CITY COUNCIL
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

          Of the

COMMITTEE ON CONTRACTS

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                    DECEMBER 16, 2020
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HELD AT: REMOTE HEARING (VIRTUAL ROOM 2)

B E F O R E: BEN KALLOS, CHAIRPERSON

COUNCIL MEMBERS: INEZ D. BARRON
                  BILL PERKINS
                  KEITH POWERS
                  HELEN K. ROSENTHAL

A P P E A R A N C E S (CONTINUED)

DAN SYMON, Director of Mayor's Office of
Service Contracts

RYAN MURRAY, First Deputy Director

ERIN VILLARI, Deputy Director

VICTOR OLDS, General Counsel

1

2   SGT. BRADLEY: Okay, Sargeants will you

3 please begin your recordings.

4   SARGEANT AT ARMS KEITH POLITE: According

5 to the computer all set.

6   SGT BRADLEY: Okay, cloud is ready. Okay,

7 Sargeant Keith you may begin with the opening.

8   SARGEANT AT ARMS KEITH POLITE: Thank

9 you. Good morning and welcome to the remote hearing

10 on Contracts. Will Council Members and Staff please

11 turn on their video at this time. Once again, will

12 Council Members and Staff please turn on their video

13 at this time. Thank you. To minimize disruption,

14 please place all cellphones and electronics to

15 vibrate. You may send your testimony at

16 testimony@council.NYC.gov, that's

17 testimony@council.NYC.gov. Chair, we are ready to

18 begin.

19   CHAIRPERSON BEN KALLOS: Good morning and

20 welcome to this virtual hearing of the Contracts

21 Committee of the New York City Council. Today is

22 Wednesday, December 16, 2020. My name is Ben Kallos

23 and I have the privilege of chairing this committee.

24 For those of you who are watching remotely feels

25 free, feel free to participate in this hearing by

2   tweeting me at Ben Kallos. We are joined by Council

3   Member Perkins and Council Member Rosenthal. Council

4   Member Rosenthal is the previous Chair of this

5   Committee and has been working on some of these

6   issues for quite some time, uhm, and out of respect

7   and out of courtesy because she is chairing a hearing

8   at the very same time, I would like to turn it to her

9   to talk about her legislation this morning and then I

10   will continue my opening statement.

11   HELEN ROSENTHAL: Council Member Kallos,

12   thank you so much. I really appreciate this and I am

13   going to count on you for pushing this along. I know

14   you will because I have to shortly give an opening

15   statement uhm on another very important topic. Uhm,

16   so, so I will keep this short. I am very much looking

17   forward to hearing an update from the administration

18   about passport. Uhm, I'm going to count on Council

19   Member Kallos who is going to explain why passport is

20   so critically important to non-profits and if we can

21   uhm, our non-profit providers who do the work that

22   the City asks them to do, so when the City uhm ask

23   teachers to work in our public schools, uhm, they pay

24   teachers on a regular basis and there is never a hold

25   up for the principal, uhm, in terms of that principal

2 getting funding in order to have the teachers be

3 paid. Unfortunately, for our non-con… our non-uhm,

4 profit providers who uhm are doing the exact same

5 service, doing the work that the City has asked them

6 to do, whether it be childcare, taking care of those

7 with disabilities, supportive housing, taking care of

8 the homeless, all of those functions that people, the

9 City expects these providers to do day in and day out

10 unfortunately because of the process they need to go

11 through to get a contract signed and then they need

12 to invoice for work that has already been done in

13 order to await getting paid, any slow down along the

14 way means they are not getting funded for providing

15 those services. It means they have to take out loans

16 from banks, uhm that are never repaid by the City.

17 All of this, all of these additional steps simply to

18 provide homeless services, simply to provide

19 childcare services, so while this may not be the

20 sexiest of topics we are, it is critical that we get

21 the contract process right and this Administration

22 uhm started a program that is leaps and bounds far

23 ahead of what any other administration did but it has

24 been seven years and we need to get it right. So, I

25 am excited to be hearing from the Administration

2   about this Bill that would require each step of the

3   way for contracting through the passport to be on a

4   clock, to have a time limit, just like we do for

5   ULURP in order to give developers certainty about

6   their projects, we need to be able to give these

7   providers certainty about when they will be paid, how

8   much they will be paid uhm and we must do this and it

9   is only fair if we are asking them to provide the

10   services uhm, that the City uhm needs. So, Chair, I

11   appreciate your uhm, working this out with me today

12   but most importantly I appreciate your carrying the

13   ball on the Contracts Committee, appreciate you

14   pushing along this Bill, pushing along the

15   Administration in order for us to get this right for

16   the people doing work on behalf of New York City

17   residents. Thank you so much.

18   CHAIRPERSON BEN KALLOS: Thank you for

19   your leadership and uhm we uhm good luck with the

20   Womens Committee Hearing that you will be leading

21   right now. I would like to also acknowledge that we

22   have been joined by Council Member Keith Powers. Uhm,

23   today we are joined by the Mayor's Office of Contract

24   Services. Uhm, they've been working with the City

25   Council and City Contractors and developing a

2   Flagship Initiative known as the Procurement and

3   Sourcing Solutions Portal, also known as Passport,

4   uhm, which will be the primary subject of our

5   discussion today. We will also be discussing

6   Introduction 1627 of 2019 sponsored by Former

7   Contracts Chair, Helen Rosenthal in relation to

8   setting time limits for a procurement process,

9   reporting on agency compliance and developing an

10 online platform for managing procurement. But first,

11 the Passport. This hearing will provide the Committee

12 with a second opportunity to hear publicly from the

13 Mayor's Office of Contract Services regarding the

14 rollout of the Passport System, how it is being

15 received by the vendor committee now that it has

16 matured to its third phase and what other types of

17 updates, we might expect in the future to further

18 improve the procurement experience for City vendors.

19 Before we dive in, I would like to offer a bit of

20 background on Passport. Passport was conceived as an

21 online procurement portal designed to create

22 visibility in city contracting, improve collaboration

23 between agencies and vendors and facilitate the

24 timely registration of awarded contracts. Uhm, this

25 Passport Digital Interface was designed to allow

2 vendors to track the progress of their particular

3 contracts, offer agencies insight into the

4 capabilities of specific vendors and allow these,

5 those agencies to expedite the process of determining

6 vendor responsibility, a critical component for

7 contractors working with the City. The first phase

8 of Passport was launched back in the summer of 2017

9 and gave vendors and the Council a taste of what we

10 could expect from this new online procurement portal.

11 Passports released one permitted contractor to file

12 their vendor questionnaires electronically, identify

13 areas for expertise, allow vendors to review

14 performance evaluations and prior contracts in order

15 to improve their deliverables and the expectation of

16 being awarded future contracts. Passport release two

17 was launched in April 2019 and built upon release one

18 by allowing electronic vendor invoicing and the

19 creation of online catalog of vendor goods that

20 vendors could update in real time. Agencies were then

21 able to shop vendor catalogs directly with up-to-date

22 access to inventory. Today's hearing is as much an

23 overview of release three as it is a pat on the back

24 to the Mayor's Office of Contracts for their hard

25 work and pushing through their release against the

2 back turp of this pandemic. This update could not

3 have come at a better time for City Contracts who can

4 sign Contract paperwork electronically and most

5 importantly track their Contract progress online

6 directly through a Milestone Tracker which outlines

7 steps required to have their award completed.

8 Vendors can now just log in to Passport and see

9 directly where their contracts lie within the

10 contracting process and what remains to be done to

11 complete their contract awards. Vendors can also now

12 search through Passport for all the City's active

13 solicitations and see which ones might be able to

14 offer a bid. These updates have been well-received

15 by the vendor community we hope and we hope to learn

16 uhm more about it and we also hope to hear more from

17 the Mayor's Office of Contract Services. I think I

18 probably have shared a lot of what we've already

19 learned but hope to hear uhm directly from the

20 Mayor's Office of Contracts. I also want to thank

21 our Committee Counsel Alex Palna (SP?), our Policy

22 Analyst Leah Oscrupiak (SP?), Finance Analyst Frank

23 Sarno (SP?), Finance Unit Head John Rosso (SP?) for

24 all their hard work uhm putting this hearing

25 together. Uhm with that said I will now uhm turn the

2   floor over to my Committee Counsel to uhm swear in

3   the Administration.

4   COMMITTEE COUNSEL: Uhm, thank you Chair.

5   Before I share in the Administration, I am just going

6   to go through some procedural items. Uhm, before we

7   begin testimony, I would just like to remind everyone

8   that you will be on mute until you have been called

9   upon to testify, at which point you will be unmuted

10   by the host. We will be calling on panelists to

11   testify individually so please listen for your name

12   to be called. The first panelist today to give

13   testimony, will be the Director of the Mayor's Office

14   of Contract Services, Dan Symon. The Mayor's Office

15   of Contract Services will also have the following

16   people available for questioning. First Deputy

17   Director Ryan Murray, Deputy Director Erin Villari

18   and General Counsel Victor Olds. I will call on each

19   of you shortly when it is time to begin your

20   testimony. During the hearing, if Council Members

21   would like to ask a question of the Administration or

22   of a specific panelist, please use the Zoom Raise

23   Hand Function and we will call on you in order. Uhm,

24   we will be limited Council Member questions to five

25   minutes which includes the time that it takes to

answer those questions. And please note, for the

ease of this virtual hearing we will not be allowing

a second round of questions for each panelist outside

of the Chair. All hearing participates should submit

written testimony to testimony@council.NYC.gov.

Before we begin, I will administer the oath to the

Administration. Do all members of the Mayor's Office

of Contract Services who will be offering testimony

or will be available for questions, please raise your

right hands. I will call on you individually for a

response. Do you affirm to tell the truth, the whole

truth and nothing but the truth before this Committee

today and to respond honestly to Council Member

questions? Director Symon?

DAN SYMON: I do.

COMMITTEE COUNSEL: Thank you. First

Deputy Director Murray?

RYAN MURRAY: I will.

COMMITTEE COUNSEL: Deputy Director

Villari?

ERIN VILLARI: I do.

COMMITTEE COUNSEL: General Counsel Olds.

VICTOR OLDS: I do.

2   COMMITTEE COUNSEL: Thank you. Director

3 Symon, you may begin your testimony.

4   DAN SYMON: Thank you. Good morning

5 Chair Kallos and members of the Contracts Committee,

6 uhm, my name is Dan Symon and I serve as the Director

7 of the Mayor's Office of Contracts and the City's

8 Chief Procurement Officer. Today, I will provide an

9 update on the Procurement and Sourcing Solutions

10 Portal, Passport and ongoing efforts to transform the

11 City's Procurement Process. As you know over the last

12 few years, MOCS has evolved to become a Procurement

13 Services Agency while adopting technology to

14 modernize traditional oversight responsibilities.

15 Specifically, we are now organizing ourselves to

16 separate agencies through each critical step of the

17 procurement process from centralizing, from centrally

18 establishing the need for a good or service and

19 releasing solicitations to setting up contracts for

20 vendors and capturing all oversight agency approvals.

21 We have established a common platform for end-to-end

22 collaboration for all key players in the Procurement

23 and with this have entered a new era where true

24 transparency can lead to data informed improvements

25 to process more rational Administrative Policies and

2 a common experience for vendors across all agencies

3 and industries. Our implementation plans for

4 Passport have been phased, prioritizing a reduction

5 in burdens to providers first and foremost and we

6 have worked in parallel to engage leaders on

7 conceptual designs for future releases while rolling

8 out and stabilizing new functionality. Passport was

9 first launched in August 2017 to allow vendors to

10 more easily file and update legally required

11 disclosures, removing the need for compilation of

12 dozens of hundreds, dozens or up to hundreds of pages

13 of paper which required certification by notaries.

14 After many years we replaced the Vendor Information

15 Exchange System also known as VendEx. As providers

16 were required to update filings related to contract

17 actions, they created accounts and submitted

18 information on their principals and organizations to

19 remain in compliance. In turn, Agencies use this and

20 other information to execute more efficient

21 background checks speeding up critical steps in the

22 contracting process. Based on nudges from our

23 office, agencies and advocates providers also created

24 accounts to prepare for future business with the City

25 of New York. We scaled our approach to supporting the

2 vendor community, establishing a central service desk

3 to respond to routine inquiries and maintaining a

4 range of self-service materials to guide users as

5 they complete various in-system tasks. We took many

6 lessons from our experience with non-profits and HHS

7 Accelerator knowing that any current or potential

8 vendor may need a patient and committed person to

9 help demystify government speak, translate

10 requirements into clear actions and serve as a

11 liaison between agencies and vendors when necessary.

12 Our second major release created a digital catalog

13 for the City's requirement Contracts and a system for

14 managing invoicing and payments against those

15 contracts which reduced the cycle time for ordering

16 from the Requirements Catalog by 23% and averaged

17 four days from invoice approval to payment. There are

18 now over 17,000 vendors with active Passport accounts

19 in filed status. VendEx transformation was the first

20 quick win for the team and we used this momentum to

21 establish even stronger relationships with advocates

22 and vendors in all industries. What they all wanted

23 was greater insight into the contracting process.

24 Particularly, knowing which steps were completed,

25 were next and a predictable experience with

2 solicitations. There was common ground with agency

3 staff who also wanted to standardize and better track

4 processes which involved oversight partners and

5 vendors and nearly everyone longed for a digital

6 experience that could be used citywide and not just

7 varied processes based on each Agency. The COVID-19

8 crisis flipping our City and Country since the spring

9 has only further highlighted the need for a fully

10 digital procurement transformation while many

11 agencies and vendors experienced disruptions to their

12 normal operations, Passport allowed for some

13 continuity and rapid support for essential service

14 providers. It became apparent that activities such

15 as submitting electronic documentation rather than

16 stacks of paper, removing notary requirements and

17 accepting E-signatures instead of wet signatured

18 would be required to support a digitally, a digital,

19 socially distanced procurement approach that limits

20 in-person interactions. Our most recent release of

21 Passport was brought, has brought this vision to

22 reality. Release three provides functionality for a

23 fully digital end-to-end procurement process starting

24 from requisition all the way to contract

25 registration. It allows agency and vendor users to

2 manage contract amendments and change orders while

3 utilizing digital signatures to replace wet

4 signatures. This system release was accompanied by a

5 major change management effort. We have created

6 dozens of user's materials including manuals, quick

7 guides, videos, webinars and courses to guide each

8 discrete task vendors and agencies must complete

9 across different procurements methods. Along with

10 that, our service desk has responded to thousands of

11 inquiries seeking assistance with initial setup and

12 others in Passport since the original Go-Live date.

13 Our trainings have been attended by over 3,000

14 participants just among agency procurement staff and

15 we have hosted over 500 representatives from

16 different organizations and vendor facing training

17 sessions. Recognizing the need to put everything in

18 a digital format, we have recorded these trainings

19 and made them available as needed, persistent users

20 through multiple different channels. Through this

21 project, we have found that users often prefer a

22 self-guided learning approach so we direct resources

23 toward important high-volume tasks so users can

24 become familiar with the system their own pace. In

25 parallel we are leveraging Passport and other tools

2 to enhance public transparency into City Contracting.

3 As you remember, we launched the Public Access

4 Terminal at our office earlier this year along with

5 Council Member Kallos which provides information on

6 City Contracts, vendors and other procurement data to

7 supplement what is already available in the public's

8 fear through sources like JEPA. This information is

9 also available on our website under the public

10 reporting section of the Passport page on our

11 website, www.NYC.gov/MOCS. Our data shows that these

12 resources have been downloaded hundreds of times this

13 year demonstrating the value of providing public

14 accessibility to the spending of tax payer dollars.

15 We will continue to look at new ways to enhance the

16 publicly available Procurement Data Set as we move

17 uhm as we move further with Passport implementation.

18 While release three has hosted a range of different

19 procurement types, our on-boarding strategy has

20 placed a particular emphasis on making sure that MWB

21 and small non-profits are prioritized for support in

22 the early stages of the system's release. Our Staff

23 worked closely with Agencies to ensure that these

24 procurements were properly configured and prioritized

25 for early deployment in the system and the associated

2 vendor pools were aware how to find and respond to

3 these solicitations. The Council Discretionary

4 Contract, we took, we undertook a major process

5 improvement to bundle these awards in to single

6 contracts per provider, reducing the contract volume

7 by about 2/3. After the August and September

8 transparency resolutions, we bulk uploaded roughly

9 1700 discretionary contracts into Passport.

10 Agencies and providers are currently in the process

11 of moving toward registration with many vendors

12 working to document submission and approval. The

13 decision to prioritize these areas of procurement

14 reflects MOCS ongoing commitment to level the playing

15 field for all entities seeking to do business with

16 the City and making sure that all the contracting

17 process is accessible to all organizations, no matter

18 their size. While it is still early, we are already

19 seeing promising results. Our vendor and non-profit

20 communities have provided positive feedback on their

21 ability to move through the contract process in a

22 simplified digital environment while providing

23 invaluable feedback on specific process pain points

24 that we can address through system enhancement or

25 tailor using materials. As we stabilize release

2 three and continue inputting contracts from retiring

3 system, we are also preparing for release four.

4 Release four primarily brings new financial features

5 into Passport by aiding functionality for invoicing,

6 budget allocation and payment through interfacing

7 with the City's Financial Management System. Drawing

8 on lessons we learned for HHS accelerator

9 centralizing these tasks creates the opportunity for

10 standardization and additional transparency. With

11 accelerator we were able to establish a Cost Manual

12 for Human Services Providers, standardize invoice

13 guidance and enhance performance management for

14 financial staff. Just within the last few weeks, we

15 established a new invoicing manual to standardize

16 practices and speed up payment to non-profits. We

17 hope to expand on these gains for the financial side

18 of City Contracting through release four. Release

19 four will also update and replace the last remaining

20 core functionality that Passport has not fully

21 addressed which is Prequalification Management.

22 Prequalification Management under release four will

23 shift with existing process from HHS accelerator into

24 Passport in keeping with our long-standing goal to

25 centralizing major contracting tasks in one place.

2 Overall, this last major release brings the complete

3 end-to-end process for citywide contracting from

4 requisition to payment into a centralized digital

5 location while featuring new in-kind tools for

6 citywide procurement staff. With regard to the Bill

7 before us, Intro 1627, we are happy to see that our

8 goals align with those of the City Council. Passport

9 promotes transparency, timeliness of contract

10 registration and a preference for the solutions and

11 those un-successes we have seen with early releases

12 and accelerator. By fully digitizing the contracting

13 process and making milestones visible to all parties,

14 we hope to build more timely contract registration

15 process through greater clarity on process

16 requirement for all parties. If data indicates a

17 need for us to move faster in certain areas we

18 absolutely should and we must establish realistic

19 targets related to each procurement so that we can

20 start contracts on time. MOCS is committed to making

21 timeliness data readily available to all relevant

22 parties for a given contract and reporting on

23 aggregate performance. We believe full digitization

24 and its associated transparency will bring improved

25 timeliness to City procurement and we look forward to

2 sharing those results. However, we are very

3 concerned with Intro 1627s proposal for setting

4 timelines for each step of the procurement process

5 and for the oversight review that each agency charged

6 with oversight must undertake. Procurements vary in

7 scope and complexity and we do not want to

8 disadvantage our negotiating position nor reduce the

9 rigor associated with due diligent steps.

10 Establishing set time tables could interfere with the

11 work of agencies charged with oversight of the

12 contracting agency. Some contracts are length and

13 complex requiring significantly more time to review

14 other than, than other more straightforward ones. At

15 times contractors propose terms that are unacceptable

16 and thus require significant renegotiation in order

17 to obtain the best possible result for the City

18 requiring additional time beyond the oversight

19 agency's control. Moreover, if the Agency, if the

20 Oversight Agency identifies an issue that needs to be

21 fixed by the contracting agency that can also prolong

22 review of the contract. For these reasons, limiting

23 the oversight agencies time to review may be

24 counterproductive and could compromise its ability to

25 thoroughly analyze and review complicated contractors

2   or adjustor unforeseen problems. Overall, Passport,

3   the Passport Project will remain critical to

4   achieving our goals of bringing greater transparency,

5   timeliness and integrity to citywide procurement. As

6   the City continues to respond to the COVID-19 crisis

7   it is more important that ever that we maximize use

8   of fully digital solutions, ease the burden for our

9   human services sector and put equity at the heart of

10   their recovery. Consistent with this approach, we

11   rolled out the biggest release of passport yet with

12   the heavy focus on getting NWBEs and small non-

13   profits successfully onboarded first with promising

14   results so far leveling the playing field and making

15   it easier for anyone to do business with the City is

16   at the heart of what we do at MOCS and we are pleased

17   to see the attention this major initiative has

18   received. I look forward to sharing further results

19   as we continue with digital transformation. I am

20   joined by First Deputy Director Ryan Murray, General

21   Counsel Victor Olds and Deputy Director Erin Villari.

22   We will be happy to take any questions that you have

23   at this time.

24   COMMITTEE COUNSEL: Thank you Director

25   Symon. I will now turn it over to questions from the

2 Chair. Panelists from the Administration please stay

3 unmuted, if possible, during this question-and-answer

4 period and a reminder to Chair Kallos you will be in

5 control of muting and un-muting yourself during this

6 period. Chair, Kallos, please begin.

7   CHAIRPERSON BEN KALLOS: Thank you. We

8 have been joined by Council Member Barron. I would

9 like to ask if any Committee Members have questions

10 if they want to raise their hand. I am going to turn

11 it over to former Chair Rosenthal to ask questions

12 about her Legislation and then I will begin Chair

13 questions.

14   HELEN ROSENTHAL: Thank you so much,

15 Chair Kallos and needless to say I am about to have

16 to go back to do something on my other Committee, but

17 so, I am going to, uhm actually if it is alright with

18 you, I am going to do that first and I will be back

19 and indicate to you that I am back in about three

20 minutes?

21   CHAIRPERSON BEN KALLOS: No problem.

22   HELEN ROSENTHAL: Thank you so much for

23 your patience.

24   CHAIRPERSON BEN KALLOS: My please, we

25 are working on the art of being in two places, on two

2   zooms and once. I want to thank you for your

3   testimony. I also want to thank the Mayor's Office

4   of Contract Services for having this hearing on

5   somewhat short notice. I guess, I would just like to

6   start with a broad overview, which is uhm, Passport

7   is now at the release three stage, uhm can you

8   explain where you are in your planned timeline for

9   the complete rollout? Uhm, when will Passport be

10   done and uhm, yeah, when will Passport be done and

11   how late we on our rollouts if it at all?

12   DAN SYMON: Chair, thank you, uhm, I

13   would like to say that it will never be done, right,

14   because being a digital platform, right? Our goal is

15   to constantly adjust and evolve the needs of the

16   procurement process and our stakeholders. So, uhm, I

17   never want to say that it is done but we do have four

18   major releases that were planned. Uhm, in terms of

19   timeline, release three you know we were hoping to

20   get release three out, our, our targets were March of

21   this, of, of 2020 and that sort of went out the

22   window as you could imagine. Had an impact on, uhm,

23   you know COVID had an impact on everybody including

24   us as MOCS jumped in to COVID response and we wound

25   up going live in June, uhm, there is a knock-on

2   effect for release four, we had originally hoped to

3   go live in January or February of 2021, it is looking

4   more like it will be the spring, uhm, of 2021. Uhm,

5   you know we are full steam ahead, there is no

6   distraction and uhm, you know our head is down. This

7   is incredibly important for us to get done but there,

8   uhm but you know there was some you know delays due

9   to, due to COVID but we are back on track and ready

10 to go with only a couple of months delay.

11   CHAIRPERSON BEN KALLOS: Usually delays

12 come with cost overruns, how much was initially

13 budgeted for Passport? How much are we spending?

14 And are we seeing cost overruns on this Project?

15   DAN SYMON: I will get you the exact

16 contract dollar value, uhm, it's, it's certainly

17 publicly available, I just don't want to say it

18 incorrectly, I don't have it right in front of me.

19 Uhm, but there have been no cost overruns, uhm, due

20 to any kind of delays. Every bit of budget that we

21 have on this Contract has gone to scope.

22   CHAIRPERSON BEN KALLOS: In reviewing

23 this, this program, we noticed that, that while this

24 program appears to be a multi-year's project,

25 something that is going to take an entire term to get

2 done, uhm, that some of the jobs involved in

3 implementing Passport have been outsourced. Uhm, can

4 you share what was outsourced? Why? And whether or

5 not we can use City employees to do the work?

6   DAN SYMON: Yeah, so I guess, I wouldn't

7 call it outsourced. Uhm, we contracted out for

8 particular expertise to join the City staff that we

9 have at MOCS, uhm, MOCS staff has actually grown, the

10 City staff has, has grown quite significantly over

11 the past few years to support this project. Uhm, and

12 talked about in our testimony we have a robust

13 learning management as well as change management

14 structure at MOCS and those are all City Staff. And

15 uhm, you know when, when it came to particular

16 expertise that we needed around the technology

17 itself, uhm, that we didn't have inhouse, we've, we

18 have brought in some uhm partners to work with us on

19 implementation. Obviously, this is a, you know a SAS

20 product and so we, the initial procurement was for an

21 implementor for, for the work for that particular

22 technology and so we contracted with a copy called

23 Ivalua, Ivalua uhm has a subcontractor which is

24 Excenture and they are the systems' integrator for

25 the project but all of the surrounding uhm strategy,

2 change management, learning management and to a large

3 degree the technology maintenance is done by City

4 Staff.

5   CHAIRPERSON BEN KALLOS: Along, how much

6 has been spent on Ivalua and Excenture and why these

7 specific vendors versus less costly options? And

8 then I am going to turn to Helen Rosenthal.

9   DAN SYMON: Okay, sure thing. I will go

10 quick then. So, I got the numbers, team is working

11 in the background. So, it's $55 million overall

12 budgeted cost, $46 spent to date. And in terms of

13 your question about uhm, cost uhm, look, we did an

14 open procurement. The, the City did an open

15 procurement back in 2015 and we uhm chose a, a

16 proposal that was competitive and it was in the best

17 interest of the City. Uhm, I know questions have

18 been raised, you know we get this all the time, like,

19 you know hey I've got an app on my phone that can do

20 this, you know really quickly uhm this is a, this is

21 a massive effort with tons of data management and

22 work flow management, it's not, it doesn't lend

23 itself to a light tool. Uhm, so this is, this is

24 heavy work uhm in terms of technology and we believe

25 that the product that we have and the contract that

2   we have with Ivalua is in the best interest of the

3   City and that includes cost.

4   CHAIRPERSON BEN KALLOS: I would like to

5   turn it over to Council Member Rosenthal for her

6   questions relating to Legislation or anything else

7   she wishes.

8   SGT LUGO: Starting time.

9   HELEN ROSENTHAL: Thank you, thank you so

10   much Council Member Kallos. I appreciate your

11   patience as I juggle these two hearings. Uhm, so I

12   guess, I have a couple of questions. Uhm, I hadn't

13   thought of the ones that Council Member, uhm, Council

14   Member Kallos, I really appreciate your line of

15   questions here. I think they are critically important

16   uhm and I look forward to hearing more of the

17   information you get. Uhm, if I could just get into

18   the nuts and bolts of Passport for a second. First of

19   all, how long do you think it will be until it is

20   fully implemented? I know it was probably in your

21   testimony but if you could tell us again?

22   DAN SYMON: Sure, so release three just

23   went live in June. We are projected to go live with

24   release four in, uhm, in the spring of 2021 and in

25   terms of major releases, that will, that is the end

2 of the major releases. But done, it will never, and

3 I had answered to Council Member Kallos, it will

4 never be done because we are constantly iterating on

5 the technology, in fact we've made tens, hundreds of

6 changes already, enhancements, suggestions from

7 users, uhm we are able to implement fairly quickly so

8 we have made tons of changes, even to just release

9 three which went live in, in June, so the work will

10 never be done in terms of when is it done. It will

11 never be done uhm but release three was in June,

12 release four will be in the spring of 2021.

13   HELEN ROSENTHAL: Would you expect that

14 there might be other users besides the Human Services

15 sector, do you expect all contracts to go through

16 Passport?

17   DAN SYMON: Yes. All City Contracts will

18 go through Passport, that is, that is the plan, it

19 has already begun.

20   HELEN ROSENTHAL: Yeah, and is that a

21 part of release four, that by spring 2021, that will

22 be done?

23   DAN SYMON: So, in terms of Contract

24 Registration, that is in scope for release three and

25 we are in the process of doing that right now. So,

2 we are onboarding. So, there are, there are all of

3 these contracts that are being managed to some extent

4 in existing systems, we have to retire those systems

5 and, and migrate those over to Passport.   That's

6 what, we are in the process of doing and any

7 procurements, any new RF fees, or bids or anything

8 are now to go through Passport.

9   HELEN ROSENTHAL: Yeah, I get it, it's a

10 lot, it's a lot that's why there are so many people

11 working on it and so much money being spent on it.

12 Will NYCHA be, will NYCHA be a part of this or DOE or

13 SCA or H&H?

14   DAN SYMON: So, yes to DOE. No to SCA,

15 NYCHA and H&H. There are no plans for them to be

16 using Passport.

17   HELEN ROSENTHAL: Is HPD? Uhm, sorry, go

18 ahead?

19   DAN SYMON: I'm sorry they do use

20 Passport from time to time for background checks on

21 their vendors. So, they are not integrated into the

22 full process but they do have access to the disc…

23 what used to be called the index. That part of the

24 system they do uhm access that for you know

25 background type information.

2 HELEN ROSENTHAL: Well, that's great, all

3 the, all the City Agencies.

4 DAN SYMON: Yeah, it's not part of their

5 routine business but from time to time they will

6 access the system to look uhm at a particular member.

7 HELEN ROSENTHAL: How about the uhm the

8 contract works that HPD does? For building

9 supportive, building housing?

10 DAN SYMON: We have, we've been working

11 with HPD from the very beginning.

12 HELEN ROSENTHAL: Okay.

13 DAN SYMON: And you know they are,

14 they're in the family here.

15 HELEN ROSENTHAL: Great, uhm, what would

16 you, given and I'm sorry, I apologize, I'm all over

17 the place, so I really appreciate you Director Symon

18 as always. Uhm, what would you think about having

19 two different buckets, uhm, let me get to this point

20 of hitting, having real timelines that most uhm

21 vendors could count on? Would it be possible to have

22 two buckets of vendors? One that can count on a

23 timeline and one that would be in the bucket of need

24 more variability because of the concerns you raised

25 in your testimony so that the City could be assured

2   or vendors could be assured, I'm going to hazard to

3   guess, 90, more than 90% of contracts could be you

4   know we could know they are going to go through the

5   system within a very short amount of time. And I'm

6   guessing that new projects, new vendors, you know

7   complicated contracts might uhm take a little more

8   time.

9   SGT LUGO: Time expired.

10   CHAIR BEN KALLOS: Please take as much

11   time as you need. I'm on a third here.

12   HELEN ROSENTHAL: Thank you. So, uhm,

13   Director Symon.

14   DAN SYMON: Two buckets.

15   HELEN ROSENTHAL: Oh, I'm sorry I

16   couldn't hear you, yeah, the two buckets. Yeah.

17   DAN SYMON: Yeah, okay, uhm, so again I

18   think we are, we are completely aligned on what we

19   want to achieve. Uhm, which is speed, uhm, I think

20   you know to answer your questions about two buckets,

21   that sounds like a lot of complexity uhm that would

22   need to be thought out so just thinking off the cuff,

23   that sounds like adding complexity to a system we are

24   trying to simplify, but I think what, that goals that

25   we have for ourselves which is identifying that the

2 micro level, uhm how long things take and trying to

3 assess for the first time, uhm, exceptions, right?

4 Uhm, we think that we can go extremely fast and so to

5 pick an arbitrary timeframe by which something has to

6 happen, you know and I talked about this when this

7 came up in Charter Revision is that the best way for,

8 to ensure that something takes 30 days is to put a

9 30-day clock on it and if something can take one day

10 or something that we can do in minutes or hours, we

11 want to try to achieve that as well. You are

12 absolutely right, good guess, 90+% of things are

13 routine and should move through quickly and those

14 exception cases should be worked on appropriately.

15 Uhm, but sometimes it is difficult to know what those

16 things are because they all look the same and that's

17 sort of, I guess, I'm struggling with the two-bucket

18 concept but I am happy to talk about it more and

19 think about it more.

20   HELEN ROSENTHAL: (laughing).

21   DAN SYMON: Because everything looks at

22 the same looks the same at the beginning and you

23 don't, you sort of don't know, uhm, so what we want

24 to do is for the first time have really reliable data

25 on how long things are taking, right, which is

something that we had with HHS Accelerator and

Invoices right now. Uhm and start putting out

polices that establish acceptable timeframes, right?

Accelerator gave us, we knew when an invoice came in,

when it was approved, if it was returned, when it was

returned, how long the vendor took to res… the

provider took to respond, then on the payment task,

how long that took, each step of the way, right and

we've got that down to you know decimal points of

hours, right? And can assess what it looks like

broadly speaking, we ne… the know the mean, median

and mode of all of that data now and Erin will talk

more about this later, hopefully. We've now put out

an invoice policy that establishes goals for non-

profits to submit invoices by a certain date and then

agencies taking action on those invoices by a

certain, you know, if vendor is X, it is X plus three

days of whatever it is and the policy is on our

website and we can, we can share more about that.

But we could never have done that or enforced it

without a baseline digital platform with this data up

to us.

                HELEN ROSENTHAL: Oh sure.

2   DAN SYMON: And so, that's what we are

3 trying to achieve with Passport on the macro level

4 across the entire procurement system is to be able to

5 look at how long things take, where we have, you

6 know, we are going, we have to be able to identify

7 issues that agencies are having? Are they

8 exceptions? Do we need to spend more time with

9 particular staff at agencies? Do we, agencies as a

10 whole? You know, how do we identify problems? Right

11 now, it is only anecdotal for the most part, right?

12 We know, we hear that something is taking too long

13 and so we run to that fire and try to address it and

14 fix and help and that's what we do for non-profits

15 all the time, but what we need more of is having the

16 process mapped out. Putting the whole process in a

17 fishbowl, everyone sees where everything is going and

18 on what timeframes and then we can start implementing

19 policies to set targets for our timeframes. Uhm.

20   HELEN ROSENTHAL: Sure.

21   DAN SYMON: And setting those ahead of

22 time with uhm.

23   HELEN ROSENTHAL: No, no, no, fair,

24 that's a fair point. I, wouldn't want it any other

25 way, right, so I would put that aside. I mean there

2 is no doubt this would have to be based on data and

3 on achievable goals.

4   DAN SYMON: Yes.

5   HELEN ROSENTHAL: It would be silly to do

6 otherwise. Uhm, again, the guiding philosophy is,

7 how do we? These vendors that are on the Human

8 Services side doing so much for us every day and you

9 know if I could take and just jab just for one

10 second, we work so hard over the years just to get

11 them paid for all the time they have to invest in

12 getting these contracts signed. We got a commitment

13 from the Administration to pay for that and the, and

14 the Administration re-nigged, right? So, those are

15 the indirect costs and you know it's, it put the

16 ownness on you even more because if we are not going

17 to pay providers uhm for all the work it takes to

18 extra work it takes for a bunch of things but

19 including getting these contracts signed and

20 processed, uhm, you know the ownness really falls on

21 you to get it right and get it done quickly.

22   DAN SYMON: Yeah, I don't want to redo

23 the lasting hearing and so I'll, I'll, I hear you and

24 I am listening. We are always listening. Uhm, I think

25 our focus has always been at MOCS on keeping the

2 Human Services sector strong uhm and that includes

3 getting them paid on time. Uhm, not only getting paid

4 on time but obviously a related issue is getting

5 their contracts registered on time and that's why the

6 invoicing policy is out there. Uhm, if we have

7 registered contracts, we have to commit to paying

8 them faster. Uhm, okay, sorry, and so uhm, you know

9 back in the, back in the spring with the hell that

10 the City went through in March and April, uhm one of

11 the first things that we did was do a tremendous push

12 to issue budget advances to the non-profit sector. We

13 pushed in, in a matter of weeks we pushed $750

14 millions out to the Human, out to the non-profits, to

15 their budges and for Contract Registration. Uhm, as

16 you know there are many contract actions that get

17 registered uhm for July 1 but for the second year in

18 a row we were able to reach outstanding uhm goals in

19 getting those contracts registered so that we could

20 issue advances, advances in early July. As you know,

21 we issue three-month advances on non-profit contracts

22 in July so that they have cash flow for the first

23 three months and improves their cash position as the

24 Fiscal year moves on. And so, for the second year in

25 a row, despite COVID and everything that was going on

2   and you know we worked with the controller's office

3   uhm and they were very helpful back in the spring to

4   work on Human Services Contracts and get them

5   registered in time so that we could get the money out

6   the door. Uhm, and so I think you know our focus is

7   on supporting them as much as we can. That is what

8   we think of when, when we are trying to improve the

9   procurement process. We started with small non-

10   profits which the City Council funds making sure that

11   our hardest to reach and, and the ones that will

12   struggle the most with dealing with a city contract

13   we wanted to make sure that we got to them first.

14   Uhm and so, we feel, we feel comfortable with our,

15   with our approach but always willing to hear more

16   about how we can improve and we will do that always.

17   HELEN ROSENTHAL: Sure, sure, I

18   appreciate that and I appreciate where you are going

19   on this. And I also would like to get it back to the

20   Chair because I know he has a lot of questions. Just

21   really quickly, this is minutia but you've got now

22   over 17,000 vendors with active Passport accounts,

23   are they fully in to phase three? They are fully,

24   does, what do active mean?

25

2   DAN SYMON: Yeah, so active means that

3   they have come in and they have created an account

4   and they have filed their disclosure, so they've done

5   the VendEx process, what used to be the VendEx

6   process. That means we've got 17,000 vendors that are

7   ready to go, ready to compete, respond to RFPs.

8   HELEN ROSENTHAL: Okay.

9   DAN SYMON: So, they are in the system.

10   They have accounts and so they are ready to go.

11   Their contract is in the process potentially of

12   migrating in to Passport so maybe some of them have

13   stuff in there and some not yet so it's a mixed bag

14   but everyone is set up and ready to go.

15   HELEN ROSENTHAL: And again, this sort of

16   gets to the two buckets idea, so forgive me. But of

17   the 17,000 could we safely say that all of our Human,

18   our routine I'm not talking about some vendor out

19   there who you don't know about so how could you know

20   about them?   But, the people who we, the

21   organizations that we usually contract with?   Do you

22   think all of them are in that bucket?

23   DAN SYMON: Yes.

24   HELEN ROSENTHAL: Of the 17,000? Okay.

25   And where are you in, you, I mean the City in

2   training all of the agency staff in knowing how to

3   use uhm Passport. So, these are the agency contract

4   specialists, uhm, who I am sure have had to undergo

5   lots of retraining. This is new. This is different

6   and I am sure that there are always people that can

7   be retrained and new hires, but forgive me for asking

8   this in such a vague way but if you could be as

9   precise as possible, how's that going?

10   DAN SYMON: Sure, I'm going to, I'm going

11 to kick that over to Ryan to take who leads a lot of

12 our change management efforts.

13   HELEN ROSENTHAL: Thank you.

14   RYAN MURRAY: Hi Chair Rosenthal, how are

15 you?

16   HELEN ROSENTHAL: It is always great to

17 see you.

18   RYAN MURRAY: Same. So, our members

19 remain similar to what we've reported in the past.

20 Uhm over 3000 uhm agency staff, even before launched

21 were engaged in learning about the platform, giving

22 feedback and helping us to get to the starting point.

23 Whether that was the first release or the most

24 recent. Uhm, what we found, particularly with

25 agencies is the initial training and making sure we

2 have resources available, that's honestly just the

3 first step. To your point, the retaining and the

4 ongoing reinforcement happens at the managerial

5 level, it happens at every single action. So, in

6 addition to implementing our self-service model and

7 convening people, we obviously had to go digital, uhm

8 during the summer as we were launching, right? So,

9 we moved from live in-person training uhm Webinars

10 and one on one with agencies. But, most importantly I

11 think now uhm agencies have access to all of those

12 materials so that we can, we put a platform in place

13 that we are now rolling out to make sure that had

14 basic procurement knowledge and our agency teams are

15 organized in such a way that you would be familiar

16 with this by task force, so you know thinking of

17 social services and infrastructure and everybody

18 else, general procurements. We have our, our team

19 organized to have a point person for each agency, uhm

20 as procurements are being planned, not even just

21 released, our agency teams are right there with them,

22 uhm moving the through every step, we are talking

23 about screen shares along the way.

24   HELEN ROSENTHAL: Right.

25

2   RYAN MURRAY: To make sure that if

3   anything is still confusing that we can get there uhm

4   and that is happening both on the procurement side,

5   trying to get a solicitation out the door as well as

6   the contracting side, so this is now, you are at the

7   award stage and you need to click a few buttons to

8   get stuff out to the vendors, in addition to that,

9   how basically vendors tend to be frankly very self-

10 reliant and using our platforms and for those who

11 aren't, uhm, we, you know we've taken those requests,

12 we've had some 30,000, uhm we call the tickets but

13 that is really an interaction, somebody saying I need

14 help, last, uhm, last calendar year uhm and we make

15 sure that our teams are also positioned to thinking

16 about the discretionary portfolio. We aren't just

17 saying let's work with the agency, we set up a

18 process in place where, uhm as the agencies are doing

19 their work, we are asking the vendors to also get

20 ready and they are hand in hand, literally, I know

21 you are jumping from room to room. That is also the

22 similar thing that we've done. We have the agency in

23 one room, and we get the vendor and then we might put

24 them together so that they can move through those

25 tasks. So, ongoing exercise, we have structured

2 ourselves for that hand movement along the way, uhm,

3 because we felt that is what is necessary. Vendors

4 tend to be able to do things on their own however,

5 but the functionality and the work flows are a bit

6 more simplified.

7   HELEN ROSENTHAL: Yes, I am less worried

8 about the vendors and more worried about the agency

9 staff in that question. Uhm.

10   RYAN MURRAY: You've asked before a

11 question like so when something, when you find a

12 staff person still doesn't know what is going on how

13 do you address that? This model helps us to really

14 escalate those issues and precisely address whether

15 it is a staff person or the manager needs the

16 attention or if it is the overall agency.

17   HELEN ROSENTHAL: Yeah.

18   RYAN MURRAY: So, we've structured

19 ourselves on that.

20   HELEN ROSENTHAL: You, I feel so uhm,

21 thank you I feel very heard. I really appreciate that

22 and I just commend you. I was looking for your

23 title, First Deputy Director Ryan Murray for you know

24 your exceptional dedication to this and the outcome

25 and frankly uhm Director Symon that goes for you as

2 well. I know how dedicated you have been to this and

3 I really appreciate all of your work. Council Member

4 Kallos, thank you for giving me this extra time and

5 thank you for the flexibility uhm with juggling

6 everything. I really, I really appreciate all your

7 work and support on this effort.

8   CHAIRPERSON BEN KALLOS: Thank you for

9 your leadership, I have one followup question on

10 Council Member Rosenthal's Bill which is I once had

11 the oversight over a different Mayor's office, it

12 wasn't MOCS, it had a different name. It was Mayor's

13 Office of Operations, they called themselves Ops, I

14 called them MOO but they are responsible for the

15 Mayor's Management Report and in the Mayor's

16 Management Report they had indicators. Some of the

17 indicators were a floor, some of them were a ceiling

18 and some of them were a goal. Uhm, would it be

19 possible to work with the Bill's sponsor and put in

20 perhaps Legislation where there was a not to exceed

21 threshold for everything? No matter how possible or

22 how difficult it might be? And a goal and perhaps

23 even perhaps buckets or even just thresholds on

24 contract sizes. It seems like smaller contracts

25 might be easier, bigger contracts, multi-million

2   dollar contracts might be **(INAUDIBLE)** and actually

3   having a goal so that we don't end up in a situation

4   as you have just testified to where people take the

5   30 days because they have it and similarly with

6   tracking to just see where the agencies are and I

7   know that the Federal Courts, I am an attorney, the

8   Federal Courts have tracking and they use that to

9   determine how long cases are and I remember judges

10 saying to me you need to get this case settled or you

11 need to get this case to, to trial in the next 30

12 days because you are making my calendar look bad for

13 the managing judge.

14   DAN SYMON: Yeah, uhm I look, uhm,

15 something like the MMRs is absolutely the types of

16 things that we are looking to produce. Uhm, I just

17 don't, I don't want to put even a not to exceed

18 number out there when we don't know what we have yet,

19 right? Uhm, so but those types of management reports

20 and indicators is exactly what we are trying to

21 produce from, from what the system tells us. From

22 what the agencies and the vendor's activity in the

23 system tells us, then we know what our targets could

24 be or what our not, not to exceed ought to be uhm,

25 but even if egregious, we are fully with you all in

2 spirit, I believe me and again the invoice uhm policy

3 with HHS Accelerator is the perfect example of what

4 we are trying to achieve and is what we are hoping to

5 do with Passport in the future.

6   CHAIRPERSON BEN KALLOS: Thank you, I am

7 going to move back to the previous line of

8 questioning. With that being said, if there are any

9 Council Members who wish to raise their hand to ask

10 questions, I am happy to defer. Uhm.

11   COMMITTEE COUNSEL: It doesn't look there

12 are Chair, just you.

13   CHAIRPERSON BEN KALLOS: Uhm, we've been

14 asked, talking a little bit about on-time payments,

15 when I came in as Chair of the Contracts Committee,

16 that is something that I prioritized and working with

17 you we got, I think some results, can you just share

18 some of the results on on-time payment back in 2019

19 and what changes you were able to make and

20 particularly whether or not Passport will assist with

21 this?

22   DAN SYMON: Yeah, I'm going to turn to

23 Erin, who can talk more about those efforts and, and

24 highlight some of the invoice policies as well.

25

2 ERIN VILLARI: Hi Chair Kallos, sorry

3 about that. I'm having a little difficulty with my

4 mute button. Thank you for the question. I am

5 actually excited to share some of the work that we've

6 done with the invoice policy and a lot of what has

7 been talked about here is actually why I came to MOCS

8 in the first place because I am excited about

9 creating rational standard policies so that vendors

10 and especially coming from a background of working in

11 the Health and Human Service Agencies, the providers

12 really know what to expect, right? They have an

13 expectation of what is going to happen and what

14 reasonable timeframe, exceptions aside. Uhm, you

15 know, it's, it's interesting that discussion about

16 the two buckets and the 90% because during the

17 pandemic what we quickly did was spin up some of

18 these engagements that I think uhm Council Member

19 Rosenthal was really alluding to was how do we ensure

20 that the agency staff that are actually carrying out

21 these policies uhm understand what they are doing and

22 where they should spend their time so that we can get

23 those payments out the door. And so, we started

24 monitoring some of the data that we have available in

25 accelerator. Uhm and what we've noted is that if we

2   monitor the overall activity, what we are seeing,

3   this is an example, we ran some numbers on the 12th

4   of December. From July 1st, there have been over

5   23,000 invoices submitted in accelerator. Over 90% of

6   those have been approved and executed for payment and

7   so that's $1.7 billion since 07/01 and the remaining

8   10% we put in an action list that we distribute to

9   the Health and Human Service agencies so that they

10 can focus on those invoices that are uhm aging or

11 aged and so what we are trying to do here is build a

12 practice around performance management, understanding

13 where we are, constantly iterating to improve and

14 creating the data tools necessary for agencies to

15 act. And so that is some of what we've been doing and

16 what the invoice policy does is it creates those

17 expectations uhm for the provider community as well

18 and so we have a, we have a practice that we can

19 standardize and then continue to engage with both the

20 vendors and the agencies uhm to improve over time and

21 iterate and so we are constantly looking to establish

22 a performance management practice which I think is

23 the larger goal.

24   CHAIRPERSON BEN KALLOS: If somebody is

25 watching at home or online and they are saying to

2   themselves, I didn't get paid on time. I'm, I'm

3   upset with what they are saying, I know that they can

4   email me, contracts@benkallos.com and I will do my

5   best to get them paid. Where can they uhm email uhm

6   whether they are dealing with an agency or somebody

7   else, who can they email? Where does the buck stop?

8   Who can they email to make sure that they get paid on

9   time?

10   DAN SYMON: My email address is

11 dan.symon@mocs.nyc.gov.

12   COMMITTEE COUNSEL: It looks like the

13 Chair has frozen up. Chair Kallos are you back?

14   CHAIRPERSON BEN KALLOS: I'm back, it was

15 really scary to see all of your freeze. It's just

16 like great, my internet dropped. Uhm, so I'm not

17 sure if I heard an answer but I was looking for

18 another email address. I'm glad that the Director

19 gave out his personal email address.

20   DAN SYMON: I've done it, I've done it

21 before, non-pr… non-profits know my email address.

22 They know how to get in touch with me. They know how

23 to get in touch with Erin, and if there are any

24 issues, they should escalate to me and we can, you

25 know and we can help intervene.

CHAIRPERSON BEN KALLOS: And what is the other address, if they are not ready to bring it to you but they want just assistance.

DAN SYMON: I mean everyone knows help@mocs.nyc.gov is our central helpdesk, our service desk that we talked about.

CHAIRPERSON BEN KALLOS: Great, and so along those lines, back in May I recall, is it, is it true that you actually were working through spreadsheets to try to get everyone in the system and get folks registered so that they could get early payments and what did the early payments look like in 20…

DAN SYMON: I assume you are asking about 2021. Erin, do you want to just go through those numbers.

ERIN VILLARI: Yeah, sure, that's no problem. And so uhm, we had uhm, as, as you mentioned we had been tracking that and working directly with the agencies and even this year uhm some of the providers to help them get their documentation in to meet those timeliness goals and so we are happy to report as of July 1st, nearly all of the Human Service Agencies met the benchmark of

more than 90% of Human Service Contracts uhm with the

July 1 start date. Uhm, and as I had mentioned, we

had started monitoring uhm this year also budget

approvals and invoicing and it started in the

pandemic and we uhm continued it with the FY21 time

limits initiative and so we were able to execute over

1200 advances totaling nearly 500,000 just in the

first week of July and that continued to grown and we

continued to monitor that into august and work with

the agencies on a weekly basis, sometimes in some

cases daily basis to keep that going. And again,

providing with them that information, here is what's

in your que, here's what's ready, here's what can go

and again establishing that practice of performance

management.

CHAIRPERSON BEN KALLOS: And so,

sometimes no-good deed goes unpunished, the Contracts

Committee Staff has pulled the meeting time it took

for City Agencies to complete procurement for

competitively sealed bids in 2020 versus uhm, Fiscal

Year 2020 versus Fiscal Year 2019 and it appears that

it has slowed down by about 183 days uhm is that

accurate? Uhm, beyond the, is the explanation the

pandemic? And how can Passport whether it is

2 revision three or revision four address that, those

3 recent changes that we have seen in your performance?

4   DAN SYMON: Yeah, I think those numbers

5 are a reflection of the procurement system that needs

6 reform and that's what we are doing with Passport.

7 Passport release three we just went live with in June

8 and you know we are now beginning to release all bids

9 and RFPs to the system. Uhm, the other thing I would

10 say is that speed and the number of days it takes to

11 do a bid or an RFP is not always an indicator of

12 success. I know we have talked about this before but

13 oftentimes the City has a target date for a start,

14 particularly when it comes to Human Services. We

15 know when we want the services for that contract to

16 begin and so success is nailing that date, right?

17 Having a contract registered by that date. Uhm and

18 whether the preparation for that contract to be ready

19 on that date takes three months, nine months or 18

20 months doesn't matter. They are all successful if

21 they meet that date. So, I just caution using the

22 number of days it takes as an indicator of, of

23 success. Be that as it may, I am not defending the

24 current procurement process. Bids and RFPs take way

25

2   too long as well and that's, that's what we are

3   focused on with Passport.

4   CHAIRPERSON BEN KALLOS: I previously

5   chaired a hearing with the Parks Committee where

6   Parks indicated that there is X number of days for

7   one agency and then there is another set of days for

8   a, a second agency and then another set of days for

9   a, for a third agency and so that the fact that there

10   is just this very long line of agencies touching,

11   very allotted procurements was delaying things. What

12   changes to Pass, uhm what changes have been made uhm

13   where have you been able to take what would normally

14   be a, a 90-day timeline and then overlap it so that

15   30 days and 60 days happen at the same time? What

16   cost sav… what time savings has that created for you?

17   DAN SYMON: Chair, I appreciate that.

18   Uhm, so a couple of examples, particularly with our

19   responsibility determinations, Passport has allowed

20   agencies to share information on, on vendors and that

21   has gotten what we believe, again data is tough in

22   the old way of doing this work but we believe it was

23   something like 7 to 8 weeks on average to do a

24   responsibility determination, now we are down to a

25   week or less because of that sharing of information.

2 Basically, an agency would do a responsibility

3 determination on vendor X and the second agency would

4 have to do it completely from scratch themselves

5 because there was no information sharing and now,

6 they get to look at each other's work and that has

7 sped up the process significantly. And so, something

8 that would easily take 7 weeks is now down to 7 days,

9 uhm give or take, roughly speaking. Uhm and those

10 are the kinds of things that we plan to do throughout

11 release three as well, uhm, right now, so for the

12 first time we have now have a system that will lay

13 out uhm all of the different tasks and where they can

14 be done in parallel be done in parallel. When they

15 are done manually only the person with the paper on

16 their desk can do the work, right? And so that

17 leads to a lot of inefficiency but absolutely our,

18 uhm, our you know our ability to work in parallel in

19 a digital space, I mean this is, you know as we have

20 talked about before. This is, a lot of this stuff is

21 just no brainers. The system itself will bring a

22 lot of speed uhm but that does not change the fact

23 that we also need a significant change management

24 effort amongst agencies to meet the system where it

25 is and that is the other way in which we are

2 addressing this is by organizing ourselves so that as

3 Ryan and Erin were talking about we have specific

4 teams dedicated to specific agencies and where sort

5 of white glove services, concierge service, walking

6 them through each step of the process uhm through

7 Passport to ensure that they know what they need to d

8 and that we are successful in what we are trying to

9 achieve here with bringing efficiency to the

10 procurement process.

11   CHAIRPERSON BEN KALLOS: With regards to

12 the agencies and perhaps that may be where the

13 introduction that we are hearing today may be best

14 aimed uhm but how can Passport help address ongoing

15 problems at specific agencies? How do we create

16 consequences, so I love concierges, I love white

17 glove, I love carrot versus stick but what kind, how

18 can we incentivize or provide consequences for

19 agencies that continue to delay payments to vendors,

20 uhm and uhm is there a way for Passport to force

21 agencies to actually inform vendors when and why

22 payments might be late?

23   DAN SYMON: So, our position on that is

24 that putting the process in a fishbowl, the

25 transparency itself will move the process along. But

2 we've also given agencies now for the first time a

3 tool that allows them to do their work efficiently.

4 Uhm, and so, uhm, we expect that to bring speed to

5 the process. That transparency, uhm and uhm you know

6 we have no reason to believe why that will not

7 achieve the results that we are looking for. It has

8 worked in accelerator as an example, right? Our

9 invoice review times are, Erin you can correct me if

10 I am wrong but I believe 6.5 days and our payment

11 tasks are roughly 2.5 days that is because that first

12 we've made that easy for them to do their job, right?

13 Their job is reviewing these things and make sure

14 that they are appropriate, right? Uhm, and that

15 takes time but in order to uhm memorialize their

16 decision on that particular task, we've made that

17 tremendously easy for them, right? So that's the

18 first thing, then the transparency that system

19 provides to us and to other stakeholders in the City

20 and to management at these agencies, that's why we

21 are seeing those cycle times and that is what we

22 intend to do for each separate or procurement process

23 going forward.

24   CHAIRPERSON BEN KALLOS: Let's, let's

25 talk about the transparency, the City Council passes

2 a lot of reporting bills and there are a lot of

3 reports out there. And even as a Council Member I

4 had difficulty getting my hands on those reports and

5 I found that when thing is public that means that I

6 as an elected official might have access to and uhm

7 you might be surprised all the nooks and crannies

8 that reports can be hidden and so uhm my feeling is

9 you get what you measure. Uhm, there is an observer

10 effect whether it is in psychology or in physics. It

11 is actually two different terms but they actually do

12 both go to the fact that when you observe something

13 you impact it and so you have Passport transparencies

14 going to be key, the Council does have an oversight

15 responsibility. I also believe in the fourth estate

16 and the fact that the press and the power of the

17 press can help both the Council and the executive

18 responsible and ultimately, I think that empowering

19 non-profits and those doing business with the City to

20 be able to see what is going on is also particularly

21 important. also, I believe it is included in some

22 recent laws the Council has passed since I have been

23 a Council Member, how soon can, what is currently

24 public through the information terminal? What is

25 current available at the terminal versus on the

2 internet and I was proud to launch that terminal with

3 you and when will the City Council have oversight

4 access?   And how long before the public will have

5 full oversight access?

6   DAN SYMON: Sure, so uhm Victor can talk a

7 little bit more about what is available both online

8 and at the, at the terminal. I will just say that our

9 focus right now is getting everyone that needs to do

10 work on a contract should be able to see the same

11 things and have an understanding of where something

12 is, where it is going next, how long it has been at

13 the step that it on, all of the things that we have

14 talked about over the past few years and that is what

15 we are delivering and that is what we have delivered

16 with release three and we will deliver that with

17 release four as well in terms of the financial

18 aspects.   But having a non-profit login to a system,

19 they have a contract with the City. To be able to

20 understand with granularity where something is, what

21 their responsibility is in those tasks and what the

22 City's responsibility is in those tasks and how they

23 are doing, so just a complete, just to be able to

24 show folks and we can do that at a potentially future

25 hearing but to be able to show you where something is

2 and where it is going next so that they can

3 anticipate what this standard process will bring uhm

4 is what our goal is. And Vic, if you want to be able

5 to talk more about this online.

6   VICTOR OLDS: Sure, and good morning

7 Chair Kallos we were, we were very happy to unveil

8 the public access terminal with you and I think we

9 had the good fortune of also being able to unveil

10 public access online uhm before the pandemic. So,

11 now, I guess before the pandemic vendors were able to

12 come in and really any member of the public would

13 have been able to come in to MOCS and look up

14 information about who is currently doing business

15 with the City, performance evaluations about those

16 vendors, uhm, contracting information, we've now made

17 that information available through our website

18 online. We also work in coordination, with I guess

19 it is a supplement to Checkbook NYC which has all

20 registered contractors, so the controller runs that

21 site but, on our site, you can see additional

22 information uhm like performance history for

23 contracts, who the principals are for certain

24 entities, just, just the information that you would

25 expect to find about who we are doing business with

2 and that is all available. We update that information

3 on a rolling basis, uhm, no less than monthly so the

4 information is always fresh and we are happy to be

5 providing that to the public and thank you again for

6 uhm for working through that with us.

7   DAN SYMON: And I would add just one

8 thing in terms of the public in Passport we have a

9 public access point where they get to see uhm all of

10 the RFPs and bids that the City is issuing and so

11 while users of the system have roughly the same

12 screen in Passport uhm past their login there is also

13 a public access with no login requirement that they

14 can look at uhm RFPs and bids that are coming from

15 the City.

16   CHAIRPERSON BEN KALLOS: When we were at

17 physical presence when people had a personal

18 privilege or two hearings we might recess, at this

19 point I have another zoom I need to jump in on so I

20 need to recess for 10 minutes. We will reconvene at

21 11:28. (RECESS) It is 11:30, I would like to now

22 bring this meeting out of recess and uhm thank

23 everyone for the indulgence, uhm, we were doing a

24 hearing on Childs Care and uhm as a parent with a

25 small child it was particularly important. I want to

2   thank everyone for their indulgence and once upon a

3   time this used to be normal to have a brief recess,

4   so, we will continue uhm, so uhm forgive me. Just to

5   followup do we have a date certain or whether it will

6   be included as part of release, of release four the

7   open and public access and oversight uhm whether it

8   is the Council or reports or general folks to have

9   access to Passport?

10   DAN SYMON: Yeah, we are, we are happy to

11   work uhm with you and think through the design

12   elements you are thinking about uhm for release four

13   which we said is in 2021, uhm I think there might be

14   elements of what you are thinking about that we

15   already have covered so I would want to talk about

16   that more but we can certainly work with release four

17   on that.

18   CHAIRPERSON BEN KALLOS: Thank you and

19   now that being said, uhm a lot of what Council

20   Members may be focused on is their discretionary

21   awards and capital contracts. Uhm, when will the City

22   Council or does the City Council already have access

23   to being able to oversee where particularly contracts

24   might be, whether it is with a non-profit providing

25   services to the homeless and youth, or youth or a

2 contract with the Parks Department to, to rebuild a

3 resilient waterfront or a playground that we need

4 more than ever during this pandemic?

5   DAN SYMON: Yeah, thank you so uhm, with

6 your help in the discussions that we've had over the

7 past uhm, several months, we've framed out an access

8 within Passport for the City Council. It is built. It

9 is ready to go. We are working with Counsel Central

10 to help us manage access uhm across all members and

11 their staff. We are excited about this because we

12 think you folks being the ones that made the funding

13 decisions for these small non-profits should also

14 have the same access that those vendors and the City

15 Agencies do in the development of those contracts and

16 so uhm we're on the cusp of having that access

17 granted, uhm just going through the micronations of

18 account creation and stuff like that but uhm it's,

19 it's already built. In terms of, I just want to

20 caution you, it's the, it's the City Council

21 discretionary, uhm they are not the capital projects

22 that are in there right now but we can work toward

23 that as a goal.

24   CHAIRPERSON BEN KALLOS: I would

25 prioritize Capital that the expense tends to move at

2   least since I have been a contractor, as the expense

3   projects have been moving more quickly, it is the

4   Capital projects that can drag on for years. I will

5   say from my part that I tend to stay on top of my

6   projects and meet with the agencies frequently to

7   keep it on track. I would love if Passport could do

8   that for me so that I didn't have to meet with them

9   every couple of months to say like have you? Where

10   are you in the contracting process?

11   DAN SYMON: Yeah, absolutely.

12   CHAIRPERSON BEN KALLOS: In a lot of your

13   testimony, you've talked about your part of the

14   contracting process and the invoicing and just where

15   you have been able to speed things along. Uhm, you

16   mentioned registration multiple times, who does

17   registration? How does registration work? Can you pay

18   people before things are registered? And how can

19   Passport get to registration more quickly so and is,

20   yeah?

21   DAN SYMON: Sure, so uhm, the City, uhm

22   the City executes a contract with a vendor, uhm it's

23   between the agency and the vendor. There are all

24   sorts of uhm procedural requirements around a

25   contract, I'm going to skip over a lot of detail but

2 just get the broad strokes of this. There are

3 oversight approvals that are required, MOCS, the Law

4 Department, OMB, uhm and then the contract is

5 executed, signed by the City and by the vendor and

6 then it sent to the controller's office for

7 registration where the controller has 30 days to

8 register uhm the contract. Uhm, the way in which we

9 believe that we are going to improve the registration

10 process is a lot of the stuff that I have already

11 talked about, uhm, ensuring that the much of the

12 compliance work is accounted for in the system, a lot

13 of what we struggle with, with in a manual

14 inefficient process is ensuring that you know every

15 box is checked, every compliance point is accounted

16 for, uhm a digital system can do that for us and lift

17 us from that burden and allow us to move much

18 quicker. Uhm, there isn't a much physical looking

19 that needs to occur because the system uhm

20 functionality is ensuring that uhm you know all sorts

21 of compliance points are taken care of, so that will

22 certainly help from an hours, or work hours on the

23 agency side to ensure that a contract is ready for

24 registration and complete and then obviously, I know

25 the controller's office deals with contracts that

2 might be missing things, even though they exist they

3 just didn't make it's way over in the package, we are

4 working now to ensure that a package won't be able to

5 go over to the controller's office unless all of the

6 requisite pieces are there and so I think that is

7 going to bring some great efficiency to the process

8 as well.

9   CHAIRPERSON BEN KALLOS: Thank you and so,

10 it sounds, so, I have heard concerns about that

11 things can take a while to get registered at the

12 controller's office and just to clarify you believe

13 that some of that delay is because packets that might

14 be, that would otherwise, that are otherwise complete

15 uhm did the materials just haven't, didn't make their

16 way and that is something that you hope to solve?

17   DAN SYMON: So, I think the legitimate

18 concerns that we have with the registration process

19 are those, you know, we've had some struggles with

20 the registration process in this Administration with

21 the Controller, uhm, I've been on the record about

22 those things before, it hasn't gone well. Uhm, but

23 what I am focused on, similarly to what Helen

24 Rosenthal, uhm Council Member Rosenthal was talking

25 about, let's get the 90% of things that should move

2   through in a routine basis moved through on as fast a

3   path as we possibly can and we can deal with the

4   exceptions as exceptions, but uhm you know so for us

5   it's you know making sure that a contract has every

6   requisite procedural step that it must, that all the

7   sign offs are there, uhm that it is executed properly

8   and submitted for registration in tiptop shape. That

9   is what we are focused on, that's what we think will

10   bring a great deal of speed, uhm all of the other

11   sort of registration issues aside.

12   CHAIRPERSON BEN KALLOS: I, I, I it is

13   good to hear that the coun… that hopefully, that you

14   are looking at a way to solve the registration issue.

15   We plan to, we've been looking at uhm local law 63,

16   particularly around uhm when agencies outsource and

17   they are required to include in their materials, when

18   they put out an RFP a disclosure statement if, when

19   they award an RFP, they have to provide certain

20   notices, is that built in to Passport as part of one

21   of the three revisions uhm or and will it be? In

22   terms of mandating that they have fulfilled any

23   requirements they have before outsourcing?

24

25

2 DAN SYMON: I would say that uhm, all of

3 the uhm requisite disclosures and uhm procedural

4 steps are laid out in, in release three for the

5 procurement process, whether it be an RFP bid or any

6 other procurement method.

7 CHAIRPERSON BEN KALLOS: I would like to

8 focus on the people who matter most in all of this

9 and perhaps it took too long to get there. For me,

10 it is about non-profits, for me it is about wo…

11 businesses owned by women and people of color where

12 we are trying to bring, to do our work on racial and

13 economic equity and gender equity and creating real

14 opportunities for folks who have faced discrimination

15 and continue to face discrimination to this Dan and

16 don't get me wrong, I still want you to pay all the

17 bills, all the corporations and everyone else but

18 like for me, what keeps me going is the fact that

19 these City contracts can help bring equity to, to

20 women and people of color through how we do business.

21 So, I guess my first question is we have a, a

22 minority and women owned business enterprise program,

23 uhm and it was created way back in the 1990s because

24 we did a study, sorry, I think in 2001 from a study

25 from the 1990s about the City's procurement practices

2 and that they found a disparity between the number of

3 wo… businesses owned by women and people of color and

4 the contracts they get from the City. And uhm

5 because of that dispar… because of that

6 discrimination that is there are able to create a

7 narrowly tailored program to provide them with a

8 preference and so in conversations with businesses

9 owned by women and people of color, they have shared

10 uhm difficulties with the contracting process.

11 Sometimes it is just incredibly complex for much

12 smaller contracts than a lot of the businesses that

13 quite frankly are run by, by incumbent businesses

14 that are owned by, by white men and so how, how are

15 we, how are we using Passport MWBEs and what has been

16 their experience if we have already started to help

17 onboard them?

18 DAN SYMON: Yeah, thank you for that, so

19 uhm, first thing I want to say is that this

20 Administration has made unprecedented strides in this

21 area, when, back in 2000, Fiscal '15 MWBE utilization

22 under local law 1 was 8%. Uhm, it is now, in the

23 past three Fiscal years we have hit $1 billion and

24 this most previous Fiscal year was 28%, so huge

25 strides. Uhm, but in no way do we think that that is

2   enough or that we are done, that's why as we talked

3   about this morning, we put them as our primary

4   customer. We want to make sure that they are the

5   first ones that are comfortable with using the system

6   so that as opportunities arise, they know how to use

7   the system and how to compete. Uhm, and so with as

8   well as the advent of the MWBE small purchase method

9   which allows agencies to make purchases up to

10 $500,000 uhm to MWBEs we are already using the

11 system, release three to manage those procurements

12 and we have 167 purchases so far uhm from June to

13 now, you know there were some in process so there

14 have been more than that, sort of in play over the

15 summer and the fall uhm but as we are transitioning

16 to exclusively Passport for these purchases we've got

17 167 that have been released through the system, it

18 requires agencies to solicit quotes from MWBEs and so

19 MWBEs are logging into the system and submitting

20 quotes in response to these requests in terms of ease

21 of use, things seem to be going well. Uhm, you know

22 what you need to know about me and Vic and Erin and

23 Ryan are sort of obsessed with user experience,

24 right? We want this to be as easy as possible so you

25 know when you ask about how's it going, I'm thinking

2 about the two or three things that we fixed in the

3 past couple of weeks, right? But by in large

4 everyone is using the system and finding it easy to

5 use and getting their work done. Are there things to

6 improve? Always. Always. Uhm, but I think by in

7 large, uhm the system has been successful in managing

8 the MWBEs small purchase procurements and so uhm we

9 will continue our approach which is uhm, make our

10 best efforts with stakeholder engagements on the

11 design of the system and then iterate as we go based

12 on uhm you know constantly listening to our

13 stakeholders to our users and making improvements.

14   CHAIRPERSON BEN KALLOS: In that answer

15 you sound more like a tech entrepreneur which was my

16 previous job before this uhm than a bureaucrat and

17 what I will just ask is so, have you gotten feedback

18 from the MWBE vendors and has it been positive, has

19 it been negative, how are you accepting feedback from

20 folks who are using it.

21   DAN SYMON: Uhm, in a little different

22 way, Ryan, you can jump in and help me out here uhm

23 but because where we have this concierge approach, we

24 are constantly in touch with our users, right?

25 Personally, uhm and so we are hearing their

2 experience as they are going through it, our help

3 desk, our central service desk is another way in

4 which we hear feedback uhm, we try to identify areas

5 where we get lots of questions even though they might

6 be real minor and it's like well, the button is over

7 here you just have to click it, but maybe the button

8 is there but it is not in the place where their eyes

9 naturally go on the screen and we will adjust that

10 and try to fix it, so, uhm we've heard both positive,

11 I wouldn't call it negative, it is just sort of

12 constructive and I think everyone is uhm you know,

13 it's universally sort of agreed that this type of

14 thing is sorely needed, right, a digital platform for

15 all of this work to be done. It is something that

16 the City hasn't had before so it absolutely makes

17 sense, it's a no brainer across the board uhm and so

18 we just constantly listen to where we can make

19 improvements and we do and we have been.

20   CHAIRPERSON BEN KALLOS: If somebody is

21 watching at home right now, if they are a woman or a

22 person of color who owns a business, who is on the

23 Passport platform and they are saying that I had a

24 different experience, there is room for improvement

25

2 they and email contracts@benkallos.com uhm, who

3 should they email at MOCS.

4   DAN SYMON: Help@mocs.nyc.gov is still a

5 good central, uhm point of contact, but again my

6 email address is dan.symon@mocs.nyc.gov.

7   CHAIRPERSON BEN KALLOS: I now feel a

8 need to share my email which is

9 bkallos@council.nyc.gov and feel free to reach me

10 there and so the other, the other part is that we

11 have non-profits. It is harder today than it was

12 before. They are dealing with more people who are

13 hungry and need access to food. They are dealing

14 with seniors who need more services today than before

15 particularly since many are trying to stay home to

16 stay safe. What has the experience been for our non-

17 profit community, how many have been onboarded, how

18 many are left and uhm what, what are you hearing back

19 from our non-profit community?

20   DAN SYMON: I would say roughly the same.

21 Uhm, you know the non-profit sector has had the

22 benefit of a digital platform for parts of the

23 procurement process, RFPs, are done through HHS

24 accelerator, the invoicing is done through HHS

25 accelerator and so based on that constant stakeholder

2 engagement, we've, you know developed that tool since

3 2013 is when we first went live with HHS accelerator

4 and so they are in a unique position because they are

5 used to having a digital tool to management at least

6 parts of it. Uhm and so I think the major concern for

7 non-profits right now is okay I've got accelerator,

8 where I do some of the work, now here comes Passport

9 what is going to be the transition that is

10 absolutely on our minds uhm and so uhm you know their

11 concern, I think rightfully so is where is all of my

12 work going to be done and how is the transition from

13 accelerator Passport going to play out and we are in

14 constant contact with non-profits, working with them

15 to understand their needs, understand their concerns

16 and make sure that we are communicating to them in a

17 way that it makes this as easy as possible for them.

18 Uhm, but you know like I said, our, our obsession is

19 focused on making sure that this tool is easy to use

20 and our primary customers are non-profits and MWBEs

21 right out of the gate, so uhm, I think, I think we

22 are on the right track but obviously always

23 listening.

24   CHAIRPERSON BEN KALLOS: I think in

25 speaking to everyone doing business from MWBEs to

2 even incumbents, I've asked if here were any specific

3 pain points, one example has been that you have to

4 have a notarized Iran divestment document would the

5 Mayor's Office of Contracts be open to putting

6 together a list of all the things that slow things

7 down unnecessarily that could be replaced with

8 instead of having an Iran divestment certification

9 from every single thing, if maybe we can have it done

10 once and then just a self-certification where the

11 person says I still am not doing business in Iran

12 that we could do as a Bill for the Mayor to try to

13 create more places where we can have things run in

14 parallel or where we can, if there is a place where

15 something can still be done in paper we can bring it

16 online?

17   DAN SYMON: Yeah, so nothing is going to

18 be done in paper in the future, uhm, we've gone

19 completely digital. The Iran divestment uhm is now

20 you know a check box before they sign uhm on a

21 proposal.

22   CHAIRPERSON BEN KALLOS: Oh great.

23   DAN SYMON: So yeah, we've fixed a lot of

24 those things. Notaries are a thing of the past, sorry

25 to put notaries out of business but uhm you there you

2 know that is no longer going to be relevant for

3 contracting uhm with in Passport.

4 CHAIRPERSON BEN KALLOS: That is, that is

5 good news. Uhm, we may have additional questions we

6 may provide from our Committee in followup if there

7 anything that I did not already cover. I have an

8 important question for you, Giants or Jets?

9 DAN SYMON: Uhm, my dog's name is blue.

10 CHAIRPERSON BEN KALLOS: Okay, uhm, I, I

11 can't help but oversee a Giants hat in the background

12 and what do you call it, would you be surprised to

13 learn that as a young college student I had the

14 opportunity to do Tech for the Giants and may or may

15 not have Giants blue hair at the time.

16 DAN SYMON: Wow, I think we just became

17 best friends.

18 CHAIRPERSON BEN KALLOS: I will take it,

19 I want to thank you for your time I am done

20 celebrating Hanukkah, please enjoy for those

21 celebrating Christmas, enjoy and Kwanza and whatever

22 holiday you may be celebrating. Thank you, we will

23 see many of you in the New Year. I hereby adjourn

24 this hearing of the Contracts Committee.

25 DAN SYMON: Thank you.

C E R T I F I C A T E

World Wide Dictation certifies that the
foregoing transcript is a true and accurate
record of the proceedings. We further certify that
there is no relation to any of the parties to
this action by blood or marriage, and that there
is interest in the outcome of this matter.

Date ___ January 28, 2021 _____