

COUNCIL OF THE CITY OF PHILADELPHIA  
COMMITTEE OF THE WHOLE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Tuesday, March 29, 2016  
10:40 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE  
COUNCILWOMAN CINDY BASS  
COUNCILWOMAN JANNIE L. BLACKWELL  
COUNCILMAN ALLAN DOMB  
COUNCILMAN DEREK S. GREEN  
COUNCILMAN WILLIAM K. GREENLEE  
COUNCILWOMAN HELEN GYM  
COUNCILMAN BOBBY HENON  
COUNCILMAN KENYATTA JOHNSON  
COUNCILMAN CURTIS JONES, JR.  
COUNCILMAN DAVID OH  
COUNCILWOMAN CHERELLE L. PARKER  
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ  
COUNCILWOMAN BLONDELL REYNOLDS BROWN  
COUNCILMAN AL TAUBENBERGER

BILLS 160170, 160171, and 160172  
RESOLUTION 160180

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COUNCIL PRESIDENT CLARKE: Good morning. We're going to start now.

Thank you very much. We are starting our long and arduous process called the budget, and I want to welcome everyone this morning. I promise you we will pretty much have a lot of fun. There will probably be a couple of days we'll get a little testy, but it's business, it's not personal.

So, folks, thank you very much. Good morning, everyone. We will start our process. We do have a quorum present. This is a public hearing of the Committee of the Whole regarding Bills No. 160170, 160171, 160172, and Resolution No. 160180.

Mr. Stitt, please read the titles of the bills and resolution.

THE CLERK: Bill No. 160170, an ordinance to adopt a Capital Program for the six Fiscal Years 2017 through 2022 inclusive.

Bill No. 160171, an ordinance

1 3/29/16 - WHOLE - RES. 160170, etc.

2 to adopt a Fiscal 2017 Capital Budget.

3 Bill No. 160172, an ordinance  
4 adopting the Operating Budget for Fiscal  
5 Year 2017.

6 Resolution No. 160180,  
7 resolution providing for the approval by  
8 the Council of the City of Philadelphia  
9 of a Revised Five Year Financial Plan for  
10 the City of Philadelphia covering Fiscal  
11 Years 2017 through 2021, and  
12 incorporating proposed changes with  
13 respect to Fiscal Year 2016, which is to  
14 be submitted by the Mayor to the  
15 Pennsylvania Intergovernmental  
16 Cooperation Authority (the "Authority")  
17 pursuant to the Intergovernmental  
18 Cooperation Agreement, authorized by an  
19 Ordinance of this Council approved by the  
20 Mayor on January 3, 1992 (Bill No.  
21 1563-A), by and between the City and the  
22 Authority.

23 COUNCIL PRESIDENT CLARKE:

24 Thank you, Mr. Stitt.

25 Today we begin public hearings

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           of the Committee of the Whole to consider  
3           the bills read by the Clerk that  
4           constitute proposed operating and capital  
5           spending measures for Fiscal 2017, a  
6           Capital Program, and a forward-looking  
7           Capital Plan for Fiscal 2017 through  
8           Fiscal 2022.

9                        Today we will hear testimony  
10           from the Administration on the Five Year  
11           Plan. The first person to testify,  
12           Mr. Stitt, is?

13                       THE CLERK: Jane Slusser.

14                       COUNCIL PRESIDENT CLARKE:  
15           Please approach the table.

16                       (Witnesses approached witness  
17           table.)

18                       MS. SLUSSER: Good morning,  
19           Council President and members of City  
20           Council.

21                       COUNCIL PRESIDENT CLARKE: Good  
22           morning.

23                       MS. SLUSSER: I'm Jane Slusser,  
24           Chief of Staff in the Office of Mayor Jim  
25           Kenney. On behalf of the Mayor, I am

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           pleased to provide testimony on the  
3           Mayor's first Proposed Operating Budget  
4           for FY17 and our Proposed FY17 through  
5           FY21 Five Year Financial and Strategic  
6           Plan. I am joined today by Rob Dubow,  
7           Finance Director, and Anna Adams, Budget  
8           Director, and a number of our city's top  
9           officials are also here in the audience  
10          and are able to answer any questions that  
11          you all may have.

12                        The Mayor's focus on investing  
13           in opportunity for all children and  
14           families, in all neighborhoods across  
15           Philadelphia are made clear by the  
16           choices in this Budget and in this Five  
17           Year Plan. The Mayor's Proposed Budget  
18           and Five Year Plan includes the expenses  
19           for four key initiatives that will help  
20           us tackle our largest and most crippling  
21           problems head-on. This Budget and Five  
22           Year Plan also contains a new revenue  
23           source, a tax on sugary drinks, that will  
24           cover all of the costs of these vital  
25           programs over the Five Year Plan, as well

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           as additional contributions to the City's  
3           Pension Fund.

4                         Despite recovering from the  
5           recession of 2007 to 2009, the City still  
6           operates with very narrow margins, and  
7           any moderate change in revenues or  
8           expenditures can create real challenges  
9           within the City's budget. Each fiscal  
10          year of the Plan ends with much lower  
11          fund balances than recommended by  
12          government experts. In FY18, the fund  
13          balance reaches a low of 37.7 million,  
14          less than 1 percent of revenues, and  
15          peaks in FY21 at \$127 million, 2.8  
16          percent of revenues, still less than half  
17          of the City's 6 to 8 percent goal.  
18          Having a healthy fund balance would allow  
19          the City to have greater flexibility,  
20          mitigate current and future financial  
21          risks, and to ensure predictability of  
22          services. With high fixed costs such as  
23          our contribution to the Pension Fund,  
24          projected at over 15 percent of the  
25          City's budget in FY17, as well as our

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           contribution to the School District, debt  
3           service and indemnities, all other  
4           important services and programs upon  
5           which residents depend are squeezed for  
6           resources.

7                         Major taxes are projected to  
8           show moderate base growth throughout the  
9           Five Year Plan. For the wage tax, the  
10          base growth values are projected at  
11          between 3 and 4 percent annually. The  
12          Plan includes wage tax rate reductions,  
13          costing \$214.6 million over the five  
14          years, and rates are proposed to decline  
15          from the current resident rate of 3.9102  
16          percent to 3.7276 percent in FY21 and  
17          current non-resident rate of 3.4828  
18          percent to 3.3202 percent in FY21. The  
19          reform of the Business Income and  
20          Receipts Tax is also included in the  
21          Plan, with legislated reductions in the  
22          rate, exclusions, and single sales factor  
23          apportionment costing \$270.6 million.  
24          Base growth fluctuates throughout the  
25          Plan, from 1.5 percent to 4 percent

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           depending on the year, although there has  
3           been a rise in the number of credits  
4           taken by businesses in recent years,  
5           causing some concerns about the total  
6           revenue collected for this fiscal year.  
7           Largely because of those credits, BIRT  
8           collections are projected to be about \$60  
9           million lower than they were projected to  
10          be a year ago.

11                       For the real property tax, the  
12          City remains committed to ensuring that  
13          real estate assessments are both fair and  
14          accurate. For FY17, the OPA reassessed  
15          all land values in the City, and the  
16          Budget Office assumes that will result in  
17          an additional 3 percent growth of  
18          residential taxable market values in our  
19          projections. For FY18, OPA will reassess  
20          all commercial properties, projected to  
21          produce 3 percent in commercial taxable  
22          market values. And then for FY19 and  
23          beyond, once a new Computer-Assisted Mass  
24          Appraisal, or CAMA, system is in place,  
25          OPA will be able to complete a full



1           3/29/16 - WHOLE - RES. 160170, etc.  
2 reassessment annually.

3           The sales tax is also showing  
4 moderate growth of between 3.3 percent  
5 and 3.7 percent annually. As a reminder,  
6 the first 1 percent of the local portion  
7 of the sales tax goes to the City's  
8 General Fund and is projected to bring in  
9 \$150 million in FY17. The second percent  
10 is shared between the City and the School  
11 District, with 120 million going to the  
12 School District and the remainder to the  
13 City, first through FY18 to pay off debt  
14 service for a School District borrowing  
15 and then to the Pension Fund. In the  
16 last year of this Five Year Plan, an  
17 additional 52.6 million is projected to  
18 be available for the Pension Fund due to  
19 the sales tax proceeds. The remaining  
20 taxes are also showing moderate growth.  
21 The City's real estate transfer tax is  
22 now projected at pre-recession values,  
23 showing Philadelphia's recovery from the  
24 economic downturn.

25           In order to provide the ability

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           to make important investments, the  
3           Proposed Five Year Plan sought a number  
4           of efficiencies throughout City agencies  
5           and looked at the ways that we could  
6           improve our delinquent collections.  
7           Almost 170 million in -- sorry; almost 70  
8           million in additional collections are  
9           expected to be collected from the FY15  
10          baseline by the end of the Plan due to a  
11          variety of initiatives within the Revenue  
12          Department. These investments include  
13          doubling the number of billings to inform  
14          taxpayers on a more frequent basis,  
15          increasing the number of service  
16          representatives assisting taxpayers, and  
17          adding technical programming to their IT  
18          system. By more broadly publicizing the  
19          list of top business tax delinquents,  
20          Revenue also expects to boost collection  
21          activities, and another tax lien sale is  
22          planned for FY17, building off the prior  
23          two highly successful sales. City  
24          managers in every department have also  
25          been tasked with carefully controlling

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           spending, most notably through the  
3           management of overtime in a variety of  
4           departments across the City.

5                         Despite these initiatives and  
6           revenue enhancements, in order to  
7           meaningfully tackle long-term challenges  
8           such as poverty, education, and  
9           neighborhood inequity, we have to look  
10          outside of the existing budgetary  
11          resources. With low fund balances, the  
12          Administration examined other revenues  
13          that could provide recurring funding for  
14          programs that are proven to make an  
15          impact in the lives of children and  
16          families. We believe that taxing sugary  
17          drinks will provide the City with the  
18          necessary funding to deliver critical  
19          services, without raising a broad-based  
20          tax that would be a challenge for all  
21          residents and families across  
22          Philadelphia. The tax is proposed to be  
23          levied on the distributors of sugary  
24          drinks at 3 cents per ounce and is  
25          expected to generate 96 million annually

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           when fully implemented.

3                       The largest investment funded  
4           by the sugary drinks tax is the expansion  
5           of quality pre-kindergarten to thousands  
6           of families across the City. Currently,  
7           46 percent of Philadelphia's  
8           kindergartners show up to their first day  
9           of school unprepared to learn. At that  
10          point, they are already behind their  
11          peers, and they often stay behind them  
12          for their entire academic careers. But  
13          studies show that children who complete  
14          quality pre-K are more likely to stay on  
15          track in the early grades, graduate high  
16          school, complete college, and become  
17          employed adults.

18                      As a city continually seeking  
19          cost-effective ways to better support  
20          local schools, quality pre-K expansion is  
21          the solution. It presents a tremendous  
22          cost-saving potential for the School  
23          District by dramatically reducing the  
24          need for special education services. The  
25          Commission on Universal Pre-K found the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           District could save as much as 72 million  
3           per cohort. Additionally, affordable,  
4           quality pre-K benefits families just as  
5           much as students. In a state where  
6           childcare costs rival college tuition  
7           rates, publicly funded, quality pre-K  
8           enables parents to achieve participation  
9           in the workforce, with reduced  
10          absenteeism and higher productivity. By  
11          committing 256 million in this Five Year  
12          Plan, when combined with state and  
13          federal funding, we can reach almost  
14          25,000 quality, publicly funded pre-K  
15          seats in Philadelphia in the next three  
16          years.

17                    The tax on sugary drinks would  
18                    also enable the City to pay debt service  
19                    on the cost of borrowing for rebuilding  
20                    community infrastructure. With a 348  
21                    million investment from the City, of  
22                    which 48 million is from the City's  
23                    Capital Program, combined with state and  
24                    private philanthropic donations, our  
25                    parks, libraries, recreation centers, and

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           trails can improve significantly and  
3           become safe havens for our children and  
4           families to enjoy. We know that students  
5           who participate in extracurricular  
6           activities have a 15 percent higher  
7           school attendance rate than  
8           non-participating students, and our  
9           students, seniors, and all residents, for  
10          that matter, deserve quality spaces that  
11          they can enjoy.

12                        The Five Year Plan also  
13          proposes an additional 39 million to  
14          create 25 community schools. Community  
15          schools provide services such as  
16          healthcare, job training, and other  
17          programs, directly in the school where  
18          residents can access them most easily.  
19          These services are organized by a  
20          dedicated coordinator who works with the  
21          community to determine which services are  
22          most needed. As a result, the services  
23          in each community school vary, but the  
24          goal is the same. We allow educators to  
25          focus on teaching and students to focus

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           on learning instead of concentrating on  
3           hunger, sickness or even in some cases  
4           shelter. The community schools approach  
5           is having a positive impact in cities all  
6           across the nation. Low-performing  
7           schools in Los Angeles, Cincinnati,  
8           Austin, and Baltimore are all reducing  
9           the barriers to student success, thereby  
10          increasing academic achievement.

11                    The sugary drinks tax also  
12          provides revenue to cover the costs of  
13          debt service related to the borrowings  
14          for the Philadelphia Energy Campaign, a  
15          cause championed by the Council  
16          President. Through these investments,  
17          City buildings will become more  
18          sustainable and energy efficient, saving  
19          the City utility costs. These up-front  
20          investments have a high return on  
21          investment and will pay for themselves  
22          after a few years through utility  
23          savings.

24                    And, finally, the sugary drinks  
25          tax will enable the City to add more

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           funds to our biggest fiscal challenge,  
3           the City's Pension Fund. The  
4           contribution to the Pension Fund is now  
5           projected to take up 15.4 percent of all  
6           City General Fund expenditures, 641  
7           million in FY17, squeezing out many other  
8           critical expenditures. However, the fund  
9           is only 45 percent funded, meaning that  
10          we have more liabilities than assets.  
11          While the 26 million from the sugary  
12          drinks tax is a small number compared to  
13          the size of our pension challenge,  
14          improving the funding level of the  
15          Pension Fund is critical, and this  
16          contribution shows that any opportunity  
17          that we have to add additional resources,  
18          even when relatively small, the  
19          Administration plans to take. That's an  
20          important signal for us to send to both  
21          our creditors as well as to our citizens  
22          and our workforce.

23                    Thank you all very much for the  
24                    opportunity to testify today. As  
25                    mentioned before, members of the



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           Administration are here and we are glad  
3           to answer any questions that you may  
4           have.

5                        COUNCIL PRESIDENT CLARKE:  
6           Thank you very much for your testimony.

7                        One quick -- I'm not sure it's  
8           a -- on Page 8 of your Budget in Brief,  
9           you show a \$4.5 billion fund balance for  
10          FY17. Is that an error?

11                      MR. DUBOW: Yes. There's a  
12          typo in the FY17 numbers. We picked up  
13          just the Aviation Fund instead of the  
14          combination of all funds on the  
15          expenditure side. So we'll correct that.

16                      COUNCIL PRESIDENT CLARKE: All  
17          right. And that's a public document.  
18          It's kind of --

19                      MR. DUBOW: Right.

20                      COUNCIL PRESIDENT CLARKE: I  
21          don't want to give people the impression  
22          we have more money than we have.

23                      MR. DUBOW: Got it.

24                      COUNCIL PRESIDENT CLARKE: I'm  
25          sure those municipal contract

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           negotiations will be quite different if  
3           we in fact had a 4.5 --

4                       MR. DUBOW: That would make  
5           them much easier.

6                       COUNCIL PRESIDENT CLARKE:  
7           Yeah. Thank you. That will be  
8           corrected, okay.

9                       In your testimony -- and I want  
10          to preface this by saying that we agree  
11          with the laudable goals of the  
12          Administration in terms of pre-K and  
13          fixing up neighborhood rec centers and  
14          all the other good things that we like to  
15          take credit for, but, you know, there's  
16          always -- what do they say, the devil is  
17          in the detail, how do you pay for it. So  
18          I wanted to ask you a couple of quick  
19          questions.

20                      When you talked about without  
21          raising a broad-based tax, it will be  
22          challenging for all residents, and you  
23          know we don't like that since we've been  
24          having a significant number of challenges  
25          over the last several fiscal years

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           because we've had to raise some  
3           broad-based taxes to support schools.  
4           But can you talk about or have you given  
5           an analysis in terms of who the sugary  
6           drink tax will actually affect the most?

7                     MR. DUBOW: So if you're asking  
8           have we looked kind of neighborhood by  
9           neighborhood, we haven't done that kind  
10          of analysis. I mean, we know that  
11          there's usage throughout the City. We  
12          know that it's more heavily concentrated  
13          probably in low-income neighborhoods,  
14          because that's where the advertising is  
15          targeted. So we do know that that's  
16          where the heaviest usage is.

17                    MS. SLUSSER: I would also add  
18          that unlike other previous proposals for  
19          a sugary drinks tax, we have chose to put  
20          this on the distributors. So in other  
21          cities such as Berkeley, we've seen that  
22          they did not actually pass the entire tax  
23          onto the consumer. So it's a tax on the  
24          distributor, and it's unclear if all of  
25          that goes through to the consumer, which

1 3/29/16 - WHOLE - RES. 160170, etc.

2 Rob does have more information about.

3 COUNCIL PRESIDENT CLARKE: So  
4 it's your position that unlike most tax  
5 increases, it's not passed through to the  
6 consumer? I'm not clear that there's  
7 ever been an increase in taxes that  
8 wasn't ultimately passed on to the  
9 consumer.

10 MR. DUBOW: If you look at what  
11 happened, I guess, both in Berkeley and  
12 in Mexico, the increase in price at the  
13 end was much smaller than the percentage  
14 increase in cost from the tax at the  
15 distributor. So in Berkeley, depending  
16 on the product, it ranged from a little  
17 less than half to a little more than half  
18 of the increase, and you saw kind of a  
19 similar thing happen in Mexico. So we  
20 have seen in other places it's not all  
21 passed on.

22 COUNCIL PRESIDENT CLARKE: What  
23 was the increase in taxes in Berkeley?

24 MR. DUBOW: It was 1 cent per  
25 ounce.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCIL PRESIDENT CLARKE: So  
3 do you --

4 MR. DUBOW: Smaller increase,  
5 but --

6 COUNCIL PRESIDENT CLARKE: Do  
7 you think that might have something to do  
8 with the fact that the passthrough or the  
9 pass-on was not as dramatic as opposed to  
10 3 cents?

11 MR. DUBOW: I think that kind  
12 of the larger dynamics are the same.  
13 It's a decision kind of at every end of  
14 the distribution line about what you want  
15 to do with that price, and I think that  
16 you'll see a similar reaction.

17 COUNCIL PRESIDENT CLARKE: And  
18 I, frankly speaking, have been beating  
19 back most of the anti-sugary drink  
20 coalition folks, because, frankly  
21 speaking, I say, well, you know, I kind  
22 of have like two and a half months to  
23 make a decision. But there were some  
24 people that talked about the realities of  
25 having a much higher increase on one

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           particular product, that what ultimately  
3           happens on retailers is that they spread  
4           that cost among all of the products that  
5           they sell, because the reality is you  
6           can't sell a particular product at a  
7           significant price. That just wouldn't be  
8           good business. So when you talk about  
9           broad-based nature, to some degree if  
10          that's factual -- because I don't know,  
11          that's why we're going to have this  
12          series of hearings -- wouldn't that be  
13          broad based as it relates to costs being  
14          spread among all of the groceries or --

15                   MR. DUBOW: It's not  
16          necessarily that it would be spread among  
17          all the groceries. It may be that the  
18          distributor takes some of the hit  
19          themselves, passes some of it on, so --

20                   COUNCIL PRESIDENT CLARKE: I  
21          guess fundamentally I don't believe that.  
22          I'm just saying, Rob. I believe at the  
23          end of the day they're going to pass that  
24          on, because people talk about, well, we  
25          have to keep our profits. You know, that

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           means, in other words, I'm not paying for  
3           this. You are.

4                       MR. DUBOW: I mean, that's not  
5           what we saw in the other couple of  
6           places. I mean, the dynamic could be  
7           different everywhere, but that's not what  
8           we saw.

9                       COUNCIL PRESIDENT CLARKE: I'm  
10          just saying, the 3 cents versus 1 cent,  
11          that's a big difference. That's why I'm  
12          saying if you're going to analyze what  
13          happened in Berkeley and you're talking  
14          about what would happen in Philly, that's  
15          a big difference in terms of the numbers.  
16          So a person might be able to,  
17          quote/unquote, eat the difference to some  
18          degree if it's 1 cent versus 3 cents. I  
19          just think nobody is going to eat the  
20          difference as it relates to a 3 cent.  
21          That's going to be passed on.

22                      MR. DUBOW: I don't think that  
23          we're saying that they eat the entire  
24          difference. I think that there's a  
25          portion they would, which is kind of what

1 3/29/16 - WHOLE - RES. 160170, etc.  
2 happened out there too.

3 COUNCIL PRESIDENT CLARKE:  
4 Okay.

5 MS. SLUSSER: I would  
6 additionally add that in our first  
7 year -- I don't know the numbers from  
8 Berkeley, but in our first year, we look  
9 at a 55 percent decrease in consumption.  
10 So part of the idea is that people will  
11 also have a choice to make here and they  
12 can change to other beverage consumption.

13 COUNCIL PRESIDENT CLARKE: All  
14 right. So I wasn't going to bring that  
15 up. Apparently there is somewhere in  
16 some documents where you reference a 55  
17 decrease in consumption, but in another  
18 document there is a reference of 14  
19 percent -- 36. So what's the accurate  
20 number? I mean, you have different  
21 numbers.

22 MR. DUBOW: So there was a  
23 request at the briefings we did last week  
24 to show the impact at 2 cents and 3  
25 cents. And the way we got to that is



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           measuring the elasticity, and we looked  
3           at the tax increase as a percent of the  
4           cost. At 3 cents, the tax increase is 55  
5           percent of the cost. So there's a 55  
6           percent decrease. At 2 cents, it's a 36  
7           percent increase. So there's a 36  
8           percent decrease. So in between the 55  
9           and the 36 was different  
10          assumptions about --

11                   COUNCIL PRESIDENT CLARKE: So  
12           it's a different number, okay.

13                   MR. DUBOW: Yes.

14                   COUNCIL PRESIDENT CLARKE: All  
15           right. Real quick, and I'm going to open  
16           it up to my colleagues, but when you have  
17           the first mic, you tend to abuse the  
18           privilege of having the first opportunity  
19           to ask questions.

20                   Real quick, on Page 3 of your  
21           testimony, you talked about the sugary  
22           tax providing revenue to cover the cost  
23           of that service for the Energy Campaign,  
24           and it talks about the up-front  
25           investments having a high rate of return

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           and will pay for themselves after project  
3           completion through utility savings.  
4           However, these projects can be funded  
5           through the use of ESCOs, and we've  
6           talked about this, the relationship in  
7           any tax versus what has traditionally  
8           happened with retrofits of energy.

9                         Is there a reason why we're  
10          looking at tying the sugary tax to the  
11          Energy Campaign? Because our premise is  
12          that the debt service associated with the  
13          savings on the retrofit will more than  
14          pay for -- be paid for by those  
15          particular savings.

16                        MR. DUBOW: Yeah, and the  
17          reason is that we think the interest rate  
18          that we would pay on a bond issue that we  
19          did ourselves would be less expensive  
20          than going through an ESCO where you're  
21          essentially using private financing. So  
22          that to the extent that the savings repay  
23          the investment, the payback would be even  
24          better if we do the borrowing ourselves  
25          than if we do it through an ESCO.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCIL PRESIDENT CLARKE: So  
3 why are we paying it back with the sugary  
4 drink tax? That's my question.

5 MR. DUBOW: It kind of goes  
6 back to kind of the original reason why  
7 we're doing the tax in the first place.  
8 We don't have enough resources in our  
9 base budget to pay for the new  
10 initiatives. So we're paying for it  
11 through the new tax.

12 COUNCIL PRESIDENT CLARKE: Rob,  
13 I don't understand that. If the ESCO is  
14 going to borrow the money to do the  
15 retrofit, you dedicate the savings based  
16 on the utility costs, reduction in  
17 utility costs to pay back, you dedicate  
18 that to the ESCO. Why do we need to --

19 MR. DUBOW: You're still paying  
20 it back and you're paying it back at a  
21 higher rate than you pay it back if you  
22 borrow on your own.

23 COUNCIL PRESIDENT CLARKE:  
24 Okay. But it's not going to be a high  
25 rate that requires that we go in the red.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: Over the long term,  
3 that's right. It will pay for itself,  
4 but there are still up-front investments  
5 that we have to make.

6 COUNCIL PRESIDENT CLARKE: I  
7 don't see where that's the case. I've  
8 seen no scenario where we have to borrow  
9 money. And we may decide to do that, but  
10 that it be based on an increase in the  
11 tax.

12 I guess what I'm saying, I  
13 don't -- a program that we propose that  
14 is clearly a net benefit as it relates to  
15 savings, as it relates to -- actually in  
16 the case when we did the quadplex, we  
17 actually made a little bit of money. I  
18 don't want to tie that to a tax. I don't  
19 know why we would even entertain that.

20 MR. DUBOW: Well, I think the  
21 reason is in the long term, that's  
22 clearly right. In the short term, we  
23 need resources for it.

24 COUNCIL PRESIDENT CLARKE: I'd  
25 like to see something that shows where

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           that's a necessity.

3                       MR. DUBOW:    Sure.

4                       COUNCIL PRESIDENT CLARKE:    I  
5           just haven't seen that, and these folks  
6           from the Energy Campaign have been  
7           working on this for a long time.

8                       MR. DUBOW:    We can show you  
9           that, and we're happy to -- as we said,  
10          we're happy to meet with them again and  
11          kind of walk through it.

12                      COUNCIL PRESIDENT CLARKE:    All  
13          right.   Okay.   I'm going to turn it over  
14          to my colleagues.   I'll be back for a  
15          couple more questions.   Thank you.

16                      We're going to start out, if  
17          it's okay with my friends and colleagues,  
18          with seven minutes.   Is that cool?   All  
19          right.   So we can make sure -- we got a  
20          pretty lengthy list here.

21                      The Chair recognizes Councilman  
22          Greenlee.

23                      COUNCILMAN GREENLEE:    Thank  
24          you, Mr. President.   I think I'll be less  
25          than seven minutes.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 Good morning, everybody.

3 (Good morning.)

4 COUNCILMAN GREENLEE: My

5 question, on top of Page 2, you talk

6 about OPA and the new CAMA system, and

7 you say from FY19 and beyond, once it's

8 in place. Is that pushing it back? I

9 thought at one time the plan was to have

10 it earlier than that. Is there a reason?

11 If that's true, is there a reason why?

12 MR. DUBOW: I think that's

13 been -- I mean, it may have been back in

14 '12 or '13 we thought that we'd be done

15 sooner, but I think that's been the plan

16 for a while.

17 COUNCILMAN GREENLEE: Can you

18 explain just briefly why it takes -- it

19 seems like a long time.

20 MR. DUBOW: Yeah. I can tell

21 you the process we went through. I can

22 tell you the process we went through to

23 select. We put out an RFP to kind of

24 get -- that went to all the kind of

25 leading providers in the field, leading

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           vendors, got responses and really asked  
3           them for their best timeline, and that's  
4           what we got. So, I mean, this is what  
5           the industry is telling us is the pace at  
6           which it should be done.

7                        COUNCILMAN GREENLEE: Okay.  
8           Somewhat along those same lines, I know  
9           our offices are still hearing the kind of  
10          problems that are a disconnect between  
11          BRT, OPA, and Revenue. Maybe that got  
12          fixed, so it's not in the Five Year Plan,  
13          but is there something that you know that  
14          it's continuing to try to make those more  
15          married, if you will?

16                      MR. DUBOW: Right. They  
17          continue to kind of meet with each other  
18          and talk. There are still things that  
19          slip through, as you know, but they are  
20          working hard to make sure that they can  
21          minimize the number of things that slip  
22          through.

23                      COUNCILMAN GREENLEE: Again, I  
24          guess my question is, why is that -- it  
25          seems like that's taking a long time.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 You would think if any department should  
3 be together, it should be those three.

4 MR. DUBOW: I think this is one  
5 of those things that CAMA will really  
6 help with, because there's not a great  
7 information system for the three of them  
8 to communicate.

9 COUNCILMAN GREENLEE: Okay.  
10 All right. Thank you.

11 Thank you, Mr. President.

12 COUNCIL PRESIDENT CLARKE:  
13 Thank you, Councilman.

14 The Chair recognizes  
15 Councilwoman Gym.

16 COUNCILWOMAN GYM: Hi. Thank  
17 you very much.

18 I'm going to follow up a little  
19 bit with my colleague Councilman Greenlee  
20 and just repeat that -- so residential  
21 properties then are not fully reassessed  
22 for five years, is that right, 2019?

23 MR. DUBOW: So what we've done  
24 on residential properties is the  
25 reassessment, the full reassessment. The



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           following year we looked at all of our --  
3                    COUNCILWOMAN GYM: The land  
4           values.

5                    MR. DUBOW: What we call GMA,  
6           the geographic market areas, to see  
7           whether there were places where the  
8           variation kind of didn't fit within  
9           industry standards. Went back in those  
10          and changed those values. And I think  
11          there were about 120,000 values that  
12          changed. And this year we're just  
13          completing a full land value  
14          reassessment.

15                    So while there hasn't been a  
16          full residential reassessment, we have  
17          been kind of making changes as we go  
18          along so that the next time we do, we  
19          don't think there'll be big changes in  
20          values because we've been kind of keeping  
21          up with them.

22                    COUNCILWOMAN GYM: So I guess  
23          one of the concerns is can we do it  
24          faster than 2019?

25                    MR. DUBOW: We don't think so.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 I mean, that's what we asked the vendors  
3 to do, to give us their fastest time.

4 COUNCILWOMAN GYM: Is that a  
5 technical problem or is that a personnel  
6 issue?

7 MR. DUBOW: I think it's a  
8 combination of technical problems and  
9 work process changes and kind of -- there  
10 are certain things where the expertise  
11 required is only in-house. There's some  
12 where it's kind of -- it's only with  
13 vendors. So there's just a lot of  
14 different steps that go into the process.

15 COUNCILWOMAN GYM: And so I  
16 guess one of the concerns around it is  
17 that as a result of not fully  
18 reassessing, is that our values on  
19 property remain at this relatively stable  
20 3 percent rate, whereas property values  
21 and valuation given growth in particular  
22 areas may significantly increase within a  
23 five-year period. Then we re-loop back  
24 into the problem that we had in 2013 and  
25 2014, which is that people get really

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           angry about the differentials when  
3           they're not getting timely tax  
4           assessments, while growth in the City and  
5           construction in the City is going -- is  
6           significant.

7                       MR. DUBOW: Right.

8                       COUNCILWOMAN GYM: How do we  
9           plan to address that?

10                      MR. DUBOW: So I think on the  
11           residential side, you won't see that kind  
12           of big increase because of the steps  
13           we've taken to kind of keep up with  
14           what's been going on.

15                      The commercial side, we're  
16           doing a full reassessment next year, so  
17           for the next tax year. So we should be  
18           then kind of up to date on the commercial  
19           side. So by the time we do that full  
20           reassessment in '19, I don't think we'll  
21           see kind of major increases like we did  
22           back in '13.

23                      COUNCILWOMAN GYM: And do you  
24           feel like the 2017, 2018, and 2019  
25           schedule that you have listed in your

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           Five Year Plan, is that like pushing the  
3           Administration or is that kind of like --  
4           it's what the general timeline of things  
5           would be or do you think that this is a  
6           big push on behalf of the  
7           Administration's part to make sure that  
8           our assessments are well --

9                       MR. DUBOW: I think it's a push  
10           to get the --

11                      COUNCILWOMAN GYM: So it will  
12           be hard to do the 2017 land value?

13                      MR. DUBOW: Well, that's  
14           finished, so, yeah.

15                      COUNCILWOMAN GYM: Or the 2018  
16           commercial?

17                      MR. DUBOW: Yes, I think that  
18           will be a push and getting the CAMA. I  
19           think this will all be a push, and I  
20           think we'll get it all done, but I do  
21           think it will be a push.

22                      COUNCILWOMAN GYM: Are you  
23           inflexible on trying to speed up that  
24           timeline?

25                      MR. DUBOW: No. I mean, we're

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           very flexible, but we haven't found  
3           anything to speed it up. If there's some  
4           great idea that does that, you know, we'd  
5           love to work with you on it.

6                    COUNCILWOMAN GYM: And  
7           personnel and staffing is not the problem  
8           here?

9                    MR. DUBOW: I don't think so,  
10          but, you know, happy to have other  
11          discussions about it.

12                   COUNCILWOMAN GYM: The second  
13          question is about the School District of  
14          Philadelphia. So the City has chosen to  
15          flat rate funding to the schools other  
16          than the natural increases through tax  
17          revenue, but at any time -- I mean,  
18          obviously in the last five years, if we  
19          were to look back to FY12 and see the  
20          Five Year Plan from FY12, we would have  
21          been in a precarious state if we had  
22          continually projected out flat five-year  
23          funding for the District. We raised  
24          local revenue. I think the City has been  
25          very vocal about saying that we've raised

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           local revenue to the tune of almost \$400  
3           million, but done pretty much on an  
4           annualized ad hoc kind of basis.

5                         Here we have a Five Year Plan  
6           presented before us. We have a new  
7           Administration. We have a School  
8           District that may see some stability,  
9           though one would argue that the fund  
10          balance is based off of massive vacancies  
11          and real problems that are evident in our  
12          City schools. But what is the City's  
13          plan? Because surely you know that  
14          according to the District's own financial  
15          projections, they are not going to be  
16          fiscally stable over the next five years.  
17          I would argue that given their  
18          projections, particularly that charter  
19          expansion will grow by 50 percent in  
20          revenues -- in cost expenditures over  
21          five years to become a \$1.1 billion  
22          industry in the School District, that the  
23          District is rapidly moving on massive  
24          expansion that's not accurately even  
25          reflected in its own plans. And so like

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           where -- how is the City really thinking  
3           genuinely about a five-year spending  
4           approach towards the District and why not  
5           consider incremental types of measures  
6           that we can do right now that are not  
7           hurtful to City residents or dramatic in  
8           scale, but steadily kind of shore up the  
9           District on other things?

10                   MR. DUBOW: Right. And as you  
11           know, I mean, the District is projecting  
12           over \$130 million --

13                   COUNCILWOMAN GYM: Based off of  
14           vacancies, no teacher contract for three  
15           years.

16                   MR. DUBOW: -- both this year  
17           and next year. In the end, I guess they  
18           start to go negative in '19.

19                   I think from our perspective,  
20           we obviously want to keep working with  
21           them and talking to them, but we've been  
22           in a situation over the years where we go  
23           first and then the state goes based on  
24           what we've done. I think because we have  
25           a little bit of room, we can actually see

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           what happens with the state over the long  
3           term, and that can help inform what we  
4           do, which I think is kind of a better  
5           position for us to be in than we've been  
6           in over the last few years.

7                   COUNCILWOMAN GYM: The state  
8           currently, though, is -- we're almost at  
9           a one to one, right? I mean --

10                   MR. DUBOW: That's right.

11                   COUNCILWOMAN GYM: -- we are  
12           very close to being at an even level with  
13           the state. We've got a Harrisburg  
14           Legislature that's been intractable for  
15           266 days and we ended up with very little  
16           revenue at the end of it. I'm asking  
17           like why the City isn't planning out for  
18           five years rather than doing it on an  
19           incremental year-by-year basis?

20                   MR. DUBOW: And part of that is  
21           we've been having ongoing conversations  
22           with the District. I think that kind of  
23           over time they'll come to a place where  
24           they know what they specifically need  
25           from us. I don't --



1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN GYM: Their Five  
3 Year Plan indicates that they will be --  
4 they will be bankrupt.

5 MR. DUBOW: It doesn't indicate  
6 they'll be bankrupt. It has projections  
7 for where their fund balance is given the  
8 investments that they're planning to make  
9 over the next five years and not  
10 including any substantial increases from  
11 the state after this year. So there are  
12 both sides where it doesn't include  
13 changes over time, and I think we want to  
14 see how that plays out before we make  
15 further commitments.

16 COUNCILWOMAN GYM: And I would  
17 just end by saying that I hope that we  
18 can work with the Administration just not  
19 to see a year-to-year approach to School  
20 District funding, that we really need to  
21 shore up a long-term approach from the  
22 City and figure this thing out on a more  
23 long-term basis.

24 MR. DUBOW: And we're happy to  
25 have those discussions.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN GYM: Thank you.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilwoman.

5 The Chair recognizes Councilman

6 Jones.

7 COUNCILMAN JONES: Thank you,

8 Mr. President.

9 Madam Chief of Staff, welcome  
10 to government.

11 MS. SLUSSER: Thank you.

12 COUNCILMAN JONES: To your  
13 colleagues, welcome back. And couple of  
14 questions. Number one, a statement. The  
15 Mayor gave a very ambitious budget  
16 address and really intrigued most of  
17 Council. Even those who may be cynical  
18 about proposed taxes were excited about  
19 some of the usage and what it could mean  
20 in a big picture way for the City of  
21 Philadelphia. If it were me, I would  
22 have took the vote right then for the  
23 sugary drink tax. It might have had a  
24 really good opportunity to pass, but as  
25 we sobered up a little bit, some of the

1 3/29/16 - WHOLE - RES. 160170, etc.

2 questions started to pop up and some of  
3 them I'm going to preview today.

4 I'm very glad that you brought  
5 government with you today, because there  
6 are going to be some themes that this  
7 Council is going to kind of constantly  
8 reinforce department by department. So  
9 as they prepare their budget testimony,  
10 we would like you to consider these  
11 answers:

12 One, how do we create -- and if  
13 you had nothing better to do but to watch  
14 our eight-hour gun violence hearing  
15 yesterday, it was compelling, riveting  
16 testimony from the people in  
17 neighborhoods who not from a 50,000 foot  
18 view have to deal with government from  
19 boots-on-the-ground view. And some of  
20 the questions we're going to, in a public  
21 safety way, in a prevention way on crime  
22 prevention, which is a priority that this  
23 President has set forth, ask each  
24 department what you are doing to prevent  
25 violence, what you are doing to create

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           jobs, how do we create a pipeline from  
3           our schools to our City departments,  
4           similar to a CEDA program back in the  
5           day. Many of you in Council here are too  
6           young to remember the CEDA program, but  
7           some of the actual participants in that  
8           early entry program are matriculating and  
9           retiring from government today and had  
10          good middle-class careers.

11                        So by department, we're going  
12          to ask that question, what is your  
13          contribution to that.

14                        I would ask you, Rob, in  
15          retrospect on some of our tax policies,  
16          we aggressively went after a cigarette  
17          tax. Looking back now, was it  
18          successful?

19                        MR. DUBOW: So it has  
20          generated, I guess, about 50 million a  
21          year for the School District. So I think  
22          for their finances, it did what it was  
23          supposed to do. I think there's --

24                        COUNCILMAN JONES: It's okay to  
25          be successful.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: Yeah. I think the  
3 issue is that it has a sunset, and so we  
4 have to figure out whether that stays in  
5 place after '19.

6 COUNCILMAN JONES: So that tax  
7 policy that we pursued as a body actually  
8 helped them out, and it is preventing us  
9 from having to necessarily go back to the  
10 well once more on real estate.

11 MR. DUBOW: Right. It is part  
12 of the reason that -- yeah.

13 COUNCILMAN JONES: Okay.  
14 Establishing that.

15 You're now looking at a sugary  
16 drinks tax, whether we say 3 percent, 1  
17 percent, whatever it is projected to  
18 have, in addition to the borrowing  
19 somewhere in the neighborhood of \$348  
20 million worth of new revenue to do some  
21 worthwhile things like pre-K but also  
22 aggressively go after libraries,  
23 recreation centers that many of our  
24 municipal workforce have to live in, work  
25 in, and provide services in, and that's a

1 3/29/16 - WHOLE - RES. 160170, etc.

2 lofty goal, correct?

3 MR. DUBOW: Correct.

4 COUNCILMAN JONES: So as we

5 look at retrospectively that we've had a

6 capital budget that has had a ten-year

7 backlog and now we're going to add on

8 every library, every rec center, parks,

9 public buildings, how do you fix the

10 systemic problem of procurement in the

11 City of Philadelphia, A, and then, B, how

12 do you create a pipeline from

13 neighborhoods? Because I know many of my

14 colleagues want to hear that part, that

15 the kid in the barber shop that has to

16 make a choice of what kind of human being

17 he's going to be has an opportunity to

18 have the optimism that some day he will

19 either work in the City of Philadelphia

20 or work on a public works project here.

21 How do we fix that problem?

22 MR. DUBOW: I think the

23 Managing Director is going to come up to

24 address that.

25 (Witnesses approached witness

1 3/29/16 - WHOLE - RES. 160170, etc.

2 table.)

3 MR. DiBERARDINIS: Good

4 morning --

5 COUNCILMAN JONES: Good

6 morning.

7 MR. DiBERARDINIS: --

8 Councilman Jones.

9 We have been spending a lot of  
10 time in recent weeks in trying to sort of  
11 not only have this rebuild program,  
12 improve the physical characteristics of  
13 our rec centers, libraries, and  
14 playgrounds, not only to provide citizens  
15 and children with safe places and really  
16 quality places to recreate and learn, but  
17 to make sure there's an enduring impact  
18 on young people and their prospects for  
19 work in the future.

20 So we have begun conversations,  
21 beginning conversations, with the trades  
22 to make really a substantial step forward  
23 in creating a pre-apprentice program,  
24 which recruits young people from  
25 disadvantaged neighborhoods that

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           establishes a path not only for some  
3           temporary work but to find a path into  
4           the skills trades.

5                        So we think this is a very  
6           important part of what we're doing. We  
7           think it's -- we're not only going to  
8           transform the facilities, we're going to  
9           be transformational in how this work gets  
10          set up in the City and how it affects  
11          folks who have not ordinarily had the  
12          possibilities of working in the trades.

13                      MR. EPPS: So good morning.

14                      COUNCILMAN JONES: Good  
15          morning.

16                      MR. EPPS: My first chance to  
17          speak --

18                      COUNCILMAN JONES: Welcome.

19                      MR. EPPS: -- among Council.  
20          Thank you. But in addition, the size of  
21          these opportunities --

22                      COURT STENOGRAPHER: Can you  
23          state your name.

24                      MR. EPPS: I'm sorry. Harold  
25          Epps, the Director of Commerce for the



1 3/29/16 - WHOLE - RES. 160170, etc.

2 City of Philadelphia.

3 The size of the libraries, the  
4 park and rec centers provide unique  
5 opportunity to increase a level of direct  
6 Tier 1 participation of minority and  
7 women-owned contractors, and we have been  
8 working to get a plan together to make  
9 sure that that is the outcome if we are  
10 so successful with the project.

11 MR. ABERNATHY: And just to add  
12 a little bit of flesh, I think there  
13 is -- Brian Abernathy, Deputy Managing  
14 Director.

15 COUNCILMAN JONES: We know you,  
16 Brian.

17 MR. ABERNATHY: Understood,  
18 Councilman.

19 In order to meet our inclusion  
20 goals, this isn't just a program about  
21 MBE/WBE contractors, nor is it just about  
22 getting additional diversity within the  
23 trades. It's also about how we handle  
24 our professional service contracts. So  
25 we're looking at this as a holistic

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           program and being very, very aggressive  
3           in how we meet those goals. You know,  
4           historically we've looked at 30 to 35  
5           percent participation. That's not good  
6           enough. We need to do better, and we  
7           need to do that across the board, and  
8           that's going to take partnership with the  
9           trades through project-labor agreements.  
10          That's going to take being aggressive and  
11          creating an aggressive enforcement  
12          strategy and figuring out how to move  
13          this forward, and I think we're going to  
14          welcome your input as we drive this  
15          forward.

16                    COUNCILMAN JONES: I actually  
17           trust the good faith of our Mayor. I  
18           really do. I actually trust the good  
19           faith of our trades that they want to do  
20           something different. I get that. I want  
21           to know how we fix Procurement to take  
22           care of the 200 steps in between bid and  
23           award so that we don't have a ten-year  
24           backlog of projects that will be proposed  
25           in this Administration that the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           ribbon-cutting might be in the next  
3           Administration by the time we get it done  
4           if there's a ten-year lag.

5                       MR. DiBERARDINIS: A very  
6           important question, and although there's  
7           going to be and is a serious effort to  
8           reform the Capital Program, we're  
9           considering moving outside of that system  
10          and working with PAID. This is what  
11          we're trying to figure out now, so we can  
12          build the speed and the efficiency and  
13          the cost savings that we would get from  
14          that process. So we would both get speed  
15          and efficiency and move the projects and  
16          hire owners rep to drive -- to get the  
17          bid work done through PIDC, then hire  
18          owners rep to drive these projects  
19          forward and make sure they're on time.  
20          It's not to diminish the importance of  
21          the work being done right now, to reform  
22          the Capital Program as well.

23                       MS. RHYNHART: Rebecca  
24          Rynhart, Chief Administrative Officer.  
25                       To address the issues that you

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           raise, the issues that you raise that are  
3           obviously real and very important to us  
4           to fix, the problems with capital  
5           projects as well as the procurement  
6           process, so we're taking steps to fix it.  
7           On the procurement side, right now all of  
8           the processes are paper based. We are  
9           moving towards an e-procurement system,  
10          which will be up and running within the  
11          next year, which will actually allow bid  
12          initiations from departments as well as  
13          companies to bid online. It seems like  
14          we should be there already, but we're not  
15          and we are going to get there.

16                        We're also doing reverse  
17                        auction bidding, which you might have  
18                        seen, to try to spur competition.

19                        The other thing we're looking  
20                        at is the number of bids -- the number of  
21                        opportunities we have that don't have  
22                        many bidders coming back, and we are  
23                        meeting with the Chambers of Commerce,  
24                        met with the Chamber of Commerce about  
25                        two weeks ago, small business, the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           supplier series, and also going to be  
3           reaching out to the other chambers to say  
4           if you're a small business, we want to  
5           help you partner with us.

6                         So those are steps we're taking  
7           on procurement. In terms of on the other  
8           aspects of capital projects, we're  
9           working with the Law Department to lessen  
10          the requirements for vendors to submit --  
11          they have to submit all these forms every  
12          time they bid. We are working with  
13          Public Property to focus on project  
14          management to get things done on time  
15          within budget. So we are making this an  
16          absolute top priority to fix.

17                        COUNCILMAN JONES: So --

18                        COUNCIL PRESIDENT CLARKE:  
19          Councilman?

20                        COUNCILMAN JONES: And I'm  
21          going to end.

22                        COUNCIL PRESIDENT CLARKE:  
23          You're up to ten minutes.

24                        COUNCILMAN JONES: All right.  
25          So one last thing. You've already done

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           some work increasing the workforce in  
3           Recreation to do jobs. If you could hone  
4           that in on a couple of departments that  
5           we could take some of those contracts,  
6           break them down and hire some people from  
7           neighborhoods, that would be a long way  
8           to take care of that.

9                         Thank you.

10                        MR. DiBERARDINIS: We agree.

11                        COUNCIL PRESIDENT CLARKE:

12           Before you leave, I'm sorry to break in.  
13           So I've been here as a Councilperson for  
14           16 years and a member of staff a lot of  
15           years, and every time a new program comes  
16           up, the conversation and the proposed  
17           remedy to participation is always after  
18           the fact. And the reality is that this  
19           program was being discussed in the last  
20           Administration last year, and at what  
21           point -- and I only saw it happen once  
22           when we did NTI. As you pull together a  
23           program of any type, does the  
24           participation actually be a part of the  
25           front side of the conversation and not

1 3/29/16 - WHOLE - RES. 160170, etc.

2 the aftermath of the conversation?

3 I'm sitting in here every year.

4 It's like something new comes up and then

5 we have to make a determination as to

6 whether or not we're going to be

7 supportive and they say, Oh, well, we're

8 going to work on that. It's like, Well,

9 why wasn't it worked on before we even

10 got to this point? The fact we're

11 running around here trying to create a

12 new entity and a new process that will

13 establish different bid processes, I

14 mean, give me a break. I mean, come on.

15 When are we going to get beyond that?

16 MR. ABERNATHY: Well,

17 Councilman, I actually think we're in the

18 process of creating this program now. I

19 don't think the program has been created.

20 COUNCIL PRESIDENT CLARKE: The

21 program started --

22 MR. ABERNATHY: The initial

23 analysis --

24 COUNCIL PRESIDENT CLARKE:

25 Brian, Brian, this goes back to the last

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           Administration. Trust me, I know when  
3           the conversation started around this. So  
4           don't go there.

5                       MR. ABERNATHY: Councilman, I'm  
6           actually aware of when the conversation  
7           started around the analysis.

8                       COUNCIL PRESIDENT CLARKE:  
9           Brian, you weren't even working in your  
10          current capacity.

11                      MR. ABERNATHY: I understand  
12          that.

13                      COUNCIL PRESIDENT CLARKE: You  
14          were in the RDA, and this started with  
15          Mike in conversations in the Nutter  
16          Administration, right? I mean --

17                      MR. ABERNATHY: Well,  
18          Councilman, if you don't want me to  
19          answer the question, that's fine, but I  
20          do think we're in the --

21                      COUNCIL PRESIDENT CLARKE:  
22          Well, I'm not going to let you give me a  
23          bunch of you know what.

24                      MR. ABERNATHY: I'm not going  
25          to give you a bunch of you know what. I



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           actually want this program to be put  
3           together with your input. We haven't put  
4           together the entire program. We don't  
5           have all the details worked through.

6                    COUNCIL PRESIDENT CLARKE: But  
7           my point is, that should be the first  
8           conversation, is how do we have a full  
9           and inclusive process when we first  
10          decide we're going to do anything, and  
11          it's always in the aftermath.

12                   MR. ABERNATHY: Councilman,  
13          it's always been --

14                   COUNCIL PRESIDENT CLARKE:  
15          Brian, come on.

16                   MR. EPPS: Again, Harold Epps,  
17          Director of Commerce.

18                   I can only speak from January  
19          4th of this year going forward. I will  
20          say to you that two people brought into  
21          the Administration from outside, myself  
22          and Nolan Atkinson, bring a fresh  
23          perspective. We were on the other side.  
24          I ran the largest minority-owned company.  
25          I come with one agenda and one agenda

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           only, and that's to make sure  
3           neighborhoods and diversity are at a  
4           level never seen before in Philadelphia.  
5           I can assure you this is getting full  
6           attention, and we will ensure a better  
7           outcome than the City has seen in the  
8           past.

9                        COUNCIL PRESIDENT CLARKE:  And  
10           that's not my point.  My point is, it  
11           should get full attention from the onset  
12           of the thought.

13                       MR. EPPS:  And I'm just saying  
14           January 4th is my only --

15                       COUNCIL PRESIDENT CLARKE:  It  
16           should be a systemic approach to making  
17           sure that we have an inclusive project,  
18           so when we come up with something else --

19                       MR. EPPS:  We are completely in  
20           agreement.

21                       COUNCIL PRESIDENT CLARKE:  
22           Excuse me.  Excuse me.

23                       When we have a process, that  
24           you basically have a template on how we  
25           have significant participation.  We

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           shouldn't have to think about it how we  
3           do it every time we come up with a  
4           process. And you weren't here. I'm not  
5           casting anything on anybody up here, but  
6           at the end of the day, I don't  
7           understand. Every time, in all my years  
8           in government, every time we come up with  
9           something, once we say, okay, we're going  
10          to do this thing, oh, by the way. It's  
11          like it shouldn't be a conversation, oh,  
12          by the way, we got to have an inclusion  
13          in this process.

14                   MR. DiBERARDINIS: Well, we  
15          don't think it's an oh, by the way.  
16          Look, before you guys vote, you'll  
17          know -- we'll have something before you.  
18          We're not going to ask you to vote and  
19          then say, oh, here it is. So that's  
20          number one.

21                   Number two is, we will present  
22          some aspirational ambitious numbers and  
23          we will live by them and we will sink or  
24          swim with them. We won't be ducking.  
25          We'll be right here. So you can whip us

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           if we're -- if we don't do it right,  
3           we're going to be here. But we're  
4           committed to doing it right. We're  
5           committed to working with you guys.  
6           We're committed to breaking the rules to  
7           get it right. And, again, I agree you  
8           can't -- we can't ask you to vote on a  
9           measure until you see how we're going to  
10          do this. We understand that, and we'll  
11          have it to you before then.

12                    COUNCIL PRESIDENT CLARKE: All  
13           right.

14                    COUNCILWOMAN BLACKWELL:  
15           Question, Mr. President.

16                    COUNCIL PRESIDENT CLARKE: Yes,  
17           Councilwoman.

18                    COUNCILWOMAN BLACKWELL: We  
19           want to note that this is really  
20           important, and as I said last week during  
21           the hearing, I got a \$3.9 billion program  
22           going in my area, and we still have  
23           questions about what we're going to do  
24           about 4601.

25                    So our process has to be tight

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           and we have to deal with this monitoring  
3           from start to finish so that we know we  
4           have a way to make sure that something  
5           gets done.

6                        We do know that something is  
7           wrong. We do know it's not working. We  
8           do know that the people who elect us who  
9           put us here are very, very upset about  
10          what's happening and that life hasn't  
11          changed.

12                       So I can't tell you where the  
13          problem is, but I've been around too long  
14          not to know there is a problem. I  
15          remember when it was good, when Lucien  
16          Blackwell was here, and then we got the  
17          Richmond decision and knocked out  
18          inclusion.

19                       But after all these years that  
20          the President has been here, that I have,  
21          that many of us have, we know that -- we  
22          can't justify when our people say, I  
23          don't have a job, I only see tags from  
24          out of town. Every time I pass the job,  
25          I see people I don't know, not from my

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           neighborhood and certainly people who  
3           don't look like me. It's just that we  
4           are just there. You know how in history  
5           there are times -- and all of you, you  
6           know, are fine. As you know, I work  
7           closely with all of you and appreciate  
8           your efforts. I just want to say to  
9           reiterate that the President knows, as I  
10          know, you feel it because you're out here  
11          in the streets every day. You hear it  
12          from the people every day, and we are  
13          just there in history. Here at the end  
14          of March 2016, we have got to on these  
15          projects -- our city is booming, but we  
16          have to make sure that as it's booming,  
17          that we're not only doing business in the  
18          right way and we can measure this stuff,  
19          and we want low and moderate-income  
20          housing too while I'm talking about  
21          things we need.

22                    COUNCIL PRESIDENT CLARKE:  
23           Right.

24                    COUNCILWOMAN BLACKWELL: So I  
25           thank you for being able to make that

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           remark, just to reiterate what we see the  
3           problem is.

4                    COUNCIL PRESIDENT CLARKE: All  
5           right.

6                    COUNCILWOMAN BLACKWELL: And  
7           I'll still come back later, because I  
8           need to --

9                    COUNCIL PRESIDENT CLARKE: I'll  
10          tee you back up, Councilwoman.

11                   COUNCILWOMAN BLACKWELL: Thank  
12          you.

13                    COUNCIL PRESIDENT CLARKE:  
14          Thank you. Thank you very much.

15                    MR. DiBERARDINIS: Thank you.

16                    COUNCIL PRESIDENT CLARKE: The  
17          Chair recognizes Councilwoman Reynolds  
18          Brown.

19                    COUNCILWOMAN BROWN: Thank you,  
20          Mr. President.

21                    Good morning. Welcome to  
22          Budget the Marathon 2016.

23                    MR. DUBOW: Good morning.

24                    COUNCILWOMAN BROWN: I join the  
25          chorus that is -- frustrated doesn't even

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           begin to capture the sentiment with this  
3           broken record about ensuring MBE/WBE  
4           participation. So on that, let's go back  
5           to the soda tax wherein it was stated  
6           that it is intended to fall on the  
7           distributor. So let's follow that  
8           best-case scenario. What triggers or  
9           protocols or red flags are in the system  
10          to ensure that it will indeed fall to the  
11          distributor?

12                       MR. DUBOW: So one of the  
13           things we've done is put in an additional  
14           \$1.8 million in the Revenue Department's  
15           budget for implementation and enforcement  
16           of this new tax. So that will enable  
17           them to make sure that distributors are  
18           complying.

19                       COUNCILWOMAN BROWN: Okay. And  
20           I appreciate the brief answers, because  
21           we want to get as much in as possible.

22                       Back to the MBE/WBE song. It  
23           will be unacceptable and insufficient  
24           just to present numbers, aspirational  
25           numbers. For me, they say nothing. I



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           said privately and I will now say  
3           publicly, my philosophy is if it's not in  
4           writing, it doesn't exist. So if there  
5           are not plans in the legislation or the  
6           document or whatever that will tell us  
7           and inform us how we're going to indeed  
8           make this real and make it happen given  
9           the systemic issues, it will be a hard  
10          sell.

11                       MR. ABERNATHY: Thank you,  
12          Councilwoman, and I absolutely agree.  
13          And I think to the Council President's  
14          point, we must do better. We have  
15          every -- we have not done well enough.  
16          We haven't worked with the trades well  
17          enough. The project-labor agreement, we  
18          need to lay forth our expectations in  
19          what we think are the number of  
20          apprentices that will be brought into the  
21          trades, what the number of apprentices to  
22          journeymen will be through the trades.

23                       Through our contracts, there  
24          has to be enforcement, and we've already  
25          started to have a conversation about what

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           is that enforcement mechanism, how do we  
3           staff it, how do we fund it, and that  
4           would actually be a portion of the bond  
5           proceeds.

6                        COUNCILWOMAN BROWN: Repeat  
7           your last statement.

8                        MR. ABERNATHY: It would be a  
9           portion of the bond proceeds to pay for  
10          the enforcement at the outset.

11                       So everything you're saying I  
12          think we have been thinking about from  
13          the outset. We are trying to put  
14          together a program. This is relatively  
15          complicated. It's a generational issue  
16          that's been going on for some time. We  
17          want to tackle it. We have to -- as  
18          Councilwoman Blackwell said, this is the  
19          day. This is the time to do better, and  
20          we are committed to making sure that not  
21          only do we just put aspirational goals,  
22          that we hit those goals and that we make  
23          our workforce working on these projects  
24          look more like the City of Philadelphia.

25                       MR. EPPS: So, Councilwoman

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           both Blackwell and Reynolds Brown -- I  
3           happen to be looking at Councilwoman  
4           Blackwell. So in your district, there  
5           will be somewhere between six and ten  
6           million square feet of additional space  
7           built in the next five to seven years.  
8           At least that's the target. This program  
9           that we're talking about is much bigger  
10          than the rebuild. We've got to make sure  
11          that we got a workforce ready for all of  
12          those projects that are planned for west  
13          of the river and in North Broad Street  
14          and beyond, such that our people are  
15          ready for the next phase of growth. And  
16          so we are going to work on it, rebuild.  
17          It will be where we start, but it will  
18          not be where we end.

19                   MR. ABERNATHY: And just to  
20                   piggyback off of Mr. Epps, rebuild gives  
21                   us an opportunity to build an  
22                   infrastructure, an infrastructure of  
23                   enforcement and an infrastructure of  
24                   inclusion. We want to make sure that  
25                   that program lives on beyond rebuild. We

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           want to redo the way Philadelphia is  
3           doing business as it relates --

4                   COUNCILWOMAN BROWN: It's  
5           called paradigm shift.

6                   MR. ABERNATHY: Yes, ma'am.

7                   COUNCILWOMAN BROWN: And I know  
8           well the work of you, Mr. Epps. What I  
9           have experienced in being here is that if  
10          you don't have department heads that  
11          philosophically are where you are, then  
12          we'll be here four years from now having  
13          the same conversation and debate. So  
14          where is leadership going to be with  
15          helping folk get it who don't get it?  
16          Because that's the challenge.

17                   MR. EPPS: I would say to you  
18          that we are the leadership, and I have  
19          been in conversations with two of the  
20          three presidents of the universities  
21          right now to make sure that before they  
22          start those projects and even before  
23          construction, there's so many dollars  
24          spent on the pre-construction phase and  
25          in professional services, we also want to

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           make sure that that phase of the  
3           development has the right levels of  
4           diversity and spending also. So it's way  
5           before we get to the construction phase.

6                    COUNCILWOMAN BROWN: Okay. So  
7           let me underscore the importance of the  
8           number of members who want to make sure  
9           that young people from our School  
10          District, that there's a pipeline and a  
11          linkage with the school system.  
12          Philadelphia OIC, which is in the  
13          business of training young people and  
14          those who have been underserved and  
15          locked out, needs to be in that pipeline.  
16          That's a part of this full new picture  
17          that we're talking about here.

18                   MR. EPPS: I had a conversation  
19          with Otis Hackney yesterday about that  
20          very same subject. We got to go into the  
21          elementary and junior high schools to  
22          begin to inform young men and women that  
23          there's another pathway to success.

24                   Now, you know, I've got two  
25          degrees. I'm not talking about four-year

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           colleges, but there are other ways that  
3           people can have sustainable livelihoods,  
4           and we've got to educate them that those  
5           opportunities are going to be available  
6           as we move forward.

7                        COUNCILWOMAN BROWN:   Yes.  
8           Speak about the local bidding preference.  
9           How is that going to work?   Because that  
10          continues to be a frustration for some of  
11          us as well.

12                       MR. EPPS:   The local bidding  
13          preference?   I need to call on Angela.  
14                        You want to come talk about  
15          that?

16                       I have not learned that one  
17          yet.

18                       COUNCILWOMAN BROWN:   Okay.  
19                       (Witness approached witness  
20          table.)

21                       COUNCILWOMAN BROWN:   And the  
22          context of that is what Councilwoman  
23          Blackwell just referenced, coming up on  
24          City Hall Courtyard and seeing zip codes  
25          of vendors and is not 191.   It's

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           unacceptable. So speak to that and the  
3           status of that as you know it.

4                   MS. DOWD-BURTON: So Angela  
5           Dowd-Burton, Executive Director, Office  
6           of Economic Opportunity.

7                   I'm going to speak on behalf of  
8           the Local Business Enterprise Program  
9           that is run by the City's Procurement  
10          Department, where there is a local  
11          preference given to companies that are  
12          based in the City of Philadelphia, 191.  
13          There is a 5 percent preference on their  
14          bid price for transactions over a million  
15          dollars and a 10 percent preference for  
16          businesses submitting bids on  
17          transactions that are less than a million  
18          dollars.

19                   COUNCILWOMAN BROWN: The bell  
20          has rung. I need to know how well are we  
21          doing with that new piece.

22                   MS. DOWD-BURTON: So I don't  
23          have the data. I'll be happy to work  
24          with the Procurement Department and  
25          provide that to you.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN BROWN: So I would  
3 ask that you make that a part of your  
4 budget testimony when your department  
5 comes to speak before City Council.

6 MS. DOWD-BURTON: Okay.

7 COUNCILWOMAN BROWN: Thank you,  
8 Mr. President.

9 COUNCIL PRESIDENT CLARKE:  
10 Thank you, Councilwoman.

11 The Chair recognizes  
12 Councilwoman Bass.

13 COUNCILWOMAN BASS: Thank you,  
14 Mr. President.

15 COUNCIL PRESIDENT CLARKE:  
16 You're welcome.

17 COUNCILWOMAN BASS: I just  
18 wanted to follow up on the other comments  
19 that have been made regarding  
20 participation on these jobs, particularly  
21 when we're talking about spending about  
22 \$600 million on new recreation centers,  
23 playgrounds and the like and seeing that  
24 building boom coming to all  
25 neighborhoods. Obviously it's incumbent



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           upon all of us, particularly as District  
3           Councilmembers, to make sure that when we  
4           see building -- when I see building  
5           happening in the 8th District, that there  
6           is a workforce that is inclusive, that is  
7           local, and that really does in a number  
8           of different ways just make sense, and we  
9           haven't seen that so far to date. So I  
10          think -- and I'm going to remove the  
11          Commerce Secretary, because I know he's  
12          newer here.

13                       MR. EPPS: So thank you.

14                       COUNCILWOMAN BASS: But I know  
15          that, Michael, you and I have had this  
16          conversation and certainly Brian and I  
17          have had this conversation in the past  
18          about minority participation on these  
19          public jobs. And I guess the way to sum  
20          it up beyond just frustrating is that if  
21          the City of Philadelphia wanted to do it,  
22          we could have done it by now. There's no  
23          doubt in my mind. We are the fifth  
24          largest city in the nation. If we wanted  
25          to do it, if we were committed to doing

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           it, it would have been done, period, end  
3           of story.

4                       And so I just think that it's  
5           time that we get on a fast track to make  
6           sure that it happens. What's happened in  
7           the past, everybody -- even though  
8           there's a slight change in the mix here,  
9           some people were here in the past, some  
10          people are new, but moving forward, we  
11          need to make sure that it happens. And  
12          if it doesn't happen, once again, it  
13          speaks to the priorities of this  
14          Administration. And I can certainly tell  
15          you that I know that in the Northwest,  
16          well, at least in my part of the  
17          Northwest, there's not going to continue  
18          to be, in my opinion, a real disregard  
19          and disrespect of the people who are  
20          local who can participate economically in  
21          what happens in their community who are  
22          shut out completely.

23                      And so we're going to be  
24          looking to you all for these sorts of  
25          answers and want to hear more about it.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 So I don't know if you have  
3 anything you wanted to add on to that.

4 MR. EPPS: Yes, yes, and yes.

5 MR. DiBERARDINIS: We agree.

6 COUNCILWOMAN BASS: All right.

7 All right.

8 If we could have Mr. Dubow. I  
9 had a question -- or actually Jane. I  
10 wanted to switch really quickly to the  
11 sugary drink tax. And I know that, Mr.  
12 Dubow, you mentioned that you had not  
13 done a neighborhood by neighborhood sort  
14 of analysis, but you did know that it is  
15 more heavily consumed in poorer areas.  
16 So there is some analysis that's been  
17 done in terms of who actually would be  
18 the main folks who would be paying this  
19 tax, would you say?

20 MR. DUBOW: Yeah. I think  
21 there's some knowledge of the main  
22 consumers of sugary drinks.

23 COUNCILWOMAN BASS: Correct.

24 So who would that be? What neighborhoods  
25 would it be?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: I mean, from  
3 everything we've seen, it's in poor  
4 neighborhoods, which is kind of where the  
5 advertising is targeted too.

6 COUNCILWOMAN BASS: So  
7 basically in a lot of our neighborhoods,  
8 a lot of our neighborhoods that are  
9 vulnerable, that have populations whose  
10 children would likely be able to benefit  
11 from early childhood education, but what  
12 it sounds like we're saying is that,  
13 okay, well, we are going to make sure  
14 that we get the resources that our young  
15 people desperately need, but also what  
16 we're saying is that this is the  
17 particular population that is primarily  
18 going to pay for it and that it's not  
19 going to be evenly distributed throughout  
20 the City of Philadelphia. It's really  
21 going to be a tax that's going to be, for  
22 the most part, concentrated in particular  
23 neighborhoods, would you say?

24 MR. DUBOW: So I'm going to go  
25 back to the conversation before where

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           it's different from a sales tax in that  
3           it's on the distributor, and what we've  
4           seen in other places is that they weren't  
5           passing all of the increase on in terms  
6           of prices.

7                    COUNCILWOMAN BASS: Okay. So  
8           how much of the tax was passed on?

9                    MR. DUBOW: About half roughly  
10          in the --

11                   COUNCILWOMAN BASS: So if we go  
12          with 3 percent, then 1 and a half percent  
13          will be passed on.

14                   MR. DUBOW: If it follows what  
15          happened in Berkeley, that's about right.

16                   COUNCILWOMAN BASS: So there  
17          still would be a significant increase?

18                   MR. DUBOW: And that also --  
19          part of our assumption too is that  
20          there's a dramatic reduction in  
21          consumption and partly that's people  
22          choosing other products too. So it's not  
23          necessarily that the cost of purchase  
24          will go up. People may move to other  
25          products too.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN BASS: Okay. All  
3 right. But generally you believe that  
4 the distributor is going to consume or  
5 absorb a majority or at least half of the  
6 tax?

7 MR. DUBOW: I'd say I think  
8 that's a possibility.

9 COUNCILWOMAN BASS: It's a  
10 possibility?

11 MR. DUBOW: Right. We're  
12 looking at what happened in other places.

13 COUNCILWOMAN BASS: Okay. One  
14 other question for you. As we're using  
15 these funds to pay for again high-quality  
16 pre-K, which we all want, no question  
17 about that, very important, and my  
18 question is about the Keystone STARS.  
19 Obviously the certification programs that  
20 ensure high-quality Keystone STARS  
21 childcare costs more to implement. And  
22 so how do you see that as a factor in  
23 providing this high-quality childcare?  
24 How do you see that working into the mix  
25 here?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: So part of what we  
3 have in the budget is support for  
4 providers to move up in the STARS system  
5 so that more providers would be 3 and 4  
6 star. Does that answer -- is that what  
7 you're asking?

8 COUNCILWOMAN BASS: Well, I see  
9 Otis Hackney here, so I didn't know if he  
10 had more to add to the equation.

11 MR. HACKNEY: Good morning.  
12 Otis Hackney, Chief Education Officer.

13 Can you repeat your question,  
14 so that way, I can just make sure I fully  
15 understand.

16 COUNCILWOMAN BASS: Generally I  
17 just wanted to know if we know that the  
18 Keystone STARS is the higher quality  
19 early childcare educational system that  
20 we're looking for, that we're looking to  
21 implement, we want to make sure not just  
22 that every child has access to childcare,  
23 but that it's not a baby-sitting service.  
24 So when I drop my child off, even though  
25 right now it may say Cindy's Learning

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           Academy, there's no sort of standard  
3           beyond the Keystone STARS. So we want to  
4           make sure that as many of these programs  
5           as possible fit into that category and  
6           that they are high quality. And so we  
7           want to know how does that work with your  
8           planning and implementation of early  
9           childhood education in Philadelphia?

10                   MR. HACKNEY: So first thing,  
11           in terms of expansion of these, we are  
12           looking for those Keystone STAR providers  
13           that are at the 3 and 4 level, but  
14           focusing or starting or prioritizing, I  
15           should say, in areas of highest need. So  
16           that way, we can expand seats for those  
17           providers -- within those providers for  
18           children in those communities. So, I  
19           mean, so it's going to be built in in  
20           terms of making sure that we assure that  
21           they are quality centers, so that way  
22           that parents do feel comfortable, that it  
23           is not a day care center or that it is an  
24           actual academically rich environment for  
25           their child.



1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN BASS: Okay. Has  
3 there been an assessment into staff  
4 salaries that are necessary to assure the  
5 higher quality that we're looking for?

6 MR. HACKNEY: Yes. We are  
7 doing that assessment, and we're still in  
8 that process in terms of looking at what  
9 that salary range should be.

10 COUNCILWOMAN BASS: Okay. And  
11 so -- I know I ran out of time, so I'll  
12 come back. I'll come back. Thank you.

13 COUNCIL PRESIDENT CLARKE:  
14 Thank you, Councilwoman.

15 Five Year Plan, you know, we  
16 probably should be focused on the Five  
17 Year Plan, but it's the first bite at the  
18 apple, so you will be given ample  
19 opportunity to answer a lot of very  
20 detailed questions. So this is kind of  
21 preparatory course for your department  
22 testimony. So please be ready.

23 MR. HACKNEY: Looking forward  
24 to it.

25 COUNCIL PRESIDENT CLARKE:

1 3/29/16 - WHOLE - RES. 160170, etc.

2 Thank you.

3 Thank you, Councilwoman.

4 The Chair recognizes Councilman

5 Henon.

6 COUNCILMAN HENON: Thank you,

7 Council President.

8 And before my time starts, I

9 want to take a point of personal

10 privilege to wish my colleague, our

11 colleague, a happy 40th birthday,

12 Councilman Greenlee. Happy birthday.

13 (Applause.)

14 COUNCILMAN HENON: I figured

15 we'd break it up a little bit here.

16 And I just want to echo the

17 same statement that Council President

18 just said. I think we'll have ample

19 amount of time through the remaining two

20 months of this budget process to really

21 get down to the details, which -- and I'm

22 going to start off just on a broader

23 sense as opposed to getting down to the

24 weeds on some very specific questions,

25 but I'm going to start off with the sugar

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           beverage. My question, there's been  
3           comments about what is different. Is it  
4           going to be a pass-on? Is it going to be  
5           targeted towards the end user, and is it  
6           different than U&O? So why is sugar --  
7           how is sugar different than, let's just  
8           say, the liquor by the drink and U&O?

9                       MS. ADAMS: Hi. I'm Anna  
10          Adams. I'm the Budget Director.

11                       So there's a few key  
12          differences, and the Revenue Department  
13          can come and answer more of this if you  
14          need more info, but the liquor tax is by  
15          the drink and, as the Finance Director  
16          mentioned, the sugary drink tax is on the  
17          distributor. So that's one key  
18          difference. It's a point-of-sale tax,  
19          liquor tax, so it's a very different tax.  
20          And I think the other big part is, we  
21          mentioned about what's being passed on to  
22          the consumer. Obviously with the liquor  
23          tax, everything is passed straight on to  
24          the consumer because of the type of tax  
25          it is. The liquor tax is also much more

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           challenging to collect than this tax, we  
3           believe, because it's more difficult to  
4           audit. People use the liquor tax -- bars  
5           and restaurants use it in recipes. There  
6           are happy hour specials. It's much more  
7           complicated to figure out the amount of  
8           tax. And because of the volume of bars  
9           and restaurants in the City, there are  
10          about over 1,800 bars and restaurants in  
11          the City who pay the liquor tax, whereas  
12          much fewer distributors. So that's where  
13          we think it's actually going to be an  
14          easier tax to collect.

15                   COUNCILMAN HENON: And one of  
16                   the comments today was enforcement. So  
17                   would it be easier to enforce?

18                   MS. ADAMS: We believe so, yes.

19                   COUNCILMAN HENON: And I  
20                   understand as the studies that -- the  
21                   marketing targeted on the industries  
22                   geared towards certain constituencies,  
23                   certain neighborhoods. I just find it  
24                   why are we treating this any different  
25                   than we treat predatory lending? And we

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           just had a hearing on the reverse  
3           mortgages. It is a marketing strategy  
4           for distributors, and a distributor has a  
5           right to pass on or to incur the costs  
6           themselves; is that correct? So if they  
7           shared costs, would there be -- is there  
8           the ability to have a legal like  
9           memorandum of understanding or something  
10          like that with the City that they would  
11          incur X amount of cost and not pass it on  
12          legally or would that be legislated?

13                       MS. ADAMS: The distributor  
14          will still be paying the tax, but whether  
15          they'll pass it on in increase in prices  
16          is where we just don't have the control  
17          over what they charge retailers. I'm not  
18          sure we would have the ability -- I'm no  
19          lawyer. I'm not sure we would have the  
20          ability to do that.

21                       COUNCILMAN HENON: Okay. We'll  
22          have plenty of time over the next two  
23          months to get into that.

24                       The conversation is a great  
25          conversation when we talk about creating

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           economic opportunities for Philadelphians  
3           and Philadelphia businesses. I see in  
4           the unemployment projections, and just a  
5           couple of quick questions about it. So  
6           relatively speaking, the unemployment  
7           projections are flat in the Plan, but  
8           then there's a gradual growth from 6  
9           percent to 7 percent. Why is the  
10          unemployment rate going up in the Plan as  
11          well as the revenues across the Plan?  
12          Can you explain that a little bit?  
13          Because I could tell you right now, there  
14          are a lot of cranes in the City visibly,  
15          but there's also more unemployment than  
16          people think. Some of the trades unions  
17          have some significant unemployment. I  
18          wouldn't say significant, but there is  
19          unemployment in spite of the cranes.  
20                        So when we're talking about  
21          creating our own economy through  
22          different procurement methods and being  
23          able to control some of Philadelphians  
24          being able to get to work, I'm hoping  
25          that through some of these initiatives,

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           the unemployment rate doesn't grow from 6  
3           to 7, so we could capture more of our  
4           revenue rates here in the City.

5                       MS. ADAMS: We use -- to help  
6           us with our forecasting for our revenues,  
7           we use an outside consulting firm called  
8           IHS Global Insight. They study the  
9           national and global economy and give us  
10          national trends and global trends and  
11          also kind of regional trends that they  
12          think impact our major taxes. And so  
13          they have helped make these projections.  
14          So some of -- unfortunately, some of sort  
15          of the unemployment rate is outside of  
16          our control. There are things that we  
17          try and do as a city, but it sort of  
18          follows national and global economy.

19                      The wage tax is related to the  
20          amount of income, not just the  
21          unemployment rate. So it's based on how  
22          well you are being paid. That's how we  
23          do well with the wage tax, as well as the  
24          number of people employed. And so all of  
25          these factors go in to come out with our

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           wage tax rates.

3                   COUNCILMAN HENON: Well, you  
4           can go back and take a look at the Plan  
5           and see the annual average median income.  
6           I mean, we're not doing all that great.

7                   MS. ADAMS: Right.

8                   COUNCILMAN HENON: So we are  
9           having an increase in revenues. I just  
10          think we have an opportunity to control  
11          our own economy, to a sense, and we want  
12          to get it right and we want to make sure  
13          that it's inclusive, especially when --  
14          and I think it should be a significant  
15          signal that the Administration wants to  
16          get this right, as Council has been  
17          stating for the last four, some of us, or  
18          16 years, in the last five years that we  
19          need enforcement. So having the  
20          opportunity to create our own economy and  
21          budgeting the proper enforcement, I just  
22          want to make sure that we get it right,  
23          because people want to make sure that the  
24          law and the programs are being enforced  
25          across the board, and we're going to be



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           voting on the allocation of budget  
3           resources to ensure that Philadelphians  
4           are getting their fair share.

5                        So I just wanted to make that  
6           statement, because I know it's a  
7           commitment from both this Council,  
8           especially this Council, and the  
9           Administration.

10                      Other job outlook, on Page 23  
11           you talk about through the Plan that  
12           specifically -- what jobs are we  
13           projecting growth in transportation,  
14           warehousing, and utilities?

15                      MS. ADAMS:   So --

16                      COUNCILMAN HENON:   Is that  
17           anything to do with energy?

18                      MS. ADAMS:   I can see if we can  
19           get kind of a narrow breakdown by NAICS  
20           code to see if we have this.   So we  
21           know -- this is kind of broadly based on  
22           IHS's projections, and so we can break it  
23           down more narrowly for you and tell you  
24           the types of jobs that they have, and I  
25           can get that to you.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILMAN HENON: We'll have  
3 time through this process.

4 I'll yield my time. It's over  
5 anyway.

6 COUNCIL PRESIDENT CLARKE:  
7 Thank you, Councilman.

8 The Chair recognizes Councilman  
9 Green.

10 COUNCILMAN GREEN: Thank you,  
11 Council President.

12 On Page 2 of the  
13 Administration's testimony in the Five  
14 Year Plan, you talk about an increase in  
15 the residential assessment based on the  
16 land value assessment increase and also a  
17 3 percent increase in FY18 on commercial  
18 properties. What value number can you  
19 give to that?

20 MR. DUBOW: I'm sorry. I  
21 didn't understand.

22 COUNCILMAN GREEN: On Page 3  
23 you talked about you're going to a land  
24 value -- you're doing your increased  
25 assessment on the land perspective.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: On the land portion  
3 of the --

4 COUNCILMAN GREEN: Land portion  
5 of the assessment.

6 MR. DUBOW: Yes.

7 COUNCILMAN GREEN: And then  
8 FY18 you're doing all commercial  
9 properties.

10 MR. DUBOW: Yes.

11 COUNCILMAN GREEN: You're  
12 talking about 3 percent growth in both  
13 areas.

14 MR. DUBOW: Right.

15 COUNCILMAN GREEN: What  
16 numerical number can you give to that  
17 amount?

18 MR. DUBOW: Oh, with the  
19 property tax increase?

20 COUNCILMAN GREEN: Right; the  
21 increase in value.

22 MR. DUBOW: So the property tax  
23 is projected to go from 536 in '17 to 551  
24 in '18, and that's really tied to the  
25 commercial reassessment.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MS. ADAMS: So do you want just  
3 the taxable assessed values, projection  
4 of that, or just are you talking about  
5 just the dollars?

6 COUNCILMAN GREEN: The assessed  
7 value.

8 MS. ADAMS: So we would assume  
9 it would grow from -- '16 to '17 it would  
10 grow by about \$3 million worth of  
11 assessed value. So from --

12 MR. DUBOW: 3 billion.

13 MS. ADAMS: Sorry; 3 billion.  
14 71.6 billion for residential  
15 values to 74.2 billion.

16 COUNCILMAN GREEN: Okay.

17 MS. ADAMS: And that's from the  
18 residential side.

19 COUNCILMAN GREEN: That's on  
20 '17.

21 MS. ADAMS: That's going from  
22 '16 to '17.

23 COUNCILMAN GREEN: Then what  
24 about on the commercial side?

25 MS. ADAMS: So when we get to

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           the commercial changes from FY17 to FY18,  
3           it would go from 18.3 billion to 19.4  
4           billion.

5                    COUNCILMAN GREEN: And then --  
6                    MS. ADAMS: Taxable market --  
7           that's the taxable market.

8                    COUNCILMAN GREEN: And then  
9           what are your projections for FY19 once  
10          we go to the full assessment?

11                   MS. ADAMS: So when we get to  
12          the full reassessment, we assume there's  
13          an annual 3 percent increase on both  
14          sides. So by the time we get to FY20 and  
15          '21, the commercial is approximately 20.8  
16          billion and the residential is 81  
17          billion. And so it sort of grows -- we  
18          show that growth in our --

19                    COUNCILMAN GREEN: So I guess  
20          my question is that -- Rob, the questions  
21          were asked earlier by Councilman Greenlee  
22          and Councilwoman Gym about not getting  
23          the CAMA quick enough, and we just went  
24          through this whole process talking about  
25          Earned Income Tax Credit and not leaving

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           money on the table, but we're leaving  
3           money on the table by not increasing our  
4           ability to get dollars. And I don't get  
5           the perspective that -- I mean, you  
6           talked about is it a technical issue, is  
7           it a resource issue, but what's the  
8           bottom line? Why can't we do a full  
9           assessment now as opposed to later?

10                   MR. DUBOW: So, I mean, we  
11           want -- we need to wait until the CAMA is  
12           in place to do a full assessment, because  
13           the CAMA system is what will help us get  
14           it accurate. We are moving forward as  
15           quickly as we can with that. That's why  
16           we went out kind of to the marketplace,  
17           asked vendors to give us their best  
18           times, which is what they did. So that's  
19           kind of why we are where we are.

20                   COUNCILMAN GREEN: So you're  
21           saying that's the best that we can do  
22           based on the market?

23                   MR. DUBOW: On the timing, yes.

24                   COUNCILMAN GREEN: Say again.

25                   MR. DUBOW: Yes. For the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           timing of the CAMA system, that's right.

3                   COUNCILMAN GREEN: So in other  
4           jurisdictions, they have been able to do  
5           a similar process in a quicker time  
6           period?

7                   MR. DUBOW: They have not, no.

8                   COUNCILMAN GREEN: I mean,  
9           having been in this room for a period of  
10          time, it just seems like we're always  
11          just delaying and delaying and delaying,  
12          and when something is a priority, we can  
13          get it done, and when we're leaving money  
14          on the table and having to use other  
15          types of resources to provide things like  
16          universal pre-K, like more money for  
17          pensions, like community schools, and  
18          we're not implementing all the things  
19          that we can do to get these things done.

20                   MR. DUBOW: This is a priority  
21          and we are moving it as quickly as we  
22          can.

23                   COUNCILMAN GREEN: Okay. I'll  
24          revisit that during the budget testimony.  
25          Let's go to procurement. Council

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           President, a number of Councilmembers  
3           have talked about procurement. From my  
4           experience, the City of Philadelphia has  
5           never had a Maynard moment. When I say  
6           "Maynard," I'm talking about Maynard  
7           Jackson. We are going to be the owner of  
8           rebuids, and so if the owner wants to  
9           get something done, it will have  
10          inclusion. If the University of  
11          Pennsylvania, if a private entity wants  
12          to get something done in reference to  
13          inclusion, it will get done. Now,  
14          granted, we have certain legal  
15          restrictions that restrict our ability to  
16          do certain things because of caselaw, but  
17          you talked about doing procurement  
18          through PIDC. So are some of the same  
19          legal restrictions like Croson going to  
20          impact us to doing procurement for  
21          rebuids with PIDC?

22                   MR. ABERNATHY: Thank you,  
23           Councilman. We believe that we are  
24           likely to set up an outside organization  
25           to run rebuids, and we believe that



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           while these certain procurement  
3           requirements that do attach because it's  
4           City money, we think the procurement  
5           process and requirements will be less  
6           restrictive than going through the  
7           regular City process.

8                         For example, sealed bids. We  
9           believe we will have stronger negotiating  
10          power, and we think we can make inclusion  
11          a stronger priority.

12                        COUNCILMAN GREEN: So based on  
13          that information, you should be able to  
14          have better participation ranges because  
15          we're now using a more effective entity  
16          in doing procurement?

17                        MR. ABERNATHY: That's the  
18          goal.

19                        COUNCILMAN GREEN: So when you  
20          come back to us in reference to rebuild,  
21          when you ask us to vote, we assume that  
22          the participation ranges for rebuild will  
23          be better than what the City currently  
24          has done through its Procurement Office.

25                        MR. ABERNATHY: Yes, sir.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 That's the expectation.

3 COUNCILMAN GREEN: Okay. I  
4 want to also ask a question in reference  
5 to the Pension Fund. Based on the  
6 testimony, we're going to be paying about  
7 \$641 million this year for pension  
8 expenses?

9 MR. DUBOW: Correct.

10 COUNCILMAN GREEN: Which is  
11 about 15 percent.

12 Is that the MMO?

13 MR. DUBOW: That's a  
14 combination of the General Fund portion  
15 of the MMO and the payment on the pension  
16 obligation.

17 COUNCILMAN GREEN: What's the  
18 ARC amount?

19 MR. DUBOW: So the MMO is an  
20 ARC. An ARC is an annual required  
21 contribution. You're asking what the  
22 Pension Fund funding policy amount would  
23 be?

24 COUNCILMAN GREEN: Correct.

25 MR. DUBOW: Yeah. So that

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           would be, I think, about \$250 million  
3           higher, so substantially higher.

4                   COUNCILMAN GREEN: Right. So  
5           we should be doing more like 851.

6                   MR. DUBOW: Well, I wouldn't  
7           say "should" is the right term. We're  
8           paying what the state requires us to pay  
9           and what our actuary determines we should  
10          pay under the state requirement.

11                   COUNCILMAN GREEN: But we're  
12          not getting to a better level of funding  
13          by just doing the MMO.

14                   MR. DUBOW: So the MMO gets us  
15          to full funding at 2037, about 2037. So  
16          it's a series of payments that the  
17          actuary determines gets us to fully fund  
18          the Pension Fund. The difference between  
19          the MMO and the funding policy is the  
20          funding policy gets us there faster.

21                   COUNCILMAN GREEN: Okay. Let  
22          me ask one last question. Outside of the  
23          additional money that may come from the  
24          sales tax or the \$26 million that may  
25          come from the sugar tax, what strategies

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           is the Administration taking to bring our  
3           Pension Fund back to a fully funded level  
4           in a quicker period?

5                   MR. DUBOW: So a couple of  
6           things. One is through the collective  
7           bargaining process, we will want to work  
8           through that to bring about changes.  
9           There was a proposal from the Controller  
10          that the actuary is looking at. So we'll  
11          want to see what that produces too.

12                   COUNCILMAN GREEN: And you're  
13          referring to the pension buyout?

14                   MR. DUBOW: Yeah. And there  
15          are kind of a couple different ways you  
16          can do that. One is to actually have the  
17          buyout move people more towards Plan '87,  
18          so that you buy them out into a lower  
19          plan rather than buying out their whole  
20          pension. So the actuary is looking at  
21          that, and we'll see what that produces.

22                   COUNCILMAN GREEN: And just to  
23          follow up quickly, when you said  
24          collective bargaining, my understanding  
25          you have an RFP right now for a new labor

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           counsel?

3                     MR. DUBOW: That's correct.

4                     COUNCILMAN GREEN: So you're  
5           probably taking a different strategy in  
6           reference to collective bargaining than  
7           the previous Administration?

8                     MR. DUBOW: I would say that  
9           every Administration has different  
10          strategies towards collective bargaining.

11                    COUNCIL PRESIDENT CLARKE:  
12          Thank you, Councilman.

13                    The Chair recognizes Councilman  
14          Domb.

15                    COUNCILMAN DOMB: Thank you,  
16          Council President.

17                    And thank you, Finance, I  
18          guess, Rob, Jane, and Anna, thank you.  
19          And I also want to comment that I've been  
20          meeting with you guys. You've been very  
21          supportive, informative, and helpful to  
22          me, and I appreciate that support.

23                    MR. DUBOW: We appreciate your  
24          interest, and you've been very helpful to  
25          us too.

1           3/29/16 - WHOLE - RES. 160170, etc.

2                   COUNCILMAN DOMB: So that's all  
3           been good.

4                   So I just have four things, and  
5           I know I have about 105 seconds for each  
6           one in seven minutes. So I'm going to be  
7           quick, and some of these don't require  
8           comment, but I just want to put a laser  
9           focus, not just for your benefit, for my  
10          colleagues' benefit. And I know that  
11          Councilman Greenlee and Councilwoman Gym  
12          and Councilman Green all commented about  
13          this, but OPA. And we have to look at  
14          OPA in a different light. We have to  
15          look at it as an entity that has \$134  
16          billion of real estate, of which 103  
17          billion is taxed and 31 billion is not  
18          taxed. And we need to apply -- if you  
19          need more money from us, we need to know  
20          that, because we should be applying more  
21          money to the management of those assets  
22          to make sure we have the proper numbers,  
23          whether it's land values, whether it's  
24          land values on abated properties or  
25          commercial values or residential values.

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           Whatever it is, we need to address that  
3           as a body and make sure you have the  
4           resources. It's very, very important  
5           that we tax property correctly.

6                     MR. DUBOW: Appreciate that.

7                     COUNCILMAN DOMB: That's number  
8           one.

9                     Number two is our tax  
10          delinquencies. When I was running for  
11          office, that's what I talked about, tax  
12          delinquencies a lot, and I have this  
13          sheet from, I guess, Revenue. It's  
14          pretty cleaned up from what I thought it  
15          originally was, but it's about still \$750  
16          million from tax delinquencies spread  
17          over 20 different taxes. I think real  
18          estate is still the biggest, and when you  
19          count the real estate taxes, there are  
20          about 353 million and water and sewer is  
21          about 150 million, and that's the bulk of  
22          it, 500 million. There's other taxes on  
23          there too. And I know they were working  
24          together to try to increase our tax  
25          collections on the real estate and on the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           water and sewer, but I also would like to  
3           see if possible in this process that we  
4           have a plan to attack all the other  
5           delinquencies, whether it's the wage  
6           taxes of 43 million delinquent, counting  
7           interest and penalty, whatever it is.  
8           Can we possibly get a plan of how we're  
9           going to go about getting those monies  
10          collected or written off in the next 12  
11          months so we have a program?

12                   MR. DUBOW: And I think  
13           probably the best way to do that is when  
14           Revenue comes for their hearing, to walk  
15           you through that. We have slightly  
16           different numbers from yours, but it's  
17           still -- the point is the same.

18                   COUNCILMAN DOMB: Well, mine  
19           might be from December 2015. Maybe it's  
20           old.

21                   The tax lien sales, I  
22           appreciate you guys did that. You did  
23           two sales last year. The interesting  
24           information I just want to share is that  
25           on pre-sale payments, \$10 million was



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           collected. On pre-sale payment agreement  
3           balances, agreements made, 3.9, almost 4  
4           million. On the actual sale, 3.2  
5           million. And I think if we do another  
6           one, whatever program we use, it's the  
7           last piece we probably have to adjust  
8           some of our values on to encourage more  
9           sales on that piece.

10                   MR. DUBOW: And the goal really  
11           isn't to sell the liens. It's to get  
12           people to pay.

13                   COUNCILMAN DOMB: Absolutely.

14                   MR. DUBOW: So if it encourages  
15           people to come in before the sale, that's  
16           good too.

17                   COUNCILMAN DOMB: Great.

18                   The third piece -- I think I'm  
19           okay with time -- is the sugar tax. I  
20           just got the numbers. I just want to  
21           make sure I understand the numbers. For  
22           a 1 cent tax -- there's a 3 cent  
23           proposed, but for 1 cent, we generate  
24           over the projected time period of five  
25           years 260 million, which is 52 million a

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           year. For 2 cents, we project 403  
3           million, which is 80 million a year. For  
4           the additional penny, it only produces 28  
5           million more. The first penny gives us  
6           52 million, the second gives us another  
7           28 million. Three cents produces 432  
8           million, which means that last penny only  
9           produces an extra 6 million per year,  
10          roughly.

11                   MR. DUBOW: One just point to  
12           make. The first year is half a year. So  
13           your division should be about four and a  
14           half rather than five.

15                   COUNCILMAN DOMB: That's fine.  
16           But what it shows me is that the first  
17           cent is really huge in numbers, and that  
18           diminishes as we go down.

19                   By the way, just for the  
20           record, I watched this great movie I want  
21           to mention over the weekend called Fed  
22           Up. And I didn't know that much about  
23           this stuff, but everyone should watch it.  
24           It's all about sugar. It's not just  
25           about soda, by the way. It's about how

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           bad sugar is for our body and what it's  
3           doing to our young people, and I am a  
4           convert now against sugar, and for me, my  
5           weight, that's pretty unusual.

6                           (Applause.)

7                           COUNCILMAN DOMB: Last piece,  
8           and I don't know if you can address this.  
9           Helen brought it to my attention too  
10          today. We slipped to seventh. The  
11          Inquirer wrote an article that we're now  
12          seventh in the country for population, I  
13          guess, and every time I see a slip --

14                          MR. DUBOW: For the metro area.  
15          For the City, I think we're still fifth.

16                          COUNCILMAN DOMB: But every  
17          time I see that, it bothers me that we're  
18          slipping, and it talks about slipping to  
19          maybe nine or ten with Atlanta and Miami  
20          taking us over. Clearly -- and this is  
21          just my biased opinion, but I think our  
22          future to a large degree is in  
23          technology. When you look at New York  
24          City, they have 543,000 jobs in tech, and  
25          we have 14,000. We need to expand that

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           base, because really this is all about  
3           making ourselves more efficient and, as  
4           the Council President is telling me,  
5           growing the base, and that technology is  
6           a tremendous job multiplier, five to one,  
7           versus any other job that we know.

8                         So if you could maybe down the  
9           road in the next two months come up with  
10          a plan that we can really embrace and  
11          encourage more tech companies and  
12          encourage that area of our economy.

13                        That's it. I didn't hear the  
14          bell ring.

15                        MR. DUBOW: So I think the  
16          Commerce Department will address that  
17          during their hearing.

18                        COUNCILMAN DOMB: I'm sure  
19          Harold will get it covered good. That's  
20          good to know. Thank you.

21                        COUNCIL PRESIDENT CLARKE:  
22          Thank you, Councilman.

23                        The Chair recognizes Councilman  
24          Oh.

25                        COUNCILMAN OH: Thank you,

1 3/29/16 - WHOLE - RES. 160170, etc.

2 Council President.

3 Okay. Good morning.

4 (Good morning.)

5 COUNCILMAN OH: So could you  
6 talk just a little bit about the wage  
7 reduction. Why is there a wage reduction  
8 for non-residents? How does that work  
9 into the wage reduction?

10 MR. DUBOW: Sure. So the wage  
11 tax reductions that we have are in part  
12 based on studies we've seen about the  
13 impact of the wage tax on job growth in  
14 the City, and those analyses say that  
15 both the resident and non-resident wage  
16 tax have a negative impact on job growth.  
17 So that's why we propose reducing them  
18 both.

19 COUNCILMAN OH: Okay. So what  
20 you're saying is that the studies that  
21 you have seen indicate that if you reduce  
22 the wage tax for non-residents, it will  
23 increase the number of jobs created in  
24 the City?

25 MR. DUBOW: Correct.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILMAN OH: Okay. As  
3 opposed to if you just take that portion  
4 of the wage tax reduction and put it for  
5 residents only, deepening the reduction  
6 in the wage tax for residents at an  
7 earlier stage, that doesn't have a  
8 greater increase in job creation within  
9 the City as opposed to outside the City?

10 MR. DUBOW: That's not what  
11 we've seen in the studies.

12 COUNCILMAN OH: Okay. I  
13 haven't seen that myself, but we've had  
14 this discussion --

15 MR. DUBOW: We did, yes.

16 COUNCILMAN OH: We have this  
17 like yearly.

18 MR. DUBOW: We do, the exact  
19 same discussion.

20 COUNCILMAN OH: So here's the  
21 other yearly portion of it then --

22 MR. DUBOW: The Commerce  
23 Director wants to comment.

24 COUNCILMAN OH: Sure.

25 MR. EPPS: Councilman, prior to

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           taking this job, I thought that was  
3           theoretical, but I've seen two situations  
4           where people have already chosen not to  
5           come to Philadelphia because of the wage  
6           tax, and it was both for citizens and  
7           non-citizens. So because we are so fluid  
8           with the five counties -- and I won't  
9           even mention New Jersey -- for us to be  
10          able to retain and recruit employers, we  
11          need to reduce the wage tax, and it is  
12          both for citizens -- residents and  
13          non-residents. And, again, I've learned  
14          in 75 days it's not theoretical. It is  
15          real. People make those decisions on a  
16          daily basis.

17                    COUNCILMAN OH: So if we -- so  
18                    from your personal experience, what  
19                    you're saying is by reducing the wage tax  
20                    for people who choose to live and work  
21                    outside the City, that will increase the  
22                    number of jobs created in the City?

23                    MR. EPPS: That is correct.

24                    MR. DUBOW: That work in the  
25                    City.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MS. ADAMS: They have to work  
3 in the City.

4 MR. EPPS: They have to work in  
5 the City.

6 COUNCILMAN OH: So they're  
7 living outside the City and they're  
8 working --

9 MR. EPPS: And working in  
10 Philadelphia.

11 MS. ADAMS: That's for the  
12 non-resident taxes, that you're living  
13 outside of the City but you work within  
14 the City boundaries.

15 COUNCILMAN OH: Okay.

16 MR. EPPS: So for them to be  
17 competitive to recruit a workforce, we  
18 need to reduce both the people who live  
19 in Philadelphia and the people who don't  
20 but work here.

21 COUNCILMAN OH: Okay. So --

22 COUNCIL PRESIDENT CLARKE:  
23 Excuse me. Councilman, excuse me.

24 So if the wage tax was such an  
25 incentive, if you had a significantly



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           higher decrease if you lived in the City,  
3           wouldn't that create an incentive for the  
4           people to move into the City?

5                       MR. EPPS: It would reduce the  
6           level of the gap that exists today and it  
7           may be one of the contributors, but  
8           people are leaving -- wage tax is one of  
9           the reasons. Of course education is  
10          another.

11                      COUNCIL PRESIDENT CLARKE: All  
12          right. No, but I'm saying you put such  
13          emphasis on the reduction in the wage tax  
14          both inside and outside. If the person  
15          already works here and the Councilman's  
16          question sounds like he said why wouldn't  
17          we have a more aggressive --

18                      MR. EPPS: But they --

19                      COUNCIL PRESIDENT CLARKE: Can  
20          I ask the question, please, sir.

21                      The Councilman's question  
22          suggested that if we decrease the  
23          resident wage tax, then it would create  
24          more of an incentive, right? It would be  
25          more helpful. And also if the person

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           already works here, why wouldn't they  
3           move to the City and take advantage of  
4           that decreased wage tax?

5                     MR. EPPS: It's still higher in  
6           the City than it is in the suburbs. It's  
7           still about a half a point higher.

8                     COUNCIL PRESIDENT CLARKE: I  
9           understand that.

10                    MR. EPPS: But the employer  
11           will need to be comfortable that they've  
12           got the ability to recruit both  
13           Philadelphia citizens and those that live  
14           in the suburbs, and they want to get that  
15           wage tax --

16                    COUNCIL PRESIDENT CLARKE: Why  
17           do they want to have somebody in the  
18           suburbs if the same person --

19                    MR. EPPS: Because --

20                    COUNCIL PRESIDENT CLARKE: And  
21           the same person moves into the City.

22                    MR. EPPS: Because they need --

23                    COUNCIL PRESIDENT CLARKE:  
24           Would they get penalized because they  
25           move into the City?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. EPPS: Well, Philadelphia  
3 might not always have the residents that  
4 will support their employer needs.

5 COUNCIL PRESIDENT CLARKE: But  
6 I'm saying if you create an incentive to  
7 move into the City, like the ten-year tax  
8 abatement, a lot of people are saying,  
9 Well, we get this ten-year tax abatement  
10 here, so people are moving into the City,  
11 take advantage of the ten-year tax  
12 abatement. You may not get it outside in  
13 the other county, so people are making  
14 that decision.

15 So if there's an increased  
16 reduction in taxes if you live in the  
17 City, wouldn't that incentivize people  
18 who actually work here --

19 MR. EPPS: It would.

20 COUNCIL PRESIDENT CLARKE: --  
21 to also move here?

22 MR. EPPS: It would reduce the  
23 obstacle, yes.

24 COUNCILMAN OH: So in  
25 conjunction with that, in 2023 the PICA

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           portion of the wage tax ends. That is, I  
3           think, a 1.54 percent of that wage tax --

4                     MR. DUBOW: 1.5 percent, right.

5                     COUNCILMAN OH: 1.5 percent.

6           There's a huge percent decrease in 2023.

7                     MR. DUBOW: Correct.

8                     COUNCILMAN OH: Okay. And so  
9           the overall reduction of the wage tax  
10          would be a much bigger incentive,  
11          wouldn't it, for then creating jobs and  
12          hiring folks?

13                    MR. DUBOW: Well, it would be  
14          if we could maintain services, but if  
15          that 1 and a half percent goes away, we  
16          would lose over \$350 million a year from  
17          our budget, and at that level, we  
18          wouldn't be able to maintain services.  
19          So it wouldn't have the kind of economic  
20          benefit. We need to kind of maintain  
21          that portion of the tax to maintain  
22          budget stability.

23                    COUNCILMAN OH: So the 1.54 --

24                    MR. DUBOW: 1.5.

25                    COUNCILMAN OH: 1.5. I'm

1 3/29/16 - WHOLE - RES. 160170, etc.

2 sorry. The 1.5 does not come here.

3 MR. DUBOW: So here's how the  
4 1.5 works. Under the PICA Act, that  
5 portion of the wage tax, which already  
6 existed, was split off, used to pay the  
7 debt service on the PICA bonds and then  
8 the remainder comes back to the City's  
9 General Fund.

10 COUNCILMAN OH: Right.

11 MR. DUBOW: So the amount that  
12 goes to the debt service declining over  
13 time, it's about 60 million now.  
14 Anything above that already comes to our  
15 General Fund. So it would be a big cut  
16 in revenues to our General Fund if that  
17 goes away.

18 COUNCILMAN OH: Right. And it  
19 is scheduled to -- it sunsets, it's going  
20 away.

21 MR. DUBOW: It is scheduled to  
22 go away after 2023, but I would argue  
23 that we need to make sure that doesn't  
24 happen.

25 COUNCILMAN OH: Okay. So we've

1 3/29/16 - WHOLE - RES. 160170, etc.

2 had this discussion before.

3 MR. DUBOW: Yes.

4 COUNCILMAN OH: So my question  
5 is, being that it sunsets, being that it  
6 goes away --

7 MR. DUBOW: Unless we take  
8 action to make sure it doesn't.

9 COUNCILMAN OH: Which is what I  
10 always hear. So my question is, how much  
11 of this Five Year Plan, which ends in  
12 2021, is based on that 1.5 percent not  
13 going away? Do you calculate in your  
14 borrowings, your bond issuances and all  
15 of these other things that you're doing,  
16 do you calculate that that 1.5 percent is  
17 now going to be producing \$350 million a  
18 year for the General Fund?

19 MR. DUBOW: Yeah. That is  
20 assumed in our Five Year Plan. So over  
21 our Five Year Plan, that's going to be  
22 1.8 billion or so of the revenues that we  
23 have in our Five Year Plan are from that  
24 PICA tax.

25 COUNCILMAN OH: Right. So I

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           have real difficulties comprehending the  
3           Five Year Plan because it is based on  
4           something that is due to disappear.

5                   MR. DUBOW: It doesn't  
6           disappear until after the Plan is over.

7                   COUNCILMAN OH: Well, I mean,  
8           it disappears shortly thereafter.

9                   MR. DUBOW: Right, but the  
10          revenues still come in, and this Plan  
11          should show those revenues coming in  
12          because that's what current law shows.  
13          There's no discussion of it going away  
14          earlier than 2023.

15                   COUNCILMAN OH: Right, but my  
16          point is that this current budget  
17          includes borrowings, bond issuance,  
18          interest rates, calculations based on a  
19          certain amount of revenues that are going  
20          to continue into the future.

21                   MR. DUBOW: Right. And, again,  
22          that's why we need to make sure that tax  
23          continues.

24                   COUNCILMAN OH: And how would  
25          that be done?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: We need  
3 legislation.

4 COUNCILMAN OH: From  
5 Harrisburg.

6 MR. DUBOW: Correct.

7 COUNCILMAN OH: Okay. So thank  
8 you. We have this discussion  
9 periodically.

10 COUNCIL PRESIDENT CLARKE:  
11 Thank you, Councilman.

12 The Chair recognizes  
13 Councilwoman Parker.

14 COUNCILWOMAN PARKER: Thank  
15 you, Mr. President.

16 And good afternoon.

17 (Good afternoon.)

18 COUNCILWOMAN PARKER: Let me go  
19 back to the issue of OPA and just want to  
20 go back to your Five Year Plan. It  
21 reflects a 3.6 percent decrease from the  
22 FY16 projected. I see 13.3 million for  
23 FY16, 12.8 million for FY17, and then  
24 12.5 million for FY18.

25 And now with that being said, I



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           need you to just clarify the record for  
3           me and tell me how many commercial  
4           assessments have to be done and how many  
5           residential assessments have to be done?  
6           Would that be something that you know  
7           just in general? I mean, obviously we'll  
8           get in the weeds when we begin the budget  
9           process, but do we know how many  
10          assessments have to be conducted?

11                   MR. DUBOW: Yes. I think there  
12           are about 570,000 total properties and  
13           about 470,000 of those roughly are  
14           residential.

15                   COUNCILWOMAN PARKER: Okay.  
16           Good. Thank you, Rob. That's what I  
17           needed. Four hundred thousand  
18           residential and then probably about a  
19           hundred thousand commercial.

20                   MR. DUBOW: I think that's  
21           right. And Mike Piper is nodding his  
22           head, so...

23                   COUNCILWOMAN PARKER: Okay. So  
24           with that in mind -- and, again, the  
25           reason why this projected reduction in

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           OPA's budget sort of raised my eyebrows,  
3           and you'll have to correct me on this  
4           one, I was under the belief or  
5           understanding that we had actually 38  
6           commercial assessors, commercial and  
7           industrial assessors in OPA, and 82  
8           residential assessors. And I don't know  
9           whether or not that is accurate. Is that  
10          something you would be able to tell us  
11          today? You just shared with us, Rob,  
12          that we have 470,000 residential  
13          properties to assess and approximately  
14          100,000, and the numbers I have reflect  
15          that we only have 38 commercial and  
16          industrial assessors in OPA and 82  
17          residential assessors.

18                   MR. DUBOW: Right.

19                   COUNCILWOMAN PARKER: And then,  
20           Rob, I want you to tell me based on  
21           industry standards, is there a certain  
22           ratio for assessors to commercial  
23           property or assessors to residential  
24           properties?

25                   MR. DUBOW: So that gets beyond

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           my knowledge. I can ask Mike Piper to  
3           answer that now or we can do it during  
4           his hearing, whichever.

5                        COUNCILWOMAN PARKER: It would  
6           be interesting, just because it would  
7           help lead into my next question.

8                        MR. DUBOW: And I should say  
9           while he's coming up that we actually  
10          assume an increase in the number of  
11          positions. The big decreases -- we had  
12          support on the consulting side that we  
13          had anticipated over the years using that  
14          we've never actually used. So I think a  
15          million dollars. Instead we have  
16          \$500,000 in there to actually hire  
17          outside help to help us with commercial  
18          appeals, but --

19                       COUNCILWOMAN PARKER: So  
20          500,000 to help with commercial appeals?

21                       MR. DUBOW: Yes.

22                       COUNCILWOMAN PARKER: Now,  
23          thank you.

24                       MR. DUBOW: At the suggestion  
25          of Councilman Domb.

1           3/29/16 - WHOLE - RES. 160170, etc.

2                   COUNCILWOMAN PARKER: We're  
3 going in the right direction, and that  
4 was my issue, Rob, is that there has been  
5 no secret that we have not done a great  
6 job in the collection, particularly on  
7 the commercial side. And so thank you  
8 for sort of reaffirming the City's  
9 efforts and making sure that we have more  
10 commercial assessors.

11                   I just want to say before  
12 Mr. Piper answers the question about the  
13 ratio of assessors to residential  
14 properties to assessors for commercial  
15 and industrial properties, that I also  
16 hope that we institutionalize some sense  
17 of training for those who are already  
18 internally working in the department so  
19 that they can, through sort of  
20 professional development, find a way to  
21 gain the skills that they need so that we  
22 don't have to always pay for outside  
23 services to come and help us get those  
24 commercial assessments, right,  
25 particularly in the case of appeals.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 And, Mike, you were going to  
3 respond.

4 MR. PIPER: Good afternoon,  
5 members of City Council and Councilwoman  
6 Parker. Thanks for asking questions  
7 about what it is that we do. We've seen  
8 a lot of interest over the past few  
9 months, particularly with one of the  
10 newer members of Council, and what it is  
11 that we do concerning commercial  
12 assessments, and I do want to thank  
13 Councilman Domb for that. We appreciate  
14 the expertise you bring into it. And  
15 some of the same questions that we've had  
16 conversations with the Councilman are  
17 what you're asking now.

18 So concerning a ratio,  
19 typically the ratio of parcels to  
20 assessors is based on overall parcels,  
21 not just commercial or just residential.  
22 It's based on the size of the  
23 jurisdiction. The types of parcels, yes,  
24 are important, but we look at how many  
25 assessors we need to do all assessments,

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           including support responsibilities. So  
3           the numbers that we gave included  
4           residential assessors, residential  
5           supervisors, clerical staff who work in  
6           residential divisions, and the same thing  
7           for commercial. So you mentioned  
8           training for --

9                   COUNCILWOMAN PARKER: I'm  
10          sorry, Mr. Piper. Go back and help me  
11          here. Rob was very explicit in sort of  
12          his analysis of the numbers, 570,000  
13          properties approximately total citywide,  
14          470,000 residential and 100,000  
15          commercial. I noted that we have 38  
16          commercial and industrial assessors in  
17          OPA and 82 residential. So with that  
18          being said -- again, because I'm trying  
19          to understand it, just like other lay  
20          people understand it, we have 38  
21          commercial and industrial assessors whose  
22          primary task would be to assess the  
23          100,000 commercial properties?

24                   MR. PIPER: Correct.

25                   COUNCILWOMAN PARKER: Okay.

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           Then that would also mean that we have 82  
3           residential assessors whose primary  
4           responsibility would be to assess the  
5           470,000 residential properties?

6                       MR. PIPER: Essentially that's  
7           correct. I'll just correct that to say,  
8           again, including support staff. The more  
9           parcels you're referring to, the more  
10          support staff you have that are  
11          responsible for things that have nothing  
12          directly to do with assessment - clerical  
13          responsibilities, IT responsibilities,  
14          responsibility for contact with other  
15          City agencies and other external  
16          agencies. But they're counted in those  
17          numbers.

18                      COUNCILWOMAN PARKER: Okay.  
19          Well, listen, thank you for your  
20          response. I just want to note for the  
21          record as we move forward through this  
22          process, it's something I'll be paying  
23          very close attention to and particularly  
24          with the Administration's foresight to  
25          budget to ensure that we could bring in

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           some more technical support. That's  
3           extremely important, but I also want to  
4           make sure that we keep the training of  
5           our institutional employees in mind  
6           throughout that process.

7                     My next question is with the  
8           issue of -- with respect to diversity and  
9           inclusion. So I don't think,  
10          Mr. Piper --

11                    MR. PIPER: Thank you,  
12          Councilwoman.

13                    COUNCILWOMAN PARKER: Thank  
14          you.

15                    Mr. President, if we may, I  
16          have a final question regarding diversity  
17          and inclusion.

18                    COUNCIL PRESIDENT CLARKE:  
19          Councilwoman, absolutely.

20                    COUNCILWOMAN PARKER: Thank  
21          you, Mr. President.

22                    (Witness approached witness  
23          table.)

24                    COUNCILWOMAN PARKER: Thank  
25          you, Mr. Atkinson, for coming forward.



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           I'm not going to beat a dead horse here.  
3           I thought Councilwoman Blondell Reynolds  
4           Brown did an outstanding job connecting  
5           the importance of diversity and inclusion  
6           to the pipeline.

7                         If we find a way to hire more  
8           people of color, to ensure that we are  
9           incentivizing local hiring, but we do  
10          absolutely nothing to increase the  
11          pipeline, be it career technical  
12          education and connecting that to what  
13          we're doing, I think we would be missing  
14          a very huge, huge opportunity.

15                        In addition to that, it was  
16          mentioned earlier by Mr. Abernathy that  
17          we are going to hear some very specific  
18          firm numbers and that the enforcement,  
19          the enforcement of those who would not be  
20          in compliance would be extremely  
21          important and enforceable. And with that  
22          being said, I'm thinking about the rubric  
23          regarding those companies that don't pay  
24          prevailing wage. I think everybody is  
25          really clear. If you don't pay

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           prevailing wage, the job will stop if you  
3           are not paying prevailing wage. When we  
4           design our goals and objectives, I hope  
5           that the enforcement mechanism that we  
6           establish is as clear as it is for  
7           companies that are not paying prevailing  
8           wage. And I just wanted to know sort of  
9           what was your thinking from an  
10          enforcement perspective regarding that  
11          matter.

12                       MR. ATKINSON: Thank you,  
13          Councilwoman Parker. I'm Nolan Atkinson,  
14          and I'm happy to be here, and I agree  
15          with your statements that these programs  
16          that the Council has discussed throughout  
17          this morning with regard to rebuild and  
18          with regard to how we're going to make  
19          this different than other programs are  
20          very key to the Administration, in that  
21          there will be enforcement mechanisms  
22          built into these programs to make sure  
23          that what was promised is done.

24                       COUNCILWOMAN PARKER: Thank  
25          you.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 And thank you, Mr. President.

3 Thank you.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilwoman.

6 The Chair recognizes

7 Councilwoman Quinones-Sanchez.

8 COUNCILWOMAN SANCHEZ: Thank

9 you.

10 Good afternoon. I want to ask  
11 about some of the decisions we make or  
12 some would say some of the choices we  
13 make regarding our revenue stream.

14 Of the projected wage  
15 reductions, how much of those are tied in  
16 to casino revenues and how much of it is  
17 a choice by the Administration and the  
18 value of --

19 MR. DUBOW: You mean going  
20 forward in the Five Year Plan?

21 COUNCILWOMAN SANCHEZ: Yes.

22 MR. DUBOW: It's all a choice  
23 by the Administration.

24 COUNCILWOMAN SANCHEZ: So  
25 essentially the Administration has chosen

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           that they will reduce \$214 million over  
3           the Five Year Plan?

4                   MR. DUBOW: Yes. And going  
5           back to the earlier conversation, we  
6           think that's important in terms of job  
7           growth.

8                   COUNCILWOMAN SANCHEZ: I think  
9           pre-K is important. I think community  
10          schools is important.

11                   MR. DUBOW: We agree.

12                   COUNCILWOMAN SANCHEZ: Okay.  
13          In terms of the BIRT reductions, most of  
14          these are legislated or is there anything  
15          in here that's by choice?

16                   MR. DUBOW: I think it's all  
17          legislated.

18                   MS. ADAMS: It's all  
19          legislated.

20                   COUNCILWOMAN SANCHEZ: All of  
21          those are --

22                   MS. ADAMS: Yeah. All 270.6  
23          million is legislated.

24                   COUNCILWOMAN SANCHEZ: So I  
25          think for the record, our colleagues, as

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           we talk about the whole issue of business  
3           tax reform, we are essentially through  
4           this Plan committing to \$485 million in  
5           business tax reductions.

6                     MR. DUBOW: In wage and  
7           business tax reductions, yes.

8                     COUNCILWOMAN SANCHEZ: That's  
9           pretty generous. Some would say it's pro  
10          business, right?

11                    MR. DUBOW: Pro job growth.

12                    COUNCILWOMAN SANCHEZ: Let's  
13          hope. Okay.

14                    One of the things that was  
15          highlighted in the testimony was that  
16          there was a \$60 million unexpected  
17          shortfall in BIRT. Is that because of  
18          our projection or because more people are  
19          taking advantage of it?

20                    MR. DUBOW: So that is from '15  
21          to '17, it's \$60 million less than we  
22          anticipated in the projections we made  
23          last year, and it's because more people  
24          were taking credits than we anticipated.  
25          That's before actually the big kind of

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           changes hit, so it's not really related,  
3           we don't think, to the changes in the tax  
4           structure. It's more people are taking  
5           credit.

6                    COUNCILWOMAN SANCHEZ: Just the  
7           collections piece. Is that reflected now  
8           in our projections moving forward?

9                    MS. ADAMS: I'm sorry?

10                   COUNCILWOMAN SANCHEZ: Did we  
11           adjust our projections?

12                   MS. ADAMS: That becomes the  
13           base, yeah, for our growth from the  
14           lower -- it reduced the amount we assume  
15           we'll collect this year, and then that  
16           becomes a new base from which you grow  
17           everything else.

18                   COUNCILWOMAN SANCHEZ: In terms  
19           of -- I just want to reemphasize some of  
20           the OPA discussion around the three-year  
21           delay, and I've mentioned this to all of  
22           you in the past. We're going to be in a  
23           three-year potential sticker shock for  
24           residents around receiving it. Do we  
25           have a sense year by year of what we're

1 3/29/16 - WHOLE - RES. 160170, etc.  
2 foregoing by doing the three-year delay?

3 MR. DUBOW: So we actually  
4 don't think that you'll have that big a  
5 sticker shock because we've been doing  
6 things with those assessments in the  
7 interim. So one year we looked at kind  
8 of all the assessments to see what was  
9 outside the standard industry ranges and  
10 then changed assessments where people  
11 were outside those ranges, and this year  
12 we're doing the land reassessment. So  
13 we're updating that. And to the extent  
14 that people are making improvements to  
15 their houses, that gets captured too.

16 COUNCILWOMAN SANCHEZ: That's  
17 automatic.

18 MR. DUBOW: Yeah. All that  
19 happens. So we don't think that there  
20 will be a big sticker shock on  
21 residential properties.

22 COUNCILWOMAN SANCHEZ: How  
23 about in the areas that are quickly  
24 gentrifying? Are we concerned about that  
25 kind of delay?

1           3/29/16 - WHOLE - RES. 160170, etc.

2                   MR. DUBOW: So I think kind of  
3           in that first year, that would have been  
4           caught by looking at things outside their  
5           range. And so there may be like one year  
6           where we're not capturing that, but not  
7           kind of a long term. It's not like it  
8           was before.

9                   COUNCILWOMAN SANCHEZ: Yeah. I  
10          really believe -- and, again, we're  
11          elected officials. Doing a three-year  
12          delay puts us right before an election  
13          cycle on approving a CAMA system that's  
14          not going to be perfect, because we don't  
15          legislate for the perfect here, and  
16          potentially could be very troubling if we  
17          don't start making adjustments sooner.

18                   MR. DUBOW: It would be much  
19          better -- I agree, nothing is perfect.  
20          It will be much more accurate than  
21          anything we've had before, and part of  
22          the reason that we're trying to keep up  
23          with things in the interim is so that  
24          there isn't a big sticker shock in any  
25          year.



1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN SANCHEZ: Okay.

3 So let's talk a little bit about -- in  
4 the liquor tax compliance, according to  
5 your numbers, we have a compliance rate  
6 of 96.7 percent and notwithstanding the  
7 \$9 million in delinquency. What is the  
8 revenue that we're foregoing and not  
9 increasing our collection rate?

10 MR. DUBOW: So I think the  
11 total is about 60 million a year.

12 COUNCILWOMAN SANCHEZ: No.  
13 That's what we're collecting.

14 MR. DUBOW: Right.

15 COUNCILWOMAN SANCHEZ: What are  
16 we not collecting?

17 MR. DUBOW: So if we look at  
18 kind of what we looked at the last three  
19 years and what's left outstanding, it's  
20 that 9.6 million, whatever the number.  
21 That's the number that we haven't  
22 received.

23 COUNCILWOMAN SANCHEZ: So we  
24 have not done an analysis of the 3  
25 percent of folks who are not paying, what

1 3/29/16 - WHOLE - RES. 160170, etc.

2 potential revenue that is?

3 MR. DUBOW: No. The way that  
4 we did the analysis, it's the roughly \$10  
5 million that we're --

6 COUNCILWOMAN SANCHEZ: So we  
7 have \$10 million, going back to the term,  
8 what money we're leaving on the table,  
9 \$10 million in --

10 MR. DUBOW: And that, as you  
11 know, that's for the School District.

12 COUNCILWOMAN SANCHEZ: No, no.  
13 I understand that. That's for education.

14 So as we go to the -- I was  
15 looking at the sugar beverage thing. I  
16 noticed that in your analysis to us you  
17 guys said that you did not look at the  
18 powder drinks, but you would consider it.  
19 Is anybody doing an analysis of what that  
20 would be?

21 MR. DUBOW: We have not started  
22 that analysis, but, I mean, we're happy  
23 to.

24 COUNCILWOMAN SANCHEZ: Yeah.  
25 We would hope that we would include that.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 We all know that we're dealing with a  
3 regressive tax, but good tax policy is  
4 the wider you spread it, the lower the  
5 rate. So we want to figure that out for  
6 those of us who would entertain something  
7 for the priorities.

8 We talked about the impact, the  
9 negative impact, that it would have on  
10 some neighborhoods. How long do you  
11 think it would take for you to get us an  
12 analysis of what that means neighborhood  
13 to neighborhood?

14 MR. DUBOW: Not sure. We can  
15 get -- let's figure that out and let you  
16 know, but I don't want to give you an  
17 answer and then be off. So we'll figure  
18 it out.

19 COUNCILWOMAN SANCHEZ: You'll  
20 have an idea about when we can get that  
21 analysis.

22 I know that the Administration  
23 has been meeting with obviously everyone  
24 talking about this with the industry  
25 folks. Have you guys met with small

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           businesses and talked about some of this  
3           stuff?

4                       MS. SLUSSER: Yeah. We have  
5           been meeting with small businesses, with  
6           all of the chambers, various business  
7           networks. So we've been bringing groups  
8           of small business owners together. In  
9           addition, the Commerce Department has  
10          been talking with the business owners  
11          that they normally deal with that the  
12          commercial folks work with to talk to  
13          them about the implications of the tax.

14                      COUNCILWOMAN SANCHEZ: So have  
15          they been honest to you about the fact  
16          that they're going to put this down on  
17          consumers?

18                      MS. SLUSSER: It's been a  
19          variety of responses depending on the  
20          various businesses that are there.

21                      COUNCILWOMAN SANCHEZ: I've  
22          been doing an unscientific review of the  
23          bodegas, and I suggest that all of us, as  
24          we ponder with this discussion, we look  
25          at it. There are not a whole lot of diet

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           options in the bodegas, if you notice  
3           most of them on the shelving. In fact,  
4           I'll start taking pictures. And other  
5           than water, there are no non-sugary  
6           options at the store as it relates to  
7           bodegas and particularly folks who live  
8           in a food desert, and where there are  
9           options, the cost is twice as much. So  
10          if I look at a juice, I'm going from a  
11          can of very nasty soda at 75 cents,  
12          because it's the cheap brand, we're not  
13          even talking about the big guys, to \$1.89  
14          for a juice. So we talk about the  
15          disproportionate impact. Even as we ask  
16          people to drink healthier, it's going to  
17          have a sticker shock for them in that,  
18          and as we do -- as we're looking at this  
19          stuff. So I'd be interested as you're  
20          talking to the industry folks what are  
21          the options at the stores. I was very  
22          surprised at the limited options at the  
23          stores.

24                        So for my colleagues, go to the  
25          bodega, go to see what the options are

1 3/29/16 - WHOLE - RES. 160170, etc.

2 and you'll see that it is very limited.

3 And then I want to go to the

4 capital stuff, but I know my time is up.

5 One of the things -- and I know you don't

6 have the plan yet, and I don't want to

7 misquote her, but Councilwoman Blackwell

8 often says, I'm not voting against

9 myself. And I have a real concern about

10 us saying that we're committed to fixing

11 a system and then creating a different

12 system that is not accountable to this

13 Board, which I consider Council the Board

14 of Directors of the City government. So

15 I just want to put that out as a

16 cautionary note, and we'll have that

17 discussion on the capital side.

18 Thank you.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you, Councilwoman.

21 The Chair recognizes Councilman

22 Taubenberger and then Councilwoman

23 Blackwell, and then we're going to take a

24 break, if it's okay with the members.

25 COUNCILMAN TAUBENBERGER: Thank

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           you, Mr. President.

3                         Question for Rob Dubow. If the  
4           soda tax doesn't bring in the projected  
5           revenue -- this is all projected  
6           revenues, and I'm not totally convinced  
7           it's going to happen. This is also a  
8           statement. I'm not convinced that the  
9           businessman, the distributor, doesn't  
10          pass this along. It's the cost of doing  
11          business, and it's built into a profit  
12          margin that his investors will demand.

13                        But getting back to the  
14          question at hand, if the soda tax doesn't  
15          bring in the projected revenue, will you  
16          have another source of revenue or will  
17          you withhold any increases that are  
18          needed year to year to run the pre-K  
19          program or the community schools or will  
20          you cut from other programs?

21                        MR. DUBOW: So I think we have  
22          to actually see as the revenue came in  
23          what it looked like. I mean, all of  
24          these initiatives are being phased in.

25                        COUNCILMAN TAUBENBERGER: Sure.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: So I think we have  
3 to kind of see what happens.

4 COUNCILMAN TAUBENBERGER: I  
5 understand that, but let's say for the  
6 sake of argument it doesn't. Do you have  
7 a Plan B of sorts?

8 MR. DUBOW: No. I think the  
9 Plan B would be to look at where the  
10 revenue actually is, see what it could  
11 support, and then figure out where we  
12 would go from there.

13 COUNCILMAN TAUBENBERGER: Okay.  
14 Council President, that's all.  
15 Thank you.

16 COUNCIL PRESIDENT CLARKE:  
17 Thank you, Councilman.

18 The Chair recognizes  
19 Councilwoman Blackwell.

20 COUNCILWOMAN BLACKWELL: Thank  
21 you, Mr. President.

22 I too want to just mention a  
23 few things or ask questions about pre-K,  
24 and Councilman Taubenberger just talked  
25 about was there another alternative, and



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           we've been hearing that there is none  
3           that we're aware of at this point. But  
4           we want to ask questions. I'll just  
5           throw a few out there, and you can let us  
6           know later what your answers are. But we  
7           want to know how it's going to be equal  
8           and fair; that is, how are the centers  
9           getting funding going to be chosen? What  
10          neighborhoods will they come from? Who  
11          is going to make these decisions? Which  
12          children will be picked? And for the 25  
13          community schools, we want to know as  
14          well if there has already been decisions  
15          made with regard to that, if there are  
16          people who have asked for them. About  
17          the five schools that are to be converted  
18          this year, have they been chosen? Are  
19          they being discussed? And what will it  
20          look like? Many of us have some in our  
21          areas. I certainly have Sayre School.  
22          It's an exciting proposition, but we need  
23          to know details about these community  
24          schools.

25                           And I'm really concerned that

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           about -- I'm going back now to the  
3           community schools, but to pre-K to really  
4           say it is very, very important that  
5           District Councilpeople know what's  
6           happening in their areas. How do we know  
7           that people who -- I'm on the Board of  
8           pre-K. I'm Chair of the Education  
9           Committee, and we try to stay on top of  
10          this. I have someone at every meeting,  
11          and still there are issues, all the  
12          issues -- I go to the meetings in my area  
13          even for that, but the issues still  
14          exist. There's a big push to make this  
15          happen, but Council can't afford -- even  
16          before the Governor with the budget from  
17          K to 12, and as everyone knows, we've  
18          been worried about K to 12, and we know  
19          we need pre-K, but who and how and where.  
20          And those are very, very important issues  
21          to make sure that everything is straight.  
22          We don't need people within the system  
23          who get to pick their friends or who have  
24          their own companies and they get to  
25          choose the children. And the children

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           can be from public, they can be from  
3           private, they can be from anything. And  
4           that is absolutely too open to expect us  
5           to fund and ask the public for money or  
6           for us to transfer money. We've got to  
7           have details about this pre-K program if  
8           we're expected to vote for it.

9                         Thank you, Mr. President.

10                        COUNCIL PRESIDENT CLARKE:

11           Thank you, Councilwoman.

12                        Mr. Hackney.

13                        MR. HACKNEY: Yes. Once again,  
14           Otis Hackney, Chief Education Officer.

15                        Thank you for those questions.  
16           We are preparing right now to make sure  
17           that on the 5th that we can address all  
18           of these issues, because you just gave us  
19           a number of questions that we're already  
20           exploring to make sure that we have the  
21           appropriate answers for you, so that way,  
22           people can feel comfortable about this  
23           bold and ambitious initiative, especially  
24           around pre-K.

25                        So I don't know. I mean, you

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           asked about eight questions. I don't  
3           know if you want me to go through each  
4           one or that would be something that we  
5           would wait until our hearing.

6                    COUNCILWOMAN BLACKWELL: We're  
7           happy to wait until you have answers.  
8           It's too late in the game for us to ask  
9           you to guess at it. We want specific  
10          answers before we are asked to vote on  
11          this important issue.

12                   MR. HACKNEY: Yes. And we will  
13          have those answers for you when we  
14          present next week.

15                   COUNCILWOMAN BLACKWELL: Thank  
16          you.

17                   Thank you, Mr. President.

18                   COUNCIL PRESIDENT CLARKE:  
19          Thank you, Councilwoman.

20                   If it's okay with the members,  
21          we want to take a break until like 1:30  
22          when we will reconvene. Thank you.

23                   (Short recess.)

24                   COUNCILMAN GREENLEE: Thank  
25          you. We're going to continue our

1 3/29/16 - WHOLE - RES. 160170, etc.  
2 hearing.

3 Councilwoman Gym, do you have  
4 questions?

5 COUNCILWOMAN GYM: Yes. Thank  
6 you very much.

7 So I wanted to ask a couple of  
8 questions. I did want to go back and ask  
9 Mr. Dubow whether he felt like a  
10 flat-funded School District expectation  
11 will continue next year and the year  
12 after.

13 MR. DUBOW: You mean for FY17?

14 COUNCILWOMAN GYM: Yes.

15 MR. DUBOW: Yes. For FY17 --

16 COUNCILWOMAN GYM: No. I meant  
17 will I see a Five Year Plan next year  
18 that is likely to see it being  
19 flat-funded for the next five years?

20 MR. DUBOW: I think that's  
21 something that we're actually going to  
22 talk about during the course of the year  
23 and figure out where we go.

24 COUNCILWOMAN GYM: I just did  
25 want to make a note that the School

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           District of Philadelphia plans to start  
3           closing three public schools a year  
4           starting in FY18, which means they'll  
5           start making decisions for next year.

6                     MR. DUBOW: My understanding  
7           about that is that they're projecting  
8           that because they're basing it on the  
9           number of kids they think will be going  
10          to charter schools, that that's the  
11          primary driver behind that, that that's  
12          not financially driven, it's driven by  
13          where they think the kids are going to  
14          go.

15                    COUNCILWOMAN GYM: But the  
16          argument is, with all due respect, is  
17          that the reason why families are leaving  
18          our public schools to go to charters is  
19          because of deficient services and the  
20          issue of safety and climate in our  
21          schools that has a lot to do with the  
22          lack of support and funding for the  
23          District, and that's if we're not  
24          seeing --

25                    MR. DUBOW: And really support

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           from the state for the District. We have  
3           done a lot to support the District.

4                    COUNCILWOMAN GYM: Agreed.

5                    MR. DUBOW: An additional \$400  
6           million a year over where it was five  
7           years ago.

8                    COUNCILWOMAN GYM: And I guess  
9           my question is is that no matter what  
10          happens around this, is there a scenario  
11          where you would see the District being  
12          flat-funded from the City even with some  
13          additional investments from the state  
14          over the next five years? Is that either  
15          realistic or responsible?

16                   MR. DUBOW: I think we'd have  
17          to see what happens with the state.

18                   COUNCILWOMAN GYM: And is that  
19          realistic, that we wouldn't see a funding  
20          change?

21                   MR. DUBOW: I guess, again, it  
22          depends on kind of what we see from the  
23          state.

24                   COUNCILWOMAN GYM: Has there  
25          been a five-year period in which we

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           haven't raised revenues for the School  
3           District in a significant way?

4                     MR. DUBOW: I think there has.  
5           We did some comparisons of kind of the  
6           last 24 years, and there were stretches  
7           about that length where there weren't  
8           substantial additional investments.

9                     COUNCILWOMAN GYM: Over what  
10          time period?

11                    MR. DUBOW: We looked over the  
12          last 24 years, and I think during that  
13          stretch, there were some stretches where  
14          we had years consecutive, multiple years  
15          without --

16                    COUNCILWOMAN GYM: But not  
17          since the takeover?

18                    MR. DUBOW: Not since the  
19          takeover? I don't think since the  
20          takeover it's been five years.

21                    COUNCILWOMAN GYM: So not  
22          likely to be realistic that we would see  
23          five years flat-funded?

24                    MR. DUBOW: Well, if you had  
25          asked me five years ago whether it was



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           realistic that the state would do what it  
3           did, I would have said that was  
4           unrealistic.

5                   COUNCILWOMAN GYM: My next  
6           question I guess is about immigration and  
7           diversity, and I think this is one area  
8           where the Mayor has been such a great  
9           leader on the issue of diversity and also  
10          my colleague Councilwoman  
11          Quinones-Sanchez as well. But City  
12          growth in part has happened or in part  
13          has happened due to the presence and  
14          growth of immigrants in our region. And  
15          so what has been the City's plan and how  
16          is it like reflected in the Five Year  
17          Budget Plan about expansion in terms of  
18          language access services to the broader  
19          immigrant community?

20                   MS. SLUSSER: I can talk a  
21          little bit about this. I'm just going to  
22          see -- oh, good. Brian is right there to  
23          come in and talk a little bit about the  
24          plans that we're putting together with  
25          the Office of Immigrant Affairs right now

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           that's currently working on language  
3           access plans and how we're going to be  
4           implementing that for every department.

5                       MR. ABERNATHY: Good afternoon,  
6           Councilwoman. The Office of Immigrant  
7           Affairs is currently engaged in expanding  
8           our language access program. As part of  
9           their work, they have developed a metric  
10          and a template for all departments to  
11          expand language access going forward.  
12          We're optimistic that we would be able to  
13          meet the June 30th deadline, recognizing  
14          that we may miss on a handful of  
15          departments, but it is definitely  
16          something that we are committed to and  
17          that we're resourcing better to make sure  
18          that we are able to provide language  
19          access for all of our City services  
20          across the City.

21                      MR. EPPS: Councilwoman Gym,  
22          Harold Epps, Director of Commerce.

23                      Many of our new immigrants  
24          moved to neighborhoods and opened up  
25          small businesses, and as a result of

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           that, we recognize that and we have and  
3           will continue to hire unique languages  
4           for those neighborhoods, Spanish, Korean,  
5           Vietnamese and French, to name a few,  
6           that will be in Commerce that will  
7           facilitate their support to small  
8           business.

9                        COUNCILWOMAN GYM: And how  
10          about in terms of other City hiring? I  
11          mean, the City has promised to grow the  
12          registry for OEO by 50 percent, and can  
13          you point to line items in the budget  
14          that demonstrate how that's actually  
15          going to happen in terms of outreach?

16                      MR. EPPS: We are pretty well  
17          staffed on the OEO side, and we think  
18          through technology we can get a lot of  
19          that outreach done. We do not have  
20          additional hires in this budget to do  
21          that. We've also done some analysis, and  
22          to reach that target, it will take us  
23          outside of Philadelphia and so, quite  
24          frankly, we are questioning whether that  
25          is really a rate of outreach that really

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           is consistent with the goals of providing  
3           additional opportunity for  
4           Philadelphians. We don't think that  
5           outreach going into the deep counties or  
6           into New Jersey is beneficial to us. We  
7           just might not do that.

8                        COUNCILWOMAN GYM: All right.  
9           Thank you.

10                      COUNCILMAN GREENLEE: Thank  
11           you, Councilwoman.

12                      Councilman Domb.

13                      COUNCILMAN DOMB: My question  
14           is regarding the pensions. So just in  
15           general, stating the facts, which are  
16           obvious, our Pension Fund is about 6  
17           billion, I think, roughly, 5.9 to 6  
18           billion, underfunded and we're close to  
19           the second worst city in the country, and  
20           clearly that's a big problem for the City  
21           and one that we need to tackle now versus  
22           push down the path. And I recognize that  
23           a lot of the issues occurred from, I  
24           think, 1967 to 1987 under the first Plan,  
25           which caused probably 90 percent of our

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           problem, but it leaves us with having to  
3           tackle that problem. And in this current  
4           budget, I think it's 26 million is going  
5           towards the pension of the new tax and  
6           641 million, as Councilman Green pointed  
7           out, of the current budget is going  
8           towards it. But what else should we be  
9           doing as a city to tackle this issue in  
10          the way of should we be adding more money  
11          in, other potentially future  
12          opportunities down the road that we can  
13          add more money? What programs or what  
14          policies can we enact to really tackle  
15          this problem and get us the 75 to 80  
16          percent level?

17                   MR. DUBOW: Right. I mean,  
18           part of it is, as you pointed out, of the  
19           roughly \$5.9 billion in unfunded  
20           liability, 5.1 billion of that goes to a  
21           plan that hasn't been in place since  
22           1990. So a lot of it is kind of a legacy  
23           issue that will take a while to work off.  
24           I think it means that we have to take  
25           every opportunity we can either through

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           collective bargaining or through looking  
3           at additional resources going into the  
4           new Plan whenever that's possible.

5                        So, for example, Jane talked a  
6           little bit in her testimony about the  
7           sales tax money and how by the end of the  
8           Plan period, that will be over \$50  
9           million more going into the Plan, and  
10          what we've done in cases like that is  
11          we've made sure that that's on top of our  
12          MMO. So, in other words, we're not using  
13          that to replace City funding.

14                       So I think we just have to look  
15          for every opportunity to make a  
16          difference, and when someone comes up  
17          with an idea like the Controller came up  
18          with, we have to examine it and see  
19          whether it works.

20                       COUNCILMAN DOMB: Are there any  
21          other items that we should be doing to  
22          tackle this issue?

23                       MR. DUBOW: It's hard to say no  
24          because we should be doing everything  
25          that we can, and we're doing the things

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           that we can think of. That doesn't mean  
3           there aren't things that members of  
4           Council would think of that we hadn't  
5           thought of that would be really good  
6           ideas and that we should pursue.

7                    COUNCILMAN DOMB: And does the  
8           Mayor have a task force he's working on  
9           with the pension? Is that going on? I  
10          heard a rumor about that.

11                   MR. DUBOW: Yes, he does, with  
12          members representing unions, representing  
13          the Controller, and representing Council.

14                   COUNCILMAN DOMB: Can I ask one  
15          more question?

16                   COUNCILMAN GREENLEE: You can.

17                   COUNCILMAN DOMB: The PICA  
18          issue -- and not to put you on the spot,  
19          but PICA in 2023 expires, and if I heard  
20          earlier this morning, you said you need  
21          legislation to continue that program?

22                   MR. DUBOW: State legislation,  
23          correct.

24                   COUNCILMAN DOMB: Is that  
25          something that we should work on now?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: Yes.

3 COUNCILMAN DOMB: And is that  
4 something that if PICA expires could be  
5 applied to a pension issue?

6 MR. DUBOW: So they're -- not  
7 the PICA tax itself, because that is  
8 already spoken for.

9 COUNCILMAN DOMB: But something  
10 along those lines?

11 MR. DUBOW: Yes.

12 COUNCILMAN DOMB: Okay. Thank  
13 you.

14 COUNCILMAN GREENLEE: Thank  
15 you, Councilman.

16 I know the gentleman that  
17 usually sits here, one of his issues he  
18 asks a lot about, the issue of municipal  
19 advertising for street furniture,  
20 municipal buildings. I didn't see any  
21 mention. Where does that stand? Is  
22 there any plan? And hopefully you're  
23 going to tell me yes, because if not, he  
24 may come running in the room right now.

25 MR. ABERNATHY: Thank you,



1 3/29/16 - WHOLE - RES. 160170, etc.

2 Councilman. Yes, there is a plan.

3 COUNCILMAN GREENLEE: Yes, sir.

4 MR. ABERNATHY: So specifically  
5 on municipal buildings, we --

6 COUNCILMAN GREENLEE: Pardon  
7 me? I'm sorry.

8 MR. ABERNATHY: On municipal  
9 buildings, there was a procurement  
10 process under the Nutter Administration.  
11 A vendor was selected. I can get you the  
12 details of that contract. I don't have  
13 them today.

14 COUNCILMAN GREENLEE: Okay.  
15 Please.

16 MR. ABERNATHY: But  
17 unfortunately the outdoor advertising is  
18 regulated by the state and so we have had  
19 to ask the Secretary of Transportation  
20 for a waiver to allow that advertising to  
21 move forward, and that is in process now.

22 COUNCILMAN GREENLEE: You're  
23 saying it is in the process?

24 MR. ABERNATHY: It is in the  
25 process, yes.

1           3/29/16 - WHOLE - RES. 160170, etc.

2                   COUNCILMAN GREENLEE: Do you  
3 know when that was done, when the request  
4 was made?

5                   MR. ABERNATHY: The request was  
6 made actually probably within the last 30  
7 days.

8                   COUNCILMAN GREENLEE: Okay.

9                   MR. ABERNATHY: But it is  
10 moving forward.

11                   COUNCILMAN GREENLEE: Okay. I  
12 guess his follow-up question would be, we  
13 knew this was going to be something -- I  
14 mean, this is something that's been  
15 brought up for a long time. Why was it  
16 just done as recently as 30 days ago; do  
17 you know?

18                   MR. ABERNATHY: The changes  
19 were as a result of the Keep America  
20 Beautiful Act. I'm going to stumble over  
21 this a little bit and, again, I can get  
22 details back.

23                   COUNCILMAN GREENLEE: Okay.

24                   MR. ABERNATHY: So the state  
25 took back control over billboards.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILMAN GREENLEE: Just  
3 recently?

4 MR. ABERNATHY: Just recently.

5 COUNCILMAN GREENLEE: Okay.  
6 Right. Right.

7 MR. ABERNATHY: So that's why  
8 the request was made later. Obviously  
9 the billboard company, the advertising  
10 company, wanted to wait for the new  
11 Administration to take forth -- or to  
12 come forward, and it did take us a little  
13 bit of time to catch up on kind of the  
14 initiative itself.

15 COUNCILMAN GREENLEE: Is it  
16 fair to say -- because there seemed to be  
17 a lot of delay with the last  
18 Administration. I'll just leave it at  
19 that. Would it be an accurate statement  
20 to say this Administration wants to move  
21 forward on the program?

22 MR. ABERNATHY: Yes, the Kenney  
23 Administration wants to move forward.

24 COUNCILMAN GREENLEE: Okay.  
25 Good enough. If you could get the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           Council President whatever detail you  
3           could.

4                       MR. ABERNATHY: Yes, sir.

5                       COUNCILMAN GREENLEE: And I  
6           predict that he will bring it up again.

7                       MR. ABERNATHY: No problem.

8                       COUNCILMAN GREENLEE: Thank  
9           you.

10                      And just one other question. I  
11           don't know who this will go to. In 2014,  
12           Council passed legislation providing for  
13           a low-income wage tax credit to residents  
14           and non-residents. It was passed in  
15           conjunction with the Earned Income Tax  
16           Credit legislation. I didn't see any  
17           mention of that tax credit in the Plan.  
18           Do you know where that --

19                      MR. DUBOW: I mean, it's in  
20           place. So it exists. And so, yeah, we  
21           didn't specifically highlight it in the  
22           Plan. I think we put a lot of focus on  
23           the Earned Income Tax Credit, trying to  
24           get people to sign up for that.

25                      COUNCILMAN GREENLEE: So it's

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           spread in there somewhere is basically  
3           what you're saying?

4                       MR. DUBOW:   Yeah.

5                       COUNCILMAN GREENLEE:   Okay.

6           Thank you.

7                       Councilwoman Sanchez.

8                       COUNCILWOMAN SANCHEZ:   Thank  
9           you, Mr. Chair.

10                      In preparation for us to begin  
11           to talk around the capital stuff, I  
12           wanted to ask the Administration if they  
13           could prepare for us kind of a fact sheet  
14           around what they foresee to be the  
15           administrative imperatives around the  
16           procurement problems that we've been  
17           talking about for all these years and why  
18           they are choosing in the rebuild to go to  
19           an outside source. I'd like to see -- in  
20           preparation for that discussion, I know  
21           we're going to have it. So if you guys  
22           could share what you see are the legal  
23           impediments.

24                      MR. DUBOW:   Okay.   Yes.

25                      MS. SLUSSER:   Yes.   We'll have

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           them prepared.

3                   COUNCILWOMAN SANCHEZ: So we  
4           can have a more kind of robust  
5           conversation about that.

6                   In terms of the pension stuff,  
7           just for the record, because I think it's  
8           important, and I really appreciate the  
9           Administration being very forthright  
10          about the loss of \$200 million in  
11          revenue. For the record, moving forward,  
12          because it's such an important issue  
13          that's going to keep popping up and  
14          particularly as our numbers grow, I know  
15          we reduce our projection numbers on the  
16          Pension Fund, but in terms of our  
17          strategy for investments, is there  
18          anything additional to the conversation  
19          we've had before that's going to change  
20          in our investment strategy?

21                   MR. DUBOW: So one of the  
22          things that the Board has put a heavy  
23          emphasis on in the last several months is  
24          making sure that we reduce costs as much  
25          as possible. I mean, it's always been an

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           emphasis, but we put extra emphasis on  
3           it, and one of the conclusions we've  
4           reached is that hedge funds in particular  
5           as a class either weren't performing or  
6           were performing at a really expensive  
7           cost. So we've actually gotten out of  
8           most of our hedge funds and are trying to  
9           renegotiate these with the ones that  
10          we're keeping. So I think you'll see our  
11          costs coming down substantially.

12                    COUNCILWOMAN SANCHEZ: And  
13           because of our rating situation, we've  
14           not made a choice to pursue any bond deal  
15           to put money into our Pension Fund. The  
16           Administration has made a choice that  
17           that's not a route we're willing to take  
18           at this point?

19                    MR. DUBOW: We haven't really  
20           discussed that. I mean, I think part of  
21           the proposal that the Controller put  
22           forth might include some type of  
23           borrowing, but we have not had any real  
24           discussions about that.

25                    COUNCILWOMAN SANCHEZ: Okay.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 So no decision has been made one way or  
3 the other. It's just no one has  
4 really --

5 MR. DUBOW: We haven't really  
6 talked about that. I really doubt,  
7 though, that we would do a pension  
8 obligation bond to just put the proceeds  
9 into the fund.

10 COUNCILWOMAN SANCHEZ: Okay.  
11 And we have no other major prospect -- I  
12 know last time there was a PGW  
13 discussion. You don't foresee anything  
14 in the next year that could potentially  
15 lead to --

16 MR. DUBOW: You mean major  
17 asset sale?

18 COUNCILWOMAN SANCHEZ: Yes.

19 MR. DUBOW: No.

20 COUNCILWOMAN SANCHEZ: So  
21 essentially other than the \$26 million  
22 you're proposing here, we're not going to  
23 change our strategy around the money for  
24 the Pension Fund?

25 MR. DUBOW: Well, we've talked



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           about a few things, one being going  
3           through collective bargaining, the other  
4           examining the Controller's proposal, and  
5           both of those could have substantial  
6           impacts.

7                        COUNCILWOMAN SANCHEZ: So one  
8           of the questions I had asked before and I  
9           hope that before the budget ends we can  
10          get a quantitative number on it is, in  
11          our privatizing of some of our work, the  
12          CUAs and others, one of the reasons you  
13          have the disparity is you got more people  
14          taking from the Pension Fund than  
15          contributing in. Is anyone going to do  
16          an impact so that as we look at any other  
17          services being privatized, we could  
18          measure the impact on our Pension Fund?

19                       MR. DUBOW: Yes. We're doing  
20          that analysis.

21                       COUNCILWOMAN SANCHEZ: Are we  
22          using any analysis, doing any analysis on  
23          the CUA piece? Because we essentially  
24          put out a hundred million dollars in the  
25          private market.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: Right. We're  
3 looking at the impact of contracted  
4 employees versus City employees on the  
5 Pension Fund.

6 COUNCILWOMAN SANCHEZ: Okay.  
7 And you expect to have that data analysis  
8 any time soon for us to kind of look at?

9 MR. DUBOW: Yes.

10 COUNCILWOMAN SANCHEZ: So we're  
11 going to analyze everything that we've  
12 kind of privatized now?

13 MR. DUBOW: I don't know -- no,  
14 I don't think we're going to look at  
15 every position we've privatized. I think  
16 we're going to look at what the impact of  
17 privatizing is, and then I think we'll be  
18 able to use that analysis to kind of make  
19 it larger -- to draw larger conclusions.

20 COUNCILWOMAN SANCHEZ: And as  
21 we move forward?

22 MR. DUBOW: Yeah. It will  
23 apply to any -- it should be applicable  
24 to any situation.

25 COUNCILWOMAN SANCHEZ: Okay.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 Thank you, Mr. Chair.

3 COUNCILMAN GREENLEE: Okay.

4 Thank you, Councilwoman.

5 Councilwoman Reynolds Brown.

6 COUNCILWOMAN BROWN: Thank you.

7 Welcome back.

8 MR. DUBOW: Thank you.

9 COUNCILWOMAN BROWN: Follow-up  
10 from this morning. Councilman Domb did a  
11 brilliant job in articulating the big  
12 picture macro of our taxes and what they  
13 are and all the nuances about it. What  
14 I'd like to know is, what percentage of  
15 municipal taxes are we currently  
16 collecting?

17 MR. DUBOW: So it varies by  
18 tax. I mean, the one that people focus  
19 on most is the property tax, and that's  
20 around 93 percent.

21 COUNCILWOMAN BROWN: Is around?

22 MR. DUBOW: 93 percent is  
23 collected within the year that it's due,  
24 and then we continue collecting against  
25 it as years go on. So that percent -- if

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           you looked at the percent of taxes due  
3           two years ago, for example, that were  
4           collected, you might see it closer to 97  
5           percent.

6                        COUNCILWOMAN BROWN: Okay. So  
7           of the 20 different taxes, which tax are  
8           we struggling to collect at the 90  
9           percent level?

10                      MR. DUBOW: Can I ask the  
11           Revenue Commissioner to come up.

12                      COUNCILWOMAN BROWN: Like which  
13           tax is presenting the biggest hurdle?

14                      MR. DUBOW: Okay.  
15                      (Witness approached witness  
16           table.)

17                      COMMISSIONER BRESLIN: Frank  
18           Breslin, Revenue Commissioner.

19                      COUNCILWOMAN BROWN: Good  
20           afternoon.

21                      COMMISSIONER BRESLIN: Hi. I  
22           think one of the biggest challenges is  
23           with the business taxes, because we end  
24           up with receivables where the business is  
25           no longer active.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN BROWN: No longer?

3 COMMISSIONER BRESLIN: No

4 longer active. So we have a business  
5 that ran up liabilities and it may have  
6 been a corporate entity, an entity like  
7 that, and then they close up shop and  
8 there's no assets left. And so there's a  
9 receivable on the books, but there's no  
10 real ability to collect that. Then what  
11 we really have to look at is if there's  
12 any ability to go after the responsible  
13 parties, which in some cases there's not,  
14 and if that's the case, then it becomes  
15 something that we have to write off.

16 COUNCILWOMAN BROWN: I see.

17 COMMISSIONER BRESLIN: That's  
18 really the biggest challenge, because  
19 there's no one to go after for that  
20 receivable.

21 COUNCILWOMAN BROWN: Okay. I  
22 believe this morning Councilwoman Sanchez  
23 spoke about the BIRT credits. How much  
24 monies in BIRT credits have businesses  
25 taken in the last fiscal year?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: The number we were  
3 talking about was actually that 60  
4 million is a three-year number. When we  
5 said that we are seeing a shortfall in  
6 business tax of about 60 million because  
7 of credits taken against the BIRT, that  
8 60 million was over three years.

9 COUNCILWOMAN BROWN: Okay. All  
10 right.

11 Someone at the table talked  
12 about how we are in many ways -- can we  
13 say that the foundation money is there,  
14 period, as it relates to the vision of  
15 parks and rec and universal pre-K and the  
16 like? Is the foundation money in place,  
17 period, or is it contingent on the City  
18 delivering X amount from the proposal?

19 MR. DiBERARDINIS:  
20 Councilwoman, Mike DiBerardinis, Managing  
21 Director.

22 Although there's no formulaic  
23 equation that the potential funders  
24 have -- we've worked out with them, but I  
25 think it's safe to say that their

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           investment would be in somewhat a  
3           response to what the City's investment  
4           is. So hypothetically if this becomes a  
5           much, much, much smaller program, then  
6           their proposed or contemplated  
7           investments would shrink as well.

8                   COUNCILWOMAN BROWN: So that --

9                   MR. DiBERARDINIS: But I don't  
10           have an exact -- but that's clearly our  
11           understanding.

12                   COUNCILWOMAN BROWN: So is that  
13           in writing or is that based on  
14           discussion, or what?

15                   MR. DiBERARDINIS: Well, that's  
16           based on discussion. Nothing is in  
17           writing. There's been a series of  
18           high-level conversations with leadership  
19           of a handful of foundations who are  
20           interested.

21                   COUNCILWOMAN BROWN: Okay.

22                   COUNCILWOMAN SANCHEZ: Point of  
23           information.

24                   COUNCILMAN GREENLEE:  
25           Councilwoman Sanchez.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILWOMAN SANCHEZ: From  
3 your expectation, there'll be a  
4 dollar-for-dollar match from  
5 philanthropy?

6 MR. DiBERARDINIS: No. Right  
7 now, given the proposed size of the  
8 potential bond, the regional and local  
9 foundations have indicated that their  
10 investment could be as high as \$150  
11 million based on what is currently being  
12 proposed.

13 COUNCILWOMAN SANCHEZ: Based on  
14 the 348? The 348 or the 300?

15 MR. DiBERARDINIS: Well, right  
16 now it's three-five roughly given the  
17 bond and the City's existing capital  
18 dollars. So that would get us roughly to  
19 around 350 million.

20 COUNCILWOMAN SANCHEZ: So  
21 that's almost a dollar-to-dollar match.

22 MR. DiBERARDINIS: It's 50  
23 cents to the buck more or less.

24 COUNCILWOMAN SANCHEZ: Okay.  
25 I'm sorry. I don't want to take up any



1 3/29/16 - WHOLE - RES. 160170, etc.

2 of your time, but --

3 COUNCILWOMAN BROWN: That's all  
4 right. Seize the moment.

5 COUNCILWOMAN SANCHEZ: How much  
6 of this are they willing to commit to to  
7 the Board of Directors of the City of  
8 Philadelphia that they're asking us to  
9 borrow for?

10 MR. DiBERARDINIS: I'm sorry?

11 COUNCILWOMAN SANCHEZ: How  
12 committed are they? One thing is  
13 high-level discussions. Are we going to  
14 get to a point that before the end of  
15 this budget cycle, there's some hard  
16 numbers on the table?

17 MR. DiBERARDINIS: Yes.  
18 There's a very serious commitment.  
19 There's processes they have to go  
20 through. But the conversations with the  
21 leadership of these various foundations  
22 have been at the highest level and have  
23 been -- I say there's a deep commitment  
24 to the initiative.

25 COUNCILWOMAN SANCHEZ: Okay.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 I'm sorry.

3 COUNCILMAN GREENLEE: Thank  
4 you.

5 Councilwoman Reynolds Brown.

6 COUNCILWOMAN BROWN: Yes.  
7 Thank you.

8 Not now, but whomever the  
9 appropriate department head is when they  
10 come to speak by department, I would like  
11 detailed or subsequent evidence about how  
12 OT is going to be managed, overtime is  
13 going to be managed across the system  
14 since that's expected to yield cost  
15 savings in a dramatic way.

16 MR. DiBERARDINIS: Yes, and  
17 we'll be prepared. Thank you.

18 COUNCILWOMAN BROWN: Okay,  
19 then. Thank you very much.

20 Thank you, Mr. Chairman.

21 COUNCILMAN GREENLEE: Thank  
22 you, Councilwoman.

23 Councilwoman Gym.

24 COUNCILWOMAN GYM: A couple of  
25 quick questions. Can you talk about how

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           the prison budget growth over the next  
3           five years relates to the  
4           Administration's commitment to reducing  
5           the overall prison population?

6                     MS. ADAMS: Prisons?

7                     COUNCILWOMAN GYM: Yes, the  
8           growth, which is 5 percent, it looks  
9           like.

10                    MR. ABERNATHY: Can you start.

11                    MS. ADAMS: I'm sorry. Let me  
12           get my detail.

13                    So we have -- the budget  
14           assumes \$258 million to the Prison  
15           System, which is actually an increase  
16           over the prior -- the current target and  
17           the adopted budget for about 5 million.  
18           This assumes that we continue within the  
19           current census, I believe. Obviously any  
20           attempt we have to work within keeping  
21           reducing that census -- we've been making  
22           progress on that -- saves money. A lot  
23           of our cost drivers are things like  
24           healthcare for inmates, food, big costs.  
25           So any time that we have any ability to

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           reduce the census, it saves us money in  
3           the long term, but it's a very census --  
4           every time the census increases, the  
5           costs go up in the Prisons.

6                       We do assume a reduction in  
7           overtime in the Prison System through  
8           management of overtime, and we do fully  
9           expect them to be able to achieve that as  
10          long as the census doesn't grow  
11          dramatically. If it grows, it becomes  
12          very difficult for the Prison System to  
13          manage that.

14                      MR. ABERNATHY: Correct. And  
15          just to follow up on what Ms. Adams said,  
16          the largest driver of overtime is the  
17          census, and the census -- at its current  
18          rate, the largest expense that our  
19          current census has is based on overtime.  
20          Even by reducing the census, you're still  
21          going to see a number of these costs be  
22          maintained, hence the 5 percent increase.

23                      COUNCILWOMAN GYM: I guess I'm  
24          questioning, because the goal is to  
25          reduce the jail population by almost a

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           third.

3                       MR. ABERNATHY:   Yes.

4                       COUNCILWOMAN GYM:   Or over a  
5           third.  And if that's the goal, then how  
6           does that get reflected in the Five Year  
7           Budget?

8                       MS. ADAMS:   If that happens,  
9           costs will go down, but it's not -- and  
10          we would love to see costs go down in the  
11          Prison System.  I think what we have to  
12          be aware of is that the census  
13          fluctuates, and so we have to make sure  
14          that we have the staffing and the  
15          contractual needs to be able to manage  
16          the inmates properly.  If there are  
17          savings, we will take those savings and  
18          we will be able to adjust accordingly.

19                      COUNCILWOMAN GYM:   So the FY15  
20          articulated goals are not matched up with  
21          the numbers in the budget.

22                      MS. ADAMS:   The goals are there  
23          and we actually assume reduction in  
24          overtime, and we will be able to monitor  
25          this as it goes along, and hopefully with

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           the grant funding that we hopefully will  
3           get, there will be other things that we  
4           can use to help drive down the inmate  
5           census. We've been investing in  
6           things --

7                        COUNCILWOMAN GYM: The 34  
8           percent reduction in the population,  
9           though, is not really factored into the  
10          budget.

11                      MR. ABERNATHY: To be fair, the  
12          34 percent reduction is dependent on a  
13          MacArthur grant, which we haven't  
14          received yet. So I think there is some  
15          question about whether we'll be able to  
16          achieve that census decrease without that  
17          grant in hand.

18                      And additionally, while it's  
19          not a dollar-for-dollar reduction based  
20          on census and so, again, many of the  
21          expenses that the Prisons see, whether  
22          that's utilities, whether that is  
23          healthcare, whether that is staffing,  
24          many of those expenses will be  
25          maintained. Overtime will be the biggest

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           decrease.

3                   COUNCILWOMAN GYM: So I thought  
4           that the City would have an articulated  
5           goal for reduction of the jail population  
6           overall, recognizing kind of historic  
7           injustices around that, exclusive of a  
8           grant, though. I understand the  
9           importance of the grant.

10                   MR. ABERNATHY: Right. And I  
11           do believe that we will be able to  
12           maintain many of those reductions without  
13           the grant, but I don't believe that -- we  
14           still have work to do on establishing  
15           that goal, and we certainly can talk  
16           about that in larger detail, both in the  
17           Prison's budget as well as the Managing  
18           Director's budget.

19                   COUNCILWOMAN GYM: Okay. And  
20           then a quick question. What is the  
21           current contribution of the Parking  
22           Authority to the City? It's about 41  
23           million; is that right? And how has that  
24           kind of evolved?

25                   And so my colleague here who

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           actually is going to know the numbers, so  
3           I won't ask you to look through it, but  
4           could you clarify a little bit about how  
5           that number is sort of achieved? Is that  
6           independent -- is that just provided for  
7           on behalf of the PPA and has there ever  
8           been thought about how the City takes a  
9           look at independently PPA's numbers or  
10          just to make sure that these numbers are  
11          consistent with the rise in ticket prices  
12          and other types of things that have been  
13          going on with PPA? As you know,  
14          obviously the School District of  
15          Philadelphia's revenues have been  
16          declining and it is kind of important to  
17          understand that this is a good  
18          revenue-generating agency and I'm just  
19          wondering if you look at it  
20          independently.

21                   MR. DUBOW: So we do look at  
22                   it, but I think, as you know, we used to  
23                   have oversight of their budget. We used  
24                   to be able to approve their budget, and  
25                   there was a change at the state level



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           that took that authorization away, which  
3           obviously changes our leverage with the  
4           Parking Authority.

5                   COUNCILWOMAN GYM: And you  
6           don't run any independent numbers?

7                   MR. DUBOW: We look at their  
8           numbers, but we don't have any authority  
9           over their budget.

10                   MS. ADAMS: So we have assumed  
11           39.5 million in the General Fund budget  
12           coming from the Parking Authority's  
13           violations and fines, the on-street  
14           parking, and that's up a little bit from  
15           the current year estimate of 38.8.

16                   COUNCILWOMAN GYM: And SDP has  
17           kind of fallen by a third over that and  
18           the City has grown.

19                   MS. ADAMS: It's varied.  
20           Actually if you look at the School  
21           District's Parking Authority, it's  
22           actually gone up and down a little bit.  
23           So you can see it's changed over time.

24                   COUNCILWOMAN GYM: The last  
25           three years, though, has dropped.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MS. ADAMS: I haven't seen the  
3 recent numbers.

4 COUNCILWOMAN GYM: By a third.  
5 So I'm just wondering if you look at it  
6 independently.

7 MR. DUBOW: We do, but, again,  
8 there's not --

9 COUNCILWOMAN GYM: And maybe we  
10 can follow up with that of what you find.  
11 Thank you.

12 MR. DUBOW: Okay.

13 COUNCILMAN GREENLEE: Thank  
14 you, Councilwoman.

15 Before I recognize Councilman  
16 Green, just, Rob, a quick follow-up on  
17 that issue I raised with the low-income  
18 wage tax credit --

19 MR. DUBOW: Yes.

20 COUNCILMAN GREENLEE: -- the  
21 bill. I think if you look at it, there's  
22 some things in there, and I'm not sure if  
23 it's being done or not. There's supposed  
24 to be a feasibility report given back to  
25 Council periodically, and I think there's

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           supposed to be downloadable forms on the  
3           website and a form sent to employees to  
4           include with their W-2's. I wonder if  
5           you could look at that. I understand  
6           it's Bill 140140. If you could look at  
7           that and let the Council President's  
8           office know what is being attended to and  
9           if there's still things that need to be  
10          done, I'd appreciate it.

11                       MR. DUBOW: We will, yes.

12                       COUNCILMAN GREENLEE: All  
13          right. Thank you very much.

14                       Councilman Green.

15                       COUNCILMAN GREEN: Thank you,  
16          Councilman Greenlee.

17                       In looking at the Five Year  
18          Plan, I see for FY18 the fund balance  
19          will go down to about 38 million and then  
20          FY19 about 48 million. Is there any  
21          concern in reference to what impact that  
22          will have on our credit rating,  
23          considering that the former City  
24          Treasurer and the Administration,  
25          previous Administration, spent a lot of

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           work on trying to improve our credit  
3           rating, which ultimately helps us to  
4           borrow dollars at a lower amount, and  
5           considering we've got a significant  
6           amount of potential debt obligations  
7           going out, what impact do you think that  
8           may have going forward?

9                       MR. DUBOW: Yeah. We are  
10           concerned about that. We're concerned  
11           that the fund balances get that low that  
12           it will put pressure on our ratings. A  
13           change in rating from -- we're an A  
14           category. If we went down to BBB over  
15           the life of a hundred million dollar  
16           borrowing, that could be a \$4 million  
17           additional cost. So, I mean, there's  
18           cost. It's something that we are  
19           concerned about, and I think it's one of  
20           the things that Jane actually mentioned  
21           in her testimony, the balances are lower  
22           than we'd like them to be.

23                       COUNCILMAN GREEN: And a  
24           follow-up to that, also my concern is in  
25           reference to -- I think Councilwoman Gym

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           had raised the issue regarding the School  
3           District, which once they get into FY19,  
4           FY20, they have some significant fund  
5           challenges. So they may have a need to  
6           come to the City asking for additional  
7           dollars and how we'll be able to balance  
8           the need for possible funding for the  
9           School District when we have such a low  
10          fund balance.

11                   MR. DUBOW: Yeah. And we'd  
12           probably kind of be back to one of the  
13           questions that we had over the last five  
14           years, where do you look to find  
15           additional resources if you have to for  
16           the District.

17                   COUNCILMAN GREEN: Right.  
18           Which goes back to my earlier question in  
19           reference to doing a better job with  
20           assessments and not leaving dollars on  
21           the table. But I'll leave that point to  
22           a later part of the budget hearing  
23           process and want to go to -- I know there  
24           were some questions and some commentary  
25           earlier regarding better tax collections.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 Are we looking at trying to do a better  
3 job on U&O collections as well?

4 MR. DUBOW: Yeah. We are  
5 looking at better collections kind of  
6 across the board, but, yeah. And we  
7 have -- U&O was one of the areas that has  
8 improved over the last couple years.

9 COUNCILMAN GREEN: And in  
10 addition to just doing a better job of  
11 collections, I know Ms. Rhyhart and I  
12 had talked previously about just making  
13 it easier for businesses to be able to  
14 pay taxes in the City of Philadelphia and  
15 just streamlining that process. Where is  
16 that -- are there any initiatives in that  
17 regard that's going to be part of the  
18 budget process and Five Year Plan?

19 MR. DUBOW: Yeah. I mean, part  
20 of the emphasis, if you look in the kind  
21 of Revenue tabs on the Five Year Plan, is  
22 improving customer service. So making it  
23 easier for people to pay. If you go into  
24 the concourse now, you see there are  
25 kiosks and terminals that people know how

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           long they have to wait. So we're doing a  
3           lot of things in general to make payment  
4           easier and to make the whole process  
5           easier for people.

6                    COUNCILMAN GREEN: But are  
7           there any resources dedicated to that  
8           process?

9                    MR. DUBOW: Yeah. I mean,  
10          actually you can go there and see some of  
11          the results from the investment, like the  
12          kiosks.

13                   COUNCILMAN GREEN: When I say  
14          "resource," I'm talking about either  
15          dollars being allocated for either  
16          someone to come in or put in departments  
17          to really focus on how we make things  
18          more efficient for a business to operate  
19          in the City of Philadelphia.

20                   MR. DUBOW: Yeah. I mean, if  
21          you look in Revenue, you'll see there are  
22          investments in doing that, and they're  
23          laid out in the Plan.

24                   COUNCILMAN GREEN: Okay.

25                   COUNCILMAN GREENLEE: Thank

1 3/29/16 - WHOLE - RES. 160170, etc.

2 you, Councilman.

3 Councilman Domb.

4 COUNCILMAN DOMB: Thank you.

5 Two questions on the soda tax.

6 I know that's your favorite one to talk  
7 about. One is just a general question  
8 just so I can understand, I guess, and my  
9 colleagues can. For a small consumer,  
10 let's say a corner store, for a mid-sized  
11 store, and a large supermarket, do we  
12 have any data that says the percentage of  
13 soda sales, sugary soda sales, to the  
14 gross, as to what the percentage is, or  
15 can we get that data so we know the  
16 impact on these supermarket people?

17 MR. DUBOW: Yeah. We don't,  
18 and I don't think that would be easy for  
19 us to get. We can see, but I think that  
20 would be difficult to get.

21 COUNCILMAN DOMB: Okay. And  
22 the other question is, I just want to  
23 make sure I understand it correctly. If  
24 you're looking at the chart we received  
25 for 1 cent, 2 cents, and 3 cents, is it



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           accurate to say that for -- you had  
3           mentioned this morning if it's a 1 cent  
4           tax on sugary soda sales, what would be  
5           the full year revenue received from 1  
6           cent?

7                       MR. DUBOW: I think it's in the  
8           50's, but --

9                       COUNCILMAN DOMB: Like 52  
10          million maybe?

11                      MR. DUBOW: Yeah. It's in the  
12          50's.

13                      COUNCILMAN DOMB: And then when  
14          we go to 2 cents, we add an extra 28  
15          million.

16                      MR. DUBOW: It's in the 80's  
17          then.

18                      COUNCILMAN DOMB: That's  
19          because we're thinking that people are  
20          going to drink less soda, I guess, right?

21                      MR. DUBOW: Yeah. Right.  
22          That's right.

23                      COUNCILMAN DOMB: And then when  
24          we go to 3 cents, we only add another 6  
25          million?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: We get into the mid  
3 90's, so 7-ish.

4 COUNCILMAN DOMB: So really the  
5 extra penny from 2 to 3 gives us very  
6 little money.

7 MR. DUBOW: Gives us, I'm  
8 sorry, what?

9 COUNCILMAN DOMB: Gives us very  
10 little revenue going from 2 to 3.

11 MR. DUBOW: Seven million a  
12 year.

13 COUNCILMAN DOMB: But the 1  
14 cent gives us 52.

15 MR. DUBOW: Right.

16 COUNCILMAN DOMB: The other  
17 question -- I don't know if we can do  
18 this or not -- has to do with pensions.  
19 I know the last year --

20 MR. DUBOW: I always like when  
21 you say, I don't know whether we can do  
22 this or not. That's when the interesting  
23 ideas come out.

24 COUNCILMAN DOMB: I know that  
25 we've -- look, the whole market has

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           struggled with investments in the past 12  
3           months, not just Philadelphia, the whole  
4           world, but I know that we also have a lot  
5           of money that we owe where we pay out 5  
6           percent or 5 and a half percent or 6  
7           percent in bonds, for example. Is it  
8           possible to have the pension money invest  
9           in our own bonds and we pay that interest  
10          to the pension?

11                   MR. DUBOW: So the 1 cent is  
12           actually 56 million, just to clarify.

13                   So we have actually a fair  
14           number of fixed income investments. In  
15           general, they return more than our bonds  
16           would.

17                   COUNCILMAN DOMB: Okay. Okay.  
18           Thank you. Thanks very much. Thank you.

19                   COUNCILMAN GREENLEE: Thank  
20           you, Councilman.

21                   Councilwoman Sanchez.

22                   COUNCILWOMAN SANCHEZ: Thank  
23           you.

24                   For the purposes of choices  
25           again, if we -- in our previous

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           discussions when we were talking about  
3           school funding, we talked about  
4           establishing a City rate for U&O. What  
5           rate would that require us to generate  
6           the same amount of money that you're  
7           proposing with sugar?

8                     MR. DUBOW: Let us get back to  
9           you on that.

10                    COUNCILWOMAN SANCHEZ: If we  
11           can have that analysis. We spoke about  
12           that.

13                    MR. DUBOW: Yeah. We should  
14           talk, because then there's the whole kind  
15           of exclusion thing, where you'd want that  
16           to be. You want that to be the same as  
17           it is, no change in that?

18                    COUNCILWOMAN SANCHEZ: Right.

19                    MR. DUBOW: Okay.

20                    COUNCILWOMAN SANCHEZ: I think  
21           it would be good to do that analysis if  
22           we did use and occupancy, because it has  
23           been getting better and it is a reliable  
24           funding source; has it not been?

25                    MR. DUBOW: It would have to be

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           a fairly substantial increase, but we'll  
3           get you the exact --

4                   COUNCILWOMAN SANCHEZ: To get  
5           the number, what would --

6                   MR. DUBOW: Because I think the  
7           U&O generates about 140-ish, I think, but  
8           I'm not sure. So it would have to be a  
9           really large percentage increase.

10                   COUNCILWOMAN SANCHEZ: Okay.  
11           And then is there any way as part of this  
12           discussion that we could have -- and I  
13           know the Chamber hasn't taken a position  
14           on this. One of my concerns that I've  
15           expressed in the past is, particularly  
16           the restaurant businesses and so forth,  
17           we really have been trying to get all of  
18           these industries to do sick leave, to do  
19           a living wage, and what an impact of this  
20           on those particular industries where we  
21           have 140,000 employees, the impact of  
22           sugar -- of this sugar piece on them  
23           would be, and their willingness to do the  
24           other things we've been asking them to  
25           do.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: I understand the  
3 question. I'm not sure how we get at it.

4 COUNCILWOMAN SANCHEZ: Right.  
5 So I'm interested in seeing if we could  
6 have somebody kind of look at that  
7 assessment, particularly the restaurant  
8 industry that we've acknowledged we've  
9 wanted to push the sick leave and living  
10 wage piece of it, because it's part of  
11 the conversation we've been having --

12 MR. DUBOW: We'll talk and see  
13 if there's anything we can do.

14 COUNCILWOMAN SANCHEZ: Thank  
15 you.

16 Thank you, Mr. Chair.

17 COUNCILMAN GREENLEE:  
18 Councilman Green.

19 COUNCILMAN GREEN: Thank you,  
20 Councilman Greenlee.

21 This is a follow-up to the  
22 colloquy with Councilman Domb. So the  
23 difference between 2 cents and 3 cents,  
24 it seems --

25 MR. DUBOW: For a year?

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCILMAN GREEN: Right.

3 MR. DUBOW: Yeah. It's about  
4 88 to 95.

5 COUNCILMAN GREEN: So is it --  
6 and my analysis may be off, but when you  
7 look at the elasticity as well as the  
8 drop-off, is it possible that we actually  
9 will be bringing in more at 2 cents as  
10 opposed to 3 cents?

11 MR. DUBOW: No. I mean, we're  
12 showing more at 3 than at 2. Are you  
13 saying if the elasticity was different,  
14 with a different elasticity?

15 COUNCILMAN GREEN: Well, I'm  
16 just saying in reference to all the  
17 factors, elasticity and drop-off, that we  
18 actually may bring in more revenue at 2  
19 cents as opposed to 3 cents.

20 MR. DUBOW: No. That's not  
21 what our projections show based on the  
22 elasticity that we're using.

23 COUNCILMAN GREEN: Okay.

24 COUNCILMAN GREENLEE: See, I  
25 told you he'd be back.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you. I understand that they were  
4 trying to expedite the process before I  
5 got back.

6 No. A couple of quick ones. I  
7 understand that Councilman Greenlee  
8 referenced the advertisement, municipal  
9 marketing, the whole nine yards, and I'm  
10 not sure if he asked a specific question  
11 about street furniture.

12 MS. SLUSSER: I think that we  
13 were answering in answer to municipal  
14 advertising on buildings, but I'm going  
15 to have Brian come up to answer that,  
16 because he was more closely involved with  
17 that. But I know that what we've looked  
18 at so far has been buildings, but --

19 COUNCIL PRESIDENT CLARKE: Let  
20 me tell you the reason I ask that  
21 question.

22 MS. SLUSSER: He'll answer in a  
23 second.

24 COUNCIL PRESIDENT CLARKE:

25 During the contractual process where we



1           3/29/16 - WHOLE - RES. 160170, etc.  
2           entered into an agreement, I think it was  
3           a 20-year agreement with Titan, I believe  
4           it was, to do street furniture, and one  
5           of the things in the conversation during  
6           the Mayor's, I guess it was, the Chamber  
7           of Commerce speech, he referenced  
8           commercial corridors as a priority, and  
9           what I was trying to get the last  
10          Administration to entertain but  
11          Ms. Cutler wasn't trying to hear it, is  
12          that could we look into the possibility  
13          of creating revenue which will happen as  
14          a result of municipal marketing with the  
15          bus shelters -- and it could be  
16          significant over time -- that we would  
17          allow some of that revenue to actually  
18          stay on that particular commercial  
19          corridor to help enhance special service  
20          districts?

21                    One of the challenges of  
22          special service districts, that in the  
23          case where Mr. Levy has a special service  
24          district in Center City, you know, the  
25          ability to pay an additional tax for

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           services is somewhat enhanced. But up on  
3           Frankford Avenue or Cecil B. Moore or  
4           52nd Street, it's not as much. So the  
5           premise was that if we created revenue as  
6           a result of marketing through bus  
7           shelters and other street furniture, that  
8           some of that revenue would actually stay  
9           on that commercial corridor that then  
10          would allow us to put that in special  
11          services, having people clean the streets  
12          and do all the other things that they do  
13          on special services, and unfortunately  
14          you couldn't get any reasonable response.  
15          So my question is now to the new  
16          Administration, having a fresh face as it  
17          relates to approaches to figuring out a  
18          way to support initiatives without, as I  
19          say, sticking your hand in the taxpayers'  
20          pocket; i.e., taxes, would that be  
21          something that the Administration would  
22          entertain as we move ahead? Because  
23          while the revenue was dedicated, it  
24          wasn't -- it was dedicated to the General  
25          Fund. So it wasn't dedicated to a

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           specific end use. So we had the  
3           flexibility of deciding that we could  
4           actually spend that money on neighborhood  
5           commercial corridors, and it could be  
6           like rebates for storefronts. I mean,  
7           there's a lot of things. We want to keep  
8           that money in those commercial corridors.

9                   MR. ABERNATHY: I think that's  
10           something we can absolutely look at,  
11           Councilman. We haven't looked at it yet,  
12           but we can certainly look at that.

13                   COUNCIL PRESIDENT CLARKE: Is  
14           that coming from the Managing Director?

15                   MS. SLUSSER: Yeah. We would  
16           definitely be interested in looking --

17                   COUNCIL PRESIDENT CLARKE: I'm  
18           trying to get the understanding of  
19           Harold, because, Brian, what's your  
20           position? Deputy?

21                   MR. ABERNATHY: First Deputy  
22           Managing Director that's working for --

23                   COUNCIL PRESIDENT CLARKE: I'd  
24           like to hear that from the Managing  
25           Director.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 Is he the Managing Director or  
3 are you the Managing Director?

4 MR. DiBERARDINIS: No, but I'm  
5 saying yes.

6 COUNCIL PRESIDENT CLARKE: You  
7 got to come up here, please.

8 MR. DiBERARDINIS: Yeah. I  
9 thought I understood. Yes. Yes.

10 COUNCIL PRESIDENT CLARKE:  
11 Okay. I just want to -- you're the  
12 Managing Director, sir.

13 MR. DiBERARDINIS: I appreciate  
14 it. Yeah. And, yes, we could -- we  
15 would consider parsing out the revenue to  
16 try to support the local commercial  
17 districts, absolutely.

18 COUNCIL PRESIDENT CLARKE: So  
19 we will consider?

20 MR. DiBERARDINIS: Well, I'm  
21 not sure -- again, here's where I might  
22 have to back up.

23 COUNCIL PRESIDENT CLARKE: See,  
24 this is why I wanted you up here.

25 MR. DiBERARDINIS: But I'm not

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           intimate with the terms of the deal. So  
3           in the future, yes, but if we have some  
4           current deals with some shelters in the  
5           City. So I don't know if we could --  
6           what the terms and conditions of that  
7           particular contract are. If I understood  
8           them, I'd be willing to, you know, say  
9           that regarding that contract. In the  
10          future, yes. In the ones that we  
11          currently have, I'd have to understand  
12          the details of the contract.

13                    COUNCIL PRESIDENT CLARKE:  
14          Okay. That's fair.

15                    MR. DiBERARDINIS: All right.

16                    COUNCIL PRESIDENT CLARKE: But  
17          my understanding -- and if I'm wrong, I'm  
18          wrong -- is that the terms and conditions  
19          were the revenue stream from the provider  
20          to the City, that money went to the  
21          General Fund.

22                    MR. DiBERARDINIS: That's  
23          correct.

24                    COUNCIL PRESIDENT CLARKE: It  
25          wasn't a dedicated source end game. So

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           the question would be as opposed to  
3           simply going into the abyss; i.e., the  
4           General Fund, that revenue could -- some  
5           of that revenue can be dedicated to a  
6           particular program in a commercial  
7           corridor. So that's basically --

8                         MR. DiBERARDINIS: That's  
9           right. I think we're in --

10                        COUNCIL PRESIDENT CLARKE: And  
11           I'm assuming if that's the case, you  
12           would be supportive?

13                        MR. DiBERARDINIS: Yes.

14                        COUNCIL PRESIDENT CLARKE: All  
15           right. Thank you. I'm good. Thank you.

16                        Councilman Domb.

17                        COUNCILMAN DOMB: One other  
18           question.

19                        I don't know if this has been  
20           considered. I think we talked about it  
21           earlier today. I think Councilman Oh  
22           talked about it. On the wage taxes, if  
23           we were to lower the wage taxes for  
24           residents that live in Philadelphia but  
25           not change the rate for the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           non-residents, what would that economic  
3           impact be?

4                       MR. DUBOW: So from the studies  
5           that we've looked at -- we did talk about  
6           some of it -- there is a benefit to both  
7           lowering the resident and the  
8           non-resident side of the wage tax.

9                       COUNCILMAN DOMB: But the  
10          non-resident side is going from 3.48 to  
11          3.32, which is small.

12                      MR. DUBOW: I mean, the  
13          reductions on both sides are relatively  
14          small each year. Over time they wind up  
15          being a big reduction, and they send the  
16          signal to the business community that  
17          we're serious about wage tax reduction  
18          and it's something we're going to keep  
19          doing.

20                      COUNCILMAN DOMB: What would  
21          the numbers be if we kept it at 3.48 and  
22          didn't go down 3.32? Because here's what  
23          I see in the market. Forget the budget  
24          for a minute. I see companies having a  
25          hard time in the suburbs hiring young

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           people, because they don't live there,  
3           and they want to start opening offices in  
4           Philadelphia and to attract young talent.  
5           And so I don't know that we need to lower  
6           that outside -- people who live outside  
7           the City coming into the City as much as  
8           we had to in the past. I think the  
9           problem is more for businesses in the  
10          suburbs hiring young people to work in  
11          their companies and commuting outside.  
12          So I think they're coming in town and I  
13          think -- maybe we could just look at it.  
14          I don't know if it's not a big number, no  
15          big deal, but I don't know what the  
16          numbers mean.

17                   MR. DUBOW: Yeah, we can look  
18                   at the numbers.

19                   COUNCILMAN DOMB: Thanks.

20                   COUNCIL PRESIDENT CLARKE:

21                   Thank you. Thank you, Councilman.

22                   Councilman Oh.

23                   COUNCILMAN OH: Yeah. I just  
24                   wanted to -- thank you. I just wanted to  
25                   give a response to my colleague



1 3/29/16 - WHOLE - RES. 160170, etc.

2 Councilman Allan Domb.

3 So at least there are many  
4 different types of information to look  
5 at, and certainly from what I've looked  
6 at as a City Councilman, not a regional  
7 employer, is that the benefits to the  
8 City are dramatically better when you  
9 lower the wage tax for City residents.  
10 And the other aspect of that is you're  
11 not taking into consideration so much  
12 your highest end earners who live in  
13 Malvern and travel to Philadelphia. What  
14 you're primarily looking at is people in  
15 the middle class and the need for them in  
16 Philadelphia to have as much of the  
17 income that they earn to be able to  
18 maintain their efforts here in the City.  
19 And so companies, for example, typically  
20 like Nabisco or Cardone Industries, both  
21 of which are closing in Philadelphia, are  
22 critical because they provide good wages  
23 to people without a college degree. That  
24 is our biggest burden in the City to deal  
25 with employment for folks in our

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           neighborhoods.

3                     A lot of -- kind of some of  
4           these concepts or policies, I think, are  
5           generally high wage earners, that if  
6           they're going to live in Malvern, they're  
7           going to live in Malvern. The employers  
8           may have an incentive or reason why they  
9           want to lessen the amounts that they got  
10          to make up for them traveling to  
11          Philadelphia, but from a city  
12          perspective, we're looking at lower-end  
13          jobs, middle-income jobs, factory  
14          workers, Cardone Industries, those type  
15          of things. So those wage reductions are  
16          geared towards the demographic that we  
17          need to increase employment for.

18                    That's my take on it, but, you  
19          know, I guess we have to look at this.

20                    COUNCIL PRESIDENT CLARKE:

21          Thank you.

22                    Councilwoman Quinones-Sanchez.

23                    COUNCILWOMAN SANCHEZ: I just  
24          wanted to add to that. I think it's a  
25          discussion worth having. I know the

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           traditional paradigm of we're going to  
3           lower both for them has been something  
4           that's been consistent. It's a debate  
5           we've had with the Chamber. We're  
6           responsible for Philadelphians and we're  
7           the region, and many times when we're  
8           establishing these tax policies, we're  
9           thinking for the region as opposed to  
10          leading the region. And I think this is  
11          one of those timely discussions that we  
12          have to look at if we're going to invest  
13          that amount of money into those types of  
14          reductions.

15                        So I agree with Councilman Oh.  
16          I think we keep doing the same thing  
17          because it's what we've done and no one  
18          ever wants to look at is there another  
19          way we could do this, is there a better  
20          way. Just like as we tabled the tax  
21          credit for low-income folks, when we know  
22          that that was something that we were  
23          committed to, but the number became  
24          higher. We kicked the bucket down the  
25          road. And I really -- if we're going to

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           do these types of reductions, I really  
3           want to look at that credit that we  
4           talked about for low-wage workers as  
5           opposed to the folks who live outside,  
6           who live in Malvern and can afford to do  
7           other things. So I think this is a very  
8           timely discussion and one that we should  
9           not minimize.

10                         Thank you.

11                         COUNCIL PRESIDENT CLARKE:

12           Thank you, Councilwoman. I agree, and  
13           I'll finish on this note, and we'll  
14           get -- I just had one question I wanted  
15           to ask you, Mr. Dubow. There are a lot  
16           of questions, speaking personally, that I  
17           have on the sugary drink tax, and I'm  
18           looking at the calendar. Would it be  
19           best to ask those questions, because I  
20           think we've kind of exhausted the  
21           conversation today, during the Finance  
22           Department's testimony? Because I'm  
23           looking down the line. We don't get to  
24           the pre-K and the recreation until  
25           sometime later.

1 3/29/16 - WHOLE - RES. 160170, etc.

2 MR. DUBOW: It may make more  
3 sense to do it on the Revenue day.

4 COUNCIL PRESIDENT CLARKE:  
5 That's at the end.

6 MR. DUBOW: You want to do it  
7 earlier than that?

8 COUNCIL PRESIDENT CLARKE:  
9 Yeah. I mean, you know, because I'm  
10 inclined to think that you're going to  
11 say, We got to get back to you. So what  
12 I don't want to do is have us waiting for  
13 you to get back to us at the end and then  
14 it's time to vote and, you know, we have  
15 limitations in terms of --

16 MR. DUBOW: Yeah. I mean, do  
17 you want to send us questions and we get  
18 them back to you by a certain --

19 COUNCIL PRESIDENT CLARKE: No.

20 MR. DUBOW: No? I'm just  
21 worried that next week, our hearing is  
22 next week, and I'm just worried that by  
23 next week we're not going to have full  
24 answers either.

25 COUNCIL PRESIDENT CLARKE:

1           3/29/16 - WHOLE - RES. 160170, etc.  
2           That's fine, but you'll get responses  
3           quicker.

4                       MR. DUBOW:   Okay.   Fine.

5                       COUNCIL PRESIDENT CLARKE:   I  
6           mean, there's a reason why we always push  
7           Revenue to the end, because that's crunch  
8           time and it makes people have to make a  
9           decision.  I mean, that's just -- I  
10          didn't structure it that way.  It was  
11          that way when I got here.

12                      MR. DUBOW:   Okay.  As long as  
13          it's okay --

14                      COUNCIL PRESIDENT CLARKE:  
15          Something like this that touches so many  
16          various proposals throughout the budget,  
17          you probably want to have a better grasp  
18          of the likelihood that this will happen  
19          early on in the process, so we can --

20                      MR. DUBOW:   Right.  I mean,  
21          that's fine, so long as you're  
22          comfortable with our saying "we don't  
23          know that yet," because there will be a  
24          lot of that next week.

25                      COUNCIL PRESIDENT CLARKE:   So

1 3/29/16 - WHOLE - RES. 160170, etc.

2 we'll do that next year.

3 MR. DUBOW: Next week.

4 COUNCIL PRESIDENT CLARKE: Next  
5 week. And also --

6 MR. DUBOW: Hopefully not next  
7 year.

8 COUNCIL PRESIDENT CLARKE:

9 Yeah. That's true. I'm sorry. I'm not  
10 even going to call that a Freudian slip,  
11 because somebody will suggest that Clarke  
12 made his mind up.

13 And then with respect to a  
14 follow-up on the Councilwoman's and the  
15 Councilman's conversation about taxes.  
16 In your Five Year Plan, there is some  
17 reference to the, quote/unquote, Tax  
18 Coalition or whatever these people call  
19 themselves.

20 MR. DUBOW: Yeah, the  
21 Coalition -- or whatever, yeah.

22 COUNCIL PRESIDENT CLARKE: And  
23 it kind of -- it doesn't say that you all  
24 support it in the document, but it kind  
25 of gives examples of that. Would that be

1 3/29/16 - WHOLE - RES. 160170, etc.

2 better discussed in the Finance or would  
3 you want to wait? Because I know we're  
4 now starting to talk among --

5 MR. DUBOW: Yeah. And, I mean,  
6 I think what we can say on that right now  
7 is that the idea of a bifurcated rate we  
8 support. The question is in the details.

9 COUNCIL PRESIDENT CLARKE: We  
10 do too.

11 MR. DUBOW: Yeah.

12 COUNCIL PRESIDENT CLARKE: All  
13 right. Because I referenced that because  
14 when we looked at -- as we had to do an  
15 analysis on their proposal, we realized  
16 how much, quote/unquote, business tax we  
17 have reduced over the last 20 years. It  
18 is like, wow. I mean, a serious amount  
19 of money. And we're talking in the  
20 billions that we've reduced over a period  
21 of time versus real estate, which is  
22 actually going up. So we will have that  
23 conversation. So we'll continue the  
24 process that we established the other  
25 day.



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1           3/29/16 - WHOLE - RES. 160170, etc.

2                   MR. DUBOW: Okay.

3                   COUNCIL PRESIDENT CLARKE: All  
4 right. Thank you.

5                   There are no additional  
6 questions. The Committee will stand in  
7 recess until Wednesday, March 30th at  
8 10:00 a.m.

9                   Thank you all very much.

10                   (Committee of the Whole  
11 adjourned at 2:50 p.m.)

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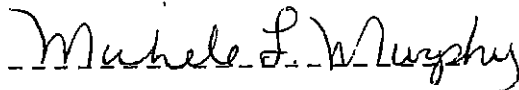
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CERTIFICATE

I HEREBY CERTIFY that the proceedings, evidence and objections are contained fully and accurately in the stenographic notes taken by me upon the foregoing matter, and that this is a true and correct transcript of same.



MICHELE L. MURPHY

RPR-Notary Public

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# City of Philadelphia

## Public Hearing Notice

March 21, 2016

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The **Committee of the Whole** of the Council of the City of Philadelphia will hold a Public Hearing on **Tuesday, March 29, 2016, at 10:00 AM, in Room 400, City Hall**, to hear testimony on the following items:

- 160170**            An Ordinance to adopt a Capital Program for the six Fiscal Years 2017-2022 inclusive.
- 160171**            An Ordinance to adopt a Fiscal 2017 Capital Budget.
- 160172**            An Ordinance adopting the Operating Budget for Fiscal Year 2017.
- 160180**            Resolution providing for the approval by the Council of the City of Philadelphia of a Revised Five Year Financial Plan for the City of Philadelphia covering Fiscal Years 2017 through 2021, and incorporating proposed changes with respect to Fiscal Year 2016, which is to be submitted by the Mayor to the Pennsylvania Intergovernmental Cooperation Authority (the "Authority") pursuant to the Intergovernmental Cooperation Agreement, authorized by an Ordinance of this Council approved by the Mayor on January 3, 1992 (Bill No. 1563-A), by and between the City and the Authority.

Immediately following the public hearing, a meeting of the Committee of the Whole, open to the public, will be held to consider the action to be taken on the above listed items.

Copies of the foregoing items are available in the Office of the Chief Clerk of the Council, Room 402, City Hall.

Michael Decker  
Chief Clerk



# City of Philadelphia

City Council  
Chief Clerk's Office  
402 City Hall  
Philadelphia, PA 19107

## RESOLUTION NO. 160180

Introduced March 3, 2016

Councilmember Henon  
for  
Council President Clarke

Committee of the Whole

### RESOLUTION

Providing for the approval by the Council of the City of Philadelphia of a Revised Five Year Financial Plan for the City of Philadelphia covering Fiscal Years 2017 through 2021, and incorporating proposed changes with respect to Fiscal Year 2016, which is to be submitted by the Mayor to the Pennsylvania Intergovernmental Cooperation Authority (the "Authority") pursuant to the Intergovernmental Cooperation Agreement, authorized by an Ordinance of this Council approved by the Mayor on January 3, 1992 (Bill No. 1563-A), by and between the City and the Authority.

WHEREAS, The General Assembly of the Commonwealth of Pennsylvania has enacted the Pennsylvania Intergovernmental Cooperation Authority Act for Cities of the First Class (Act of June 5, 1991, P.L. No. 6) (the "Act"); and

WHEREAS, In accordance with the Act, the Pennsylvania Intergovernmental Cooperation Authority (the "Authority") has been created and an Intergovernmental Cooperation Agreement (the "Agreement") has been entered into by the Authority and the City; and

WHEREAS, The Agreement provides, in Section 4.01 ("Submission of Financial Plan"), that at least one hundred (100) days prior to the beginning of each fiscal year the Mayor shall submit to the Authority a revised Financial Plan (the "Revised Plan") prepared in accordance with the provisions of the Agreement and the Act which shall include revenues and expenditures of the Covered Funds (as defined in the Agreement and the Act) for five (5) fiscal years of the City consisting of the fiscal year beginning on the July 1, next following the date such Plan is required to be submitted to the Authority and the next four (4) fiscal years thereafter; and

# City of Philadelphia

*RESOLUTION NO. 160180 continued*

WHEREAS, On March 3, 2016 the Mayor has submitted a Revised Plan to City Council covering Fiscal Years 2017 through 2021, and incorporating proposed changes with respect to Fiscal Year 2016 as well, which Plan is attached hereto as Exhibit "A"; now, therefore, be it

RESOLVED, BY THE COUNCIL OF THE CITY OF PHILADELPHIA, That the Council does hereby provide its approval of the Revised Plan as submitted by the Mayor on March 3, 2016.

[Note: Exhibits to this Resolution are on file in the Office of the Chief Clerk]

**FY17 Operating Budget and FY17-FY21 Five Year Plan Testimony**  
**Jane Slusser, Chief of Staff**  
**Office of the Mayor**

Presented before the City Council Committee of the Whole  
March 29, 2016

Good morning Council President Clarke and Members of City Council. I am Jane Slusser, Chief of Staff in the Office of Mayor Jim Kenney. On behalf of the Mayor, I am pleased to provide testimony on the Mayor's first Proposed Operating Budget for FY17 and our Proposed FY17-FY21 Five Year Financial and Strategic Plan (Five Year Plan). I am joined today by Rob Dubow, Finance Director, and Anna Adams, Budget Director. A number of the City's top officials are also in the audience, and can answer any questions that you may have.

The Mayor's focus on investing in opportunity for all children and families, in all neighborhoods across Philadelphia are made clear with the choices in this Budget and Five Year Plan. The Mayor's proposed Budget and Five Year Plan includes the expenses for four key initiatives that will help us tackle our largest and most crippling problems head-on. This Budget and Five Year Plan also contains a new revenue source, a tax on sugary drinks, that will cover all of the costs of these vital programs over the Five Year Plan, as well as allow additional contributions to the City's pension fund.

Despite recovering from the recession of 2007-2009, the City still operates with very narrow margins, and any moderate change in revenues or expenditures can create real challenges within the City's budget. Each fiscal year of the Plan ends with much lower fund balances than recommended by government experts. In FY18, the fund balance reaches a low of \$37.7 million, less than 1% of revenues -- and peaks in FY21 at \$127 million -- 2.8% of revenues -- still less than half of the City's 6-8% goal. Having a healthy fund balance would allow the City to have greater flexibility, mitigate current and future financial risks, and to ensure predictability of services. With high fixed costs such as our contribution to the Pension Fund (projected at over 15% of the City's budget in FY17), as well as our contribution to the School District, debt service, and indemnities, all other important services and programs upon which residents depend are squeezed for resources.

Major taxes are projected to show moderate base growth throughout the Five Year Plan. For the Wage Tax, the base growth values are projected at between 3 and 4% annually. The Plan includes wage tax rate reductions costing \$214.6 million over the five years, and rates are proposed to decline from the current resident rate of 3.9102% to 3.7276% in FY21, and current non-resident rate of 3.4828% to 3.3202% in FY21. The reform of the Business Income and Receipts Tax is also included in the Plan, with legislated reductions in the rate, exclusions, and single sales factor apportionment costing \$270.6 million. Base growth fluctuates throughout the Plan, from 1.5% to 4% depending on the year, although there has been a rise in the number of credits taken by businesses in recent years, causing some concerns about the total revenue collected for this fiscal year. Largely because of those credits, BIRT collections are projected to be about \$60 million lower than they were projected to be a year ago.

For the Real Property Tax, the City remains committed to ensuring that real estate assessments are fair and accurate. For FY17, the OPA reassessed all land values in the city, and the Budget Office assumes that will result in an additional 3% growth of residential taxable market values in our projections. For FY18, OPA will reassess all commercial properties (projected to produce 3% growth in commercial taxable market values), and then for FY19 and beyond, once a new Computer Assisted Mass Appraisal (CAMA) system is in place, OPA will complete a full reassessment annually.

The Sales Tax is also showing some moderate growth of between 3.3% and 3.7% annually. As a reminder, the first 1% of the local portion of the Sales Tax goes to the City's general fund, and is projected to bring \$150 million in FY17. The second 1% is shared between the City and the School District, with \$120 million going to the School District and the remainder to the City – first, through FY18, to pay off debt service for a school district borrowing, and then to the Pension Fund. In the last year of this Five Year Plan, an additional \$52.6 million is projected to be available for the Pension Fund due to the Sales tax proceeds. The remaining taxes are also showing moderate growth. The City's Real estate transfer tax is now projected at pre-recession levels, showing Philadelphia's recovery from the downturn in 2009-2010.

In order to provide the ability to make important investments, the proposed Five Year Plan sought a number of efficiencies throughout City agencies, and looked at ways that we could improve our delinquent collections. Almost \$70 million in additional collections are expected to be collected from the FY15 baseline by the end of the Plan, due to a variety of initiatives within the Revenue Department. These investments include doubling the number of billings to inform taxpayers on a more frequent basis, increasing the number of service representatives assisting taxpayers, and adding technical programming to their IT system. By more broadly publicizing the list of top business tax delinquents, Revenue also expects to boost collection activities, and another Tax Lien sale is planned for FY17, building off the prior two highly successful sales. City managers have also been tasked with carefully controlling spending, most notably through management of overtime in a variety of departments across the City.

Despite these efficiencies and revenue enhancements, in order to meaningfully tackle long-term challenges such as poverty, education, and neighborhood inequity, we have to look outside of the existing budgetary resources. With low fund balances, the Administration examined other revenues that could provide recurring funding for programs that are proven to make an impact in the lives of children and families. We believe that taxing sugary drinks will provide the City with the necessary funding to deliver critical services, without raising a broad-based tax that would be challenging for all residents and families across Philadelphia. The tax is proposed to be levied on the distributors of sugary drinks, at 3 cents per ounce, and is expected to generate approximately \$96 million annually when fully implemented.

The largest investment funded by the sugary drinks tax is the expansion of quality Pre-Kindergarten to thousands of families across the city. Currently, 46% of Philadelphia's Kindergarteners show up to their first day of school unprepared to learn. At that point, they are already behind their peers, and they often stay behind for their entire academic careers. But studies show that children who complete quality pre-



K are more likely to stay on track in the early grades, graduate high school, complete college and become employed adults.

As a City continually seeking cost-effective ways to better support local schools, quality pre-K expansion is the solution. It presents a tremendous cost saving potential for the School District by dramatically reducing the need for special education services. The Commission on Universal Pre-K found the District could save as much as \$72 million per cohort. Additionally, affordable, quality pre-K benefits families just as much as students. In a state where childcare costs rival college tuition rates, publicly-funded, quality pre-K enables parents to actively participate in the workforce with reduced absenteeism and higher productivity. By committing \$256 million in this Five Year Plan, when combined with State and Federal funding, we can reach almost 25,000 quality, publicly-funded pre-K seats in Philadelphia in the next 3 years.

The tax on sugary drinks would also enable the City to pay debt service on the cost of borrowing for Rebuilding Community Infrastructure. With a \$348 million investment from the City (of which \$48 million is from the City's Capital Program), combined with State and private philanthropic donations, our parks, libraries, recreation centers and trails can improve significantly and become safe havens for children and families to enjoy. We know that students who participate in extracurricular activities have a 15% higher school attendance rate than non-participating students, and our students, seniors, and all residents for that matter, deserve quality spaces that they can enjoy.

The Five Year Plan also proposes an additional \$39 million to create 25 Community Schools. Community Schools provide services such as healthcare, job training, and other programs, directly in the school where residents can access them most easily. These services are organized by a dedicated coordinator who works with the community to determine which services are most needed. As a result, the services in each community school vary, but the goal is the same: we allow educators to focus on teaching, and students to focus on learning, instead of concentrating on hunger, sickness, or even in some cases, shelter. The community schools approach is having a positive impact in cities all across the nation. Low performing schools in Los Angeles, Cincinnati, Austin and Baltimore are reducing the barriers to student success, thereby increasing academic achievement.

The sugary drinks tax also provides revenue to cover the costs of debt service related to borrowings for the Philadelphia Energy Campaign, a cause championed by the Council President. Through these investments, City buildings will become more sustainable and energy efficient, saving the City utility costs. These upfront investments have a high return on investment, and will pay for themselves after the projects have been completed through utility savings.

And finally, the sugary drinks tax will enable the City to add more funds to our biggest fiscal challenge: the City's Pension Fund. The contribution to the Pension fund is now projected to take up 15.4% of all City General Fund expenditures -- \$641 million in FY17 -- squeezing out many other critical expenditures. However, the Fund is only 45% funded, meaning that we have more liabilities than assets. While the \$26 million from the sugary drinks tax is small compared to the size of our pension challenge, improving the

funding level of the Pension Fund is critical – and this contribution shows that any opportunity that we have to add additional resources, even when relatively small, the Administration plans to take. That is an important signal to send to both our creditors as well as to our citizens and our workforce.

Thank you for the opportunity to testify today. Members of the Administration are here, and we would be glad to answer any questions that you may have.