15 375:16 395:14 395:19,23 405:10 406:6 406:10 tons 263:23,23 345:1</p>
---	--	--	---	--

tool 31:16 338:25	320:15 342:5	145:17	troubling 154:4	174:24 182:10
tools 205:14	traditionally	transition 183:18	154:5,5 185:1	190:8 193:9
top 23:5 101:8	342:19	translate 132:20	202:18 265:12	202:15 219:16
106:6,22	trail 75:5	216:9	466:8,9 469:12	231:25 242:4
113:16 114:18	train 423:21	translated	474:10	242:10 253:4
115:6 141:25	447:16	159:18	truck 465:6	253:16 260:12
142:1 219:3,24	trained 127:14	Transparency	true 95:1,2	260:13,18
377:3 407:19	145:25 146:18	204:6 205:1	168:20 223:4	268:19 285:2
473:8	146:22,24	transparent 8:14	231:4 446:22	288:15 289:3
topic 45:4 172:25	147:10 421:12	transpired 214:3	472:6,10,17	300:24 333:5
443:3	421:16 423:20	309:5	489:24 491:12	343:20 345:21
top-down 20:16	training 22:20	Transportation	truly 11:9 13:2	346:16 352:15
torn 217:1	144:17 149:25	254:5,6,14	50:12 55:16	353:7,21 357:8
tornado 138:24	226:8,10,13	trauma 21:1,22	68:14 201:20	357:10 366:5
484:8,21,23	232:2 334:11	21:23 49:21	437:1	380:18,18
tornados 418:23	334:16,18,22	70:9,10 146:1,5	truncated 87:20	381:12 383:17
482:6	335:1,6,11,12	146:20 150:7	trust 128:3 243:9	384:3 386:25
tossing 144:4	335:20 336:3	150:10	243:11 387:20	393:23 395:20
total 61:14 67:19	341:7 342:19	traumatized	443:1	397:16 407:2
67:21 98:4	421:14 422:9	19:23 28:17	trusted 198:3	408:4 416:20
189:9 240:2	423:25 441:22	44:7,9 150:5	truth 440:8,9	419:13 420:16
totally 178:21	transactions	travel 233:19	try 28:19,21 49:3	432:13 439:2
touch 122:14	260:1 481:1	241:16	49:3 134:18	454:20 457:19
289:18	transcending	travesty 280:13	140:10 148:13	458:2 459:25
touched 171:9,10	403:4	Treasury 42:20	187:7,10	461:5 473:21
181:15 446:17	transcript 31:25	329:4	206:14 207:13	473:22 486:10
489:20	95:21 491:13	treat 441:12,18	238:1 250:10	Ts 133:19 440:16
touching 149:17	transfer 172:8	treated 226:16	250:11 253:21	Tuesday's 63:22
tough 221:14	175:8,18 176:7	484:22	317:10 329:19	turn 35:8 59:17
438:3	178:5,13	treating 28:8	352:14 359:14	73:24 113:14
town 101:11	396:19 402:8	441:6	364:3 385:1	152:12 222:1
391:20	404:1 452:25	trees 139:3	388:25 401:23	300:21 303:5
Township 101:14	459:22 460:23	tremendous	437:13 440:5,5	308:18 384:1
164:18	465:9,10,16	154:12 180:20	440:6,12 443:3	392:4 422:18
townships 167:4	transferred	Tribune 208:4	445:10 448:20	433:1 487:13
346:21	32:12 173:25	412:16	451:24 474:13	turned 52:25
track 18:5 48:25	174:4,11	tried 193:11	485:21	54:4 55:4 61:9
51:6,18 55:4,5	175:13 178:12	392:12 408:20	trying 22:15	176:6,7 222:14
69:7 240:12	179:18 183:4	432:24	58:18 70:22	238:6 349:20
320:18 326:24	403:13	trimmed 436:4,5	79:25 94:21	turning 46:14
380:1	transferring	trouble 74:15	115:9 128:4,4	turns 237:11
tracked 349:12	177:6 179:16	152:20 153:1	128:24 129:4	TV 422:18
tracking 61:22	396:1 459:21	346:23	135:25 141:22	TVs 31:22
370:23	464:21	troubled 55:13	149:19,21	Twenty 12:3
tracks 447:16	transfers 179:10	155:19 184:23	150:16 152:24	48:21
trade 381:12	396:13,14,17	200:20	157:12 169:13	twenty-four
traditional 292:4	transformed	troubles 129:21	170:4 174:23	459:18

<p>two 10:13,18 12:10 17:20 41:4 54:8 56:1 58:18 60:23 61:13,15,16 64:13,25 67:25 67:25 69:10 70:21 77:15 83:24 86:7,11 86:15,24 96:22 97:1 98:6,23 99:6,7 101:25 106:3 114:9 116:5 126:4 132:3,9 138:3 142:19 152:8 152:19 158:9 158:20 162:19 165:15,24 172:10 173:7 176:2 189:8,10 189:14,15 190:17 191:13 196:10,10 216:16 223:16 240:6 245:14 245:15 261:23 279:2,3 298:7 310:23 328:16 339:11 344:3 370:5 411:6 441:9 455:8,9 458:16,17 460:1 461:7,10 463:22 470:5 two-fold 354:11 two-page 341:4 two-sentence 465:7 two-year 34:8 44:20 431:25 tying 394:19 type 32:19 33:8 65:16 66:2,20 66:21 68:10 79:2 88:3 126:16 129:14</p>	<p>129:24 186:2,4 216:22 219:23 222:3 223:12 228:3 298:15 307:1 329:1 344:18 376:14 378:24 439:1 487:22 typed 436:18 types 18:25 19:2 19:19 49:19 130:6 147:1 158:8,10 364:22 439:1 typical 115:16 227:23 301:6 318:9 342:22 384:10 394:2 Typically 292:15 typing 408:8 typo 122:4</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>UC 112:4 UIC 96:3,10,17 99:12 112:4 ultimate 181:1 468:6 ultimately 68:19 153:20 157:10 157:25 171:14 306:3 309:8 327:8 361:17 455:18 456:2 474:14 un 457:1 unable 94:6 434:7 unallowable 132:17 240:25 241:2,3 242:11 unanimous 12:17 unappropriated 363:18 400:21 403:14 460:13 460:24 461:17 462:7</p>	<p>unbelievable 138:5 unblemished 436:9 uncertain 47:20 unchecked 181:8 uncle 349:21 415:9 uncollectible 246:16 uncommon 412:3 unconscionable 298:10 uncover 249:7 undergoes 8:17 undergone 64:11 underinvested 126:15 438:5 underlying 324:22 undermines 181:10 underrepresen... 306:8 underresourced 213:13 understand 11:3 11:9 24:23 52:10 94:6,11 107:7,8,12 108:22,24 109:9 131:25 131:25 146:21 153:17 159:4 160:1 161:8 165:17 169:13 170:3,4 171:1 171:11 175:1 178:1,24 184:24 192:19 195:23 199:6 202:4,14,17 219:15 221:15 221:16 229:3,3 234:11 243:6 254:3 260:14</p>	<p>270:1 278:7 280:25 292:8 325:12 326:2 329:8,20 330:25 331:21 333:6 335:18 368:12,14,16 369:14,14 383:9 385:22 408:7,9 415:16 415:22 416:3 457:21,23 462:13,23 474:14 487:5 487:13,20 Understandable 339:5 understandably 304:13 understanding 5:15 29:19 33:10 44:3 48:18 65:21 109:11 128:13 144:19 145:4 151:11 156:7 157:14 167:21 171:2,14 205:12 246:8 246:14 288:8 292:19 295:14 317:23 323:11 325:15 329:9 331:4,17 336:1 357:9 358:17 401:16 439:18 462:15 467:3 468:9 488:7 understands 137:17 443:1 understood 98:2 98:23 109:16 129:19 141:18 143:10 168:5 182:9 295:22 333:6 387:10 408:4,21</p>	<p>undertake 93:7 112:6 184:17 295:17 329:5 undertaken 91:1 380:3 undertaking 90:13 407:15 undertook 186:2 underway 288:15 undoubtedly 10:8 uneasiness 203:22 unemployed 335:2 unexpended 245:1 403:13 unfamiliar 133:12 unfortunate 443:6 478:2 489:5 unfortunately 147:17 167:16 206:10 208:7 249:2 298:11 331:15 410:6 unhealthy 135:15 UNIDENTIFI... 390:25 uniform 143:17 unimaginable 351:3 unique 186:11,12 United 8:19 11:11 12:7 151:6,13,15,20 152:6 417:7 units 239:23 244:1 universe 294:5 313:12 361:22 476:5 universities 19:2 University 65:7</p>
--	--	--	--	--

65:13,14,19,25 66:2,4,8,11,20 68:7 97:15,23 97:23 98:3,17 98:20,24 99:7,8 99:14 112:7,11 112:17 113:7 148:6 238:19 449:12 unmistakably 116:11 unpaid 150:20 365:2 426:10 unquote 464:25 unrealistic 69:24 71:4 unresolved 177:14,17 unspent 244:16 244:17 245:4,5 245:13 453:15 453:22 454:14 454:19 457:1 unstable 380:19 untimely 382:2 unused 172:7,9 457:2 unusual 59:19 116:3 upcoming 138:13 405:11 update 5:7,13 upstairs 64:22 upstream 28:4 28:13 69:11 Urban 345:7,11 urged 156:11 urgency 19:11 87:22,25 91:7 213:5,17,24 214:6 222:12 483:1 urgent 88:16 91:18 use 10:16 57:21 65:22,22 97:23 103:15 112:11	126:2 141:19 162:9,12,12 217:9 221:25 255:14 279:10 281:1 321:10 327:20 329:16 330:15,17 332:17 338:21 339:3 345:8,15 346:15 376:21 418:14 442:15 461:19 464:23 475:1 489:1,1 useful 143:23 154:21 450:20 uses 60:5 331:24 345:12 usually 359:11 365:5 367:23 368:20 440:4 440:11 444:25 446:24 447:17 478:23 482:11 utilities 484:11 utilize 65:11 72:4 97:15 174:12 191:19 327:5 380:3 383:13 utilized 57:8,25 201:14 219:10 244:15 381:1 utilizing 34:18 99:5 115:12 301:3 384:6 U.S 6:21 12:18 320:5 329:3	362:15 370:12 487:6,25 variety 41:13 49:19,20 59:1 357:2 various 24:3 29:1 52:23 64:3 84:15 158:22 187:23 235:17 280:23 299:13 305:12 306:15 310:21 329:5 345:8 varying 236:19 Vaught 84:3,9,12 356:5,15 390:2 397:9,15,19,21 vault 434:22 vehicle 454:23,23 vendors 391:8 426:1,21 Ventures 319:22 319:23 322:9 322:25 325:9 333:17 verbal 4:23 6:4 100:11 314:9 347:11 426:12 verbally 159:11 verbatim 366:3 416:23 verify 60:4 243:11 434:8 versions 404:21 versus 78:8 130:20 169:1 232:11 379:13 379:16 394:12 444:9 447:7 478:19 481:2,8 482:16 489:21 vet 212:21 220:14 405:13 Veteran's 412:6 vetoed 163:21 vetted 337:18 347:4	vetting 248:23 337:19 vice 344:25 victims 11:13,24 13:21 28:10 208:5 487:2 victim/witness 487:1 victory 115:10 300:25 383:18 384:4 video 19:13 view 9:14 29:4 78:22 237:5 243:7 369:23 395:9 414:2 485:16 viewed 481:7 viewing 273:20 318:19 321:23 481:8 views 379:15 Vigil 136:20 vigor 19:10 50:1 vigorously 9:15 Village 293:13 violates 171:23 violation 58:21 181:4 225:25 violence 6:7,12 7:25 11:13,13 11:21,25 12:4,5 12:7,10,24 13:3 13:13,15,17,19 14:4,6 17:14 18:7,17,19 19:7 19:9,13,20,23 20:4,5,13,25 21:2 22:1 24:1 24:11 26:17 27:1,14,18,22 27:24 28:8,14 28:16,16,17,22 29:4,9,13,15,17 29:20,20,24 30:10,13,15,20 31:6,15 32:1,5	32:13 37:1,4,13 39:17 40:24 41:7,9 42:10,12 42:19,25 43:8 43:25 44:2,8,13 46:12 47:1,16 47:18 49:12,25 50:11,16 51:15 52:24 53:3 57:22 65:10 68:8,14,18 69:8 69:16,21 70:14 71:4 82:4,7 87:10,22 88:5 88:11 89:21 91:7,9,18,19 95:14,24 101:2 102:2,14 105:16 106:7 106:14,16,23 108:13 116:21 117:22 118:16 125:3 127:2,22 127:25 128:11 128:13,14,18 128:24 130:12 133:21 134:3 137:8,16,17,20 137:23,24,25 138:1 139:10 139:17 141:13 148:14,17,18 148:20 149:7 149:15 150:5 150:10 156:12 156:15 157:1,2 158:20 159:10 160:16 162:2 165:7 173:19 173:23 174:5,7 174:11,21 175:9,20 178:8 180:9 181:16 181:21,24 182:3,20 184:13,17,19 185:3,10,19,20
--	---	---	--	--

V

vacations 285:5
vague 94:18
112:10
vaguely 65:25
valid 266:17
value 154:10
197:14,17,24
225:20 249:12
249:14 292:17

185:23,25	violent 11:2 47:7	470:4	355:19 363:10	461:19 464:23
186:13 188:2	69:13 100:23	walking 169:6	365:6,25 367:2	474:3
197:3,23	101:8 102:9	246:18	370:3,4,11	wanting 45:10
198:14 202:9	106:6,12	walls 21:23	371:23 377:24	50:7 66:1 74:20
204:2 207:18	107:20 109:14	want 3:19,21,22	380:10 383:14	213:6 374:18
209:14 213:5	150:8 200:17	9:10 13:4,5	383:15 385:2	408:15
213:17,24	201:2,21 218:7	16:25 31:12	388:24 390:4	wants 159:10
214:15,21	307:16 377:3	34:2 35:20	393:12 398:14	ward 254:6
215:14 216:3,3	469:20 470:2	36:24 40:5	405:3 413:2,11	wards 55:24,24
216:5,7,23	471:8,10 473:6	44:24 46:23	413:24 419:12	194:5 222:4
217:9,20 218:9	473:25	49:8,13 51:25	421:17 423:21	Warren 86:16
219:9 221:8	vision 19:18	55:20 60:22	423:22,22	315:1,6,13
229:20 233:9	visits 443:16	61:12 62:14	424:19 426:23	316:10 348:3
239:2 260:12	VISTA 127:12	64:25 66:15,17	428:12,13	wasn't 48:10
262:13,20,24	187:19,21,22	66:18 67:13	436:8 440:9	58:10 60:11,15
263:10,13	voice 31:22	72:2 77:11 81:4	442:15 450:16	61:15 68:9
264:13 265:4	voices 141:6	81:5 87:5 97:6	453:19 454:22	71:19 73:23
265:19 266:6	459:1	97:6,20,21	456:16 461:16	75:11 78:22
270:9,10,20,22	voids 172:14	98:19 103:9	465:21 476:25	90:11 98:18
279:7 282:9,24	volubility 279:10	105:12 109:9	478:22 479:14	101:2 105:10
282:24 294:10	volunteer 127:12	110:4,24	483:16 484:12	107:25 117:9
294:18 295:15	volunteers	112:11 116:17	wanted 24:19	132:14,20
295:20,23	187:19	117:11 119:3,9	40:21 46:11	155:17 173:2
296:2,4 297:15	vote 15:6 169:7	121:18,22	47:1 54:10	183:21 191:13
302:4 306:1	voted 41:20,22	126:13 129:17	66:22 68:12,19	211:9 213:7,11
321:12 330:18	41:24 205:2	136:1,10 141:6	71:16 74:24	214:20 215:3
331:6,25 336:7	voting 16:8,8	141:10 142:1	82:25 88:18	225:1 227:4
336:14 346:1	voucher 451:5,7	142:25 143:3	91:8,9,21,24	233:8 241:5
347:3 349:4,18	451:12,16	147:16,18,19	92:2 96:8,9	247:25 269:17
349:19,21,23	452:8,9	148:5 151:4	97:7,23 105:25	278:18 292:9
349:24,24	vouchers 392:8	155:2,5 167:7,8	110:6,19 125:9	297:21 307:2
351:2,25	410:21 473:22	169:1,1,2 171:1	125:9 127:1	309:16 310:3
356:23 357:12	voyage 348:3	176:13,17,19	140:7 141:22	311:6 342:8
359:18 361:12		177:19 178:2,3	141:23 153:11	371:1 377:19
368:18 376:24	W	181:14,15	161:18 177:3	403:7 405:17
378:6 380:18	W 122:15 315:14	186:16 187:21	179:12 183:15	408:3 412:10
422:15 439:3	348:19	187:21 190:7	188:20 199:17	421:23 426:10
440:24 441:16	wait 46:14 47:5,9	195:22 205:3	208:14 255:1	426:21 431:1
448:11 449:10	156:13 191:10	206:16 215:24	320:16 330:14	450:1 454:6
450:20 451:13	393:14 455:8,8	218:15,16	339:6,22	455:10 456:13
457:10 458:16	482:11	227:6 239:13	364:24 365:23	468:21 471:17
458:21 461:12	waited 43:16	240:4 254:7	366:14 376:6	477:2 481:6
472:22 474:4	191:9	269:10 274:24	385:7 386:3	488:6
475:24 476:1,9	waiting 396:21	281:25 283:20	391:9 392:12	waste 209:23
479:12 480:6	399:14 440:22	289:16 303:23	392:25 404:21	210:1 386:14
486:19,25	walk 104:11	304:8,13,17	407:6 436:19	386:14 414:9
488:19	155:24 322:4	305:1,8 353:17	436:23 454:3	wasted 10:20

142:13 143:4 148:13 325:14 325:19 watch 389:6 436:18 475:19 watchful 488:21 watching 419:11 422:8 476:1 water 484:10 way 28:8 30:4 40:12 67:20 78:22 88:4 119:7 125:23 126:1 131:20 132:1 135:2 138:6 149:4 155:5 160:24 171:22 173:6 183:21 191:23 194:4 198:10 205:2 207:23 225:8 233:12 233:15 241:15 241:18,24 249:18,21 250:1 264:3,4 265:21 270:6 273:3 276:14 278:13,13 289:18 292:15 293:2 318:1,3 330:20 343:12 343:13 345:25 347:2 362:9 369:23 371:8 372:8 373:10 383:10,21 394:2 404:2 414:8 418:3 419:18 425:25 428:2 429:14 430:11 440:16 440:24 441:8 441:12 447:1 449:17 461:11 Wayne 122:15 123:14	ways 128:15 149:16 150:21 359:23,24 371:21 484:2 487:9 wear 143:16 website 5:9,17 219:1 329:4,12 websites 329:1 Wednesday 391:9 week 83:8 159:15 166:8 172:17 183:2 211:8 225:10 236:3 290:14 356:9 392:9,10 411:20 weekend 137:8 263:14,14 weekends 265:22 weekly 408:14 weeks 49:7 87:15 87:15 88:6 347:3 448:23 Weems 46:24 82:23 83:12,17 84:10 93:24 120:20 177:6 180:23 283:23 284:9 303:13 312:13,17 348:12,14,17 348:17,18,21 349:7 350:18 360:5 364:3 370:2 377:5 382:4,8 383:8 384:16 390:17 395:6 405:4 434:5 437:16 450:11 475:22 weigh 134:19 390:8 weighing 390:10 welcome 2:3 5:1 16:10 153:9	267:8 281:19 303:16,19 315:4,17 344:6 348:23 349:1 well-aware 327:15 well-being 150:14 well-educated 440:21 well-funded 442:17 well-known 470:25 well-received 23:16 well-thought-t... 144:5 went 6:23 8:24 10:19 11:4 33:23 40:20 45:6,12 48:23 51:24 53:9 55:14 60:9 61:22 62:12 65:15 67:17 73:4 103:2 110:8 117:15 145:13 146:2 159:4 164:13 164:15 170:21 176:10 183:20 189:10 192:21 197:6 199:25 200:6,13 210:17 216:5,7 221:3 223:5,6 223:24,25 237:22 240:7 241:8 243:1,15 245:15,20 247:22 262:19 278:21 283:5 290:20 291:8 297:23 302:14 332:21 360:3 364:22 388:14	429:7 430:23 444:2 453:3 467:19 470:2 477:24 487:12 weren't 45:25 52:22 59:4 60:24 61:19 77:23 80:10 88:3 132:15 134:21 141:1 144:25 160:2 162:15 191:24 192:7 193:21 200:18 216:4 221:2 225:16 235:23 238:6 309:24 310:2 326:19 365:21 366:7,9,12 378:3 398:13 414:8 416:9 431:23 434:14 441:24 447:21 454:18 467:20 470:24 482:7,8 482:8 Wertz 200:3 West 101:10,11 101:11,11 102:16 106:8 220:1,2 294:5 317:2 354:22 377:19 445:23 446:3,11 447:7 447:11 we'll 5:6,21 7:12 7:13 11:3 37:7 40:16 46:1 54:16 78:3,8 83:11 103:22 104:16 120:20 162:9 164:2 169:14 177:10 184:14 190:10 190:10,10 232:24 256:19 266:24 267:2	273:17 314:16 348:5,10 376:2 382:19 414:22 420:18 437:7,8 475:6 489:14 489:25 490:1,8 we're 6:5 29:12 40:10,11 46:14 46:15 47:10 49:4 55:13 69:19,21 74:5 76:21 81:10,10 83:3,5 85:23 92:7 97:20 105:1,1 106:7 126:17,17,17 126:17,18 129:6 135:11 135:14,17 150:12,13 152:25 153:17 157:10,12 159:15,18 166:8 169:13 170:4,11,21 172:1 175:16 177:8,12 182:10 189:20 195:16 199:4 202:15 203:16 203:23 205:19 206:18,24 207:7 211:13 211:14 218:14 218:19 221:16 235:25 237:16 238:23 239:14 253:18,20,20 260:25 264:14 265:17,21 266:18 269:5 278:7 291:3,4 292:17 307:16 307:19 318:25 352:12,14 354:1 362:13 365:5 367:14
---	--	--	--	--

375:16 377:23 377:23 378:21 379:5,7 385:9,9 387:24 388:6 389:17,24 393:22,25 394:18 399:13 400:3,9 402:15 402:17,20,20 402:24 404:10 404:12 414:1,3 414:9 416:19 416:19 422:24 422:25 426:14 426:16,18,23 426:24 429:19 429:20 435:2 441:8 444:11 456:18 458:3 459:17 460:6,7 461:5,7,12 462:4 464:6 468:23 470:21 471:12,15 482:11 484:4 484:21,24,24 485:2 488:2 we've 9:15 10:4 10:16 16:20 48:7 75:5,7 102:21 155:13 155:20 160:20 160:22 161:15 161:25 166:2 169:15 184:14 189:19,22,23 199:7 200:9,9 203:13 206:5 208:10 211:10 248:22 252:6 264:25 265:16 265:17 300:2 308:18 319:2 330:10 331:4 331:15,18 344:4 351:19 353:2 381:17	381:18 394:10 402:7 409:11 414:5,17 430:20 435:2 437:17 457:24 457:25 465:17 466:11,13,14 466:15 468:7 476:22 480:16 489:13 Whalen 122:15 123:14 whatsoever 146:13 209:12 220:20 290:6 291:11 317:15 wheelhouse 358:25 wheels 46:13 whereas's 46:5 Whoa 235:11 wholeheartedly 486:6 wide 346:14 widespread 480:13 wife 278:1,14 289:20,24 421:4 wild 95:5 WILLIAM 1:25 Williams 200:4 willing 98:25 141:19 369:20 439:3 willingness 186:20 window 87:15 265:6 winds 139:2 winnings 470:18 winning 470:19 wins 120:16 wiped 482:7 wise 123:12 wisely 380:22 wish 45:19 117:3	219:17 256:8 267:25 wished 489:3 witch 136:4 withstood 207:12 witness 15:1 16:12 25:12 73:6 81:15 103:14,16,18 103:21,24 104:4,10,18 105:5 114:12 114:17 118:7 121:25 176:12 176:15,17,19 176:21,24 177:1 178:1,24 179:20,23,25 180:4,6 187:2 194:10 201:4 202:4,6 203:9 203:11 204:18 228:12,14,24 229:3,7,9,12,15 229:18,21,23 230:18 231:2,4 231:6,10,25 234:14,17,20 239:18,24 242:1,3 243:12 243:14 246:19 246:22 252:17 253:6,8 258:5 267:2,5,22 268:2,13 271:23 272:18 273:20,21 281:19 299:23 303:16,20 310:15 314:6 314:22 315:21 315:25 316:11 318:19 321:23 324:25 333:5 344:6 348:25 349:6 350:19 399:15,19,25	400:4,6,9,15,18 401:2,8,15,19 401:25 402:14 402:19,23 403:3,9,15,17 403:21,23 404:6,10,12,15 404:23 421:2,5 424:24 432:5 456:24 457:4,8 457:22 458:2 458:19 459:13 459:24 460:7 460:10,12,19 460:22 462:9 463:15,21 464:4 465:19 465:24 475:1,5 490:3,6 witnessed 438:19 441:9 witnesses 4:2 7:2 7:7,11 12:19 14:14 17:5 63:1 104:15 267:3 351:19 435:25 466:13 475:23 Wolff 50:24,25 51:7,9,10 123:6 woman 115:17 women 127:20 301:7 384:11 486:22 Women's 319:22 320:1 wonder 246:24 wondered 51:7 wondering 52:20 214:17 391:8 433:2 Woodlawn 132:12 223:25 246:7,13,25 247:2,11,16,20 248:4,10 445:23,23 446:1,19	word 71:19 105:9 145:2 176:7 181:18 197:19 204:16 274:15 367:24 worded 120:5 words 13:16 36:24 77:19 87:3 93:1 120:15 146:8 252:18,23 253:1 307:8 368:13 work 9:3 10:11 19:8 22:16 23:5 24:9,22 28:18 29:25 30:3,18 35:25 56:2 59:21 62:8 64:12 66:6 72:9 88:20 93:7 127:3 128:19 129:22 131:13 135:1 141:20 143:16,22,25 144:11 145:1 145:13 150:10 150:18,21 151:14 174:15 185:22,24 186:1,2,13 187:20 188:10 189:11 195:22 196:6,15 206:17 216:9 216:20,24 218:10 230:15 230:15 232:5 236:22 237:25 240:9 247:5,14 260:10 279:4 299:17,18 307:1,2 308:14 322:19 325:20 336:13 343:4 345:25 350:10 364:22 369:9
--	---	--	---	---

370:3,4 373:20 374:1 377:24 381:13 394:14 394:17 397:12 412:19 413:2,3 413:4 417:4 421:13 422:22 423:7,8,13 428:13 430:7 436:3 437:4 442:7 458:14 462:3 463:19 475:21 481:20 488:14 worked 18:22 23:7,23 24:6 57:16 59:3,5 90:13 128:1,3 130:13 144:25 146:4,25 147:7 194:22 198:15 204:13 258:13 289:20 290:9 297:18 326:3,3 341:19 351:12 355:14 365:19 367:22 370:7 386:18 390:4 390:18 423:2 444:8 464:11 471:16 486:25 workers 129:7 146:17 workforce 335:3 working 9:23 18:16 20:1 30:11 45:3 59:15,21 73:23 85:18 99:24 102:25 128:20 130:1 134:8 144:18,21 150:4,9 152:25 187:17 189:16 190:23 196:21 198:10 207:19 210:5 213:8	215:17 236:23 261:13,13,17 261:23 262:2,5 281:10 284:22 285:3 289:24 294:9 296:9 319:25 326:25 338:20 341:11 342:16 361:8 365:22 376:11 384:24 387:5 391:7 392:14 424:3 425:25 428:11,11,17 444:5 446:10 451:21 483:24 workloads 210:12 works 21:4 22:8 50:12 64:13 102:1,2,5,12,21 106:25 108:7 109:7,11,25 110:1 162:6,21 162:23 196:11 197:2,6 200:1 200:11,14,19 201:8,9,10,15 202:6,12 203:11 258:14 341:24 451:9 459:3,4 463:18 473:24 workshops 147:8 world 217:7,22 224:2 388:7 461:2 487:20 worried 89:25 worry 452:4 481:15 worse 29:6 139:7 worst 385:2 417:21 worth 25:2,18 72:2 241:23 Wortham 137:3 wouldn't 107:24	221:7 222:3 227:17 236:15 318:2 356:8 403:15,17 405:16,24 419:20 460:15 469:18,21,21 469:22 478:12 478:13 486:22 Wounded 137:4 wow 415:14 wrap 345:21 wrapping 95:8 wrecking 139:4 write 218:18 236:5 written 16:25 17:3 77:16 195:2,6 336:12 345:15 417:10 480:22 wrong 10:19 11:4 71:11 96:4 96:7,19 99:11 99:15,17,18,19 114:6 118:1 141:4,9,12 156:21 167:17 262:21 263:17 264:17 306:13 307:19 383:15 394:16 400:23 400:25 432:14 483:20 487:12 wrote 119:24 145:15 <hr/> X <hr/> X 87:6 168:4,6,7 222:23 Xavier 200:4 <hr/> Y <hr/> Y 1:14 267:18 315:14 yeah 73:6 105:1 126:12 179:24	190:12 203:3 203:13 204:1 209:9 237:7 238:20 283:22 289:2 300:20 307:21 312:9 327:10 328:2,9 332:3 339:13 339:17,24 342:8 345:6 346:3 357:6 360:17 369:11 373:16 374:8 375:9 379:18 382:20 383:25 389:19 395:19 398:10,10,24 400:17 401:8 402:1 413:15 417:25 426:18 427:23,24 429:11 443:25 445:1,2 446:21 447:9,18 448:16 452:16 459:2 464:13 466:1 477:22 477:22 year 11:20,23 26:1 36:16 41:19 43:15 63:23 64:9 70:14 74:17 76:8,9,10,13 78:21 106:3 124:25,25 125:2,3 136:8 136:10 138:4 138:17 142:23 146:25 147:5 148:7 150:11 154:1 159:6,23 171:20 172:8 172:10,14 173:11,14,18 175:12,17,24 176:2 178:4,14	178:21,23 179:2,5 180:3 183:19 208:9 209:21 214:19 214:20 215:10 234:7 236:1,2 244:16,20,21 245:1,3,6,7 246:10,11,12 247:7 253:14 261:8,11 263:25 264:1 288:20,20 290:17 335:8 355:10,11,14 359:7,12 363:16,25 372:8,14,18 374:17 382:17 382:17,19,21 389:13,16 396:14 398:5 398:12,17,17 398:22 399:4 399:23 400:1,3 400:5,6,10,20 400:21 401:3 401:13,14,19 401:20,23,24 402:21,22,25 403:1,5,6,12 404:3 418:18 425:10 426:8 427:6 430:1,2 440:4 450:2 453:7,14 455:2 456:7 457:2 458:8 459:15 459:17 460:4,7 460:12,13 461:9,9 462:7,9 462:14,24,25 463:4,19,20,24 464:17,18,19 465:4 467:10 477:2,2,21,21 477:24 481:16
---	--	---	---	---

481:18	York 392:22	36:17 48:20	\$60,000 326:11	10-5-10 391:2
yearly 208:22	425:25 477:25	75:20 208:25	\$635,000 223:16	10.3 452:14
years 8:18 9:5	young 19:23 22:4	209:2,4,21	\$76 18:24	10:00 1:5 2:1
10:2,13 12:3	28:14,15,21	211:2 215:1	\$960,000 322:13	266:20
13:24 18:16	30:6 44:7 69:4	285:10 353:4	<hr/>	10:18 490:11
19:3 24:22 29:2	138:19 143:2	\$10,000 324:5,14	0	100 31:19
31:1 36:22 40:4	143:23 144:13	\$10.3 451:13	08-3560O2 322:7	107,000 435:25
41:16 42:7	144:18 145:15	\$11 208:23	<hr/>	108,000 249:19
51:13 54:21	145:22,23,24	368:20	1	11 31:13 32:8,12
57:17 58:15	146:2,11	\$150 346:17	1 33:23 44:19	32:18 36:14
60:2,23 64:13	151:22 208:5	\$150,000 325:14	67:20 68:24	93:23 175:12
66:22 69:17	216:10 279:3	\$19 451:5,7	121:13 159:23	175:13,23
70:21 71:1 98:7	281:3 298:7	452:10	178:4 183:21	178:15,21,22
98:8 101:25	359:14 365:21	\$2 244:17 325:13	234:7 235:3,3,4	179:14 190:23
106:3 107:8,9,9	394:12,14	\$20 210:16 211:2	245:3 261:8	191:8 208:17
127:17,25	425:23 440:10	215:2	267:2 322:5	208:20,21
140:13,17	youth 18:4 20:4	\$28.9 459:17	400:7 401:12	322:14 324:4
143:9 162:19	21:8,8,13 22:1	\$3 159:21	460:8	400:5,6 401:7
165:24 172:10	22:5,9,10 23:11	\$30 182:1 210:16	1st 76:6	401:14 402:6
172:10 173:8	23:17 24:3	211:3 215:3	1,927 11:13	402:11,22
173:10,15	41:16 50:17	\$33.5 159:7,22	1.7 240:3,5	403:1,13,14
176:2,3 181:19	51:4,11 56:17	\$37 222:19	1/2 98:8 317:5	427:8 463:1,4,7
184:20,20	57:20 69:18,20	\$37,000 241:2	333:10 334:7	463:19 464:17
187:18 192:18	70:17 71:22	\$4 240:2	10 32:18 35:5	464:18 465:4
192:24 196:10	82:14 102:14	\$40 33:16	48:19 159:15	11-point-somet...
196:10 208:7,8	106:17 127:18	\$400,000 43:21	175:23 178:16	178:18
213:2 215:16	142:24 150:17	\$45 32:11,16	178:19 211:8	1110 8:2 336:6,6
215:20 216:16	152:1,5,19	\$46.2 222:19	272:3 277:16	435:5
216:17 217:18	162:3 215:11	\$5 319:12 332:20	283:18 284:14	12 3:5 16:8 17:15
217:18 219:22	224:15 261:9	335:9 344:13	284:23 287:17	36:15,15 48:19
222:1 227:1	261:10,11,16	345:3,23	302:15 303:3	76:8,9,12 159:2
231:8,8 238:16	262:1,7 481:20	346:23	311:14,16,19	159:14 170:14
246:9 256:2	488:14	\$5.8 458:23	311:20,24	178:14 226:3
258:8 265:1	youths 142:21	\$50 160:7,15	353:6 355:11	402:11 403:13
317:5 320:4	172:20	210:17 269:23	400:1,4 401:6	459:16 475:20
334:7,21,24	you-all 359:8	277:4 278:21	402:25 426:8	489:14
335:4 386:11	369:17 398:19	363:3,5 368:2	426:25 427:6	12th 451:7
389:2,3 403:4	<hr/>	368:25 369:12	462:10,14	12:00 266:21,22
418:1,7 448:12	Z	374:14 478:10	463:4,5,6,20	12:54 104:20
458:16,17	Z 199:14,14	480:8 487:23	483:5	120 49:7 286:17
461:3,3 463:13	zeal 207:17	\$50,000 195:9	10th 433:11,12	13 11:11 19:3
479:2 481:15	zero 16:8	\$500,000 67:18	434:1,1,2,10,11	166:25 181:22
486:13	<hr/>	71:15 159:22	434:15	192:18 322:5
yesterday 5:20	\$	\$51 249:20	10,000 265:1	429:13 447:21
73:4 113:13	\$1.77 237:21	\$54 485:5	10-mile 447:1	13th 405:9
292:9 383:9,12	\$1.8 233:5	\$55 474:6	10-minute 257:4	13-year-old
yes/nos 120:9	\$10 32:10 33:14	\$6.37 426:9	10-4-10 391:2	441:9

14 25:18 53:18 14th 52:17,21 53:22 14-year-old 487:8 15 33:23 104:8 136:18 217:18 230:24 244:23 348:6 15th 412:15 15,000 245:19 150 333:2 150,000 325:19 16 66:18 136:15 136:25 409:5 16th 46:8 53:19 54:2 406:20 16-year-old 487:9 160 1:4 1600 261:10 165 333:2 17 226:5,17,24 227:5 238:15 17th 46:23 18 72:2 74:9 121:21 122:4 18th 46:23 262:17 18,000 459:1 1800 262:7 189 121:24 122:1 19 8:11 204:24 205:17 256:5 278:23 452:13 19th 46:23 137:2 190 20:16 72:4 213:8 226:8,8 1930 151:13 1967 25:25 1974 350:1 198 122:1,6 199 49:6 122:1 1995 12:6 18:7 26:1 28:23 29:6 29:8 36:24 42:12	<hr/> 2 <hr/>	2 33:23 36:16 183:19 235:4,4 235:10,12,19 244:16,21 245:1 246:12 261:11 317:5 324:4 329:12 334:7 2nd 268:21 273:16 2,000 261:9,11,20 2.8 459:3 2:00 266:21,22 2:53 113:17 20 10:2 13:24 18:16 24:22 46:2 76:2 93:22 101:8 106:6,22 140:23 159:1,2 159:11 160:6 162:1 163:12 168:16 170:13 170:15 181:19 192:12 193:21 193:22 209:22 210:6 211:8 217:18 219:3 227:6 278:22 289:25 348:6 377:3 447:20 451:25 462:16 462:20 20th 46:13 136:20 427:17 427:25 20-year-old 448:17 200 122:3 132:6 223:22 243:18 200-plus 249:10 2000 30:9 33:21 33:22 359:7 427:1 2002 33:22 2003 30:9 340:11 2005 436:21	2007 44:24,24 208:9 2008 44:24 107:9 107:10 317:21 317:25 320:12 326:10,21 330:11 2009 45:13 214:20 262:12 316:23 460:8 201 121:24 122:6 2010 19:10 20:10 44:13 46:2,8 51:25 52:17 53:18 62:14 83:3 84:7 90:8 110:11 113:17 114:22 115:8 124:9,10,16 136:16,18,20 136:21,23 137:4,7 156:1 158:25 208:19 213:18,19 262:13 264:25 282:1,11,12 284:8,22 288:7 300:19 301:17 316:16,18 328:19 331:1 340:12 341:11 343:7,11,17,22 344:2 349:9 352:6 353:4,6 354:16 355:14 355:19 358:6 359:2,7 362:24 364:5 366:20 368:19 383:16 383:23 384:20 385:25 391:5,5 398:17,17 399:16,25 400:7,14,20 401:4,12 402:21 403:5,6 403:8 405:9	427:25 443:15 452:15 453:2 455:4,10,19 457:2 458:17 458:18 460:5 460:10,14 461:9,10,18 462:7 465:18 476:8,12 2011 40:13 60:15 72:22 166:2 288:20 291:6 322:5 400:22 402:9 443:15 459:16 462:10 464:17,19 465:18 473:10 2012 11:19 17:16 18:13 40:15 62:10 72:23 74:8 75:18,18 76:1,2,3,6,7,7 76:17,18 93:23 100:17 121:13 156:18 189:24 289:24 316:24 317:5 430:5 443:15 2013 76:3,11,13 289:25 290:14 443:15 2014 1:4 11:14 100:5 434:2 443:15 490:12 490:13 21 136:16 137:7 349:20 21st 271:5 2100 261:11 219 239:15,15 23 9:5 20:18 49:6 52:19,21 67:6 210:6 211:13 215:17 233:4 238:2 239:14 239:17,20 240:3 243:16	255:4 263:14 265:23 286:16 286:18,18 287:25 377:4 482:21 23rd 402:9,9 464:16,16 230 255:6 24 226:5,25 238:16 24,000 261:25 244 11:22 25 69:22 226:25 227:6 265:23 25th 110:11 136:21 434:14 26th 46:2 136:23 27 227:1 28 100:5 28th 8:7 29 328:8 416:12 29th 364:5 2900 322:18
	<hr/> 3 <hr/>		3 43:21,21 106:3 163:12 168:18 192:13 226:9 235:5 258:17 3rd 349:25 3,000 143:1 30 48:23 69:20 70:1 159:3,18 160:6 168:16 170:13 183:22 200:1 211:8 224:22 225:2,3 225:14 235:7 265:23 278:22 288:9 328:6 329:8,9,11 359:21 364:5 365:10 366:20 366:22 368:2 416:17 462:20 486:13 30th 118:10		

136:25 302:8 359:13 367:18 399:25 403:5 409:7 455:1,15 456:4 458:1,17 458:17 459:16 460:10 461:18 300 235:6 255:6 300-plus 477:25 318 172:22 175:18,25 176:11 458:22 459:6,8,10,15 465:8 33 382:3 33.5 160:15 178:10 350 430:20,24 431:12,14,16 358,000 459:2 36 241:2 37 382:7 3700 261:16 375,000 459:1 38 227:14	46.2 382:6 47 121:5,13 475 234:7 48 237:20 49 226:3 238:21	219:3 226:2,3,3 447:20 7th 166:2 262:16 274:21,23 7-year-old 238:20 7:00 348:9 7:14 348:10 70 158:21 700 20:10 70:17 700,000 132:9 240:6 73 106:22		
<hr/> 4 <hr/> 4 14:23 98:7,8 121:13 122:17 265:1 384:20 385:25 391:5 4th 272:8,11 285:3 4-year 208:6 40 34:3 131:24 132:8 386:11 411:21 482:20 482:21 40-hour 225:10 400 235:6,19 237:14 477:24 41 318:6 330:12 330:16 331:23 333:13 345:2 345:22 347:1 45 333:10 482:23 46 333:8	<hr/> 5 <hr/> 5 67:21 113:17 114:3,22 115:8 226:9 258:17 300:19,20 383:23 391:5 447:1 5th 50:9 62:14 63:11 274:21 383:15 5.8 459:6 50 160:7,10,21 170:13 203:20 269:23 278:22 353:6 363:13 366:22 368:22 411:21 462:21 482:23 50,000 435:3 500 11:20 52 137:8 54 363:21 548 226:3 55 159:5	<hr/> 8 <hr/> 8 490:12 8th 1:4 51:24 52:2,9,15,22 53:20 54:16 55:6 266:17 314:15 80 142:21,22,24 158:21 417:13 487:23 80s 18:20 80-day 6:24 8100 459:5		
	<hr/> 6 <hr/> 6 95:13 114:2,6 300:8,8,11 383:18,19 6th 51:2 296:14 360:7 400:14 6-11 429:7,9 60 235:7 600-and-some 240:6 64 410:24 65 226:3 66 20:11	<hr/> 9 <hr/> 9 11:14 191:8 208:20,21 368:20 490:13 9th 266:17 314:15 9,000 245:19 9.5 459:4 9:00 490:9,9,12 90 6:24 90-day 2:3 900 398:2 453:3 900-and-some-... 397:6 97 18:13 44:19 98 18:8 44:19 99 286:17		
	<hr/> 7 <hr/> 7 106:22 137:8			