



**Testimony of
Vincent Sapienza
Commissioner
New York City Department of Environmental Protection
before the
New York City Council
Committee on Environmental Protection**

May 9, 2019

Good Afternoon, Chair Constantinides, Chair Dromm, Members of the Committee on Environmental Protection, and Members of the Committee on Finance. My name is Vincent Sapienza. I am the Commissioner at the NYC Department of Environmental Protection (DEP). I am here to speak about the FY20 executive budget.

Before I begin, I want to acknowledge the hard work and professionalism of all of our staff. This week, JD Power announced that, once again, DEP has been ranked #1 in the northeast in customer satisfaction. We have been ranked #6 in customer satisfaction nationally, which is the highest national rank we have ever received. We are proud of this achievement and of the high-quality service that we provide to our constituents in the city and upstate.

Executive Budget Highlights

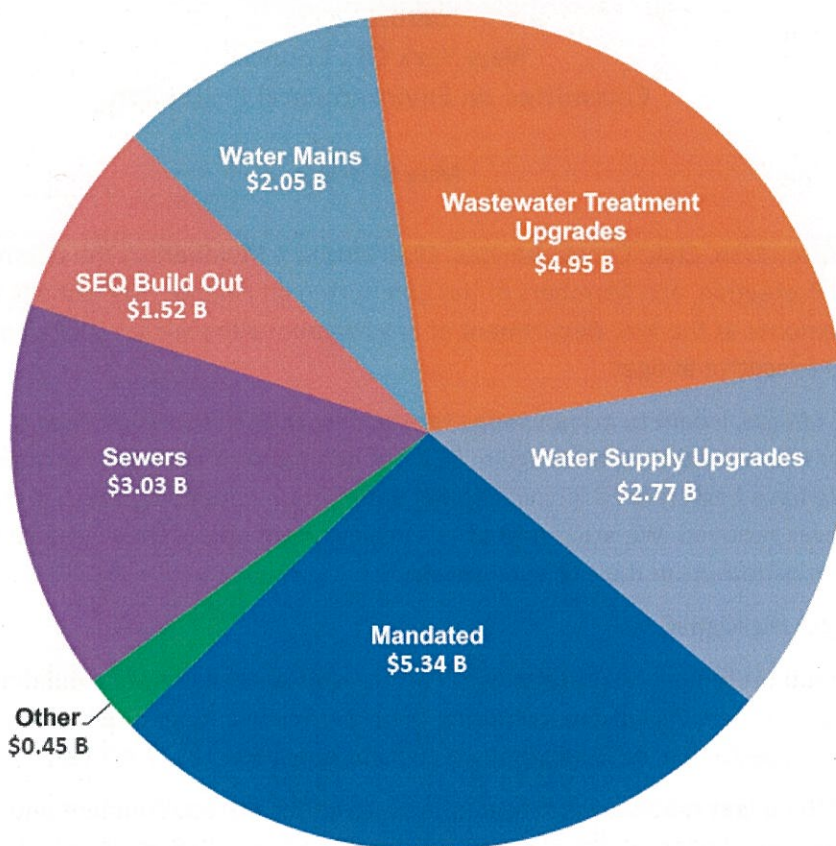
DEP's vision is to be a world-class water and wastewater utility while building a sustainable future for all New Yorkers. As I discussed during the preliminary budget hearing in March, DEP's budget aligns with our strategic plan, ensuring that we allocate our resources effectively.

Our FY20 budget reflects our critical mission to enrich the environment and protect public health. The projected Expense Budget for the current fiscal year, FY19, is almost \$1.31 billion. For FY20, the Expense Budget is projected to be almost \$1.37 billion. More than 41% of the expense budget is dedicated to personal services.

Our FY20 executive budget is largely in line with our preliminary budget, but some additional funding has been included. The executive budget also includes new needs that were not in the preliminary plan. Our expense budget has new needs for Filtration Avoidance Determination (FAD) programs, biosolids disposal, and installation of Green Infrastructure. Our capital budget has \$293 million in new needs for projects such as green infrastructure in southeast Queens, Bluebelts, water mains and sewers, and re-zoning work in Long Island City.

DEP's Ten-Year Capital Plan (TYCP) has a budget of \$20.11 billion. The majority of this budget is dedicated to state of good repair work, or upgrades to our facilities to keep them functioning effectively and efficiently. About one-quarter of the capital plan budget is dedicated to meeting the requirements of various environmental mandates. The construction of sewers and water mains make up the next two largest investments. All of these efforts ensure that our water, sewer, and wastewater systems will continue to serve the city's needs today and into the future.

CAPITAL IMPROVEMENT PLAN FY 2020 — FY 2029



Savings

DEP is responsible to taxpayers, ratepayers and all New Yorkers to ensure that we allocate money and resources effectively. We look for ways to improve processes, identify potential problems, and ensure that investments are worthwhile.

Our FY20 budget includes several areas of savings, without eliminating any programs or hurting services, including:

- \$2.8M for Croton Filtration Plant Maintenance Contracts,
- \$2.5M Glycerol for nitrogen treatment at WRRFs,
- \$1.5M for Fleet Initiatives, and
- \$1.0M for WRRF Residuals Disposal.

Our investments to maintain compliance with our Filtration Avoidance Determination (FAD) around the upstate watershed ensures that our drinking water supply remains pristine and that we do



not need to build a costly filtration system. New York City is one of just five cities authorized to provide unfiltered drinking water to its customers.

We recently launched a “Trash It. Don’t Flush It.” campaign reminding people to flush only bodily waste and toilet paper down the toilet. DEP spends nearly \$19 million each year to clean clogged sewers, respond to sewer backups, dispose of wipes, and repair damaged machinery. It can cost a property owner more than \$10,000 to repair household plumbing damaged by grease and wipes. Our “Trash It. Don’t Flush It.” Campaign aims to protect infrastructure, help New Yorkers avoid those expenses, and keep the City fatberg free.

Budget and Strategic Plan

DEP’s mission is to enrich the environment and protect public health for all New Yorkers by providing high quality drinking water, managing wastewater and stormwater, and reducing air, noise and hazardous materials pollution. As I discussed at the preliminary budget hearing in March, DEP’s budget aligns with the strategic plan, “Enriching Our Legacy” that we released last year. Using our strategic plan as a budget roadmap ensures that our budget is holistic and forward-looking, as the Council called for in the Preliminary Budget Response.

Provide World-Class Water and Wastewater Services

In order to provide world-class and sustainable water and wastewater services, we are dedicating

- More than \$1.2 billion to meet mandates related to the Kensico-Eastview Connection Tunnel,
- More than \$980 million to reinforce the structural integrity of the Ashokan Reservoir and the Catskill Aqueduct Pressure Tunnels,
- More than \$600 million for dependability projects relating to the expansion of City Water Tunnel No. 3, and
- Another \$21 million to the Delaware Aqueduct Bypass Tunnel, bringing the project total to more than \$1 billion overall.

In addition to these capital investments, nearly 13% of our expense budget (\$167 million) is dedicated to paying taxes on upstate watershed lands, which helps us protect our drinking water sources.

Control Local Sources of Pollution

In order to control local sources of pollution, we are dedicating

- More than \$2.9 billion to reducing combined sewer overflows (CSOs),
- \$62 million for chemicals needed for our water supply and wastewater treatment, and
- About \$62 million for about 1,400 tons of biosolids that our WRRFs manage daily.

We are also continuing our green infrastructure projects throughout the city. To date, we have constructed over 4,500 green infrastructure assets and over 5,000 assets are going into construction in 2019. Just as important, since 2014, we have added nearly 100 green jobs that provide maintenance and operation of green infrastructure. We just released our Green Infrastructure Annual Report, which contains details on all aspects of the Green Infrastructure Program.



Mitigate the Effects of Climate Change

DEP is actively working to reduce greenhouse gas emissions, as part of the *One New York: The Plan for a Strong and Just City* and its goal to reduce emissions by 80% by 2050. DEP reduced our greenhouse gas emissions by 23% percent between 2006 and 2018. About 8% of our expense budget, \$109 million, is spent on energy. To reduce this use, and expense, we are investing in energy-efficient equipment and expanding the use of solar photovoltaic, hydroelectric, wind, geothermal, and other zero-emissions systems. The Port Richmond WRRF of Staten Island has the largest solar panel installation (1.3 MW) on a city-owned property. As we mentioned during the March hearing, we continue to increase our productive use of biogas and biosolids. More than half of our digester gas will be used beneficially by the end of the year.

Improve Public Awareness and Customer Service

In order to increase public awareness of our operations and improve service to our customers, we are developing more user-friendly ways for customers to access their water use and account information.

We continue to look for creative methods to improve our customer service. For example, ratepayers can track water usage and account information with any Amazon Alexa-enabled device. Once users enable the NYC DEP skill on the device, they can ask Alexa for their account information.

Most importantly, we are investing more than \$20 million to update our Customer Information System. The new system will be more user-friendly and will improve DEP's internal system. The project is progressing on time and on budget. We began implementation on April 2 and we expect the system to go live by early 2021.

Cultivate a Diverse and Qualified Workforce

DEP strives to cultivate a diverse and highly qualified workforce to meet future challenges. We have worked with local non-profits and job placement programs to create career opportunities for historically underrepresented communities. Since 2014, we have held green job recruitment events. The most recent event was an interview pool this past February. We organized this event in partnership with a number of local labor unions, job-placement programs, non-profits, colleges, and other city agencies. As I mentioned in March, we project Green Jobs staffing program to have 163 people on staff in FY20, which is about twice the number that we had in FY17. The program includes about 50 positions for seasonal workers annually, which may lead to full-time opportunities for people who are successful in their roles.

Maximize Operational Efficiencies

DEP maximizes operational efficiencies by using data effectively. DEP examines hundreds of thousands of data every year, which track air and water quality and can identify possible issues. We use predictive analytics to identify patterns and opportunities for improvement.

To that end, we are dedicating \$72 million to replacing old and inaccurate water meters. Many old water meters undercount water use. These replacements make collections more equitable and helps DEP recover lost revenues.

Improve Performance



Predictive analytics and other technology can also support other goals for optimizing performance. We are expanding resource recovery at our WRRFs. Our field units are increasingly utilizing tablets, improving their productivity and increasing accuracy and safety. We continue to identify opportunities to use innovative technology to improve operations.

Successes

DEP provides more than a billion gallons of clean drinking water to New Yorkers every day, plus an additional 100 million gallons daily to neighboring counties. Our infrastructure is vast. Our drinking water comes from a series of nineteen reservoirs and three controlled lakes over a nearly 2,000 square mile watershed in the Catskill Mountains and Hudson Valley. DEP has approximately 7,000 miles of water mains, tunnels and aqueducts to deliver clean water, and approximately 7,500 miles of sewer lines to take wastewater to one of our fourteen Wastewater Resource Recovery Facilities (WRRF).

DEP is proud of the quality services we provide to the City. New York City's drinking water is widely considered among the best in the world. It meets or exceeds every national and state quality standard. Our wastewater treatment and resource recovery efforts have contributed to making the harbor cleaner than it has been in 140 years. In addition, DEP works to improve air quality, reduce noise pollution, and protect people from hazardous substances like asbestos.

Our successes a credit to our nearly 6,000 employees, nearly 1,000 of whom work in the watershed. DEP scientists perform more than 650,000 analyses in 2018, throughout our reservoir system and from the nearly 1,000 street-side sampling stations across every neighborhood in the City. Robotic monitoring stations perform another 1.3 million tests.

Water Rate

All of our operational and capital water-related expenses are paid for with water and sewer rate payments. The Water Board recently proposed a rate increase of 2.31% for the upcoming fiscal year. For the average single-family homeowner in New York City, this would mean an increase of about \$22 per year. The proposal keeps the minimum daily charge at \$1.27 per day, remaining consistent since FY14. The proposal extends the Home Water Assistance Program for low-income homeowners and the Multifamily Water Assistance Program for units within multi-family housing properties. The proposed rates would keep New York City's water rate well below the national average for large cities.

The Water Board will hold a water rate hearing in each borough over the next several weeks and will vote on whether to approve the proposal at the next meeting. If the new rates are approved, they would go into effect on July 1.

Thank you for the opportunity to testify today. My colleagues and I are happy to answer any questions that you have.



**Statement before the
New York City Council
Committee on Criminal Justice
Keith Powers, Chairperson
and
Committee on Finance
Daniel Dromm, Chairperson
By Cynthia Brann, Commissioner
on the Executive Budget for Fiscal Year 2020**

May 9, 2019

Good Morning, Chair Powers, Chair Dromm, members of the Committee on Criminal Justice, members of the Committee on Finance and other distinguished members of the City Council. I am Cynthia Brann, the Commissioner of the New York City Department of Correction (DOC). Joining me today are Chief of the Department Hazel Jennings, Chief of Staff Brenda Cooke, Acting Deputy Commissioner Patricia Lyons, and Acting Associate Commissioner Joseph Antonelli. I thank you for this additional opportunity to discuss the Department's FY20 budget and further describe my vision for the Department and my goals for upcoming fiscal year and beyond.

The FY 2020 Executive Budget reflects ongoing reforms and initiatives that we have been implementing to make our Department a national leader in corrections and establish procedures for long-term success. The reforms and initiatives we are implementing are bold and promising. When I testified before you in March, I outlined meaningful reforms currently underway and I am pleased to have this opportunity to update you on this work.

As we discussed at the March hearing on the preliminary budget, the Department continues to be an active partner in the Close Rikers discussions. Rikers Island was designed during a different era, when jail operations failed to provide meaningful opportunities for rehabilitation or provide the support many of those in our care need to for a successful reentry back into their communities. Today's DOC has different priorities. My goal is for those who are entrusted into

our care leave our facilities better equipped for success than when they came in: the updated facilities proposed through the borough based jail plan will help us do just that. When the Mayor took office, there was an average of more than 11,000 people in custody on any given day. Today, the average daily population is below 8,000 and recent reform efforts at the state level have ensured it will continue to decrease. My staff continue to engage with the public on this plan through small community meetings, community board discussions, and now meetings with the community boards and the public to discuss the ULURP process. We are listening to the community's concerns and I am confident the final plan will reflect that engagement.

Last week the Department successfully implemented free domestic phone calls for everyone in our custody. This applies to everyone, regardless of housing unit, housing type, or infraction history. Access to free calls is not based on good behavior and we have nothing in place that would eliminate individuals' access to free calls. In fact, through this initiative, we actually increased the number and duration of phone calls that our sentenced population previously had access to. Further, in order to accommodate an expected increase in calls, the Department is installing over 40 new phones in high density units across our facilities. Free phone calls are a significant shift that represents this Department and this City's commitment to humane treatment of incarcerated people and to limiting the financial burden placed on those involved in the criminal justice system. Free phone calls will also enhance individuals' connections with their families and their communities. Finally, it is worth noting that this important reform was enacted ahead of the date required by law. I hope this may serve as further proof of the Department's ongoing commitment to culture change and reform.

In April, the Department opened a much needed and deserved staff Wellness Center on Rikers Island. The Wellness Center, housed in the newly renovated space within the George Motchan Detention Center (GMDC), is open 24 hours a day Monday through Friday with additional hours on the weekend. The Wellness Center provides staff with a calming environment to engage in fitness, activities, religious practice, mindfulness and meditation, or to simply enjoy a conversation with their colleagues in a stress free environment. The purpose of the Center is to provide staff resources in a dedicated location where they are able to relax and engage in healthy activities. Many staff choose to use the Center before their tours to ensure they are entering the facilities mindfully, but staff also use the Center to decompress following their tours before heading home. We are very happy with the staff participation in wellness center activities and we have received very positive feedback. In addition to the Wellness Center, GMDC is also now home to the Learning Center, which provides dedicated space for on-island classroom training as well as a computer lab for online courses. The men and women of the Department of Correction serve an essential role in the criminal justice system and their daily work is performed in challenging environment. I am extremely proud that we are able to offer enhanced services to support their important work.

Safety and security continue to be this Department's first priority. As previously discussed, the Department is nearing the end of the process necessary to operationalize the newly installed body

scanners. The ionizing body scanners will be used to screen individuals in custody for contraband upon their admission into our facilities and may also be used if officers receive intelligence or otherwise have reason to believe an individual possesses contraband. These scanners will be to detect non-metallic weapons, such as ceramic scalpels, which have become the chief drivers of slashings and stabbings within the facilities. To date we have installed scanners AMKC, GRVC, OBCC, and RNDC. Our scanners have passed rigorous testing from our contracted radiation physicist and, as required by law, these documents are being reviewed by the Department of Health and Mental Hygiene's Office of Radiation Health.

The Department has been working to support culture change efforts through multi-level leadership development training opportunities. In the last year, we have brought in experts in leadership and critical thinking skills to enhance mid and senior level staff members' problem solving, communication, and management skills. We have introduced an Emerging Women's Leaders program through our partners at the Moss Group and have developed a Non-Uniform Leadership Development Program for our mid-level managers. Both programs utilize principles of organizational management to assist unit leaders and area heads in developing their management style and growing the capabilities of their staff. Our Chief of Department, Hazel Jennings, has also taken a critical look at the trainings available to her assistant deputy wardens and captains, and has begun to meet with them biweekly in order to support their development and overall operational growth.

Fiscal Year 2020 Executive Budget and Its Impact on DOC

The Department's Fiscal Year 2020 Expense Budget is \$1.36 billion. The vast majority of this, 88%, is allocated for Personnel Services, and 12% for Other than Personnel Services. The Fiscal Year 2020 budget is \$19 million less than this year's budget of \$1.38 billion. This decrease is largely attributed to housing consolidation savings that will take effect at the beginning of Fiscal Year 2020.

Included in the Preliminary Budget are decreases of \$46.2 million in Fiscal Year 2020, \$21.4 million in FY2021, and \$20.7 million in FY2022 and the out years.

The following are the Department of Correction's Program to Eliminate the Gap (PEG) Proposals included in the Executive Budget, totaling the Fiscal Year 2020 target of \$42.1 million:

- **Personal Services Accruals** – savings of \$25.3 million in Fiscal Year 2020 due to the high level of Correction Officers hired within the past five years, who have not yet achieved the top salary level.
- **Additional Housing Area Consolidations** – savings of \$16.8 million and 209 uniformed positions will be achieved in Fiscal Year 2020 and the out years through housing area

consolidations that have been made possible by the continued decline in the size of our population. The headcount savings will be achieved by reducing the size of the upcoming Correction Officer Academy class, which is scheduled to begin in early Fiscal Year 2020.

The following initiatives were also included in the Executive Budget as part of the Citywide savings program:

- **Hiring Freeze** – reduction of \$3.3 million and 46 civilian positions in Fiscal Year 2020 and the out years.
- **Fleet Executive Order** – reduction of \$1.7 million in Fiscal Year 2020, \$910 thousand in Fiscal Year 2021, and approximately \$190 thousand in Fiscal Year 2020 and the out years for compliance with Mayoral Executive Order 41, titled “Citywide Fleet Sustainability, Right-Sizing, and Efficiency through the NYC Clean Fleet Plan”. Savings will be achieved through reducing “underutilized” vehicles identified by the Department of Citywide Administrative Services, reducing the number of vehicles used solely for commuting, and through right-sizing of vehicle types.
- **Skilled Trades Overtime** – reduction of \$1.3 million in Fiscal Year 2020 and \$2.5 million in Fiscal Year 2021 and the out years. Savings will be achieved by filling budgeted but vacant positions that have been difficult to hire and retain in the past. The Office of Management and Budget and the Office of Labor Relations are assisting in the implementation of this initiative.

Capital Funding

With regard to capital funding, the Fiscal Year 2020 Executive Capital Budget and Commitment Plan totals \$10.1 billion, which covers Fiscal Years 2019 through 2029. In this Plan, an additional \$7.7 billion was added to the Department’s Capital Budget for the Borough Based Jail Plan, bringing the total funding for the project to \$8.7 billion, distributed between Fiscal Years 2020 and 2026. This funding shows the Administration’s commitment to the plan and we are excited to continue moving forward through the planning process and the construction of four new, state of the art facilities that will vastly improve the living conditions for those who are in our custody, as well as the working conditions for our staff.

Headcount

Fiscal Year 2019 continues to be the first year we will be fully staffed in our jails for the entire fiscal year since our reform agenda began in 2015, which has led to sustained overtime reductions and more efficient use of our resources. Since May 2014, the Department has hired over 6,500 new Correction Officers, including the most recent class of approximately 400

recruits, who entered the Academy in February 2019 and are scheduled to graduate in July 2019. With the graduation of this class, we expect our progress to carry forward into Fiscal Year 2020 and beyond.

Over the past few years, we have been able to reduce uniformed overtime spending from \$240.4 million in Fiscal Year 2017 to \$198.1 million in Fiscal Year 2018. Through March 31st, Fiscal Year 2019 uniformed overtime spending has totaled \$115.6 million, which is down 24% from \$152.6 million for the same period last year in Fiscal Year 2018. Now that we have caught up with our hiring and project full staffing in our facilities going forward, we expect uniformed overtime to level off and be within the allocated budget in Fiscal Year 2020 and the out years. Though we are above our target at this point in the fiscal year, we are continuing to scrutinize the expenditure of overtime and will take necessary steps to see that the Department is within its overtime budget.

The following is a summary of the changes to the Department's civilian and uniformed authorized staffing levels included in the Executive Plan:

- The civilian authorized full-time headcount is 2,151 in Fiscal Year 2019 and 1,997 in Fiscal Year 2020 and the out years. The authorized headcount decrease from Fiscal Year 2019 to Fiscal Year 2020 is mainly due to a savings initiative taken in the Fiscal Year 2020 November Plan that will not begin until Fiscal Year 2020.
- The uniformed authorized headcount is 10,226 in Fiscal Year 2019, 9,854 in Fiscal Year 2020 and Fiscal Year 2021, and 9,695 in Fiscal Year 2022 and the out years. The authorized uniformed headcount decreases from Fiscal Year 2019 to Fiscal Year 2020 due to the additional headcount reductions from the closure of GMDC included as part of the Preliminary Budget as well as the additional housing area consolidations included as part of the Executive Budget, both of which take effect in Fiscal Year 2020. The decrease in headcount between Fiscal Year 2021 and Fiscal Year 2022 is due the expiration of staffing funded for the Horizon Detention Facility, which takes effect in Fiscal Year 2022. The average uniformed headcount is estimated to be 10,529 in Fiscal Year 2019, which represents a decrease of 183 compared to an average of 10,712 in Fiscal Year 2018.

Conclusion

Thank you again for the opportunity to testify today and for your continued support. I thank the Mayor and the Council for their dedication to Criminal Justice reform and their ongoing support of the reform efforts taking place at the Department of Correction. I look forward to working with you all in the years to come. My colleagues and I are available to answer any questions that you may have.



New York City Council Hearing

Fiscal Year 2020 Executive Budget

Committee on Finance and Committee on Hospitals

Mitchell Katz, M.D.

President and Chief Executive Officer

New York City Health + Hospitals

May 9, 2019

when they have underpaid us in the past. We haven't been paid everything we are owed yet and our negotiations and fights in the courts will bring in millions in revenue this year and next.

While we've been making great progress on our efforts to keep more patients inside our system, select projects are taking longer than expected which has pushed some of our patient growth revenue into FY20. We successfully launched a new transportation contract to help patients get the care they need within our system. However, our decision to make this a broader, more ambitious transport system delayed finalizing the contract and pushed some of our expected revenue growth into FY20. Overall, while some efforts have been slower to get started than we hoped, our key growth initiatives are moving in the right direction and we are on track to meet our future year goals.

On the expense side, we made an important strategic decision to invest in growing revenue generating positions and in supporting safe patient care. To that end, I am proud to say that we hired 340 net new nurses in the past year, while reducing our administrative and managerial staff at central office, reducing our temp workforce, and eliminating consulting contracts. We're proud of the improvements in service and care we've made but these changes do mean we will end the year with \$395 million in expense reducing initiatives compared to our initial target of \$430 million.

We expect to close the year with a cash balance of \$781 million and we project positive cash balances through the length of the plan. It is important to remember that our plan assumes the Federal Disproportionate Share Hospital payments will take effect in federal FY 20. These potentially devastating cuts would fall especially heavily on Health + Hospitals and we are advocating forcefully in Washington DC to prevent them. The cuts have been delayed before, most recently in 2018 when Republicans controlled both houses of Congress. We believe that with the Mayor,

the Council, Senator Schumer, Speaker Pelosi, Representative Engel and the entire New York delegation's efforts in Washington the most likely outcome is that these cuts will be delayed again. If the cuts are delayed, the revenue and cash balances in our plan will be significantly higher and the personnel reductions we are presenting in the out years would hopefully not be necessary.

With the Trump Administration in Washington there will always be risks to our financial plan. The continued effort to undermine or eliminate the ACA is a threat to all New Yorkers and especially to Health + Hospitals patients. The threat of public charge and dangerous immigration policy changes harms our efforts to reach new patients and provide them the care they need.

These risks will not deter us from serving our patients and innovating across our health system. We are proud to play a key role in the Mayor's Guaranteed Care Initiative. On Tuesday, the Mayor unveiled the NYC Care card, and announced the launch of the program in the Bronx on August 1. Bronx residents will be able to use their NYC Care card to access their own doctor, preventative screenings and tests, and 24/7 customer service to assist with appointments and clear co-pays that are affordable to each member. We are building new ambulatory care locations in Queens, the Bronx and Brooklyn. We are successfully rolling out a single electronic health record and financial system across all our hospitals and community health centers. And we are investing in front line providers and staff to make our system and the patient experience as great as any in the city. My mother and father recently moved back to New York City and my daughter is moving from Los Angeles this summer. I am proud to say that we all receive our care in Health + Hospitals. In the years ahead, I hope to welcome members of the committee and many more New

Yorkers to experience the great care we have received at one of our 70 locations across the city.

Thank you to these Committees for your tremendous support of Health + Hospitals and I look forward to taking your questions.

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: May 9, 2019

(PLEASE PRINT)

Name: Mitchell Katz MD

Address: President & CEO

I represent: New York City Health + Hospitals

Address: _____

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Name: John Wellberg

Address: S.V.P. & Chief Financial Officer

I represent: N.Y.C. Health + Hospitals

Address: _____

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Date: 5.9.19

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Name: Dr. Patsy Yang

Address: Senior Vice President

I represent: NYC H + H / Correctional Health Services

Address: _____

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Date: 5/9/19

(PLEASE PRINT)

Name: Angel Villalona, FDC

Address: _____

I represent: DOC

Address: _____

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Date: 5/9/19

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Name: Cynthia Brann, Commissioner

Address: _____

I represent: DOC

Address: _____

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Name: Joseph Antonelli

Address: _____

I represent: DOC

Address: _____

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Date: 5/9/19

(PLEASE PRINT)

Name: Hazel Jennings, Chief

Address: _____

I represent: DOC

Address: _____

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Date: 5/9/19

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Name: Patricia Lyons

Address: _____

I represent: DOC

Address: _____

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Date: 5/9/19

(PLEASE PRINT)

Name: Serena Townsend

Address: _____

I represent: DOC

Address: _____

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**THE COUNCIL
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☐ in favor ☐ in opposition

Date: 5/9/19

(PLEASE PRINT)

Name: Heidi Grossman

Address: _____

I represent: DOC

Address: _____

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☐ in favor ☐ in opposition

Date: 5/9/19

(PLEASE PRINT)

Name: Brenda Cooke

Address: _____

I represent: DOC

Address: _____

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