

UNITED STATES COMMISSION ON CIVIL RIGHTS

+ + + + +

TELEPHONIC MEETING

+ + + + +

THURSDAY

OCTOBER 8, 2009

+ + + + +

The Meeting convened telephonically,
pursuant to notice at 5:15 p.m., Gerald A. Reynolds,
Chairman, presiding.

COMMISSIONERS PRESENT:

GERALD A. REYNOLDS, CHAIRMAN

PETER N. KIRSANOW, COMMISSIONER

ASHLEY L. TAYLOR, COMMISSIONER

GAIL HERIOT, COMMISSIONER

TODD F. GAZIANO, COMMISSIONER

STAFF PRESENT:

MARTIN DANNENFELSER, STAFF DIRECTOR

STAFF PRESENT:

DAVID BLACKWOOD, General Counsel, OGC

CHRISTOPHER BYRNES, RPCU

DEMITRIA DEA

PAMELA A. DUNSTON, Chief, ASCD

ROBERT LERNER, Asst. Deputy Director

TINALOUISE MARTIN, Director, OM

EMMA MONROIG, Solicitor

LENORE OSTROWSKY

COMMISSIONER ASSISTANTS PRESENT:

TIM FAY

DOMINIQUE LUDVIGSON

KIMBERLY SCHULD

RICHARD SCHEMCHER

TABLE OF CONTENTS

I.	Approval of Agenda	6
II.	Management and Operations	
	Submission of FY 2011 Budget Estimate to the Office of Management and Budget	7
III.	Program Planning	
	Approval of Letter to Attorney General Holder re: ACORN	15
IV.	Adjourn	20

P R O C E E D I N G S

5:23 P.M.

OPERATOR: Good afternoon. My name is Jamie and I will be your conference operator today. At this time I would like to welcome everyone to the Commission meeting conference call.

All lines have been placed on mute to prevent any background noise. If you should need assistance during the call, please press star, then a zero, and an operator will come back on line to assist you.

Thank you, Mr. Reynolds. You may begin your conference.

CHAIRMAN REYNOLDS: Thank you. Good afternoon. This is Chairman Reynolds. It is 5:23 Eastern Daylight Time on October 8, 2009. We're having a telephonic meeting with all of the Commissioners participating from different locations.

I will call the name of each Commissioner in order to determine if there's a quorum to hold a meeting.

Vice Chair Thernstrom?

(No response.)

Commissioner Gaziano?

COMMISSIONER GAZIANO: Here.

1 CHAIRMAN REYNOLDS: Commissioner Kirsanow?

2 COMMISSIONER KIRSANOW: Here.

3 CHAIRMAN REYNOLDS: Commissioner Melendez?

4 (No response.)

5 CHAIRMAN REYNOLDS: Commissioner Yaki?

6 (No response.)

7 CHAIRMAN REYNOLDS: Commissioner Taylor?

8 COMMISSIONER TAYLOR: I'm here.

9 CHAIRMAN REYNOLDS: Commissioner Heriot?

10 COMMISSIONER HERIOT: Here.

11 CHAIRMAN REYNOLDS: Is the Staff Director
12 present?

13 MR. DANNENFELSER: Present.

14 CHAIRMAN REYNOLDS: Is the court reporter
15 on the line?

16 COURT REPORTER: Yes, sir.

17 CHAIRMAN REYNOLDS: Okay. Well, then the
18 meeting will come to order. If a Commissioner wants
19 to make a statement, please identify yourself first.
20 Whenever it's necessary to take a vote, the following
21 procedure will be used. I will call out the name of
22 each Commissioner. The Commissioner should then
23 answer yes, no, or abstain after the voting has
24 concluded. I will read out how each of you has voted
25 to ensure that the tally is correct.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

APPROVAL OF THE AGENDA

CHAIRMAN REYNOLDS: First item, I move to approve the agenda. Is there a second?

COMMISSIONER KIRSANOW: Kirsanow seconds.

CHAIRMAN REYNOLDS: Any proposed changes?

(No response.)

Okay, I have one. I propose that we table discussion of the National Conference. We want to wait until we have some representation from the Democratic Commissioners.

Is there a second?

COMMISSIONER GAZIANO: Second.

CHAIRMAN REYNOLDS: Discussion?

(No response.)

Okay, we're just voting for the amendment.

Commissioner Gaziano, how do you vote?

COMMISSIONER GAZIANO: Could we move for the agenda, as amended, with the friendly amendment?

CHAIRMAN REYNOLDS: That will work. I vote aye.

CHAIRMAN REYNOLDS: Commissioner Kirsanow?

COMMISSIONER KIRSANOW: Yes.

CHAIRMAN REYNOLDS: Commissioner Taylor?

COMMISSIONER TAYLOR: Aye.

1 CHAIRMAN REYNOLDS: And Commissioner
2 Heriot?

3 COMMISSIONER HERIOT: Yes.

4 CHAIRMAN REYNOLDS: Okay, the vote is
5 unanimous.

6 MANAGEMENT AND OPERATIONS

7 CHAIRMAN REYNOLDS: Okay, bear with me.
8 The Staff Director informs me that the Office of
9 Management and Budget has requested that the
10 Commission submit two budget estimates for Fiscal Year
11 2011. The first would be a flat-line budget at the
12 2010 level of \$9.4 million. And second would be a
13 budget that reflects a 5 percent rescission to that
14 amount to the level of \$8.93 million.

15 Copies of these budget proposals and
16 related documents were sent to Commissioners on
17 Friday, September 18th and then again yesterday
18 evening.

19 Mr. Staff Director, please provide
20 Commissioners with a description of the staff's
21 recommendations regarding each of these budgets?

22 MR. DANNENFELSER: Thank you, Mr.
23 Chairman.

24 We started with the premise that there
25 would be built-in costs from cost of living

1 adjustments for staff and other basic operations that
2 tend to increase in the neighborhood of four to five
3 percent per year. And from that, worked from a
4 \$228,968 shortfall with the flat-line budget. We took
5 some reductions in travel and rent in there and also
6 had savings of about \$145,000 that we projected in IT
7 savings for 2011. This was accomplished by the
8 purchase of several PCs and laptops during FY 2009
9 with end-of-year funds instead of what was otherwise
10 projected for purchase in 2011.

11 We had a delay of a project to establish
12 Regional Office connectivity to the agency shared
13 common computer drive and the postponement of the
14 purchase of new desktop software in the Regional
15 Offices.

16 We also realized some savings by phasing
17 in biometric identification tokens instead of bringing
18 about immediate agency-wide implementation that
19 produced a 57 percent savings in that particular area.

20 And we identified and reduced some redundant costs in
21 the areas of printing, communication, and contractual
22 services. And on page five of the budget narrative,
23 there is a chart that delineates those particular
24 savings in that area.

25 With regard to the five percent reduction

1 budget which is another five percent beyond that flat-
2 line budget, the main thing we did there was in the
3 area of personnel. We had currently three positions
4 that are budgeted in 2010 that are not filled. They
5 are the Deputy Staff Director position, the secretary
6 in the Office of the Staff Director, and a social
7 scientist in the Office of Civil Rights Evaluation.
8 So we projected that those positions would not be
9 filled in 2011 and we also eliminated \$50,000 that was
10 projected for the employee bonus pool in that
11 particular, under that particular scenario which is
12 certainly not something that we would normally choose
13 to do, but given the tough decisions that would have
14 to be made under that type of budget, we made that
15 decision.

16 So I think those are the highlights, Mr.
17 Chairman, but I would be happy to address any other
18 specific questions that Commissioners might have.

19 CHAIRMAN REYNOLDS: Questions? Comments?

20 COMMISSIONER GAZIANO: I'll have an
21 amendment in a minute, but I don't have any questions
22 for the Staff Director at this time.

23 CHAIRMAN REYNOLDS: Commissioner Heriot?

24 COMMISSIONER HERIOT: No.

25 CHAIRMAN REYNOLDS: Commissioner Taylor?

1 COMMISSIONER TAYLOR: Not at this time.

2 CHAIRMAN REYNOLDS: Commissioner Kirsanow?

3 COMMISSIONER KIRSANOW: No questions.

4 CHAIRMAN REYNOLDS: Okay, Commissioner
5 Gaziano?

6 COMMISSIONER GAZIANO: Thank you. With
7 due regard to the OMB request, I am going to move for
8 a slight increase in our two budget amounts that we
9 submit for FY 2011.

10 Let me just briefly explain my reasoning.

11 For the past several years, we've made requests of
12 \$12 million and that's been our, I think, our most
13 sincere estimate of what we would need to fully fund
14 the vacant positions, but it doesn't seem realistic
15 that those sort of requests are being favorably
16 considered. So I think a more modest request might be
17 in order. But I do note, in sort of coming up with
18 the amount, that, according to bills currently pending
19 and other news reports, the following civil rights
20 agencies are slated to get -- that we are supposed to
21 help review and somewhat oversee -- are getting huge
22 increases. The EEOC is slated to get a \$23 million
23 increase over last year. The Civil Rights Division at
24 Justice is slated to get a \$22 million increase and
25 wants to create 54 new legal positions. The

1 Department of Labor Office of Federal Contract
2 Compliance Program is slated to get a \$27.4 million
3 increase and that's a 25 percent increase over
4 previous years.

5 Jerry's old office at Education, the
6 Office of Civil Rights is slated to get an increase,
7 but not by quite as much. So I submit that although
8 it would be nice to not only not get 54 new legal
9 positions, but if we could just have our Office of the
10 General Counsel perhaps instead of having two of seven
11 slots filled, three of seven, that might help us
12 monitor these other civil rights agencies.

13 So, with that, I propose that everywhere
14 in the budget where we have asked for the proposed
15 budget, where we've asked for \$9,400,000, that we ask
16 for \$9,950,000 and, with a five percent rescission
17 figure, that would work out to be \$9,452,500, and the
18 only other request or change that I would include in
19 my motion is on page six, under B, it begins "as
20 further required" and change the word "required" to
21 "as further requested."

22 CHAIRMAN REYNOLDS: Okay.

23 COMMISSIONER KIRSANOW: Kirsanow seconds.

24 CHAIRMAN REYNOLDS: Well, hold on. A few
25 comments. We sent out, in our official capacity,

1 we've sent out several letters and I think that that
2 is -- that's Commission work that should be reflected,
3 at least we should consider including that type of
4 policy discussion into this document, and isn't it
5 also true that several of you have testified on
6 Capitol Hill and, if so, was that done in your
7 capacity as a Commissioner or in your individual
8 capacity? If it's the former, I would also think that
9 the documents should reflect those activities also.

10 COMMISSIONER HERIOT: The occasions on
11 which I've testified, the call went out to the
12 Commission, not to me personally. So whether my
13 comments were on behalf of the Commission, I don't
14 think that's necessarily fair to say, but the request
15 was made to send a Commissioner to Capitol Hill and
16 that's what we did.

17 COMMISSIONER GAZIANO: You presume then
18 you testified in your individual as a Commissioner.

19 COMMISSIONER HERIOT: As an individual
20 Commissioner.

21 COMMISSIONER GAZIANO: Sure.

22 COMMISSIONER HERIOT: So yes, I think
23 that's Commission activity.

24 COMMISSIONER KIRSANOW: This is Kirsanow.
25 I testified in my individual capacity, but I am

1 readily identified as a Commissioner of the Civil
2 Rights Commission.

3 In addition to that, the matters upon
4 which I testify are within the purview of the
5 Commission and supported by, generally supported in
6 some measure, by research done by our special
7 assistants.

8 CHAIRMAN REYNOLDS: Did Commissioner Yaki
9 testify on Capitol Hill?

10 COMMISSIONER HERIOT: He also testified on
11 the Native Hawaiian Government Reorganization Act
12 before the House Committee on Natural Resources. So
13 the answer to that is yes.

14 CHAIRMAN REYNOLDS: Okay, so I think that
15 it would be -- that we should consider having those
16 contributions to public policy discussions reflected
17 in this document, as well as the policy statements
18 that have gone out in some of our letters, at least
19 those letters that have gone out as a part of a
20 Commission vote.

21 COMMISSIONER GAZIANO: Mr. Chairman, this
22 is Commissioner Gaziano for the record. You also
23 reminded me that some of our letters are for
24 information at EEOC and the Department of Justice, of
25 which we have not been favorably blessed with

1 responses. As a matter of fact, EEOC said that it
2 would be somewhat burdensome for them to have to
3 respond to us and we could just look at their website.

4 Again, this is another reason why I think at least a
5 modest increase in our budget is appropriate, if these
6 other agencies we're trying to look at are getting \$22
7 and \$23 million increases.

8 CHAIRMAN REYNOLDS: Any other comments?

9 COMMISSIONER KIRSANOW: I think those
10 increases are so that they can more readily reply to
11 our information requests.

12 COMMISSIONER GAZIANO: I hope so.

13 COURT REPORTER: I'm sorry, this is the
14 court reporter. Could I ask people to please identify
15 themselves before they speak. Thank you.

16 CHAIRMAN REYNOLDS: All right. May I have
17 a motion that the Staff Director be directed to
18 finalize and submit to OMB the 2011 budget estimate as
19 well as the budget estimate with the five percent
20 rescission, but making the changes that have been
21 agreed upon during this exchange?

22 COMMISSIONER GAZIANO: I so move if you
23 mean the figures that I've included.

24 CHAIRMAN REYNOLDS: The figures, the
25 inclusion of discussion of the testimony on Capitol

1 Hill, as well as the policy issues that we've dealt
2 with in some of the letters that we sent out.

3 COMMISSIONER GAZIANO: Sure, I'll accept
4 that or move that or accept that as a friendly
5 amendment to my motion.

6 CHAIRMAN REYNOLDS: Okay.

7 COMMISSIONER KIRSANOW: Kirsanow seconds.

8 CHAIRMAN REYNOLDS: Do we need discussion?
9 Commissioner Gaziano?

10 COMMISSIONER GAZIANO: Yes.

11 CHAIRMAN REYNOLDS: Commissioner Kirsanow?

12 COMMISSIONER KIRSANOW: Yes.

13 CHAIRMAN REYNOLDS: Commissioner Taylor?

14 COMMISSIONER TAYLOR: Yes.

15 CHAIRMAN REYNOLDS: Commissioner Heriot?

16 COMMISSIONER HERIOT: I'm going to abstain
17 on this one.

18 CHAIRMAN REYNOLDS: Okay. Let the record
19 reflect that Commissioners Gaziano, Kirsanow, Taylor
20 and the Chairman voted in favor of the motion and
21 Commissioner Heriot abstained.

22 PROGRAM PLANNING

23 CHAIRMAN REYNOLDS: Okay, next up is a
24 discussion vote on a letter to Attorney General Holder
25 that Commissioner Kirsanow circulated on September 23

1 regarding ACORN in light of the recent activities that
2 have cast the organization in the news once again.
3 The letter was recirculated again yesterday evening
4 via email.

5 Commissioner Kirsanow, would you like to
6 speak to your letter?

7 COMMISSIONER KIRSANOW: Well, we've
8 already spoken about it. This is Kirsanow.

9 COMMISSIONER HERIOT: Do I have -- the
10 copy that was attached to Marty's email, is that the
11 current copy or is there a different version now?

12 CHAIRMAN REYNOLDS: Of the -- I believe
13 that the -- if you're referring to Marty's email that
14 was sent out yesterday evening, I believe that's the
15 latest version.

16 COMMISSIONER HERIOT: I have to make sure
17 I'm looking at the right thing here.

18 CHAIRMAN REYNOLDS: Commissioner Kirsanow?

19 COMMISSIONER KIRSANOW: Yes. I think
20 we've had discussion on this, a significant amount of
21 discussion on it and, again, I simply move the
22 Commission approve the letter to Attorney General
23 Holder, as amended.

24 COMMISSIONER TAYLOR: Taylor seconds.

25 CHAIRMAN REYNOLDS: Okay, I have a few

1 friendly amendments.

2 COMMISSIONER HERIOT: Me, too.

3 CHAIRMAN REYNOLDS: Okay, you go first.

4 COMMISSIONER HERIOT: One of mine is just
5 a ridiculous quibble. And that is the use of the word
6 "disenfranchise" which is a perfectly legitimate word,
7 but it also competes with disfranchise, which is also
8 a perfectly legitimate word, and partisans of
9 disfranchise actually sometimes believe that they are
10 right and that disenfranchise is wrong. So, in the
11 interest of most conservative grammar, I would go for
12 disfranchise.

13 COMMISSIONER KIRSANOW: I would accept
14 that.

15 COMMISSIONER HERIOT: The other one is
16 that I would prefer not to refer specifically to RICO,
17 but rather refer to federal law.

18 COMMISSIONER KIRSANOW: Kirsanow accepts
19 that too.

20 CHAIRMAN REYNOLDS: Is that it,
21 Commissioner Heriot?

22 COMMISSIONER HERIOT: Yes, it is.

23 CHAIRMAN REYNOLDS: Okay, on the first
24 line of the last paragraph at the bottom of the first
25 page, I would ask that we amend the letter to insert

1 the words "several Commissioners" in place of "we" so
2 that it would read: "On October 28th, several
3 Commissioners wrote to your predecessor, Attorney
4 General Michael Mukasey."

5 Commissioner Kirsanow, are you comfortable
6 with the --

7 COMMISSIONER KIRSANOW: I am.

8 CHAIRMAN REYNOLDS: Okay.

9 COMMISSIONER HERIOT: Yes, because I think
10 I was not one of those who wrote. I don't remember
11 that letter.

12 COMMISSIONER GAZIANO: Yes, that's my
13 recollection as well from my records. So I prefer
14 that wording as well. This is Commissioner Gaziano.

15 CHAIRMAN REYNOLDS: Okay. And the second
16 change, I'd like to change -- well, looking at the
17 last paragraph of the letter, first sentence, I'd like
18 to change the word "recent" to "former" so that the
19 sentence would read, "According to press accounts, a
20 former ACORN Board Member, Marcel Reid" yadda, yadda,
21 yadda.

22 COMMISSIONER KIRSANOW: I'll accept that
23 also.

24 CHAIRMAN REYNOLDS: Any further
25 amendments?

1 COMMISSIONER KIRSANOW: Mr. Chair, I would
2 move that we approve the letter to Attorney General
3 Holder, as amended by the friendly amendments.

4 CHAIRMAN REYNOLDS: Commissioner Gaziano,
5 how do you vote?

6 COMMISSIONER GAZIANO: Aye.

7 CHAIRMAN REYNOLDS: Commissioner Kirsanow?

8 COMMISSIONER KIRSANOW: Yes.

9 CHAIRMAN REYNOLDS: Commissioner Heriot?

10 COMMISSIONER HERIOT: Yes.

11 CHAIRMAN REYNOLDS: Commissioner Taylor?

12 COMMISSIONER TAYLOR: Yes.

13 CHAIRMAN REYNOLDS: Okay, the motion
14 passes unanimously and that concludes the meeting.

15 COMMISSIONER GAZIANO: Could I just make
16 one quick motion? I move that the letter so approved
17 by a majority be circulated to any others, or is that
18 necessary to see if they want to join in who are not
19 at the meeting?

20 CHAIRMAN REYNOLDS: Sure, we can -- well,
21 Pete, do you have any concerns with that suggestion?

22 COMMISSIONER KIRSANOW: No, not off the
23 top of my head, although I think everyone had an
24 opportunity to weigh in.

25 COMMISSIONER GAZIANO: Okay, leave it to

1 the person originating the letter then?

2 COMMISSIONER KIRSANOW: Can we do this,
3 because this is really more administrative than
4 anything else. If one of our special assistants could
5 indicate that this letter was about to go out and that
6 they would give a window period of until noon tomorrow
7 in which the other Commissioners who were not present
8 on the call can voice whether or not to include their
9 signatories onto the letter.

10 CHAIRMAN REYNOLDS: Okay, we have a plan.

11 All right, folks, that concludes the meeting. Thank
12 you very much.

13 (Whereupon, at 5:43 p.m., the meeting was
14 concluded.)

15

16

17

18

19

20

21

22

23

24

25

<p style="text-align: center;">A</p> <p>abstain 5:23 15:16 abstained 15:21 accept 15:3,4 17:13 18:22 accepts 17:18 accomplished 8:7 accounts 18:19 ACORN 3:7 16:1 18:20 Act 13:11 activities 12:9 16:1 activity 12:23 addition 13:3 address 9:17 Adjourn 3:8 adjustments 8:1 administrative 20:3 afternoon 4:3,15 agencies 10:20 11:12 14:6 agency 8:12 agency-wide 8:18 agenda 3:2 6:2,4,19 agreed 14:21 amend 17:25 amended 6:19 16:23 19:3 amendment 6:16 6:19 9:21 15:5 amendments 17:1 18:25 19:3 amount 7:14 10:18 16:20 amounts 10:8 answer 5:23 13:13 appropriate 14:5 Approval 3:2,6 6:2 approve 6:4 16:22 19:2 approved 19:16 area 8:19,24 9:3 areas 8:21 ASCD 2:2 ASHLEY 1:13 asked 11:14,15</p>	<p>assist 4:10 assistance 4:9 assistants 2:5 13:7 20:4 Asst 2:3 attached 16:10 Attorney 3:6 15:24 16:22 18:3 19:2 aye 6:21,25 19:6</p> <hr/> <p style="text-align: center;">B</p> <p>B 11:19 back 4:10 background 4:8 basic 8:1 bear 7:7 begins 11:19 behalf 12:13 believe 16:12,14 17:9 beyond 9:1 bills 10:18 biometric 8:17 BLACKWOOD 2:1 blessed 13:25 Board 18:20 bonus 9:10 bottom 17:24 briefly 10:10 bringing 8:17 budget 3:4,4 7:9,10 7:11,13,15 8:4,22 9:1,2,14 10:8 11:14,15 14:5,18 14:19 budgeted 9:4 budgets 7:21 built-in 7:25 burdensome 14:2 BYRNES 2:1</p> <hr/> <p style="text-align: center;">C</p> <p>C 4:1 call 4:6,9,19 5:21 12:11 20:8 capacity 11:25 12:7 12:8,25</p>	<p>Capitol 12:6,15 13:9 14:25 cast 16:2 certainly 9:12 Chair 4:22 19:1 Chairman 1:9,11 4:14,15 5:1,3,5,7 5:9,11,14,17 6:3,6 6:14,20,22,24 7:1 7:4,7,23 9:17,19 9:23,25 10:2,4 11:22,24 13:8,14 13:21 14:8,16,24 15:6,8,11,13,15 15:18,20,23 16:12 16:18,25 17:3,20 17:23 18:8,15,24 19:4,7,9,11,13,20 20:10 change 11:18,20 18:16,16,18 changes 6:6 14:20 chart 8:23 Chief 2:2 choose 9:12 CHRISTOPHER 2:1 circulated 15:25 19:17 civil 1:1 9:7 10:19 10:23 11:6,12 13:1 come 4:10 5:18 comfortable 18:5 coming 10:17 comments 9:19 11:25 12:13 14:8 Commission 1:1 4:6 7:10 12:2,12 12:13,23 13:2,5 13:20 16:22 Commissioner 1:12,13,14,15 2:5 4:19,24,25 5:1,2,3 5:5,7,8,9,10,18,22 5:22 6:5,13,17,18 6:22,23,24,25 7:1</p>	<p>7:3 9:20,23,24,25 10:1,2,3,4,6 11:23 12:7,10,15,17,18 12:19,20,21,22,24 13:1,8,10,21,22 14:9,12,22 15:3,7 15:9,10,11,12,13 15:14,15,16,21,25 16:5,7,9,16,18,19 16:24 17:2,4,13 17:15,18,21,22 18:5,7,9,12,14,22 19:1,4,6,7,8,9,10 19:11,12,15,22,25 20:2 Commissioners 1:10 4:18 6:11 7:16,20 9:18 15:19 18:1,3 20:7 Committee 13:12 common 8:13 communication 8:21 competes 17:7 Compliance 11:2 computer 8:13 concerns 19:21 concluded 5:24 20:14 concludes 19:14 20:11 conference 4:4,6,13 6:9 connectivity 8:12 conservative 17:11 consider 12:3 13:15 considered 10:16 CONTENTS 3:1 Contract 11:1 contractual 8:21 contributions 13:16 convened 1:8 Copies 7:15 copy 16:10,11 correct 5:25</p>	<p>cost 7:25 costs 7:25 8:20 Counsel 2:1 11:10 court 5:14,16 14:13 14:14 create 10:25 current 16:11 currently 9:3 10:18</p> <hr/> <p style="text-align: center;">D</p> <p>D 4:1 DANNENFELS... 1:17 5:13 7:22 DAVID 2:1 Daylight 4:16 DEA 2:2 dealt 15:1 decision 9:15 decisions 9:13 delay 8:11 delineates 8:23 DEMITRIA 2:2 Democratic 6:11 Department 11:1 13:24 Deputy 2:3 9:5 description 7:20 desktop 8:14 determine 4:20 different 4:18 16:11 directed 14:17 Director 1:17 2:3,3 5:11 7:8,19 9:5,6 9:22 14:17 discussion 6:9,14 12:4 14:25 15:8 15:24 16:20,21 discussions 13:16 disenfranchise 17:6,10 disfranchise 17:7,9 17:12 Division 10:23 document 12:4 13:17 documents 7:16</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

12:9 DOMINIQUE 2:7 drive 8:13 due 10:7 DUNSTON 2:2	folks 20:11 following 5:20 10:19 former 12:8 18:18 18:20 four 8:2 Friday 7:17 friendly 6:19 15:4 17:1 19:3 fully 10:13 fund 10:13 funds 8:9 further 11:20,21 18:24 FY 3:4 8:8 10:9	15:15,16,21 16:9 16:16 17:2,4,15 17:21,22 18:9 19:9,10 highlights 9:16 Hill 12:6,15 13:9 15:1 hold 4:20 11:24 Holder 3:7 15:24 16:23 19:3 hope 14:12 House 13:12 huge 10:21	Justice 10:24 13:24	7:6,9 Marcel 18:20 MARTIN 1:17 2:3 Marty's 16:10,13 matter 14:1 matters 13:3 mean 14:23 measure 13:6 meeting 1:3,8 4:6 4:17,21 5:18 19:14,19 20:11,13 Melendez 5:3 Member 18:20 Michael 18:4 million 7:12,14 10:12,22,24 11:2 14:7 mine 17:4 minute 9:21 modest 10:16 14:5 monitor 11:12 MONROIG 2:4 motion 11:19 14:17 15:5,20 19:13,16 move 6:3,18 10:7 14:22 15:4 16:21 19:2,16 Mukasey 18:4 mute 4:7
<hr/> E <hr/>	<hr/> G <hr/>	<hr/> I <hr/>	<hr/> L <hr/>	<hr/> N <hr/>
E 4:1,1 Eastern 4:16 Education 11:5 EEOC 10:22 13:24 14:1 eliminated 9:9 email 16:4,10,13 EMMA 2:4 employee 9:10 end-of-year 8:9 ensure 5:25 establish 8:11 estimate 3:4 10:13 14:18,19 estimates 7:10 Evaluation 9:7 evening 7:18 16:3 16:14 exchange 14:21 explain 10:10	G 4:1 GAIL 1:14 Gaziano 1:15 4:24 4:25 6:13,17,18 9:20 10:5,6 12:17 12:21 13:21,22 14:12,22 15:3,9 15:10,19 18:12,14 19:4,6,15,25 General 2:1 3:6 11:10 15:24 16:22 18:4 19:2 generally 13:5 Gerald 1:8,11 getting 10:21 14:6 give 20:6 given 9:13 go 17:3,11 20:5 going 10:7 15:16 Good 4:3,14 Government 13:11 grammar 17:11	identification 8:17 identified 8:20 13:1 identify 5:19 14:14 II 3:3 III 3:5 immediate 8:18 implementation 8:18 include 11:18 20:8 included 14:23 including 12:3 inclusion 14:25 increase 8:2 10:8 10:23,24 11:3,3,6 14:5 increases 10:22 14:7,10 indicate 20:5 individual 12:7,18 12:19,25 information 13:24 14:11 informs 7:8 insert 17:25 interest 17:11 issues 15:1 item 6:3 IV 3:8	L 1:13 Labor 11:1 laptops 8:8 latest 16:15 law 17:17 leave 19:25 legal 10:25 11:8 legitimate 17:6,8 LENORE 2:4 LERNER 2:3 letter 3:6 15:24 16:3,6,22 17:25 18:11,17 19:2,16 20:1,5,9 letters 12:1 13:18 13:19,23 15:2 level 7:12,14 light 16:1 line 4:10 5:15 9:2 17:24 lines 4:7 living 7:25 locations 4:18 look 14:3,6 looking 16:17 18:16 LUDVIGSON 2:7	N 1:12 4:1 name 4:3,19 5:21 narrative 8:22 National 6:9 Native 13:11 Natural 13:12 necessarily 12:14 necessary 5:20 19:18 need 4:8 10:13 15:8 neighborhood 8:2 new 8:14 10:25 11:8 news 10:19 16:2 nice 11:8 noise 4:8
<hr/> F <hr/>	<hr/> H <hr/>	<hr/> J <hr/>	<hr/> M <hr/>	
F 1:15 fact 14:1 fair 12:14 favor 15:20 favorably 10:15 13:25 FAY 2:6 federal 11:1 17:17 figure 11:17 figures 14:23,24 filled 9:4,9 11:11 finalize 14:18 first 5:19 6:3 7:11 17:3,23,24 18:17 Fiscal 7:10 five 8:2,22,25 9:1 11:16 14:19 flat 9:1 flat-line 7:11 8:4	happy 9:17 Hawaiian 13:11 head 19:23 help 10:21 11:11 Heriot 1:14 5:9,10 7:2,3 9:23,24 12:10,19,22 13:10	Jamie 4:4 Jerry's 11:5 join 19:18	main 9:2 majority 19:17 making 14:20 Management 3:3,4	

noon 20:6
 normally 9:12
 note 10:17
 notice 1:8

O

O 4:1
occasions 12:10
October 1:6 4:16
 18:2
office 3:4 7:8 8:12
 9:6,7 11:1,5,6,9
Offices 8:15
official 11:25
OGC 2:1
Okay 5:17 6:8,16
 7:4,7 10:4 11:22
 13:14 15:6,18,23
 16:25 17:3,23
 18:8,15 19:13,25
 20:10
old 11:5
OM 2:3
OMB 10:7 14:18
once 16:2
operations 3:3 7:6
 8:1
operator 4:3,4,10
opportunity 19:24
order 4:20 5:18
 10:17
organization 16:2
originating 20:1
OSTROWSKY 2:4
oversee 10:21

P

P 4:1
page 8:22 11:19
 17:25
PAMELA 2:2
paragraph 17:24
 18:17
part 13:19
participating 4:18
particular 8:19,23
 9:11,11
partisans 17:8

passes 19:14
PCs 8:8
pending 10:18
people 14:14
percent 7:13 8:3,19
 8:25 9:1 11:3,16
 14:19

perfectly 17:6,8
period 20:6
person 20:1
personally 12:12
personnel 9:3
Pete 19:21
PETER 1:12
phasing 8:16
place 18:1
placed 4:7
plan 20:10
Planning 3:5 15:22
please 4:9 5:19
 7:19 14:14

policy 12:4 13:16
 13:17 15:1
pool 9:10
position 9:5
positions 9:3,8
 10:14,25 11:9
postponement 8:13
predecessor 18:3
prefer 17:16 18:13
premise 7:24
present 1:10,16,22
 2:5 5:12,13 20:7

presiding 1:9
press 4:9 18:19
presume 12:17
prevent 4:8
previous 11:4
printing 8:21
procedure 5:21
produced 8:19
Program 3:5 11:2
 15:22
project 8:11
projected 8:6,10
 9:8,10
proposals 7:15

propose 6:8 11:13
proposed 6:6 11:14
provide 7:19
public 13:16
purchase 8:8,10,14
pursuant 1:8
purview 13:4
p.m 1:8 4:2 20:13

Q

questions 9:18,19
 9:21 10:3
quibble 17:5
quick 19:16
quite 11:7
quorum 4:20

R

R 4:1
read 5:24 18:2,19
readily 13:1 14:10
realistic 10:14
realized 8:16
really 20:3
reason 14:4
reasoning 10:10
recirculated 16:3
recollection 18:13
recommendations
 7:21
record 13:22 15:18
records 18:13
reduced 8:20
reduction 8:25
reductions 8:5
redundant 8:20
refer 17:16,17
referring 16:13
reflect 12:9 15:19
reflected 12:2
 13:16
reflects 7:13
regard 8:25 10:7
regarding 7:21
 16:1
Regional 8:12,14
Reid 18:20
related 7:16

remember 18:10
reminded 13:23
rent 8:5
Reorganization
 13:11
reply 14:10
reporter 5:14,16
 14:13,14
reports 10:19
representation
 6:10
request 10:7,16
 11:18 12:14
requested 7:9
 11:21
requests 10:11,15
 14:11
required 11:20,20
rescission 7:13
 11:16 14:20
research 13:6
Resources 13:12
respond 14:3
response 4:23 5:4,6
 6:7,15
responses 14:1
review 10:21
Reynolds 1:8,11
 4:12,14,15 5:1,3,5
 5:7,9,11,14,17 6:3
 6:6,14,20,22,24
 7:1,4,7 9:19,23,25
 10:2,4 11:22,24
 13:8,14 14:8,16
 14:24 15:6,8,11
 15:13,15,18,23
 16:12,18,25 17:3
 17:20,23 18:8,15
 18:24 19:4,7,9,11
 19:13,20 20:10
RICHARD 2:8
RICO 17:16
ridiculous 17:5
right 14:16 16:17
 17:10 20:11
rights 1:1 9:7 10:19
 10:23 11:6,12

13:2
ROBERT 2:3
RPCU 2:1

S

S 4:1
savings 8:6,7,16,19
 8:24
scenario 9:11
SCHEMCHERL 2:8
SCHULD 2:7
scientist 9:7
second 6:4,12,13
 7:12 18:15
seconds 6:5 11:23
 15:7 16:24
secretary 9:5
see 19:18
send 12:15
sent 7:16 11:25
 12:1 15:2 16:14
sentence 18:17,19
September 7:17
 15:25
services 8:22
seven 11:10,11
shared 8:12
shortfall 8:4
signatories 20:9
significant 16:20
simply 16:21
sincere 10:13
sir 5:16
six 11:19
slated 10:20,22,24
 11:2,6
slight 10:8
slots 11:11
social 9:6
software 8:14
Solicitor 2:4
somewhat 10:21
 14:2
sorry 14:13
sort 10:15,17
speak 14:15 16:6
special 13:6 20:4

<p>specific 9:18 specifically 17:16 spoken 16:8 staff 1:16,17,22 5:11 7:8,19 8:1 9:5,6,22 14:17 staff's 7:20 star 4:9 started 7:24 statement 5:19 statements 13:17 STATES 1:1 Submission 3:4 submit 7:10 10:9 11:7 14:18 suggestion 19:21 supported 13:5,5 supposed 10:20 sure 12:21 15:3 16:16 19:20</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>table 3:1 6:8 take 5:20 tally 5:25 Taylor 1:13 5:7,8 6:24,25 9:25 10:1 15:13,14,19 16:24 16:24 19:11,12 telephonic 1:3 4:17 telephonically 1:8 tend 8:2 testified 12:5,11,18 12:25 13:10 testify 13:4,9 testimony 14:25 Thank 4:12,14 7:22 10:6 14:15 20:11 Thernstrom 4:22 thing 9:2 16:17 think 9:16 10:12,16 12:1,8,14,22 13:14 14:4,9 16:19 18:9 19:23 three 9:3 11:11 THURSDAY 1:5 TIM 2:6</p>	<p>time 4:5,16 9:22 10:1 TINALOUISE 2:3 today 4:4 TODD 1:15 tokens 8:17 tomorrow 20:6 top 19:23 tough 9:13 travel 8:5 true 12:5 trying 14:6 two 7:10 10:8 11:10 type 9:14 12:3</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>unanimous 7:5 unanimously 19:14 UNITED 1:1 use 17:5</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vacant 10:14 version 16:11,15 Vice 4:22 voice 20:8 vote 5:20 6:17,21 7:4 13:20 15:24 19:5 voted 5:24 15:20 voting 5:23 6:16</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>wait 6:10 want 6:9 19:18 wants 5:18 10:25 website 14:3 weigh 19:24 welcome 4:5 went 12:11 we're 4:16 6:16 we've 10:11 11:15 12:1 15:1 16:7,20 we're 14:6 window 20:6 word 11:20 17:5,6 17:8 18:18 wording 18:14</p>	<p>words 18:1 work 6:20 11:17 12:2 worked 8:3 wrong 17:10 wrote 18:3,10</p> <hr/> <p style="text-align: center;">Y</p> <hr/> <p>yadda 18:20,20,21 Yaki 5:5 13:8 year 7:10 8:3 10:23 years 10:11 11:4 yesterday 7:17 16:3,14</p> <hr/> <p style="text-align: center;">Z</p> <hr/> <p>zero 4:10</p> <hr/> <p style="text-align: center;">\$</p> <hr/> <p>\$12 10:12 \$145,000 8:6 \$22 10:24 14:6 \$228,968 8:4 \$23 10:22 14:7 \$27.4 11:2 \$50,000 9:9 \$8.93 7:14 \$9,400,000 11:15 \$9,452,500 11:17 \$9,950,000 11:16 \$9.4 7:12</p> <hr/> <p style="text-align: center;">1</p> <hr/> <p>15 3:7 18th 7:17</p> <hr/> <p style="text-align: center;">2</p> <hr/> <p>20 3:8 2009 1:6 4:16 8:8 2010 7:12 9:4 2011 3:4 7:11 8:7 8:10 9:9 10:9 14:18 23 15:25 25 11:3 28th 18:2</p> <hr/> <p style="text-align: center;">5</p> <hr/>	<p>5 7:13 5:15 1:8 5:23 4:2,15 5:43 20:13 54 10:25 11:8 57 8:19</p> <hr/> <p style="text-align: center;">6</p> <hr/> <p>6 3:2</p> <hr/> <p style="text-align: center;">7</p> <hr/> <p>7 3:4</p> <hr/> <p style="text-align: center;">8</p> <hr/> <p>8 1:6 4:16</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------