

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, April 9, 2019
10:35 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN JANNIE L. BLACKWELL
COUNCILMAN ALLAN DOMB
COUNCILMAN DEREK S. GREEN
COUNCILMAN WILLIAM K. GREENLEE
COUNCILWOMAN HELEN GYM
COUNCILMAN KENYATTA JOHNSON
COUNCILWOMAN CHERELLE L. PARKER
COUNCILWOMAN BLONDELL REYNOLDS BROWN

BILLS 190152, 190153, and 190154
RESOLUTION 190164

- - -

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCIL PRESIDENT CLARKE: Good
3 morning. We're going to start now. This
4 is the public hearing of the Committee of
5 the Whole regarding Bills No. 190152,
6 190153, 190154, and Resolution No.
7 190164.

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

10 THE CLERK: Bill No. 190152, an
11 ordinance to adopt a Capital Program for
12 the six Fiscal Years 2020 through 2025
13 inclusive.

14 Bill No. 190153, an ordinance
15 to adopt a Fiscal 2020 Capital Budget.

16 Bill No. 190154, an ordinance
17 adopting the Operating Budget for Fiscal
18 Year 2020.

19 Resolution No. 190164,
20 resolution providing for the approval by
21 the Council of the City of Philadelphia
22 of a Revised Five Year Financial Plan for
23 the City of Philadelphia covering Fiscal
24 Years 2020 through 2024, and
25 incorporating proposed changes with

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 respect to Fiscal Year 2019, which is to
3 be submitted by the Mayor to the
4 Pennsylvania Intergovernmental
5 Cooperation Authority (the "Authority")
6 pursuant to the Intergovernmental
7 Cooperation Agreement, authorized by an
8 ordinance of this Council approved by the
9 Mayor on January 3, 1992 (Bill No.
10 1563-A), by and between the City and the
11 Authority.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you, Mr. Stitt.

14 Today we continue the public
15 hearing of the Committee of the Whole to
16 consider the bills read by the Clerk that
17 constitute proposed operating and capital
18 spending measures for Fiscal Year 2020, a
19 Capital Program, and a forward-looking
20 Capital Plan for Fiscal 2020 through
21 Fiscal 2025.

22 Today we will hear testimony
23 from the following City departments:
24 Commerce and OEO, Public Property, and
25 Fleet Management.

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2 The first person to testify is?

3 THE CLERK: Harold Epps.

4 COUNCIL PRESIDENT CLARKE:

5 Mr. Epps and his team.

6 (Witnesses approached witness
7 table.)

8 MR. EPPS: Good morning,
9 President Clarke.

10 COUNCIL PRESIDENT CLARKE: Good
11 morning.

12 MR. EPPS: How are you, sir?

13 COUNCIL PRESIDENT CLARKE:
14 Great.

15 MR. EPPS: We'll always be
16 smart to never go anywhere without their
17 team.

18 Good morning, President Clarke
19 and members of City Council. I am Harold
20 T. Epps, Director of Commerce. Joining
21 me today is Sylvie Gallier Howard, First
22 Deputy Commerce Director, and Iola
23 Harper, Deputy Commerce Director for
24 Economic Opportunity. Also present are
25 many of the Deputy Directors and members

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 of the Commerce team, and I am proud to
3 provide testimony on Commerce's Fiscal
4 Year 2020 Operating Budget.

5 Having learned from the past,
6 I'm only going to summarize the testimony
7 that you all have in front of you.

8 COUNCIL PRESIDENT CLARKE:
9 Thank you.

10 MR. EPPS: So the last three
11 years I've had the privilege of leading
12 the Commerce Department through a period
13 of prosperity and growth that has allowed
14 me to attend many grand openings and
15 commemorate many milestones that will
16 contribute to the City's long-term
17 growth, although last year there have
18 been many new businesses that have
19 opened, including Amicus, a New Jersey
20 life sciences company that has chosen
21 Philadelphia for its second office.
22 Entercom, one of the country's two
23 largest radio broadcasters, chose to
24 relocate from the suburbs to
25 Philadelphia. Many other companies have

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2 followed that same path, Grubhub, a
3 rapidly growing publicly traded food
4 order company that established
5 Philadelphia as its corporate
6 headquarters with 100 jobs, and many
7 other businesses that have expanded their
8 footprint into Philadelphia such as WuXi
9 AppTec, Saxbys, and of course Comcast and
10 their magnificent second tower.

11 On the other side of the coin,
12 we have made over the last 12 months 20
13 corridor visits that have allowed us to
14 interact with a lot of small companies,
15 small businesses in all parts of the
16 City, and over my tenure, that now totals
17 over 60 neighborhood and corridor visits
18 that we've made. That's just a sampling
19 of the activity we've been involved in.

20 Though government does not make
21 jobs, we just help facilitate it, we're
22 proud of the fact that over the last
23 three years, Philadelphia has outgrown
24 the national average in job growth, and
25 that's the first time that's happened in

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 almost everybody's lifetime that's in
3 this room.

4 Just a snapshot of the work
5 that we have been focused on and will
6 continue to focus on over the next 12
7 months would include neighborhood
8 corridors. We will continue to make
9 those visits, which will provide us many
10 opportunities to support our small
11 businesses.

12 We have an additional focus on
13 elevating Philadelphia's brand. That
14 will allow us to further tell the story
15 of Philadelphia that will put us in even
16 a better position to continue to attract
17 and retain businesses to Philadelphia.
18 That will also allow us to be smart about
19 making significant investments in the
20 City's talent pipeline. A lot of work is
21 being done there. Not only this, this
22 also will drive our ability to make
23 Philadelphia a lot easier to do business
24 with.

25 So that being said, I am

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2 especially proud of the team that
3 Commerce has and that we're charged to do
4 the work on behalf of the City, and I
5 want to thank City Council for working
6 closely with us to push forward these
7 important changes and improvements to
8 further the momentum that we're
9 experiencing and to ensure a better
10 Philadelphia for all.

11 So that's a quick summary of
12 what we've been involved in. We're here
13 to answer any questions that will come
14 before us.

15 Thank you for your time and
16 attention.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you very much for your testimony.

19 I had a couple of scripted
20 questions, but I want to ask you about
21 something that's been discussed for, I
22 guess, basically decades, particularly in
23 the City of Philadelphia given our
24 poverty rate. It is clear that there are
25 a number of components that relate to

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2 poverty and the challenges that keep
3 people in poverty and have people that
4 are teetering around poverty. A slippage
5 one way or another could go in a
6 particular direction.

7 As you know, we recently, City
8 Council, had a press conference to talk
9 about its Narrowing the Gap initiative.
10 Again, shameless plug. I'm sure you've
11 seen a copy of this. I actually did that
12 on TV Sunday. I was on there with
13 Councilwoman Quinones-Sanchez. Shameless
14 plug, but it was a really significant
15 debate, discussed these issues.

16 The Chamber of Commerce at a
17 recent -- and I believe, Mr. Epps, you
18 were there -- at a recent City Council
19 reception, they talked about their new
20 initiative to address poverty.
21 Philadelphia's delegation -- and I want
22 to thank them -- and the State rolled out
23 an initiative that in large part talked
24 about poverty.

25 So everybody is kind of getting

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2 on the same page and with hopefully an
3 actionable plan, because we have been
4 discussing this forever, and at the end
5 of the day, we continue actually I'm
6 hearing since the '70s, we've been either
7 at or near the top of the largest
8 municipalities as it relates to the
9 poverty rate, which is something that we
10 prefer not to have as a designation.

11 Can you tell me -- and I know
12 that the Administration has been working
13 on this in a number of ways, not only
14 this Administration but prior
15 Administrations acknowledged it. I
16 understand that there was a discussion
17 about having a stronger fiscal position
18 and, as a result of that, possibly making
19 investments to deal with this.

20 So can you kind of tell me as
21 we move ahead what the strategy is in
22 your department since you're given the
23 task of facilitating, maybe even creating
24 in some sense jobs/opportunities. Can
25 you talk to me about what your

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2 department's short-term and long-term
3 goals are as it relates to that?

4 MR. EPPS: Sure. And let me
5 just start by saying having been on both
6 sides of the ledger over the last half
7 decade, both private sector and now three
8 years in the public sector, I would first
9 like to remind us that, yes, we still
10 lead the nation of cities over a million
11 people at the poverty rate, but the
12 poverty rate, maybe we all don't
13 appreciate, is still down two and a half
14 points from its peak. The peak was in
15 2011 at about 28 percent. We're down to
16 26 percent. So going in the right
17 direction. We need to go faster.

18 COUNCIL PRESIDENT CLARKE: But
19 isn't that -- not to cut you off. Isn't
20 that based on more people moving in that
21 are not in poverty? I think that
22 reduction has more to do with people
23 moving into the City that are above the
24 poverty rate as opposed to the people
25 that are currently in poverty being

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2 reduced. So that designation --

3 MR. EPPS: That is not what our
4 data says. The data says that at the
5 same time in 2011 there were 415,000
6 people in poverty. Right now it's
7 390,000. So 25,000 people less. So I'm
8 only going by the data.

9 COUNCIL PRESIDENT CLARKE: I
10 understand.

11 MR. EPPS: I think we all would
12 say we still have a challenge, and we're
13 working on that challenge.

14 So for Commerce, we start by we
15 need to have an environment that is open
16 to business to create jobs, because jobs
17 is the fastest way out of poverty. And I
18 should say a job that pays a living wage.
19 So I want to applaud City Council, the
20 Administration, and everybody else that's
21 trying to lift the wages such that people
22 who go to work every day are not still in
23 poverty.

24 We still have a lot of
25 challenge there, because a lot of our

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2 jobs are service jobs and they are still
3 at the impoverished level. So we got
4 some work to do. In fact, I was in
5 Harrisburg yesterday. One of the things
6 we all need to be working on is trying to
7 get the State to send a signal that the
8 minimum wage needs to be higher.

9 So we've got to make sure that
10 people have a job, but that job also pays
11 a living wage so they're not in poverty.

12 So we'll continue to focus on
13 providing an opportunity in an
14 environment and a backdrop that makes us
15 business friendly, to have the
16 appropriate set of guidelines and
17 policies that attract business to
18 Philadelphia and yet retain the ones we
19 have.

20 A lot of our work, we meet with
21 all the Councilpeople two or three times
22 a year to talk about the work in the
23 neighborhoods that will provide the
24 attractiveness of jobs to flow out into
25 the corridors and to our small

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2 businesses. And so a lot of the work
3 that you all have helped support around
4 Power Up, 10KSB, a lot of technical
5 assistance work that we do provides the
6 ability for entrepreneurs to get the
7 skills they need to grow their businesses
8 so they can grow jobs.

9 The Workforce Development
10 Office has a dual reporting relationship
11 to me and other parts of the
12 Administration, and a lot of that work is
13 trying to raise the skill set of our
14 birth citizens such that they can take
15 advantage of the jobs that are coming.

16 We still have a major gap
17 between the knowledge economy that the
18 world is demanding and in fact the
19 colleges are demanding and some of the
20 skills that we do or do not have. So a
21 lot of work is going into raising that
22 skill set through the Workforce
23 Development Office.

24 So that's just a list of some
25 of the things we're doing immediately.

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2 At the end of the day, my headline would
3 be we've got to raise the educational
4 level. That's a long-term issue, because
5 at the same time when we lead the nation
6 at a poverty rate, we also have one of
7 the lowest two- and four-year degree
8 attainment rates of our birth citizens.
9 So a long-term path for Philadelphia is
10 we've got to make our workforce and our
11 population more competitive for the jobs
12 that are commanded today and tomorrow.

13 Entrepreneurship is the other
14 way that I summarize as your comment is
15 directed that gets people out of poverty,
16 and, that is, to have them have the skill
17 set to be able to run a business that
18 will support their family and then grow
19 beyond that.

20 So a lot of work around
21 education, a lot of work around
22 entrepreneurs. But I will say to you
23 that this is a long-term challenge. And
24 on the other side of the coin, virtually
25 all cities in America have poverty rates

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2 above 20 percent. So, yes, we're at 26,
3 and one of the goals that we do have
4 before this Administration is over, we
5 hope, is to watch those numbers continue
6 to fall, and I believe with the work
7 we're doing, they will fall, but they
8 will fall gradually.

9 COUNCIL PRESIDENT CLARKE:
10 Right. So what would you say is the most
11 significant sustainable job growth in the
12 City of Philadelphia?

13 MR. EPPS: Significant job
14 growth area?

15 COUNCIL PRESIDENT CLARKE:
16 Sustainable.

17 MR. EPPS: Sustainable job
18 growth area?

19 COUNCIL PRESIDENT CLARKE:
20 Yeah. What industry?

21 MR. EPPS: So all the data says
22 it has been and will continue to be meds
23 and eds. They make up a third of our
24 jobs, and that's given the aging of our
25 population and given the number of

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2 hospitals and universities that we have
3 and they continue to grow, and they are
4 anchors of employment in the City. The
5 industry that is there today that's
6 likely to continue will be meds and eds.

7 Hospitality, we know right
8 within the five-block radius, right now
9 we're probably building six new hotels.

10 COUNCIL PRESIDENT CLARKE: So
11 let me -- not to cut you off. So on eds
12 and meds -- I think we all know the
13 answer to that question. I just want to
14 put it on the record. What directly are
15 we doing to close that skills gap?
16 Because you hear the national numbers,
17 job creation. Every Thursday, I believe,
18 they come out, and then once a month they
19 talk about the monthly numbers, and the
20 assumption is that Philadelphia is in
21 that mix of job creation.

22 What are we doing directly to
23 close the skills gap for those jobs that
24 are being created out in the University
25 of Penn, Drexel, Hahnemann, all those

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2 healthcare job opportunities? Are we
3 focusing on that in terms of adult
4 education, short term, or are we focusing
5 in the -- I should be asking -- I'll
6 obviously ask this question when the
7 School District comes here about those
8 10th, 11th, those high schoolers in
9 preparation for secondary educational
10 opportunities to take advantage of the
11 job growth. Because unfortunately people
12 are always going to be sick, and the fact
13 we have an infrastructure that's
14 inclusive of so many institutions
15 relating around healthcare, there's going
16 to always be job opportunities there.

17 So can you tell me directly
18 what are we doing to close that skills
19 gap to make sure there are folks that get
20 an opportunity in that sustained job
21 growth industry?

22 MR. EPPS: I'm going to give
23 the very headlines and I'm going to pass
24 it to my right.

25 COUNCIL PRESIDENT CLARKE:

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2 Sure.

3 MR. EPPS: So the bottom line
4 is, one of the things that this
5 Administration did to build the
6 collaboration was appoint to the
7 Community College Board of Directors,
8 Board of Trustees, myself and Sheila
9 Ireland for tighter coupling to ensure
10 that the Workforce Development Office,
11 which she leads, is tightly coupled with
12 the City College of Philadelphia, and
13 through that collaboration, a lot of
14 focused, intentionality work is taking
15 place to get that skills gap, and I'll
16 let Ms. Ireland speak to that.

17 COUNCIL PRESIDENT CLARKE: Good
18 morning.

19 MS. IRELAND: Good morning.
20 Sheila Ireland, Executive Director of the
21 Office of Workforce Development.

22 So there are a number of
23 strategies being employed across this
24 continuum we like to call The Power of
25 Partnership. So I wish I had our report

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2 so I could wave it as well.

3 COUNCIL PRESIDENT CLARKE: You
4 got to bring the shameless plug.

5 MS. IRELAND: Shameless plug.

6 COUNCIL PRESIDENT CLARKE: You
7 know what I mean?

8 MS. IRELAND: But I think to
9 speak to your question specifically, that
10 report is entitled "The Power of
11 Partnership" because it talks about,
12 perhaps for the first time in
13 Philadelphia's history, intentionally
14 having major institutions play well
15 together.

16 So, for example, the School
17 District is part of our partnership that
18 talks about building opportunities for
19 opportunity youth, putting work-based
20 learning experiences into the classrooms
21 for high school and middle schoolers so
22 they understand how to effectively
23 connect to work when they graduate from
24 school or make choices that are very
25 supportive of the careers that they're

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2 making.

3 It's the opportunity to work
4 with Philadelphia Works to build
5 apprenticeship programs and to bring the
6 PAsmart grant money that came to
7 Philadelphia to build apprenticeships
8 across the board so people have the
9 opportunity at little to no cost to
10 actually engage in earn and learn
11 opportunities so that they can become
12 part of these industries that we're
13 talking about.

14 MR. EPPS: Let me also add that
15 the other strategy is to have consistency
16 of oversight. So in addition to the two
17 of us serving on the Community College
18 Board, we also serve on the Philadelphia
19 Works Board. And, again, that's
20 intentional, trying to get as much
21 alignment and seamless communication
22 between entities that will drive the
23 strategy of workforce, because we
24 recognize its criticality to today and to
25 future Philadelphia.

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2 MS. IRELAND: And to Harold's
3 point very specifically, I think it is
4 about that finally having this synergy,
5 right? Because we worked towards this
6 problem for decades, as you noted, in
7 silos, right? One entity does something.
8 We're all trying to fight the same war,
9 but we haven't necessarily come together
10 around it.

11 So I think for the first time,
12 you're seeing us work together
13 intentionally, not just across large
14 organizations but across departments.
15 For instance, you see the Office of
16 Workforce in everything from Roadmaps to
17 Safer Communities to inclusive growth for
18 Commerce. We just featured a conference
19 for the future of work here in City Hall
20 two weeks ago. We're working across and
21 in a number of different ways to really
22 bring that synergy I think that will help
23 support the outcome you're looking for.

24 COUNCIL PRESIDENT CLARKE:
25 Okay. All right. I got a significant

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 number of follow-up questions, but I'm
3 over my allotted time. So thank you.

4 I'm going to call on my
5 colleague Councilwoman Reynolds Brown.

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

8 Good morning, first of all.

9 MR. EPPS: Good morning.

10 COUNCILWOMAN BROWN: For the
11 first round of questioning, I'm going to
12 share with you questions provided by
13 Councilwoman Sanchez, and I'll get to my
14 line of questioning after the next round.

15 So I need to say thank you for
16 always offering Councilmembers an
17 opportunity to tour corridors. My office
18 participated last year in joining you on
19 a number of those corridors, and
20 Councilwoman Sanchez's questions are
21 focused on corridors. And so here they
22 are:

23 How many corridors are
24 recognized by the City of Philadelphia?

25 MR. EPPS: How many corridors

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 are recognized by the City of
3 Philadelphia? The lady who can answer
4 that is Ms. Karen Fegely. I will pass
5 the mic.

6 COUNCILWOMAN BROWN: State your
7 name again for me.

8 MS. FEGELY: Sure. Good
9 morning. Karen Fegely, Deputy Commerce
10 Director.

11 So we follow the Planning
12 Commission, their survey of the City, and
13 they recognize -- they identify close to
14 300 commercial corridors in the City.
15 Now, typically when we're talking about
16 our commercial corridor strategies and
17 programs that we work with Council on and
18 that we try to implement, we're looking
19 at around 80 that we identify as
20 neighborhood, pedestrian,
21 transit-oriented corridors that are sort
22 of densely occupied around like probably
23 80-plus businesses on a few-block
24 stretch. So those are the ones that we
25 focus our work on.

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2 COUNCILWOMAN BROWN: How many
3 of those corridors receive funding from
4 the City of Philadelphia? And my own
5 separate question is, what criteria do
6 you use to decide what corridors get
7 lucky for a particular fiscal year in
8 terms of funding?

9 MS. FEGELY: So we try to hit
10 them with as many different incentives or
11 tools in our toolbox as we can. The
12 program that has the broadest reach right
13 now is the CDC Tax Credit program, which
14 isn't specifically a corridor program,
15 but it's a program that provides funding
16 to CDCs who do economic development work
17 in our neighborhoods. And so there's 40
18 organizations benefitting from that
19 currently.

20 COUNCILWOMAN BROWN: Currently?

21 MS. FEGELY: Yes. And then we
22 are going to add another group of CDCs
23 who will benefit from a new program
24 called the CDC Economic Development
25 Support Grant, which was driven through

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 Council legislation last year, to add
3 another \$500,000 in funding to
4 organizations that don't get to take
5 advantage of the tax credit program.

6 COUNCILWOMAN BROWN: But
7 currently the CDC Tax Credit is federally
8 funded, correct?

9 MS. FEGELY: No. That's a City
10 program that allows -- businesses make
11 contributions to a CDC and, in exchange,
12 the City provides a tax credit to those
13 businesses.

14 COUNCILWOMAN BROWN: And --

15 MS. FEGELY: But I think what
16 you're probably talking more about is our
17 process, our RFP process, where we fund
18 organizations for corridor managers or
19 corridor cleaning. Those are sort of
20 our --

21 COUNCILWOMAN BROWN: Before we
22 get to that, there's some incremental
23 questions here that I think we need to
24 put on the record.

25 MS. FEGELY: Sure.

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2 COUNCILWOMAN BROWN: So
3 separate from that, I visited a couple of
4 businesses who want to benefit from now
5 what I know to be the CDC tax credit, but
6 they do not sit on the corridors, on one
7 of the 80 neighborhood corridors, or one
8 of the 40 CDCs currently being funded.
9 So how can they benefit and get in the
10 loop of these kind of opportunities?
11 Both of them are minority-owned women
12 businesses -- that's redundant.

13 Women-owned -- African American
14 women-owned businesses.

15 MS. FEGELY: So these are
16 businesses that want to know how they can
17 tap into different incentives?

18 COUNCILWOMAN BROWN: For this
19 particular effort, yes.

20 MS. FEGELY: Right. Well,
21 again, that program -- that is money that
22 goes to a community development
23 corporation, which then allows them to
24 have staff to work with people. It's not
25 money for the businesses directly.

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2 What we generally -- we
3 support, as the Commerce Department, we
4 support every business in the City. I
5 mean, that's our job, is to try to help
6 every business. That doesn't always mean
7 we can provide dollars. What we do is,
8 we provide one-on-one assistance through
9 our Business Services Team and we connect
10 them --

11 COUNCILWOMAN BROWN: Stop right
12 there. I'm aware of all of that, because
13 this is an area that I've cared about for
14 a mighty long time.

15 MS. FEGELY: I know.

16 COUNCILWOMAN BROWN: So I don't
17 want to use the time about what you do.
18 Where there is concern and unhappiness is
19 the lack of followthrough with
20 bureaucrats who when these women business
21 owners call in, they're left hanging, and
22 weeks go by before there's a return to
23 pick up with where they left off.

24 So how do you monitor to ensure
25 that there's the followthrough for

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 minority business owners who want to own
3 a business, run a business so they can
4 feed their families and put people to
5 work?

6 MS. FEGELY: I mean, I'm
7 acceptable for businesses not to get the
8 answers they need, so --

9 COUNCILWOMAN BROWN: So what
10 kind of recourse do businesses have then?

11 MS. FEGELY: I mean --

12 COUNCILWOMAN BROWN: Is there
13 any?

14 MS. FEGELY: I don't know what
15 particular recourse. We have a --
16 Commerce has a hotline, has a business
17 services number, 215-683-2100. So
18 businesses can call that any time. I
19 mean, it's not manned 24/7, but they will
20 always get a response to that. And so if
21 a business is having an issue with any
22 department, including with the Commerce
23 Department, I mean, they can always
24 respond again.

25 COUNCILWOMAN BROWN: And that

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 number again is what for the record?

3 MS. FEGELY: 215-683-2100. We
4 also have just a general e-mail,
5 business@phila.gov, so that again any
6 business, any time they have a question,
7 can reach out to us, and our job is to
8 connect them and make sure they get the
9 answers they need.

10 COUNCILWOMAN BROWN: Is that --

11 MR. EPPS: Councilwoman, one of
12 the things that we are working on, it's
13 not yet finished, we're trying to figure
14 out, quite frankly, what the small -- not
15 necessarily small business. What the
16 business bill of rights should be, what
17 should people expect from us. That is
18 work that's in progress, but not yet
19 complete.

20 COUNCILWOMAN BROWN: Do you
21 still have the division or department in
22 Commerce that is in the business of
23 wrapping their arms around small
24 businesses and sort of holding their
25 hand? It was initially staffed by

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 Dr. Gregory. Is that department still
3 available?

4 MS. FEGELY: Absolutely.

5 That's our Office of Business Services,
6 yeah. And that's under my purview, and
7 NazAarah Sabree directs the ten business
8 service managers. They're assigned
9 geographically around the City, and
10 they're the ones that are our first line
11 of response for any business with any
12 question.

13 COUNCILWOMAN BROWN: And that
14 is separate from the technical assistance
15 you provide to agencies that are -- the
16 businesses that are benefiting from the
17 CDC tax credit to the 40 CDCs currently
18 enjoying that fund, correct?

19 MS. FEGELY: Yeah. Oh, yeah.
20 Absolutely. It's a separate thing. And
21 in addition, we provide funding to -- we,
22 Commerce, directly use our federal CDBG
23 funds. We provide funding to non-profit
24 organizations that offer technical
25 assistance and training and access to

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2 capital for businesses. So places like
3 Entrepreneur Works, PIDC, FINANTA, The
4 Enterprise Center, organizations like
5 that we provide funding to so that we can
6 direct businesses and match them up with
7 the help they need.

8 COUNCILWOMAN BROWN: Okay. The
9 bell has rung. On the next round I'd be
10 curious to know what do those efforts
11 yield in terms of actually creating and
12 supporting minority and women-owned
13 businesses. It's one thing to provide
14 the service; it's another to see what the
15 yield is, because that informs how well
16 you're doing or not.

17 MS. FEGELY: Absolutely.

18 COUNCILWOMAN BROWN: So I'd be
19 curious to know what the yield is of
20 those efforts.

21 MS. FEGELY: Okay.

22 COUNCILWOMAN BROWN: Thank you,
23 Mr. President.

24 COUNCIL PRESIDENT CLARKE:
25 Thank you, Councilwoman.

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2 The Chair recognizes
3 Councilwoman Parker.

4 COUNCILWOMAN PARKER: Thank
5 you, Mr. President.

6 And good morning to each of
7 you.

8 Karen, I'm going to focus my
9 line of questioning around commercial
10 corridors as well. Neighborhood
11 stabilization and preservation has been a
12 key concern I think of all of
13 Councilmembers since I've been here and
14 commercial corridor stabilization and
15 preservation. You can't talk about
16 neighborhood stabilization without
17 looking at and thinking about the health
18 of our commercial corridors. And my
19 staff has spent a great deal of time on
20 working on our corridors, and the success
21 that we've been able to have would not be
22 possible without working in tandem with
23 your team. So if you all had gotten it
24 wrong, I would be here right now letting
25 you know a thousand percent how I feel,

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 that you had not been responsive, but in
3 this instance in the Ninth District,
4 we've worked well together, and I want to
5 say a special thank you to Karen, to
6 Yvonne Boye, Salim Wilson, Michelle
7 Price, Dennis Murphy, Natalie Jackson --
8 she helped us with our study -- NazAarah
9 Sabree, along with Ting Wang, and I hope
10 I pronounced her name correctly, but she
11 has helped us when we needed a translator
12 for many of the business owners on the
13 corridor, because language is sometimes
14 the greatest divider in us having to do
15 the hard work of getting to each
16 business, letting them know what services
17 are available, and then strongly
18 encouraging them to participate. So I
19 wanted to say thank you there.

20 Now I want to talk about
21 commercial corridor cleaning, and I know
22 some of my questions are related to the
23 Streets Department, but they're also
24 related to Commerce.

25 Now, you mentioned in response

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 to Councilwoman Reynolds Brown 300
3 commercial corridors overall, but 80
4 identified as sort of neighborhood
5 pedestrian corridors. Tell me how many
6 commercial corridors currently get
7 year-round street cleaning? There was an
8 article that was written in Plan Philly
9 that said that technically there were
10 eight year-round street cleaning routes.
11 So I wanted to know, does that sort of --
12 is that in line with what Commerce knows?

13 MS. FEGELY: No. That's a
14 Streets question. I can try to find out
15 for you, but that's in addition to, yeah,
16 the sidewalk cleaning program that we do.

17 COUNCILWOMAN PARKER: So that's
18 in addition to the sidewalk cleaning.

19 So how often does Commerce work
20 with the Streets Department relative to
21 street cleaning?

22 MS. FEGELY: We talk to Streets
23 all the time, as you know, because your
24 staff is doing it too, and we are
25 definitely going to coordinate on this

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 new street cleaning pilot to make sure
3 that the pilot areas include corridors
4 that we're coordinating.

5 From what I understand, I think
6 the plans for the street cleaning pilot
7 is, it will be a once-a-week thing. So
8 it will complement but it won't take the
9 place of any sidewalk sweeping we're
10 doing. I mean, hopefully it will be
11 great in the residential areas and the
12 commercial areas. They still are going
13 to need that daily -- at least once daily
14 kind of sweeping.

15 COUNCILWOMAN PARKER: And the
16 reason why I start there is because I
17 know the Five Year Plan proposes
18 additional funding of \$250,000 annually
19 for the Commerce Department to increase
20 cleaning on commercial corridors, but for
21 me \$250,000 is like a half of a penny to
22 address the needs for commercial corridor
23 cleaning in the City of Philadelphia.

24 And so with that in mind, when
25 I think about what an additional \$250,000

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2 annually will get us, like how many more
3 commercial corridors can you clean with a
4 half a penny, that \$250,000, an
5 investment in this area means? Can you
6 quantify it? \$250,000 is equal to how
7 many more corridors?

8 MS. FEGELY: Yeah. This
9 current year as of right -- in FY19,
10 we're funding 26 corridors to clean with
11 about \$850,000. So the grants range from
12 like 25 to 60 maybe depending on the size
13 of the area and the amount of trash.

14 The additional funds actually,
15 because it is an additional 250 added to
16 the line item, which is a good thing,
17 because last year we actually went above
18 our line item. We used some money from
19 some other places. So last year we spent
20 850. This year in FY20 we'll have 900.
21 So we're only going to probably be able
22 to add one group or maybe just increase
23 everyone's amount by a little bit.

24 COUNCILWOMAN PARKER: Right.
25 So, in essence, that additional \$250,000

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2 does not mean that we're going to be able
3 to add 15 more corridors that are
4 currently not included in the program.

5 MS. FEGELY: No.

6 COUNCILWOMAN PARKER: That's
7 it.

8 My question to you is, if there
9 was an additional \$2 million included in
10 this program, would you be able to
11 quantify how many more corridors in the
12 City of Philadelphia would be able to be
13 cleaned if there was an additional \$2
14 million?

15 MS. FEGELY: Yeah, absolutely.
16 We have proposals right now, because we
17 do this -- we select these groups by RFP.
18 So we're reviewing proposals right now.
19 We received proposals from 33
20 organizations to do cleaning on more than
21 33 corridors, because some of them
22 represent multiple corridors, and we've
23 asked them all to give us like their
24 full -- you know, the Cadillac package,
25 just so we know what would it really take

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 for their corridors to be cleaned to get
3 a litter rating of 1, which means little
4 to no trash, and include uniforms and
5 include making sure the bags are picked
6 up and disposed of and include the living
7 wage rates as they go up too. So, yeah.
8 I mean, I don't know if I want to say
9 right here, but --

10 COUNCILWOMAN PARKER: You don't
11 have to give us that number now, but I am
12 formally requesting on the record that if
13 there were an additional \$2 million, if
14 you could forward back to Council,
15 specifically identify for commercial
16 corridor cleaning what would that mean
17 for the City of Philadelphia. And the
18 reason why I am sort of stuck here, it is
19 because of my office here in this
20 building, I look out towards the JFK, the
21 Sovereign Bank side, and I'm looking and
22 I'm watching people drop trash. I'm
23 watching people drop trash there, but
24 then I am watching a uniformed cleaner
25 who does not work for the City of

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 Philadelphia but apparently is employed
3 through the Center City District and
4 whose primary responsibility is to ensure
5 that Center City is clean. And
6 immediately after I saw that, I went to a
7 meeting in the district and I said to our
8 constituents, don't think that people who
9 are operating, living, or doing anything
10 in a more affluent area in the City, that
11 they are any cleaner than the people who
12 are in our area. The reason why those
13 commercial corridors are more
14 aesthetically appealing as it relates to
15 trash is because it is someone's job to
16 make sure that they are literally walking
17 down the street and picking up trash.

18 And so with that being said,
19 it's kind of like what I feel when we
20 would talk about endowments and I think
21 about the big institutions and then I
22 think about my little old Lincoln and us
23 not being able to do what some of the
24 other mainstream institutions, the
25 investments that they were making.

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2 All commercial corridors in
3 communities don't have the economic
4 prowess to establish BIDs where an
5 additional tax is collected that is
6 specifically directed and utilized in
7 that area to clean.

8 In addition to that,
9 Mr. President, I want to note that I was
10 in Newark last year for a meeting, and
11 I'm right down the street from City Hall,
12 and I am parked in front of Whole Foods
13 in Newark and I am watching that same
14 uniformed cleaner whose responsibility it
15 is to clean downtown Newark and I am
16 saying to myself, if Newark is getting it
17 right and they are making an investment
18 and Center City has the economic prowess
19 because it's the heart of the business
20 community, what is it that we here in the
21 City of Philadelphia, what can we do to
22 ensure that our commercial corridors are
23 clean? And in addition to that, from a
24 workforce development perspective, I'm
25 thinking about the people who could be

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2 doing the cleaning. And the reason why
3 this makes good economic sense,
4 Mr. President, is because we're not
5 talking about adding people, new
6 employees to the City's payroll, but
7 these are independent non-profit
8 organizations who we could be funding,
9 who could be employing people who live in
10 our neighborhood to clean those
11 corridors.

12 And so I want to make it a
13 mission to ensure that this department
14 receives more funding in the area of
15 commercial corridor cleaning and that it
16 is distributed equitably throughout the
17 City of Philadelphia, because I heard you
18 mention -- and you know it's a sore spot
19 for me -- you started to mention the
20 Community Development Block Grant funding
21 and I'm thinking about where those
22 dollars are spent, and they're not spent,
23 the majority of them, anywhere near --

24 MS. FEGELY: Our cleaning money
25 is General Fund. So we don't have those

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2 limitations. We make sure the cleaning
3 money goes where it's needed, yeah.

4 COUNCILWOMAN PARKER: Well, I
5 appreciate that.

6 And, Mr. President, whatever we
7 can do as a Council to work on that issue
8 to ensure that commercial corridor
9 cleaning in all neighborhoods across the
10 City of Philadelphia are a priority, I'm
11 willing to work with everybody in order
12 to make that happen.

13 Thank you.

14 COUNCIL PRESIDENT CLARKE:

15 Thank you, Councilwoman.

16 The Chair recognizes Councilman
17 Domb.

18 COUNCILMAN DOMB: Thank you,
19 Mr. President.

20 And good morning.

21 MR. EPPS: Good morning.

22 COUNCILMAN DOMB: A couple of
23 budget questions.

24 In your budget, you note an
25 increase of 30 positions in Class 100

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 that came over from PIDC in November.

3 MR. EPPS: Correct.

4 COUNCILMAN DOMB: And I'm just

5 curious, what was the reason for these

6 positions to be brought under Commerce?

7 What was the thinking?

8 MR. EPPS: The basic reason was

9 for parity and equity among the staff.

10 So historically I believe for Charter

11 reasons, people employed into Commerce

12 were put on the PIDC payroll, but over

13 time their benefit package and their

14 compensation went one way, ours was

15 consistent with the City. We thought the

16 gap was getting too wide and that people

17 deserve equal pay and equal compensation

18 of equal work.

19 COUNCILMAN DOMB: Okay. And

20 then I have a question on the InStore

21 Forgivable Loan Program. I wonder if

22 somebody could just give us a 30- or

23 40-second overview of how that works.

24 I'm not sure if everybody knows how that

25 works.

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2 MR. EPPS: I could give an
3 overview, but she can give the detail.

4 MS. FEGELY: The InStore
5 Forgivable Loan is a -- we created it as
6 a business attraction tool for our
7 low-income corridors that have trouble
8 seeing private investment without sort of
9 some extra incentive. So it's up to
10 \$50,000 for a new or expanding business
11 to use towards equipment and fit-out
12 costs. It is a loan, so there is -- it's
13 a pretty extensive paperwork process and
14 it settles as a loan at PIDC, but no
15 payments are required. The loan is
16 forgiven by the business or the property
17 providing goods and services to the
18 community for a five-year period.

19 COUNCILMAN DOMB: That's great.

20 MR. EPPS: I will say to you
21 that what I've learned in the three years
22 is, we have to be more strategic, more
23 proactive, and more intentional to get
24 resources to our neighborhoods and our
25 corridors. And these programs, I want to

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2 applaud the creators, because they are
3 some of the mechanisms that help to
4 provide the opportunity for people to get
5 up and running and sustain their business
6 in the neighborhoods.

7 Fundamentally we do it through
8 a much grander scale in the Center City
9 part of the City, but these are some of
10 the tools that are in their box to make
11 sure that opportunities are provided to
12 our small businesses in our
13 neighborhoods.

14 COUNCILMAN DOMB: How many
15 people have taken advantage of that? It
16 sounds like a great program.

17 MR. EPPS: She'll get the
18 number, but I will say to you it's not
19 enough. We find people because of their
20 histories not trusting government.
21 Language is a challenge. So that's why
22 we have diversified the languages of the
23 employees within our department, to build
24 the confidence and trust. Financial
25 resources, because it's a matching

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2 program sometimes. So all of those are
3 challenges and gaps that we aggressively
4 work on to get the number up. She'll
5 give you the exact number, but whatever
6 it is, it could be and should be more.

7 MS. FEGELY: We've done 45 over
8 the life of the program. I think it's
9 been about four years. I'll say, at the
10 risk of contradicting my boss, while I
11 would like to do more, we are now being
12 more deliberate in targeting minority
13 business owners, our lower income
14 corridors, the places that we really feel
15 need it. And so that takes more work and
16 more lead time. A lot of times we put
17 those businesses into our Biz Coach
18 program first and say work with the Biz
19 Coach, that's one-on-one sort of
20 coaching, and then submit the
21 application.

22 So it's just taking longer to
23 get them there, but we feel like the ones
24 we're doing are going to be that much
25 more impactful when we get them done.

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2 COUNCILMAN DOMB: And so how do
3 people know about this program?

4 MS. FEGELY: We rely -- like
5 most of our programs, we rely on our
6 business service team, who are out in the
7 field, as well as our commercial corridor
8 managers. So they are staff who are
9 staff at a CDC. Their job is to go out
10 and talk to businesses on the corridors.
11 Again, that program in particular,
12 InStore, is not a citywide program. It's
13 only for targeted corridors. So it's a
14 discrete population that we're
15 advertising it to.

16 COUNCILMAN DOMB: I only bring
17 it up because I think one of our
18 challenges is the level of
19 entrepreneurship in the City. When you
20 look at the numbers, the City total, I
21 think we're at 78.8 percent of our
22 businesses are owned by white people, 10
23 percent are Asian, and 2.4 percent are
24 African American. So I'm curious,
25 because this is the kind of program that

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2 probably would help a lot of our
3 businesses, and we need to build that.
4 Because even going to \$15 an hour and
5 saying that's a living wage of \$30,000 a
6 year, I'm not so sure that is a living
7 wage in today's world. But
8 entrepreneurship can lead people to a
9 much better -- you always say you make a
10 living working. You create wealth
11 owning. So if we can build more
12 entrepreneurship, and this is a great
13 program that can help people, I would be
14 in favor of it.

15 I have a bigger question I
16 wanted to ask you. 211,000 people, or 40
17 percent of our population, commutes to
18 jobs in the suburbs every day. New York
19 City is 15 percent. We're at 40 percent.
20 And then when you look at the wealth, the
21 wealth really isn't in the City. The
22 wealth of this region is in the suburbs.
23 And give you one example. Our highest
24 zip code, 19106, highest wealth, compared
25 to Gwynedd Valley, Gwynedd Valley's

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2 wealth is 118,000 on average higher, 57
3 percent higher. We have not really
4 attracted the wealth. All the wealth,
5 when you look at a wealth chart, is in
6 the suburbs.

7 What can we do to bring -- I
8 want to be bold -- 100 companies that are
9 in the suburbs to get them to -- I know
10 you're all working on this -- to open up
11 more than a branch office? Because the
12 talent is in the City. The millennials
13 are in the City. And no millennial is
14 saying to us, I can't wait to move to
15 Wayne, Pennsylvania. Just not happening.
16 They want to live in Philadelphia.

17 What can we do -- Vanguard
18 opened an office, but they're a tokenism.
19 It's not a big deal. Like Boston,
20 Fidelity is in the City. How do we get
21 these larger companies, target 100 of
22 them, knock on their door, figure out how
23 to bring them to the City in order to
24 create more jobs and stop -- it will cut
25 down on the traffic. You got 211,000

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2 people commuting outside the City.

3 And I know this is not easy,
4 because the other piece of this -- and we
5 need to hear from you about this -- is
6 that 81 percent of the people who left
7 Philadelphia from 2010 to 2016 did not
8 have children, and they left for two
9 reasons. Number one, taxes and, number
10 two, job opportunities. Nineteen percent
11 had children; 81 percent did not.

12 You're our Commerce Director.
13 We need to support you. What tools do
14 you need from us to change that equation?

15 MR. EPPS: You said the magic
16 word, "taxes." The business income and
17 receipts tax is an obstacle, but more
18 than that, the wage tax is an obstacle.
19 We could recite song and verse, though
20 it's confidential the names, but many
21 companies, particularly in our western
22 suburbs and Montgomery, Delaware, and
23 Chester County, who look at Philadelphia,
24 but because they have already rooted
25 themselves in the suburbs, their

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2 management team, their executives making
3 3, 4, 5 hundred, a million dollars a
4 year, they are not going to relocate when
5 they've got to give up \$3,500 for every
6 hundred thousand dollars. They're not
7 going to make that change, and if I were
8 out there, I wouldn't do it either.

9 So as long as our wage tax is
10 what it is, the legacy companies are not
11 going to relocate.

12 We are doing -- we're having a
13 reasonable success getting start-ups to
14 come, because they don't have all that
15 fixed salary base, already owning houses
16 and already in schools in the suburbs.
17 So our western suburbs, as long as we
18 have that gap, though it's reducing, it's
19 going to be a long time before I think
20 that we can overcome that hurdle, because
21 they don't have it.

22 So wage tax and business income
23 and receipts tax. I chair the Tax Task
24 Force now. Eleven years ago, that was
25 the issue then. It's still the issue

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2 now. And based upon the graduated
3 declines, it will still be the issue
4 five, six years from now. Quite frankly,
5 that's one of the reasons that big
6 company did not choose Philadelphia that
7 we hoped they had chosen or to give us
8 the opportunity for increased income to
9 make better choices.

10 COUNCILMAN DOMB: Thank you
11 very much.

12 Thank you, Mr. President.

13 COUNCIL PRESIDENT CLARKE:
14 Thank you, Councilman.

15 The Chair recognizes
16 Councilwoman Blackwell.

17 COUNCILWOMAN BLACKWELL: Thank
18 you, Mr. President.

19 There was much discussion
20 obviously and Councilwoman Parker brought
21 up the whole issue of cleaning our
22 commercial corridors. We're glad to get
23 a penny more, but we would rather have
24 you price out for our corridors what is
25 required and let us see what we can do.

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2 We'd like to come forward and have our
3 corridors clean. It's frustrating every
4 year to come here, talk about corridor
5 cleaning, and our corridors are still
6 dirty. If you pick up the trash Saturday
7 night, by Sunday night -- or Saturday
8 afternoon, by even Saturday night it's
9 filthy again.

10 We want a successful plan, a
11 successful plan in corridor cleaning, and
12 at least something -- you all know what
13 would be required. At least a goal to
14 which we can reach so that we don't fail
15 at corridor cleaning every year and come
16 back and we have the same programs every
17 year and we have to hear the people
18 contact us, talk to us. Even when we
19 have new corridor strips, even when we
20 have new businesses open, they end up
21 being dirty, just as the El is that we
22 got to talk about at some point and that
23 relationship to our corridors, cleaning
24 that up.

25 We've got to clean our city up,

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2 and we would like for you to work with us
3 about creating the goals we need for
4 various corridors and what that would
5 require. Can you do that for us?

6 MR. EPPS: We'd be happy to
7 provide that plan, and then it would be
8 the decision that Council and the Mayor's
9 Office will have to make about
10 affordability.

11 COUNCILWOMAN BLACKWELL: Thank
12 you.

13 MR. EPPS: We have the plan.
14 We can give a small, a medium, and a
15 large.

16 COUNCILWOMAN BLACKWELL: Thank
17 you. We don't mind fighting our fights.
18 We just need to be armed with the details
19 we need.

20 Thank you very much.

21 MR. EPPS: We're happy to do
22 that.

23 COUNCILWOMAN BLACKWELL: Thank
24 you.

25 And we are still working on

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2 various areas. I'm waiting for a meeting
3 with my vendors that you all are supposed
4 to set up for me. So somebody can get
5 that done for me. We've got to do
6 something because of our vendor issues on
7 52nd Street. So I'm waiting to hear from
8 you all on that.

9 And, number three, we are still
10 working on Africatown, as you know. Got
11 a good beginning, putting all the
12 property areas together. We talk about
13 it, and we're looking forward to bringing
14 that new and exciting program to you. It
15 will be myself and Councilman Johnson.
16 We've been working hard over there, and
17 that's going to be a very, very, very
18 exciting project.

19 And the last thing I'd like to
20 mention is that we still are working with
21 Penn on PennAssist. As you all know,
22 colleagues, we talked about that here,
23 PennAssist. And we have a program also
24 with Brandywine and Drexel doing the same
25 things where we train and hire students

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2 and people in those zip codes so that
3 they can work. And we also ask them to
4 pay -- Brandywine has paid out millions
5 of dollars to the organizations in their
6 district who want to help their
7 community.

8 So there are exciting programs
9 around that we can refer to. It's been
10 hard to get here, but that is moving
11 along fine.

12 So I think that's it for me,
13 Mr. President.

14 Anybody have anything they want
15 to say to me that I need to consider or
16 are we good?

17 MR. EPPS: Not that has not
18 already been said, Councilwoman.

19 COUNCILWOMAN BLACKWELL:
20 Thanks. So I'll look to hear from one of
21 your folks on my vendors.

22 MR. EPPS: Yes.

23 COUNCILWOMAN BLACKWELL: Thank
24 you.

25 COUNCIL PRESIDENT CLARKE:

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2 Thank you, Councilwoman.

3 The Chair recognizes Councilman
4 Johnson.

5 COUNCILMAN JOHNSON: Thank you,
6 Council President.

7 I just had a couple of
8 questions for Ms. Harper regarding the
9 Office of Economic Opportunity, and I
10 just want to thank you for the work you
11 have been doing in moving that department
12 forward since you have taken the helm in
13 terms of your leadership.

14 My question revolves around
15 enforcement and how we deal with
16 companies that do not make their goals.
17 Part of the report says 22 out of 41
18 eligible departments exceeded their
19 departmental goals and 17 surpassed the
20 City's 35 percent overall participation
21 goal. And so if 22 out of 41 reached
22 their goal, how are we monitoring the
23 remaining departments that didn't reach
24 their goal, right? If you can answer
25 that for me.

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2 Then also when we introduce
3 ordinances for developers to do projects
4 here in the City of Philadelphia,
5 obviously there's an EOP plan that's a
6 part of it. Can you explain to me
7 regarding your enforcement process and
8 how we're tracking each individual
9 Councilmember's projects and making sure
10 that the developers and the contractors
11 are reaching their goals?

12 And then I also remember one
13 time you were here -- some of this has to
14 deal with capacity, right, in terms of
15 your staff being able to handle the
16 significant amount of development
17 projects that come through the City of
18 Philadelphia and someone consistently
19 staying on top of those contractors and
20 developers to making sure that they're
21 following up and reaching the goals set
22 off in the EOP program.

23 So if you can explain those
24 three aspects for me, that will be
25 helpful.

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2 MS. HARPER: Sure. I'll start
3 with the last. So we were fortunate last
4 year to be able to hire two EOP managers,
5 and because we've hired two EOP managers,
6 we can now staff the over 30 oversight
7 committees that are in existence right
8 now, and it's growing. So we have about
9 nine pending committees that are going to
10 start pretty soon.

11 So we have feet on the ground
12 at the committees. We also have feet on
13 the ground on the work sites, taking a
14 look.

15 The issue is, when you talk
16 about penalizing a private developer,
17 it's very difficult, because what are we
18 going to do? So the biggest thing that
19 we can do to penalize a private developer
20 is highlight the problem and highlight
21 the issue publicly, which we try to avoid
22 doing. We try to come to some terms or
23 meet the goal. However, if we do not
24 meet the goal, we will publicize through
25 our reports that they did not meet the

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2 goal. We also have an EORC committee,
3 which people are invited to. We ask them
4 to testify, and that also highlights an
5 issue.

6 In terms of departments in the
7 City, the participation rate is part of
8 what the Mayor looks at when he's
9 evaluating a commissioner. So out of all
10 of the different factors that go into
11 their annual review, participation is one
12 of those goals or one of the things
13 that's looked at. And so, you know, most
14 commissioners really do want to meet the
15 goal and most are trying to meet the
16 goal. And so I would say that that is
17 one thing.

18 The other remedies that we have
19 include corrective action plans, include
20 holding payments, and include debarment
21 as well.

22 COUNCILMAN JOHNSON: I think
23 that's sort of like -- and I don't want
24 to penalize -- I don't want to say
25 penalize from a negative aspect, because

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2 we want people to do business with the
3 City of Philadelphia. However, if they
4 sign up for an EOP plan and say that
5 these are our goals that we agree to,
6 like a lot of them will come into this
7 room and do the song and dance to get
8 through the Rules Committee and they will
9 pretty much agree to anything, that's
10 incumbent upon us as a city. Because
11 we're still the number one big city when
12 it comes to poverty in America. So if
13 we're going to level that playing field,
14 part of that is holding individuals
15 accountable. And even if they are
16 private, I like the component of finding
17 ways to make sure that they're going to
18 either be sincere in reaching the goals.
19 So when you talk about corrective action
20 plans and so forth, withholding the
21 payment. But even if they still move
22 forward, there should be a database,
23 because most developers, they come back,
24 right, one way or the other. They have
25 to come back and do business with the

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2 City of Philadelphia, and if they don't
3 do what they're supposed to do in good
4 faith the first time around, I don't
5 think they should have the opportunity to
6 come back and just get back into our --
7 come back to the City of Philadelphia and
8 continue to do business when we know they
9 didn't do what they were supposed to do
10 the first time around.

11 MS. HARPER: I agree. Let me
12 also add, I left out that we do have a
13 vendor performance module in our CCRS --
14 in our B2G system, business to government
15 system. Actually, no. It's
16 PHLContracts. And so every quarter we
17 meet about EOPs with different
18 departments, Aviation, Streets, to review
19 the progress, and it goes into the system
20 where anybody that is selecting firms for
21 a project can look and see how that firm
22 performed on a previous project. We are
23 about four months or five months into
24 that process. So by the end of -- by
25 next year at this time, there will be a

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2 lot of data that any department person
3 can use to look at what's happened
4 historically and use that to make
5 decisions as well.

6 COUNCILMAN JOHNSON: Thank you,
7 Iola. Thank you very much.

8 COUNCILMAN GREENLEE: Thank
9 you, Councilman.

10 Councilwoman Gym.

11 COUNCILWOMAN GYM: Thank you
12 very much, Mr. Chairman.

13 So picking up a little bit
14 about what Councilman Johnson was saying.
15 So Commerce is working with HR&A to do an
16 economic development study that assesses
17 what we're doing to attract and retain
18 businesses, but also in particular
19 whether the tools that we use to attract
20 and retain businesses incentivize the
21 kind of development that we want, which
22 is sort of like whether our subsidies
23 that we give to businesses actually
24 create good quality jobs, make sure that
25 there's a living wage, hopefully a fair

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2 workweek and other types of things.

3 But I'd love to hear whether
4 your understanding about what HR&A will
5 look at, will it center this idea of
6 equity and equitable development as a
7 part of their work in evaluating our
8 economic incentive tools?

9 MS. GALLIER HOWARD: So HR&A is
10 looking at sort of three things. So it's
11 looking at what is sort of the return on
12 investment, the utilization of the
13 program. We're looking at seven programs
14 that we use for attraction and retention
15 of businesses. There's obviously a
16 number of other credits and programs out
17 there, but we focused on those.

18 So they're looking at the
19 utilization, the return on investment,
20 trying to get an analysis of the but for.
21 So would these companies have come or
22 would they have stayed but for the
23 incentive or the subsidy.

24 They're looking at our
25 processes, the transparency, and then

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2 they're looking at how can we have a more
3 sort of inclusive growth lens or criteria
4 that ensures more inclusivity within
5 those programs.

6 Through the subsidy reporting
7 legislation that you sponsored, they've
8 been able to look at some of the data
9 collected, and they've looked at all the
10 data that is already collected by the
11 Department of Revenue or PIDC or the
12 different organizations that manage these
13 programs, and then they'll make
14 recommendations moving forward on --
15 recommendations around transparency and
16 process and utilization.

17 COUNCILWOMAN GYM: And have we
18 filled out what the inclusive growth
19 metrics actually are or what they look
20 like? Do you have a sense?

21 MS. GALLIER HOWARD: The
22 criteria for the subsidies? So not -- I
23 mean, I have a sense. So it is around
24 wages. We haven't yet filled them out
25 entirely. The report will be done by the

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2 end of this fiscal year. But we've
3 talked about benefits, wages, whether
4 it's a minority-owned company, the
5 geography of the company. So looking
6 sort of at all those different types of
7 criteria.

8 COUNCILWOMAN GYM: Great.
9 Thank you. I mean, obviously we want to
10 make sure that subsidies should lead to
11 high-quality jobs. That's partly why we
12 give them, otherwise companies can do
13 however they want. But I think part of
14 the idea around the tools that we've got
15 to incentivize development, we're
16 constantly struggling to figure out
17 whether they actually reap the kind of
18 outcomes that we're hoping to get in on
19 the front end, as I think the Councilman
20 had said, and we are limited in our tools
21 to do it. So I'm looking forward to just
22 talking a little bit more after this
23 about the economic development study and
24 where you think we're going to actually
25 come out.

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2 Will they provide
3 recommendations --

4 MS. GALLIER HOWARD: They will.

5 COUNCILWOMAN GYM: -- or will
6 they just -- will they both analyze what
7 we've done and the outcomes based on some
8 of those inclusive growth metrics, among
9 other things, and provide recommendations
10 or are they only going to provide
11 recommendations? Are they looking in the
12 past?

13 MS. GALLIER HOWARD: So they're
14 definitely looking at the past. However,
15 they can only really track what's there.
16 So because we haven't required -- until
17 the subsidy reporting legislation, there
18 wasn't necessarily requirements around
19 the wages and things like that. So they
20 may not be able to track all of that, but
21 they're tracking pretty much everything
22 that they can track and they're making
23 recommendations moving forward.

24 We've definitely talked to them
25 a lot about how do we make sure that

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2 these programs continue to promote
3 growth, but are also ensuring
4 inclusivity. So that will definitely be
5 part of the recommendations. I'd be
6 happy to talk to you more about how
7 that's developing.

8 COUNCILWOMAN GYM: Yeah. Thank
9 you. I would appreciate that.

10 I had a question about the
11 Keystone Opportunity Zone and in
12 particular Commerce's financial analysis
13 of the program. So last year one of the
14 things that I know kind of happened at
15 the Board of Education was that the Board
16 of Education does take a look at the
17 Keystone Opportunity Zones. They were
18 asked to take a look at the whole
19 package. They were confronted with what
20 was effectively probably their first big
21 vote, a vote that impacts school funding
22 and local development, but they didn't
23 feel like they had, one, received an
24 updated list of parcels at the time of
25 the committee hearing and also that they

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2 had requested a full financial analysis
3 before their vote and they didn't get all
4 of that in time. So that was a lot of
5 the discussion that they felt really
6 without the kind of great tools that they
7 needed to make a decision, and many of
8 them commented significantly that they
9 felt like they had insufficient evidence
10 and information that the City was giving
11 to them as a board. And I don't know
12 that we actually as the City Council
13 received a full financial analysis of the
14 KOZs and each of the different
15 properties.

16 So I guess my question is, does
17 Commerce -- do you plan to have a plan --
18 is there a plan to better inform both
19 City Council and Board of Education
20 members ahead of a vote on Keystone
21 Opportunity Zones moving forward?

22 MS. GALLIER HOWARD: So this
23 last round of KOZ, one of the things --
24 this has happened the last few rounds,
25 but in this last round particularly, the

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2 state let us know very late in the
3 process that they were accepting
4 proposals, and because the last -- or two
5 times ago when we applied and they didn't
6 accept our proposal at all and we've put
7 in probably more than a hundred hours of
8 work, we had not planned to submit. And
9 so with the legislative calendar, we were
10 required to sort of scramble to get
11 something together. We knew we had some
12 parcels we wanted to put in.

13 So the reason why the Board of
14 Education didn't get sort of the full
15 analysis as soon as they wanted is
16 because we were actually kind of
17 backtracking after Council legislation.
18 We reduced the number of parcels
19 significantly for what we provided to the
20 Board of Education with what we thought
21 really met the criteria that we wanted
22 for the program.

23 So now we have a much better
24 process. I don't think that that will
25 happen again. And we're going to be much

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2 more conservative about the parcels that
3 go into that, that we select for that
4 program. So I don't think that will
5 happen again.

6 COUNCILWOMAN GYM: And that
7 there's a plan to inform and engage the
8 Board of Education members as much as
9 there is for the City; is that right?

10 MS. GALLIER HOWARD: Yeah,
11 absolutely. I mean, what we can provide
12 analysis around is the amount of taxes
13 that can be foregone. And I do want to
14 be clear that the School District is held
15 harmless. They actually received a
16 little bit more on those parcels through
17 KOZ because of payment in lieu of taxes
18 agreements that we have with the
19 developers. But absolutely.

20 COUNCILWOMAN GYM: Thank you.

21 COUNCILMAN GREENLEE: Thank
22 you, Councilwoman.

23 Councilwoman Parker, please.

24 COUNCILWOMAN PARKER: Thank
25 you, Mr. Chairman.

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2 And I just want to echo the
3 sentiments that Councilman Domb put on
4 the record about the number of
5 Philadelphians who are now doing what we
6 call reverse commuting, and while doing
7 that, I want to just note and say a thank
8 you to Mayor Kenney and his
9 Administration, because during last
10 year's budget, it was the first time in
11 the history of our city that we had made
12 a contribution for commuter options in
13 our budget.

14 We know that about 232,000
15 people, close to 40 percent of the City's
16 working population, do leave the City for
17 jobs in the suburbs each day. And while
18 I do want us to reverse that trend and
19 bring more of those firms here, we want
20 our people to be able to get to where the
21 jobs are, because most importantly, we
22 want them employed and have access to
23 opportunity.

24 The program was funded by
25 PennDOT, which provided about \$367,000.

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2 It's operated by PUP, John Dodds, and the
3 state requires a 15 percent match, and
4 the City had never contributed. Last
5 year for the first time, we gave the
6 \$55,000 needed to sustain that program.
7 So I want to thank them for that.

8 I want to go back to the issue
9 that Councilman Johnson talked about, and
10 for me this is about the OEO
11 certification. I frequently encounter
12 minority and women-owned businesses in
13 the district, and when I ask them are
14 they certified MBE or WBE in the
15 registry, sometimes they say no. It
16 takes too long. It's laborious. I need
17 a lawyer. I don't understand.

18 So I want to know what should
19 be my pitch to them as they talk about
20 the barriers to entry, the barriers to
21 access the registry that seem so
22 overwhelming. But I'm telling them, once
23 you go through the process, the benefits
24 of it are so significant that it is well
25 worth it.

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2 So, Ms. Harper, you have done a
3 yeoman's job in trying to, I guess, help
4 to streamline as best as you can, but I
5 know that there are some constraints that
6 you are operating under. And so just
7 talk to me, if you will, about what it is
8 that I should be pitching.

9 MS. HARPER: Sure. So the City
10 accepts businesses that are certified by
11 third-party agencies. So we don't do the
12 certification. And what the
13 certification agencies have to do is
14 ensure that the business is 51 percent
15 owned and controlled by a woman or a
16 person of color. And so the due
17 diligence that a firm has to go through
18 to --

19 COUNCILWOMAN PARKER: Prove it.

20 MS. HARPER: -- to prove that
21 can be onerous, especially if they don't
22 have their financial records in order,
23 and unfortunately a lot of small
24 businesses do not have their financial
25 records in order. So you have to have

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2 your taxes. You have to have your
3 signing cards for the bank. You may have
4 to have financial statements. It's going
5 to depend on the stage of your business.

6 COUNCILWOMAN PARKER: So let me
7 stop you there. The third-party agencies
8 that you're referencing, they're the ones
9 obviously because they're independent of
10 us, they're developing the rubric or the
11 guidelines of everything --

12 MS. HARPER: Yes.

13 COUNCILWOMAN PARKER: -- that
14 you are -- because I'm the small
15 business, they tell me, depending on
16 which agency I go to, what I have to do
17 in order to be in compliance.

18 MS. HARPER: That's right.

19 COUNCILWOMAN PARKER: Let me
20 ask you this: Are they developing the
21 criteria? Is it coming from the federal
22 government?

23 MS. HARPER: Okay. So there is
24 a federal certification, which is a DBE,
25 disabled business. And not every

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2 business needs a DBE. You only need a
3 DBE really if you want to work on federal
4 transportation projects, the airport,
5 streets, things like that. And that's
6 free. Everybody else can use a WBE,
7 women's business enterprise
8 certification, or MBE, minority business
9 enterprise certification. And the
10 agencies do develop a checklist, and I
11 will say that there might be a small
12 difference from one agency to the other,
13 but they pretty much want the same thing.
14 So it's not that it's impossible to get.
15 It's just that the smaller the business
16 is, the higher the likelihood of them not
17 having their finances in order.

18 And so one of the things that
19 they can do is to get technical
20 assistance to get that financial piece in
21 order. Because you are right, once they
22 get it, it is done and then they only
23 have to -- they only have to go back
24 every two years just to say that nothing
25 has changed.

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2 COUNCILWOMAN PARKER: Okay. I
3 appreciate your just noting for the
4 record, because when people talk about
5 how do I get into compliance and how long
6 it takes, listen, that burden is not on
7 the City of Philadelphia.

8 MS. HARPER: It isn't.

9 COUNCILWOMAN PARKER: So the
10 barrier to entry is not something that we
11 here in this body can remove. Although
12 how long ago was it that the City --
13 because I know --

14 MS. HARPER: About 14 years
15 ago.

16 COUNCILWOMAN PARKER: All
17 right. I'm going to call Councilman
18 Wilson Goode and have a talk with him to
19 figure out what we need to be doing.

20 The last question is about what
21 you mentioned when you said the MBEs and
22 the WBEs. What happens when we see a
23 business getting certified as a WBE, but
24 it's actually the husband putting the
25 business in the wife's name? The man is

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2 the one running the business. He's
3 calling the shot. The business benefits
4 from being certified WBE and it's in the
5 City's register.

6 So when we talk about vetting
7 to make -- because people are always
8 going to find vehicles to game the
9 system, gaming, right? Is it those
10 third-party companies or is it us? How
11 do we do that better?

12 MS. HARPER: So once a business
13 is certified and in our registry, it is
14 up to us, if that's the case, to discover
15 it and to do something about it. And we
16 are and we do. And so it doesn't always
17 lead to debarment, but we have eliminated
18 people from the registry because of that
19 on several occasions.

20 COUNCILWOMAN PARKER: Okay.
21 For the folks who are listening and you
22 know that someone is actually running a
23 business and they are benefiting from a
24 minority business enterprise
25 certification or a women business

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2 enterprise certification but you know
3 that the true blue owners are not MBEs or
4 WBEs, what's the hotline number people
5 should be calling?

6 MS. HARPER: The hotline number
7 is -- I should have that handy. Hold on
8 a second. No. It's not in the back.

9 I'm going to get you that
10 number. I'll have it for you. I got to
11 find it in here, but I will get it for
12 you.

13 COUNCILWOMAN PARKER: Because
14 what we'll do is, we will e-blast the
15 information out.

16 MS. HARPER: I have it. It's
17 215-683-1798.

18 COUNCILWOMAN PARKER:
19 215-683-1798. Any business that has a
20 certification and is purporting to be a
21 WBE or MBE in the City of Philadelphia
22 and we know it's not true, any resident
23 or person with knowledge of this can
24 anonymously call 215-683-1798 and report
25 that information.

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2 MS. HARPER: Absolutely.

3 COUNCILWOMAN PARKER: So thank
4 you very much, Ms. Harper.

5 COUNCIL PRESIDENT CLARKE:

6 Thank you, Council Lady.

7 The Chair recognizes

8 Virginia -- I'm sorry. Councilman Green.

9 I'm sorry, sir. Insider.

10 COUNCILMAN GREEN: Thank you,
11 Council President. Some of us do come
12 from Virginia, and I won't assess you any
13 time for being "Cavalier" with your
14 comments.

15 COUNCIL PRESIDENT CLARKE: I
16 can't wait until the speeches on behalf
17 of the majority on Thursday.

18 COUNCILMAN GREEN: Good
19 afternoon.

20 MR. EPPS: Good afternoon.

21 COUNCILMAN GREEN: I just want
22 to just ask a few questions regarding
23 some of the work you've been doing in
24 reference to trying to build the brand of
25 the City of Philadelphia, specifically

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 regarding the Global Impact Project,
3 which is a new initiative, which is a
4 continuation of the work that was done
5 regarding Amazon and how, from my
6 observation, that was one of the first
7 times seeing various institutions on
8 public sector, private sector, non-profit
9 institutions, higher ed institutions all
10 coming together for one initiative. It
11 seems like we're trying to use that same
12 energy regarding the Global Identity
13 Project.

14 My understanding is that the
15 Administration has allotted some funding,
16 which is like \$250,000, which will
17 leverage additional private-sector
18 dollars, but I think that's something
19 that we could do more. But I want to get
20 your thoughts on where we are at this
21 point and where do you see us
22 progressing.

23 MS. GALLIER HOWARD: Sure. So
24 the Philadelphia Global Identity Project,
25 we do have 250,000 allocated annually for

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 marketing and promotion, and right now
3 we're also using some of that for
4 promoting Opportunity Zones, or will be.
5 But basically that project is really
6 about the fact that our brand is worse
7 than our product. As part of the
8 Brookings cohort, we learned that. They
9 did a whole perception analysis looking
10 at social media, media indices, and found
11 that the world doesn't necessarily know
12 what to think about Philadelphia and they
13 don't see us as a place for investment
14 and doing business.

15 The CVB and Visit Philly have
16 done a great job in terms of promoting us
17 as a tourist destination, but in terms of
18 people coming for more than just a couple
19 nights and moving here, we need to do a
20 better job. So we have an advisory board
21 with about 60 folks, and we're now
22 building a leadership council, and that's
23 really around bringing dollars to the
24 table. So it's a public-private
25 partnership, and we want to leverage much

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 more than one to one in terms of dollars
3 from outside the City to support this
4 project on the ongoing basis, much like
5 CVB and Visit Philly do today for tourism
6 and conventions.

7 COUNCILMAN GREEN: Because one
8 of the things -- and I'm going to spend
9 some time investigating and trying to
10 identify and dedicate a funding stream
11 for this issue because of the fact that
12 it will provide revenue to the City of
13 Philadelphia in ways that we have not
14 even thought about.

15 When you go back to when our
16 former Governor Rendell was Mayor and the
17 creation of GPTMC, which is now Visit
18 Philadelphia, it really helped to spur
19 and also really kick off our hospitality
20 industry, and now that's something that's
21 such a core part of our economy, is
22 hospitality. And I think we need to have
23 that same perspective in reference to
24 business attraction to the City of
25 Philadelphia on a global perspective.

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2 I think most of us in this room
3 believe this is the best city in the
4 nation. We have a lot of great assets,
5 but for whatever reason, we don't
6 articulate those assets and put the
7 information in a way that people can
8 digest and be attracted to come to
9 Philadelphia, and we've got to do a
10 better job in doing that.

11 MS. GALLIER HOWARD: We agree.

12 COUNCILMAN GREEN: In addition,
13 there's been some work we've been doing
14 with the Procurement Department regarding
15 trying to make it easier for businesses
16 and some preferences. Have you been
17 working with Christine at all on some of
18 the local preference legislation we've
19 been working on?

20 MR. EPPS: The answer is, yes,
21 we have.

22 COUNCILMAN GREEN: Any thoughts
23 on how that may impact businesses in the
24 City of Philadelphia? Because what we're
25 trying to do is change the dynamic in

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2 reference to a -- miscellaneous purchase
3 right now is about \$30,000, \$32,000.
4 Anything above that you've got to do an
5 RFP. We're trying to increase that
6 threshold to at least \$100,000, and then
7 we also have a little carveout for a
8 preference for 75,000 and up.

9 But most cities throughout the
10 nation do not require an RFP at such a
11 low number. So I'm curious on what your
12 thoughts may be by increasing that
13 threshold to \$100,000, how it will make
14 it easier for small businesses to do
15 business with the City of Philadelphia
16 because they won't have the challenge of
17 having to go through all the paperwork
18 and submitting an RFP and taking away
19 time from them running their businesses.

20 MR. EPPS: I think that that is
21 the essence of it, and the more we do
22 that, the more that we can provide
23 opportunity for our local suppliers. And
24 the more we do that, the more jobs we can
25 create in the City such that people do

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2 not have to reverse commute. So it's all
3 about economics and retaining the dollars
4 in the City of Philadelphia; therefore,
5 driving the economy in Philadelphia.

6 COUNCILMAN GREEN: And then one
7 last question. I remember in the initial
8 set of budget hearings there was a
9 discussion about economic stimulus
10 dollars and that we're actually going to
11 be using stimulus dollars again this
12 year. What was that amount and then how
13 would that be allocated?

14 MR. EPPS: What's the amount of
15 the stimulus dollars? That's a very
16 complex answer.

17 MS. GALLIER HOWARD: Our
18 Finance Director has it.

19 MR. EPPS: Our Finance Director
20 will break it down for you.

21 MR. GARCIA: So far the current
22 year -- Edward Garcia, Deputy Director of
23 Commerce for Finance and Administration.

24 So for the current fiscal year,
25 we are allocated \$3.67 million. That's

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 an increase of a little over \$2 million
3 from last year where we had 1.2 million.
4 And your question was around continued
5 funding?

6 COUNCILMAN GREEN: No. Just
7 how will those dollars be allocated?

8 MR. GARCIA: So most of those
9 dollars are allocated to commercial
10 corridor cleaning. They go to support
11 the ethnic chambers. They go to support
12 things like --

13 MR. EPPS: Recruitment and
14 retention of businesses. Those are the
15 big three. Neighborhood corridors,
16 support to our ethnic chambers, and
17 recruitment and retention of business.

18 COUNCILMAN GREEN: And then,
19 Mr. President, I'll close with this,
20 because I know other colleagues have
21 questions. I wanted to thank Commerce
22 Director Epps and his staff for the work
23 they've been doing regarding the Special
24 Committee on Regulatory Reform and
25 Review. We have been able to address

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 some things in our code, but now we're
3 focused more on policies, especially as
4 we look at restaurants and also using CRM
5 software to make it easier for people to
6 do business with the City of Philadelphia
7 and do business in the City of
8 Philadelphia. So these are some of the
9 things that are not necessarily the
10 low-hanging fruit, but much more complex
11 and challenging, and I know the Commerce
12 Director and his staff has been very
13 engaged in this process in the Special
14 Committee work. I look forward to
15 working with him going forward just to
16 make this city a more business-friendly
17 city so we can grow the base of small
18 businesses that are successful in our
19 city, and that way, we'll be able to grow
20 the City through a number of initiatives,
21 like the Global Identity Project and some
22 of the other things that they're doing.

23 Thank you, Council President.

24 MR. EPPS: Thank you,
25 Councilman Green.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilman.

4 The Chair recognizes

5 Councilwoman Reynolds Brown.

6 COUNCILWOMAN BROWN: Yes.

7 Boy, do I have lots of

8 follow-up. Back to the corridors piece.

9 I want to wrap up questions around this,

10 which is the follow-up to Councilwoman

11 Cherelle Parker's line of questioning and

12 Councilwoman Blackwell.

13 So repeat these numbers. You
14 said it's \$25,000 to \$60,000 for -- did I
15 take that down correctly?

16 MS. FEGELY: Yes.

17 COUNCILWOMAN BROWN: The
18 question is, how much would it cost the
19 City of Philadelphia to provide a
20 baseline commercial corridor contract for
21 cleaning and management, which clearly is
22 a concern of most, if not all, District
23 Councilmembers. So I just want to make
24 sure my numbers here are correct. So
25 what would the baseline commercial

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 corridor contract look like? What would
3 that number be?

4 MS. FEGELY: The 25 to 65 is,
5 off the top of my head, like the range of
6 the grants we provide.

7 COUNCILWOMAN BROWN: Okay.

8 MS. FEGELY: I would argue in
9 many cases that is not enough to get the
10 corridors to have the cleaning programs
11 they need to be clean all the time.

12 COUNCILWOMAN BROWN: All right.

13 MS. FEGELY: And I do think
14 that the proposals we've just received
15 and that we're reviewing right now will
16 get us those numbers of what -- that
17 Councilwoman Parker and Councilwoman
18 Blackwell asked about, is like what
19 should it look like.

20 COUNCILWOMAN BROWN: Okay. You
21 may not be able to get to this answer,
22 but my notes tell me that you provide
23 funding to 40 CDCs currently, correct,
24 based on your --

25 MS. FEGELY: In that particular

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 program we're talking about, yeah.

3 COUNCILWOMAN BROWN: Yes. And
4 so of that, how many BIDs does the City
5 receive for commercial corridor contracts
6 of the 40 CDCs that you fund?

7 MS. FEGELY: There are, I
8 believe, 14 BIDs in the City.

9 COUNCILWOMAN BROWN: Is that
10 right?

11 MS. FEGELY: I might be off by
12 one or two, and we -- and the BIDs are
13 organizations that support themselves
14 through assessments on their property
15 taxes. In some cases some of those
16 organizations receive additional money
17 that leverages the property owners'
18 investments.

19 COUNCILWOMAN BROWN: Okay. I
20 try to follow what I call the next
21 generation of leadership, women in
22 particular, particularly women who look
23 like me and what they're doing, and one
24 I've been following for the last ten
25 years is Shalimar Thomas. We now know

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 that she's the Executive Director of the
3 North Broad Street Renaissance.

4 When I look to see what's
5 happening up there in a magnificent way,
6 why do you believe we are not able to see
7 that same level of progress and progress
8 in other corridors around the City? Is
9 it funding? Is it leadership? Is it
10 connectedness to the appropriate City
11 departments? What is it?

12 COUNCILMAN JOHNSON: Point of
13 information.

14 COUNCILWOMAN BROWN: Please.

15 COUNCILMAN JOHNSON: I just
16 want to do a point of information.

17 You probably can't duplicate
18 the work of Shalimar Blakely. She's a
19 former staffer of State Representative
20 Kenyatta Johnson. So I think it's going
21 to be pretty hard to see that same level
22 of quality service along any other
23 corridor besides NBR in North
24 Philadelphia.

25 I just want to state that for

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 the record as a point of information.

3 Thank you, Councilwoman, for
4 allowing me to lead with -- provide that
5 point of information.

6 MR. EPPS: I will only provide
7 the high-level response. In addition to
8 complementing the work of Shalimar
9 Thomas, I worked with her when she was
10 with the African American Chamber of
11 Commerce.

12 COUNCILWOMAN BROWN: Yes.

13 MR. EPPS: But, Councilwoman,
14 please take into consideration the fact
15 that Broad Street is one of the
16 centerpieces of Philadelphia and it is
17 blessed with great transportation. And
18 so if you look at both Broad and Market,
19 they are the epitome of what we would
20 want to have around transportation-based
21 development. And so a lot --

22 COUNCILWOMAN BROWN: Okay.

23 MR. EPPS: Let's just start
24 with that.

25 COUNCILWOMAN BROWN: Well

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 taken.

3 MR. EPPS: Then you then talk
4 about it is anchored with one of our
5 premier universities in the City called
6 Temple University, as is West Market with
7 Drexel and Penn. So two things that
8 those have in common - transportation,
9 universities and hospitals.

10 COUNCILWOMAN BROWN: Okay.

11 MR. EPPS: So a lot of this
12 renaissance is coming by people choosing
13 to be without automobiles, and where they
14 choose to live, work, and play is as
15 close to a transportation node as they
16 can get. Now you can get into other
17 levels, but let's start with that
18 fundamental.

19 COUNCILWOMAN BROWN: That's
20 very, very, very helpful. So let me ask
21 the question. Are there regular meetings
22 with businesses on those 40 corridors
23 where you get a chance to share all the
24 information that you've talked about
25 today in terms of technical assistance?

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 I guess my concern is the
3 connectedness between the important work
4 that you all do as a department and
5 businesses on the front line who are
6 trying to survive and thrive. The
7 startling number for me is 2.4 African
8 American-owned businesses.

9 So where are we missing it that
10 we can't pump up that number that's been
11 identified by Councilman Domb? That is
12 an eye-opener.

13 MR. EPPS: So I would say that
14 is a multi-layered, multi-generational
15 challenge. I mean, you and I could go to
16 dinner and spend four hours philosophizing
17 about the fact that we still have a 33
18 percent dropout rate out of high school.

19 COUNCILWOMAN BROWN: Let's
20 start with low-hanging fruit, because
21 those are the obvious answers for sure.
22 Entrepreneur programs and that might be
23 run by the business Della Clark, who does
24 exceptional work out there.

25 Connectedness with the African American

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 Chamber of Commerce. Is there an
3 entrepreneur program that could be funded
4 by Commerce to train --

5 MR. EPPS: We do that. We have
6 entrepreneur, start-up, technical
7 assistance in many of our non-profits.
8 We can always have more, but, again, it
9 still comes back to the Administration
10 has to make choices about funding. We
11 take the dollars that we do have and we
12 try to leverage and maximize them. Of
13 course we'd love to have more.

14 So, yes. We are out at every
15 level, from the hand-holding to 10KSB and
16 everything in between, trying to provide
17 opportunities for people to start, scale,
18 grow, expand, develop their business.

19 COUNCILWOMAN BROWN: Okay.

20 MR. EPPS: And it's obvious by
21 the numbers we need to do more.

22 COUNCILWOMAN BROWN: Let's go
23 now to the contractor goals. You
24 mentioned that there are a number of
25 remedies or penalties that you offer for

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 those who don't meet goals. How many
3 companies were barred last year from ever
4 doing business again with the City of
5 Philadelphia since the last time we sat
6 down here a year ago?

7 MS. HARPER: There are three
8 pending debarments right now.

9 COUNCILWOMAN BROWN: So the
10 answer is none?

11 MS. HARPER: None.

12 COUNCILWOMAN BROWN: Okay. Of
13 the remedies that you've mentioned, how
14 many have you employed? You mentioned a
15 number of remedies or warnings that you
16 give to companies who don't honor up. So
17 while it's important to hear that there
18 are different remedies, it's more
19 important to show the numbers of
20 companies that are not doing what they've
21 committed to do on paper. That's the
22 information that we need to see.

23 MS. HARPER: Okay. Well, I
24 don't have an exact number, but I can
25 tell you that we have on a number of

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 occasions requested corrective action
3 plans and on a number of occasions have
4 stopped payment. We can look up the
5 number and get back to you.

6 COUNCILWOMAN BROWN: Going
7 forward, make that a part of the
8 testimony so that we as members know from
9 year to year companies that are getting
10 it right and companies that are taking
11 advantage of the system, not doing the
12 right thing and, therefore, need to be
13 given the penalty that comes with not
14 implementing what they've reduced to
15 paper.

16 I think the bell rang, didn't
17 it? The bell rang, so I'll wait around.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you, Councilwoman.

20 The Chair recognizes Councilman
21 Domb.

22 COUNCILMAN DOMB: Thank you,
23 Council President.

24 Good afternoon.

25 MR. EPPS: Good afternoon.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN DOMB: A couple
3 quick questions. You may not know the
4 answer. You can get back to me.

5 Do we collect -- this may be
6 you or Revenue. Do we collect BIRT
7 revenues from Grubhub, those kinds of
8 programs?

9 MR. EPPS: Do we collect BIRT
10 revenue from Grubhub?

11 COUNCILMAN DOMB: You can get
12 back to me and let me know. I just want
13 to make sure when these things are
14 occurring over the Internet that we're
15 collecting our appropriate taxes.

16 MR. EPPS: The question is, do
17 they owe it.

18 COUNCILMAN DOMB: Or are we
19 charging for BIRT revenues from Grubhub?
20 Because they do business in the City.

21 MR. EPPS: We'll have to find
22 out from Revenue.

23 COUNCILMAN DOMB: Another
24 question is a follow-up from Councilman
25 Green. The Amazon video that you all

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 did, which was great, did we ever make
3 that available to -- could we get a copy
4 of that, the Amazon video? It's not
5 Amazon, but --

6 MR. EPPS: We have de-Amazoned
7 it and it is now on our
8 Philadelphiadelivers.com.

9 COUNCILMAN DOMB: Is that maybe
10 available to the Chair and we can get it
11 distributed?

12 MR. EPPS: Yes.

13 COUNCILMAN DOMB: And the other
14 question, I've been reading in the
15 newspaper. Is Commerce involved with
16 Joel Freedman, the person who bought
17 Hahnemann Hospital, and the issue they're
18 having there with the job loss?

19 MR. EPPS: We're about to be.

20 COUNCILMAN DOMB: Excuse me?

21 MR. EPPS: We are about to be,
22 yes.

23 COUNCILMAN DOMB: Because I'm
24 concerned. I don't want that hospital to
25 close. I don't want to lose those jobs.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 MR. EPPS: We have talked to
3 some of the appropriate people, yes.

4 COUNCILMAN DOMB: Okay. So
5 that's like looming out there. That's a
6 lot of jobs.

7 MR. EPPS: That is correct.

8 COUNCILMAN DOMB: Okay. And
9 then the other question, I assume you're
10 at the table for the Opportunity Zones?
11 There's 62 Opportunity Zones in the City.
12 Are you involved in that at all?

13 MR. EPPS: Planning is.
14 Between Commerce and Planning, we are
15 very actively involved, along with PIDC,
16 yes.

17 COUNCILMAN DOMB: Okay. The
18 other quick housekeeping, we have passed
19 that bill, remember, on the incentives.
20 Do we have any reports yet on the
21 incentives? It's coming up soon?

22 MS. GALLIER HOWARD: It's
23 coming up, yeah. We're in the final
24 couple months at this point and we'll
25 have that wrapped up at the end of this

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 fiscal year.

3 COUNCILMAN DOMB: Just to
4 refresh everyone's memory, that was the
5 report of the 21 incentives we offer to
6 determine -- seven per year, I think it
7 was.

8 MS. GALLIER HOWARD: Sorry.
9 We're looking at seven of them right now,
10 the ones that we used for business
11 attraction/retention.

12 COUNCILMAN DOMB: Okay.

13 MS. GALLIER HOWARD: Every
14 three years we'll do an analysis, and
15 they can vary. It could be looking at
16 one. It could be looking at all of them.

17 COUNCILMAN DOMB: Okay. I just
18 want to make a comment about -- you know
19 what Penn Health is doing, which is
20 phenomenal, talking about job creation.
21 We can't create jobs in government. We
22 can engage the private sector to help
23 create jobs. And Penn, I just want to
24 make sure you're involved with Kevin
25 Mahoney and the new head of Penn, because

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 they made a commitment back in January of
3 '18 to invest \$50 million in cell therapy
4 companies in Philadelphia. So I want to
5 make sure we're aware of this and we're
6 doing everything we can.

7 They want to open 45 new cell
8 therapy companies. We're number one in
9 the world for immunotherapy. And the
10 commitment is as follows: The companies
11 must be located in the City of
12 Philadelphia. Phenomenal. They'll only
13 invest up to 50 percent of the equity
14 required. So if they need 10 million for
15 a new company, they'll only invest 5.
16 They want to see validation on the
17 outside. And they have now opened, I
18 believe, eight companies. I don't know
19 how many jobs. Maybe a thousand jobs,
20 high-paying jobs that have good economic
21 job multipliers. They've invested 14
22 million. Here's the kicker: They've
23 attracted \$650 million. Amazing.
24 Amazing.

25 So, I mean, when you talk about

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 job growth, more of those types of
3 models, we need to engage the private
4 sector in. There will be up to 45 new
5 companies. We're going to kill it
6 throughout the world on this type of cell
7 therapy. We'll probably be called
8 Cellicone Valley or something. It's
9 going to be unbelievable for the City.

10 So I'm just mentioning this
11 because whatever we can do in Commerce
12 and the Administration to support them
13 and to help them, it's huge. It's going
14 to be big for the City.

15 MS. GALLIER HOWARD: We're
16 definitely looking at that. Right now
17 about 80 percent of venture capital is
18 imported into Philadelphia, and that's a
19 problem in terms of start-up creation and
20 retaining companies. So we're definitely
21 looking at how we -- and it's fine if
22 those companies stay here that they're
23 getting their money from elsewhere, but
24 we need there to be more capital here so
25 that companies -- that attracts more

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 companies and we retain more.

3 COUNCILMAN DOMB: Okay. And
4 then the other -- I'm going to just make
5 a comment on the 40 percent of the people
6 that commute to the suburbs. You're
7 absolutely right. Ten years ago it was
8 the City wage taxes and BIRT taxes,
9 right? And today it's City wage taxes
10 and BIRT taxes. In ten years from now,
11 it will be City wage taxes and BIRT
12 taxes.

13 MR. EPPS: Unless we choose to
14 do something different.

15 COUNCILMAN DOMB: Right. So
16 that's my point. I would like to ask the
17 Commerce Department -- you have very
18 talented people there -- to come back to
19 this body with what you think we can do
20 to change that equation. I don't want
21 have the same pattern. What do we need
22 to do? Do we need to phase out certain
23 taxes? What do we need to do?

24 Look what we did -- and you can
25 argue this point forever. Prior to 1999,

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 you rarely saw new construction in the
3 City. They put a tax abatement in at
4 that point.

5 What do we need to do to
6 attract these jobs in the City that are
7 in the suburbs?

8 So I'm not asking for an answer
9 now. I'm just asking to take the
10 challenge and come back to us.

11 MR. EPPS: Okay.

12 COUNCILMAN DOMB: Last, but not
13 least, I want to open your eyes to an
14 idea, just throw it out there, because if
15 you don't think big, it doesn't happen.
16 One of the major reasons we didn't
17 probably get Amazon, whether we wanted to
18 get it or not, whatever, was we didn't
19 have the tech talent in the City.

20 MR. EPPS: That is correct.

21 COUNCILMAN DOMB: And so what
22 can we do to work jointly together to
23 attract Carnegie Mellon to open in
24 Philadelphia and maybe join with Comcast
25 and others to support them, maybe to

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 build a third building where there is a
3 Carnegie Mellon University in
4 Philadelphia as a branch, but thinking
5 like that, like outside the box and
6 bringing that kind of potential resources
7 to the City, which would be huge for
8 Philadelphia, not just in one category
9 but there's a whole trickle-down effect
10 across the board.

11 So I'm just throwing it out
12 there for some of you to think about.

13 MR. EPPS: That's a
14 conversation that has been had.

15 COUNCILMAN DOMB: Any results?

16 MR. EPPS: It's a conversation
17 that's been had.

18 COUNCILMAN DOMB: Okay. Last,
19 but not least -- actually, two more last
20 but not leasts. Can we focus on
21 identifying maybe 100 suburban companies
22 and knocking on their door -- we're
23 probably doing this already -- but really
24 focus to figure out how to get them to at
25 least open a branch or do something in

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 the City that would be better than just a
3 tokenism type office?

4 MR. EPPS: We don't have a list
5 of a hundred, but we do have a list of a
6 couple of dozen.

7 COUNCILMAN DOMB: Are we --

8 MR. EPPS: We have made some of
9 those calls and we continue to make those
10 calls.

11 COUNCILMAN DOMB: When you look
12 at Vanguard, do you know how many buses
13 pick up the people from the train station
14 to take them to their headquarters that
15 come out of Philadelphia every day?

16 MR. EPPS: Yes.

17 COUNCILMAN DOMB: It's like
18 insane. I mean, we should be able to
19 attract them into the City.

20 Last, but not least, I want to
21 just mention this, the Business Coach
22 program. I still think -- I mentioned
23 this before -- that we need to do a
24 comprehensive where -- if you want to
25 open a business in Philadelphia, you call

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 Commerce and you connect them with one
3 person, who walks them through the whole
4 process, with every Administration, but
5 everyone in the other departments
6 realizes that Commerce has priority and
7 they need to address their issues and not
8 let them wait three, four, five weeks.

9 I know people that have tried
10 to open up different businesses that it's
11 taken them a year, 14 months, 18 months.
12 And it's not the Commerce Department's
13 fault. It's the other departments that
14 aren't getting to this issue. Those are
15 jobs creations. They shouldn't have that
16 red tape. You need one person to walk
17 them from the day they inquire to the
18 grand opening, cutting the ribbon, and
19 getting them in there much faster.

20 MR. EPPS: So one of the things
21 that Councilman Green mentioned is
22 through the Regulatory Reform Committee,
23 we are working on ways to streamline,
24 simplify, and then automate. So that
25 scenario is one of the things that's

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 being contemplated.

3 COUNCILMAN DOMB: Except I will
4 say this: If you don't have somebody who
5 works in the Commerce Department walking
6 that business owner through, it's a
7 daunting task.

8 MR. EPPS: We would agree.

9 MS. GALLIER HOWARD: Through
10 the food business pilot, we've sort of
11 learned different types of businesses
12 have numerous different processes. So it
13 really is about -- we've had Health
14 Department, Revenue Department, L&I,
15 Commerce, a bunch of departments at the
16 table talking about how we improve the
17 process. It really does vary by types of
18 businesses. So it's probably more of an
19 interdepartmental unit that's needed as
20 opposed to one person, because one person
21 could never learn all the processes for
22 all the different types of businesses
23 that are required.

24 MR. EPPS: And one of the
25 reasons that we have started with the

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 prototype of food is, one out of four
3 businesses that open in Philadelphia are
4 food and beverage related.

5 COUNCILMAN DOMB: All right.
6 Well, thank you very much. Thank you for
7 your great work. Thank you.

8 Thank you, Council President.

9 MS. GALLIER HOWARD: Thank you.

10 COUNCIL PRESIDENT CLARKE:
11 Thank you, Councilman.

12 The Chair recognizes
13 Councilwoman Gym.

14 COUNCILWOMAN GYM: Thank you
15 very much, Mr. Chairman.

16 I wanted to talk a little bit
17 about the Fair Chance Hiring initiative,
18 because it's an evolution of new
19 incentives, but this is the initiative
20 that reimburses local employers who hire
21 formerly incarcerated individuals.

22 So could you talk a little bit
23 about how the program has -- how you feel
24 it's been successful and how you changed
25 it so that instead of a tax credit, it

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 became a grant, and what lessons you
3 think that we won from that?

4 MS. GALLIER HOWARD: So we saw
5 that the PREP tax credit, the
6 returning -- the tax credit that's in
7 place for returning citizens had major
8 underutilization. We now have a lot more
9 demand. I believe we're at about 76 jobs
10 created and about 50, 60 that are in the
11 process now.

12 So we had a little bit of a
13 slow start with the program. I mean, it
14 was a pilot, but in terms of the matching
15 up, because you have to have the
16 individuals ready for the jobs before you
17 place them, and we had a little bit of a
18 slow start in terms of that process, but
19 now it's moving smoothly and we have a
20 couple more, I think, providers in terms
21 of where we can go for those applicants
22 or those employees. But it certainly has
23 garnered a lot more demand and
24 utilization, and it's not dependent on
25 having BIRT liability. And I should

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 mention, now that there's the exemption
3 of the first hundred thousand, far fewer
4 businesses have BIRT liability to even
5 apply for tax credit.

6 So we honestly, through this
7 incentive study, we are going to need to,
8 the City, look at a lot of our tax
9 credits that are based on BIRT, because
10 there's a lot where now a lot of
11 businesses don't have a BIRT liability to
12 take a credit against.

13 COUNCILWOMAN GYM: Right.

14 MS. GALLIER HOWARD: Especially
15 smaller businesses.

16 COUNCILWOMAN GYM: And are
17 there certain employers where they're
18 landing with that these individuals
19 have -- are there notable success stories
20 that you might want to share with us?

21 (Witness approached witness
22 table.)

23 COUNCILWOMAN GYM: Hello.

24 MS. IRELAND: Hi. Sheila
25 Ireland, the Office of Workforce

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 Development.

3 So I think one of the -- we
4 learned a couple of lessons from Fair
5 Chance Hiring. I think the most
6 important lesson is to really understand
7 the labor market and how we can connect
8 people who do not necessarily have middle
9 skills available to that labor market.
10 We also understood specifically how small
11 business, medium-sized business in
12 particular, because those are the people
13 that we're mostly working with, it's not
14 necessarily large organizations, how they
15 hire, what incentives actually move them
16 to hire returning citizens, and what
17 their processes are to get there.

18 So as Sylvie talked about a
19 little bit earlier, the matching process
20 of people who are actually being released
21 and the skills that they have and then
22 the employer engagement process, what
23 kind of jobs do we have that we're
24 looking for. Sometimes there's a little
25 bit of a mismatch. And if you remember

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 with Fair Chance, they have to pay at
3 least \$12 an hour, which requires a
4 certain level of skills for people to be
5 connected to.

6 So I think we're learning that.
7 I think intentionally what you'll see
8 coming out as we expend the remaining
9 funds is a print media campaign, because
10 we want to reach out to more businesses
11 to understand specifically -- to have
12 them understand that the grant is
13 available for them to be able to take
14 advantage of. I think that disconnect is
15 some of what you see.

16 COUNCILWOMAN GYM: Yeah. I
17 mean, one of the things that we're
18 looking at is how we can expand similar
19 types of programs to serve other
20 extremely vulnerable populations. So in
21 particular for me, I think what we've
22 been looking at, youth exiting foster
23 care, as being a highly vulnerable
24 population and desperately in need of
25 connection to education, jobs, training,

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 and housing. And has there -- I mean, do
3 you feel like the program has been
4 successful enough that you might consider
5 expanding it to test-market other
6 populations, other vulnerable populations
7 and see how it works there? What's the
8 trajectory for the Fair Chance Hiring
9 program right now?

10 MS. IRELAND: So I'd have to
11 say, I think the intent behind the
12 program is there. I think there was not
13 enough, if I can say, there was not
14 enough monies allocated to process,
15 right? So the thought process was was
16 that the \$5,000 would incentivize an HR
17 director to do hiring in a different way.
18 As a former HR director, I'll tell you
19 \$5,000 is probably not enough. That
20 would be number one.

21 Secondly, the skills mismatch
22 is real, right? There's not a lot of
23 intentionality, and you need the
24 resources and people in place to
25 effectively understand what skill sets

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 are we trying to place.

3 I think what you have with Fair

4 Chance is two separate things going on,

5 right? You had employers who were

6 interested and you had returning citizens

7 who were interested, and the matching

8 process requires resources and

9 sophisticated personnel to be able to do

10 that. To understand how to traverse the

11 labor market today, especially with

12 different requirements for different

13 fields, and especially in a digital

14 market, a largely digital market, it's a

15 very different thing than it was placing

16 people even five years ago.

17 COUNCILWOMAN GYM: So you don't

18 see an expansion right now? Are you

19 seeing the program go as is? Are you

20 expanding it? Are you looking at other

21 populations? Are you thinking --

22 MS. IRELAND: I agree with you.

23 I think it's a wonderful thing, I really

24 do, right? I just don't think the system

25 is in place, and I think the way we've

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 switched the program a little bit to
3 allocate some monies towards having the
4 right personnel in place to be able to
5 execute it definitely will help us,
6 especially as we, like I said, as we move
7 into the print media campaign. It is
8 about getting the word to a broader swath
9 of people so that the skills that we're
10 trying to engage returning citizens, the
11 ones that they have, we can engage them
12 in the employers that we have. Right now
13 it's just employers who show up.

14 MS. GALLIER HOWARD: In this
15 fiscal year coming up, we're not
16 expanding it because since we had a
17 slower start, we're actually expending
18 the funds and we're making some changes
19 since the first -- the first year was a
20 pilot. We're making some switches to the
21 program to improve upon it. But I do
22 think that we want to continue the
23 program, and should we see the successes
24 that we're expecting to see, we'd want to
25 grow it.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN GYM: That's
3 helpful. I'm sure we'll be continuing
4 that conversation.

5 Thank you.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you, Councilwoman.

8 The Chair recognizes Councilman
9 Johnson.

10 COUNCILMAN JOHNSON: Thank you,
11 Council President.

12 I think it's the young lady who
13 was just sitting at the table.

14 MS. GALLIER HOWARD: Sheila?

15 COUNCILMAN JOHNSON:

16 Ms. Sheila. I didn't want to say the
17 wrong name, Ms. Sheila. I just want to
18 get an update on the -- the last time we
19 met in my office, Michael DiBerardinis
20 was in the Managing Director's Office. I
21 have a strong interest in the City as
22 Model Employer campaign, and if you could
23 just explain to the rest of the members
24 of Council what that program is, the
25 status of the program. I think it's

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 critically important that when we talk
3 about putting people to work, regardless
4 of if they made a mistake in the past,
5 this is a pathway for individuals,
6 particularly young men, an opportunity to
7 get involved in something that's positive
8 as opposed to standing on the corner.

9 I've also asked Brian Abernathy
10 to reach out to Sheila to see how this
11 program can be partnered with the Office
12 of Violence Prevention.

13 We are in a crisis right now in
14 the City of Philadelphia when it comes to
15 gun violence and shooting. That number
16 continues to increase each day, and so we
17 got to think outside the box to get our
18 young people involved in something that's
19 positive. And this is a program that I
20 have an interest in, but I'll let you
21 give your report as to what progress we
22 made. We met about a year ago in my
23 office with Michael DiBerardinis. So I
24 want to see where we're at in this
25 process now.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 Thank you.

3 MS. IRELAND: So just a brief
4 overview. So City as Model Employer is
5 the City's, probably a better word,
6 internal workforce development process.
7 It's us walking the talk that we talk
8 about to other workforce development
9 agencies. It's across ten operating
10 departments in the City of Philadelphia,
11 three of which are particularly active,
12 the Hospitality Careers program at
13 Aviation, Future Track, and Streets
14 Department, which I think you're very
15 familiar with. We're trying to launch a
16 program with 3-1-1 as well for call
17 center operators. And then the Free
18 Library of Philadelphia has an extensive
19 number of placements in their library
20 trainee.

21 It's intended to move the temp
22 and seasonal workforce, which you know we
23 have about 2,000 employees, into
24 full-time permanent. And so we've been
25 working across those departments doing

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 things like engaging civil service and
3 creating more career paths and
4 accelerated career paths and titles for
5 people to be able to enter into City
6 employment, because we believe it's a
7 valuable path for folks we are trying to
8 serve.

9 One thing I do want to clarify,
10 the requirements for entering into the
11 jobs are the same as civil service. So
12 in instances where we're able to work
13 with opportunity youth or returning
14 citizens like in Future Track, we do. In
15 instances of Hospitality Careers at the
16 Airport, which is covered by TSA
17 regulations, we can't.

18 So what I like most about the
19 program is the breadth of opportunity
20 across the departments. It's not just
21 one job. It's not -- some of the things
22 that we focus on a lot of times, like
23 street sweeping, there's a variety of
24 opportunities available there, and it
25 allows us to utilize the work that we are

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 doing across the board in the Office of
3 Workforce Development to create
4 opportunity.

5 So, for instance, recruitment
6 and selection for Philly Future Track now
7 will focus on the Pinpoint maps and
8 Roadmaps, right, to specifically recruit
9 from those areas, right? There's some
10 synergy that you'll like about that. So
11 currently today we're at 176 placements.

12 COUNCILMAN JOHNSON: Yeah. Can
13 you give me numbers?

14 MS. IRELAND: 176. That's
15 where we are today.

16 COUNCILMAN JOHNSON: 176?

17 MS. IRELAND: Yes.

18 COUNCILMAN JOHNSON: And that's
19 across how many different departments?

20 MS. IRELAND: That's across the
21 ten operating departments.

22 COUNCILMAN JOHNSON: Ten?

23 MS. IRELAND: Yeah.

24 COUNCILMAN JOHNSON: And what's
25 the recruitment strategy? I know

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 obviously you said you want to marry --
3 I'm glad you told me about Pinpoint and
4 the Roadmap to Safer Neighborhoods, the
5 connection between the two, which I think
6 is great. I haven't heard that until
7 today. I think that's a critical
8 component.

9 What other ways are we going
10 about recruiting, not just individuals
11 who may have a past, because a lot of
12 times you have just good young men who
13 are followers, who are just hanging
14 around the bad guys, but if they got
15 involved in something that's positive,
16 they won't be standing on the corner.
17 And I've seen it with my own eyes with
18 Future Track.

19 I mean, I almost cried one day,
20 I saw about, Council President, about 20
21 young men coming down to the corner I
22 grew up on at 18th and Dickinson, right,
23 having fun, laughing, joking, these blue
24 suits on. And I know they can be
25 somewhere doing something else negative.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 You hear me, Harold? Like
3 they're involved in something that's
4 positive, and we gave them that
5 opportunity and that pathway out of some
6 of the challenges they're facing inside
7 the neighborhood.

8 So I am smiling at you saying
9 one component is working with Operation
10 Pinpoint thus far and looking at those
11 neighborhoods that are more prone to
12 young people getting involved in violence
13 to participate in this program. What are
14 the other strategies and methods to
15 recruit people?

16 MS. IRELAND: So the
17 recruitment strategies are centered on
18 the departments, right? So Streets
19 Department recruits broadly and in a
20 community-based fashion. Other
21 departments do not.

22 We don't necessarily control
23 the recruitment aspect of City as Model
24 Employer. We do work with the
25 departments' HR department and we follow

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 their guidelines.

3 COUNCILMAN JOHNSON: So why
4 won't they follow our guideline, your
5 guideline, since you run the show? And
6 to be quite frank, I don't want to leave
7 it up to the department heads to
8 aggressively push this agenda the Mayor
9 wants to see happen when I think the buck
10 would really stop with you. Because
11 we're not asking all the other
12 departments those questions. I'm asking
13 you these questions. And so however the
14 hierarchy is, I think at some point in
15 time, rather it's having a conversation
16 with Brian Abernathy or the Mayor
17 himself, the reality is I will empower
18 you to track and follow what the other
19 departments are doing. Because what if
20 they don't have that same type of
21 commitment, right, to make sure that
22 there's a strategic plan to recruit
23 people to participate in the City as
24 Model Employer campaign?

25 That's how I think it should

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2 operate, or at least somebody should be
3 evaluating each department. Like
4 tomorrow I'll be calling the Library when
5 the Library comes here and say, okay, you
6 want this budget of 15 million you're
7 asking for. I'm asking for 6, but
8 separate from your diversity and
9 inclusion issues, how are you operating
10 with the City of Philadelphia Model
11 Employer campaign? I don't honestly
12 think any of them will probably respond
13 favorably if they're even on point to
14 even think about it, but I don't know. I
15 don't want to speak off the cuff.

16 I just think the buck stops
17 with you, Sheila, just to be up front
18 with you.

19 MS. IRELAND: No. I totally
20 agree, and I think if you look at our
21 plans for City as Model Employer, our
22 intent was to operate as the internal
23 workforce development agency for the
24 City, with us being the central
25 recruitment, selection, training

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 organization and them being our clients
3 where we place people. That requires
4 significant resources of both people and
5 personnel and some realignment of
6 processes to make happen.

7 COUNCILMAN JOHNSON: Okay.

8 Let's make that happen then. I think it
9 should be a priority. When you talk
10 about resources, we have a surplus. I
11 keep hearing this every time I'm out on
12 the trail, people trying to encourage me
13 to repeal the beverage tax and so forth,
14 and the first thing they say is, we have
15 a significant surplus to do X, Y, and Z.
16 And I told them, I've been here for eight
17 budgets, right? It's a whole different
18 conversation. But we don't have the
19 funding to do Rebuild across the board as
20 they say we do and pre-K on the level
21 that we're going to do. That's a whole
22 different conversation, but they keep
23 talking about this surplus that we're
24 supposed to have. And I do know we have
25 a surplus, because part of the last

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 budget process was some funding was going
3 into reducing our pension obligations and
4 so forth.

5 So this is important. We're
6 still the number one big city when it
7 comes to poverty in America, right? So
8 we have to turn up the heat and be more
9 aggressive when we address this issue of
10 poverty. And also not just poverty.
11 People living in deep poverty, when
12 they're only making \$5,500 a year, not on
13 public assistance, meaning I work, right?
14 I'm a proud worker, but I'm only making
15 \$5,500.

16 And so I think we have to do
17 more of an aggressive, like it's a
18 crisis, like the sky is falling, and
19 let's get as many people involved in
20 these programs, particularly the City as
21 a Model Employer program, as possible.
22 And you have an ally that will work with
23 you to aggressively push the needle
24 forward. I have an emphasize on our
25 young people, because they are dying in

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 the streets, and if we're going to tell
3 them to put down the guns, what are we
4 replacing it with --

5 MS. IRELAND: Absolutely.

6 COUNCILMAN JOHNSON: -- at the
7 end of the day? That's the tone I
8 believe that we have to have, and that's
9 the aggressive approach I'm going to be
10 taking as we move forward to make sure
11 this program is successful.

12 So, Sheila, thank you for your
13 dedication and your commitment,
14 particularly on this particular
15 initiative.

16 MS. IRELAND: Thank you.

17 COUNCIL PRESIDENT CLARKE:
18 Thank you, Councilman.

19 The Chair recognizes
20 Councilwoman Reynolds Brown.

21 COUNCILWOMAN BROWN: Thank you,
22 Mr. President.

23 Very well stated, Councilman
24 Johnson. I couldn't agree with you more
25 just in your eloquence of stating how we

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 have to take bold steps if we want to
3 move the paradigm and shift the needle.

4 Please tell us, Ms. Sheila
5 Ireland, how long have you been on board?
6 I know that Commerce Director Harold Epps
7 spoke in past hearings that this was
8 going to happen. You're now here.
9 Welcome aboard. How many months old are
10 you?

11 MS. IRELAND: I am 13 months
12 old.

13 COUNCILWOMAN BROWN: A little
14 over a year. So we do welcome you,
15 because the issue of workforce
16 development has come up repeatedly in
17 past hearings.

18 With the President's consent
19 and that of leadership, I think it would
20 be useful and extremely helpful if
21 members had a briefing with you.
22 Irregularly we invite department heads or
23 new division heads to come in and brief
24 Councilmembers on who you are and what
25 you do. So I'm going to speak to

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 President Clarke about you joining us one
3 Thursday after City Council and briefing
4 us on the new intimacies and
5 cross-departmental linkages that are now
6 going to take place so that we can indeed
7 lift up the important role that you have.

8 MS. IRELAND: I'd be happy to.

9 COUNCILWOMAN BROWN:

10 Exceedingly important.

11 During the hearings with the
12 Office of Finance, I raised this
13 question, and they actually said I should
14 punt this question to you.

15 On Page 2 of Finance
16 Department's testimony, they said, and I
17 quote, they, the Finance Department,
18 worked closely with the Mayor's Office of
19 Diversity and Inclusion, the Managing
20 Director's Office, and the Commerce
21 Department to promote what they call
22 equitable and inclusive policies
23 throughout the City's grant-seeking and
24 grant management practices.

25 So are you able to tell us what

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 those equitable practices might be with
3 regards to grant-seeking and grant
4 management? Because they felt that you
5 were the more appropriate person to ask
6 this question.

7 MS. GALLIER HOWARD: So I think
8 in terms of the grants that we provide,
9 we have a lot of contracts,
10 performance-based contracts, that are
11 based on RFPs. Is that what you're
12 referring to?

13 COUNCILWOMAN BROWN: Yes.

14 MS. GALLIER HOWARD: So all of
15 those we do with a fully transparent
16 process. We have a panel for each of
17 those. We ensure a diverse panel with
18 expertise, and everyone is selected
19 through a scoring process. We make that
20 process known through the RFP process,
21 and all of the determinations are based
22 on that process. I think that may be
23 what you're referring to.

24 COUNCILWOMAN BROWN: Okay.

25 MS. HARPER: Councilwoman, it

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 could also be that we are very close to
3 launching a way for OEO to review all of
4 the diversity on non-profit contracts.
5 Over half of the City's budget is
6 dedicated to non-profits, and so OEO is
7 supposed to collect information on their
8 senior staff, on their board, on their
9 workforce, executive director, where the
10 executive director lives, and we haven't
11 been able to do that because the larger
12 departments collect non-profit data and
13 they report it out, but some of the
14 smaller departments do not. So we
15 have --

16 COUNCILWOMAN BROWN: And the
17 reasons for that is what? Just lack
18 of --

19 MS. HARPER: There's no
20 consistency. There's no consistency. So
21 we have developed an electronic form
22 that's going to go to all non-profits
23 that the City does business with, and we
24 anticipate it's going to go out in May
25 and it will be due back at the end of

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 July, and OEO will now be able to report
3 on all of the workforce, how the
4 non-profit spends their money, their
5 executive director. All of that
6 information will be available in the OEO
7 annual report as well.

8 COUNCILWOMAN BROWN: That's
9 music to our ears. For those who want to
10 do business with the City, if they're not
11 helping the Mayor and his team leaders to
12 meet goals, then they don't deserve to do
13 business with the City, and the only way
14 you get to know that is by collecting the
15 information that you do.

16 Going back to Councilman Domb's
17 numbers, 2.4 percent of the businesses
18 are African American. Might you be able
19 to tell us what percentage of those are
20 African American women-owned businesses?

21 MS. HARPER: I don't have it
22 broken out by women.

23 COUNCILWOMAN BROWN: Could you
24 please, when you can --

25 MS. HARPER: Yes.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCILWOMAN BROWN: -- provide
3 that for us?

4 The last question speaks to
5 this link to the oversight committees.
6 Just give us an update on where the
7 Office of OEO -- where your office is
8 with regards to oversight committees and
9 has the implementation of additional
10 oversight committees yielded or revealed
11 any new challenges or opportunities
12 around diversity hiring and
13 subcontracting.

14 MS. HARPER: Sure. I will say
15 that our public works number has
16 increased for the year of FY18, and I
17 believe that that is due to attention
18 paid on oversight committees. We
19 currently have 26 oversight committees,
20 and I have it broken down by Council
21 district and I can get that to you if
22 you're interested.

23 COUNCILWOMAN BROWN: That would
24 be terrific.

25 MS. HARPER: And so our guys

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 are all over, and they're on the job
3 sites as well. So I think that that has
4 resulted in an increase in our public
5 works participation. We have a 4 percent
6 increase in public works for FY18, and I
7 really think that's due to increased
8 attention.

9 COUNCILWOMAN BROWN: That's
10 encouraging.

11 MR. EPPS: Councilwoman, also
12 OEO has an advisory group.

13 COUNCILWOMAN BROWN: Yes, yes,
14 yes.

15 MR. EPPS: And one of the
16 things that we continue to learn, both
17 inside and outside the government, is the
18 area of professional services and the
19 very challenging pursuit it is to get
20 those dollars to be as inclusive as they
21 need to be. So the areas of accounting,
22 the areas of financing, areas of
23 insurance, asset management, both in the
24 government and in the private sector, are
25 fraught with great opportunity for

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 participation, both for people of color
3 and women.

4 COUNCILWOMAN BROWN: You said
5 are what?

6 MR. EPPS: Great opportunities.
7 They are significantly under-penetrated,
8 under-penetrated.

9 COUNCILWOMAN BROWN: Okay. So
10 you've ID'd strategies to change that
11 paradigm?

12 MR. EPPS: We are working on
13 them, yes. And in some cases, inside the
14 government it requires change of
15 language. So, yes, these are new
16 learnings and new opportunities for
17 further penetration in the areas that
18 typically have been off limits.

19 COUNCILWOMAN BROWN: Yes.
20 Okay, then. Thank you very much. The
21 work you do is enormous, but as
22 Councilman Johnson articulated, it's
23 really the underpinning and the
24 foundation of everything else if we want
25 to change that criticism that we heard

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 too often, the poorest largest city in
3 the country. So thank you for your work,
4 all of you.

5 Thank you very much,
6 Mr. President.

7 COUNCIL PRESIDENT CLARKE:
8 Thank you, Councilwoman.

9 The Chair recognizes Councilman
10 Domb.

11 COUNCILMAN DOMB: Thank you,
12 Mr. President. By the way, Memphis and
13 Detroit might be worse than us in
14 poverty.

15 MR. EPPS: They are. They just
16 look up a million people.

17 COUNCILMAN DOMB: So we're not
18 at the bottom at least.

19 MR. EPPS: Exactly. We are
20 always said to be sometimes.

21 COUNCILMAN DOMB: I think we're
22 doing a lot on the education front.
23 We're trying to do a lot. And we still
24 have the poverty issue of 400,000 people.
25 We still have the deep poverty in the

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 last four years that went up 12 to 14
3 percent, increased by 29,000 people, deep
4 poverty. And our budget went up 21
5 percent in four years, the largest
6 four-year increase we've seen. I don't
7 think we're doing enough for the 18 to 50
8 year olds. I know we have all these
9 different programs, but clearly that's a
10 segment that we need to address maybe in
11 much greater needs. And jobs clearly are
12 the number one way out of poverty, by
13 far. It is the number one way to get out
14 of poverty, is a good-paying job.

15 MR. EPPS: That's correct.

16 COUNCILMAN DOMB: Since you're
17 the Commerce Director and you're about
18 jobs -- you don't have to answer this
19 now -- could you provide us with an
20 action plan with the strategies and
21 tactics to get us in the next four years
22 to take 50,000 people out of poverty?

23 MR. EPPS: The Administration
24 can provide that plan. It's way beyond
25 Commerce, but, yes.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN DOMB: You said the
3 Administration can provide the plan?

4 MR. EPPS: Yes. We can
5 provide -- yes, we can.

6 COUNCILMAN DOMB: I would like
7 to see what that looks like, but I think
8 it should be a plan that's done by all
9 the collective bodies of this government.

10 MR. EPPS: So do we.

11 COUNCILMAN DOMB: That's the
12 biggest issue we're dealing with. I
13 don't think the numbers are really -- I
14 think we've had 400,000 people in poverty
15 since 1970. I'm not sure we really moved
16 the needle on that total number. What
17 moves is the bottom number --

18 MR. EPPS: We have between
19 300,000 and 400,000 for all of your adult
20 life.

21 COUNCILMAN DOMB: Yeah. So the
22 denominator keeps moving and down, so the
23 percentages change, but the actual people
24 in poverty has stayed the same. And I'm
25 not sure there are many cities in the

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 United States that have actually solved
3 the problem. Many of them push people
4 out and that's how they make their
5 numbers look better.

6 MR. EPPS: That is correct.

7 COUNCILMAN DOMB: So, I mean,
8 we really need to tackle 50,000 at a
9 time. But if you're saying the
10 Administration is going to provide us
11 with that plan?

12 MR. EPPS: We can do that. Let
13 me just start with think about this --
14 this is much bigger than this room. The
15 United States of America has a minimum
16 wage that has less spending power than
17 the minimum wage in 1963 had. \$1.25 in
18 1963 had more spending power than 7.85
19 has today. So that's the fundamental
20 baseline. We as a nation do not choose
21 to reward people for doing work.

22 COUNCILMAN DOMB: Okay. So
23 I'll look forward to that plan. Thank
24 you.

25 Thank you, Mr. President.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilman.

4 There appears to be no
5 additional questions for this panel. I
6 want to thank you all very much.

7 And next up we will have Public
8 Property.

9 MR. EPPS: Thank you for your
10 time.

11 COUNCIL PRESIDENT CLARKE:

12 Thank you.

13 (Witness approached witness
14 table.)

15 COUNCIL PRESIDENT CLARKE: Wow,
16 talk about clearing out a room.

17 COMMISSIONER GREENWALD: Was it
18 something I said, you think?

19 COUNCIL PRESIDENT CLARKE: Wow.
20 Good afternoon.

21 COMMISSIONER GREENWALD: Good
22 afternoon.

23 COUNCIL PRESIDENT CLARKE: You
24 can proceed.

25 COMMISSIONER GREENWALD: Good

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 afternoon, Council President Clarke and
3 members of City Council. I am Bridget
4 Collins Greenwald, Commissioner of Public
5 Property. It is a pleasure to appear
6 before City Council today in support of
7 Public Property's Fiscal Year '20 budget
8 request.

9 As you have our written
10 testimony, which highlights the many
11 accomplishments and plans of the
12 Department, I would only like to add one
13 thing that is not in the written
14 testimony, and that is about our team.

15 The Department of Public
16 Property is full of employees that are
17 extremely dedicated to providing quality
18 services, and I would like to acknowledge
19 them publicly for their commitment to
20 public service. I've said it before and
21 I will continue to say, I am proud to
22 work in a place where the employees show
23 such genuine sense of care and commitment
24 to their profession.

25 We juggle a wide variety of

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 tasks and work requests all the time. In
3 addition to working on our core mission
4 of responsibly serving the City's
5 workforce and community by providing
6 quality facilities, we consistently
7 provide service that goes way beyond the
8 everyday work we do to maintain, acquire,
9 and maintain facilities.

10 DPP staff are the unsung heroes
11 of the City, as I've said before.

12 Thank you for indulging me, and
13 I'm happy to answer any questions you may
14 have.

15 COUNCIL PRESIDENT CLARKE:

16 Thank you.

17 I got a couple of quick
18 questions. Talk to me about the
19 increased utility consumption. There's
20 an additional request for funding in -- I
21 know some years ago we did a retrofit of
22 the triplex or quadplex.

23 COMMISSIONER GREENWALD: So we
24 continue to work with the Office of
25 Sustainability. They're actually the

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 ones who are charged with the utility
3 consumption and whatnot. It comes into
4 our budget. So we have retrofitted the
5 triplex, like you said. We're
6 retrofitting a few fire stations right
7 now. I know Sustainability has a project
8 going on with the Art Museum.

9 So they're all things that fall
10 under their purview. We might do the
11 work with them or contract with them, but
12 it actually falls under their purview to
13 decide which facilities we're actually
14 going to go for.

15 COUNCIL PRESIDENT CLARKE: So I
16 can't get that answer today?

17 COMMISSIONER GREENWALD: You
18 can't get it from me, but I could get it
19 for you from Sustainability.

20 COUNCIL PRESIDENT CLARKE:
21 Okay. It's kind of important.

22 COMMISSIONER GREENWALD: I can
23 definitely get you that answer, though.

24 COUNCIL PRESIDENT CLARKE: They
25 probably should have been here. The

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 reason I'm asking, because I know in the
3 retrofit and this whole conversation
4 around ESCOs and reduction of utility
5 costs, using that reduction to pay debt
6 service on borrowings for retrofit of
7 publicly owned buildings. I know we're
8 doing that in the School District now.
9 We just embarked on, I think, three,
10 four, five possible school buildings, and
11 the City initiated that some years ago
12 and I'm trying to get a sense of the debt
13 service payments based on savings, but if
14 we're increasing our funding, that
15 clearly could present a problem.

16 COMMISSIONER GREENWALD: I
17 actually can't respond to that, but I can
18 definitely talk to Adam and his group and
19 get you that.

20 COUNCIL PRESIDENT CLARKE: All
21 right.

22 Ms. Wallace, could you at some
23 point -- or you want to answer it?

24 (Ms. Adams talking without
25 microphone.)

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2 COUNCIL PRESIDENT CLARKE: I

3 can't...

4 COMMISSIONER GREENWALD: She

5 said do you want her to call him and see

6 if he can come?

7 COUNCIL PRESIDENT CLARKE: I

8 guess the whole question is, how long is

9 it going to take?

10 MS. ADAMS: I'll call.

11 (Witness approached witness

12 table.)

13 MR. McDADE: Good afternoon,

14 Council President and members of Council.

15 My name is Thomas McDade. I am Deputy

16 Chief of Staff for the Department of

17 Public Property.

18 Adam Agalloco from the Office

19 of Sustainability did plan on coming and

20 had a meeting at 12:30 which he had to

21 attend. So I know that doesn't do us any

22 good here, but we will get whatever

23 answers that you need.

24 COUNCIL PRESIDENT CLARKE: What

25 could be more important than budget

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 hearings? Are you kidding?

3 All right. So at some point --

4 COMMISSIONER GREENWALD: We'll
5 get you that information. Absolutely.

6 COUNCIL PRESIDENT CLARKE: All
7 right.

8 Councilman, are you going to be
9 asking questions about the Police
10 Headquarters?

11 COUNCILMAN DOMB: You can ask
12 them.

13 COUNCIL PRESIDENT CLARKE: I
14 was going to defer to you. I didn't want
15 to get in your space. I know it's an
16 important one to you. I know you were.
17 I'm going to jump to something else.

18 City Hall, I've been working
19 here a long time, a number of us, and the
20 whole issue with respect to safety has
21 always been troubling for a number of
22 reasons. Every time you see a TV show --
23 and I hope I'm not putting something in
24 somebody's mind -- where unfortunately
25 somebody kind of comes in, and there's

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 been a number of suggestions that people
3 may want to do bodily harm to people in
4 the building. Can you talk to me about
5 where we are with our security plan?

6 COMMISSIONER GREENWALD: Sure.

7 COUNCIL PRESIDENT CLARKE:

8 That's, for obvious reasons, somewhat
9 important.

10 COMMISSIONER GREENWALD:

11 Absolutely, and we hear your concerns and
12 we're on board with you.

13 COUNCIL PRESIDENT CLARKE:

14 That's right, you work here too.

15 COMMISSIONER GREENWALD: Yeah.

16 I'm up here too.

17 So if you recall, last year we
18 had a budget request in our budget, which
19 you guys passed, and we actually started
20 our security implementation this fiscal
21 year. So if you come in on the west
22 side, the west portal where the jurors
23 come in -- a majority of our visitors
24 come in on the northeast side or they
25 come in on the visitors side on the west

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 portal. So it's the jurors and anyone
3 going to the Register of Wills, which
4 gets a lot of traffic. So we have all
5 the safety precautions set up there now.
6 There are turnstiles. There are
7 magnetometers. You have to scan in
8 anyone that's coming to --

9 COUNCIL PRESIDENT CLARKE: So
10 you have a magnetometer at the Mayor's
11 entrance?

12 COMMISSIONER GREENWALD: Yes.
13 It's at the Mayor's entrance and it's at
14 the west portal. So if you were coming
15 in for jury duty, instead of coming in
16 the northwest side, like how you come in,
17 like where you and I come in, you would
18 come in through the portal side. So you
19 would come off of Dilworth, come in
20 through the courtyard, and right there we
21 have the same setup right there.

22 So we started with the west.
23 We moved onto the northeast, which is the
24 Mayor's entrance side. We're actually --
25 we just did that about a month and a half

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 ago. So we're analyzing that, making
3 sure that's working all right, working
4 out some kinks. It seems to be working
5 out well. Then the next step is the
6 northwest side where you come up
7 underneath underground. So that's a
8 vulnerability we're aware of. So that
9 will be the next step.

10 It's visitors first and then
11 Phase 2 was always employees second. So
12 then everything else should be shored up
13 and then we would start with the
14 employees. And we'll have -- I think we
15 worked with your office on this too,
16 doing a whole education piece so everyone
17 will know what to expect, so you just
18 don't come in one day and everything
19 changes.

20 COUNCIL PRESIDENT CLARKE: And
21 the folks that we have at the locations,
22 the security forces, I think we have -- I
23 don't know what --

24 COMMISSIONER GREENWALD: So we
25 have --

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2 COUNCIL PRESIDENT CLARKE: What
3 company is that?

4 COMMISSIONER GREENWALD: It's
5 Scotlandyard is the contracted company,
6 and then we have members of the Sheriff's
7 staff that actually are there.

8 COUNCIL PRESIDENT CLARKE: But
9 not at the doors?

10 COMMISSIONER GREENWALD: We
11 actually --

12 COUNCIL PRESIDENT CLARKE: I'm
13 talking about the doors that, frankly,
14 somebody "hold the door for me" and
15 people like sometimes hold the door --

16 COMMISSIONER GREENWALD: The
17 tailgating, yeah.

18 COUNCIL PRESIDENT CLARKE: --
19 for them and the person doesn't really
20 have any ID or whatever.

21 So what's the protocol for the
22 individuals that are at the locations, at
23 those doors, say, across from the Ritz,
24 which is not utilized that frequently,
25 but are they supposed to stop everybody?

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2 COMMISSIONER GREENWALD: The
3 protocol is that the guards that are
4 there -- and actually in answer to your
5 question, if any of them are City
6 workers, I think we have about four
7 municipal guards and everyone else is
8 contracted out.

9 So, yes, the protocol is if you
10 see someone tailgating -- that's what
11 it's called -- you are to stop that
12 person and say, do you have access to the
13 City now. We know with some of the
14 employees -- and it's just a given --
15 that you know certain people. Like where
16 you and I walk in, we all know Ellis is
17 wonderful down there and he knows Matt,
18 he knows you, he knows me when you walk
19 in. But he stops, if you ever observe
20 him, he stops people all day long, do you
21 have a pass? No, you don't. Super
22 friendly, shows them where to go on the
23 northeast side and tells them what they
24 have to do.

25 So that's the protocol, is you

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 are supposed to stop someone that doesn't
3 have a swipe card to get in.

4 COUNCIL PRESIDENT CLARKE:

5 Right. Is there a live camera at those
6 entrances to monitor whatever activity is
7 happening?

8 COMMISSIONER GREENWALD: There
9 are cameras there, but they're not
10 monitored per se. Like we go back and
11 review them. You understand? There's no
12 one sitting live watching them, but we
13 have access to them.

14 COUNCIL PRESIDENT CLARKE: I
15 mean, City Hall, shouldn't we have like
16 somebody looking at all the cameras? I
17 mean, is that a significant challenge for
18 us?

19 COMMISSIONER GREENWALD: You
20 know what, I would have to get back to
21 you on that. We did have a whole
22 assessment done by Homeland Security and
23 it wasn't one of the suggestions that
24 they made, but I can bring it up. Me not
25 being like a safety expert and them being

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 the safety expert, they did not recommend
3 that, but I can go back.

4 COUNCIL PRESIDENT CLARKE: Why
5 didn't they? They must not work in this
6 building.

7 COMMISSIONER GREENWALD: I
8 don't know why they didn't. So we can
9 loop back around with them on that.

10 COUNCIL PRESIDENT CLARKE:
11 Yeah. I mean, that's --

12 COMMISSIONER GREENWALD: They
13 did do a full assessment of the whole
14 building, though. And I think if we do
15 all the steps that they want us to do
16 that we're working towards to make the
17 building safe, I think that they feel
18 that that will be sufficient, because the
19 south side doors, you wouldn't be able to
20 get in that way. You would only be able
21 to get out. Northwest would be taken
22 care of. West is already taken care of
23 and northeast. You're pretty much
24 buttoning up the whole building.

25 COUNCIL PRESIDENT CLARKE:

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 Okay. All right.

3 So we have in the budget detail
4 a 70,000 increase for bathroom monitors
5 in the MSB concourse. What's that about?

6 COMMISSIONER GREENWALD: So we
7 are taking our lead from the Library, the
8 Central Library. We've had some
9 incidents in the MSB where some of our
10 customers have had some incidents in the
11 public bathrooms down there in the MSB
12 concourse where you come in off the
13 subway. So we were trying to figure out
14 what to do, and we thought about more
15 guards. And we started working with
16 Project HOME, and they told us that
17 actually what they do with the Library is
18 use these bathroom monitors. We contract
19 with Project HOME, and they select the
20 people for us and we put them down there.
21 And it's actually -- we just started
22 March 5th, and it's been working
23 tremendously so far.

24 COUNCIL PRESIDENT CLARKE:

25 Okay. So you mentioned Project HOME. I

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2 guess you know what my next question is
3 going to be. Hub of Hope. Well
4 intentioned, much needed level of
5 support. I even put in my latest
6 newsletter cutting the ribbon, the whole
7 nine yards. But the bottom line is that
8 it is presenting a problem, not only for
9 the merchants, but the corridor has now
10 become a location that has been somewhat
11 challenging. I mean, some of the reports
12 that are currently happening with KYW and
13 others, they're real. Councilman
14 Greenlee first made me aware of it some
15 time ago.

16 In terms of revisiting -- and
17 obviously the investment made for the
18 actual Hub of Hope was extensive and we
19 really appreciate the people that have
20 stepped to the plate, but it's
21 essentially moved the challenges that
22 were at the train station and they're now
23 over near the MSB where folks walk from
24 the MSB to go to the food, the areas and
25 other areas.

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2 So the bottom line is, we have
3 a problem. In terms of Public Property,
4 what's our role and what are the
5 discussions that are being had about
6 dealing with that challenging problem?

7 COMMISSIONER GREENWALD: Sure.

8 So Public Property is part of a more
9 holistic approach to what's going on down
10 there in the concourse in general. The
11 Hub of Hope has been, as you said, very
12 successful. The people that go into the
13 Hub and use it report they get just
14 tremendous services, and it's performing
15 a very worthwhile function. And as you
16 said, what's happening is people are
17 congregating outside the Hub and into the
18 rest of the concourse.

19 So we're one of a group that's
20 working with SEPTA Transit, the Police
21 Department, the Department of Homeland
22 Security within the Police Department to
23 actually come up with a strategy to
24 figure out what to do in the concourse.
25 SEPTA has a few ideas about reconfiguring

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2 the concourse. The Police Department, if
3 you've been down there lately in that
4 area, there's been a much heavier
5 presence down there to try to keep things
6 moving along and try to keep things civil
7 and whatnot.

8 We realize it's a challenge.
9 We're working really close with the
10 Department of -- or the Division of
11 Health and Human Services, in that group
12 within the MDO, to actually come up with
13 a plan to -- the larger group to come up
14 with a plan.

15 But as for right now, we're
16 meeting and trying to figure out what to
17 do. But right now what's been happening
18 is the heavier presence down there.
19 These bathroom attendants were intended
20 to actually stop the overflow from coming
21 into the actual MSB itself and causing
22 some issues. So now it's just a matter
23 of what's being reconfigured on that
24 other end of the concourse down where
25 like the flower shop is and the food

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2 court and whatnot to try to get the
3 issues that are going on down there
4 resolved.

5 COUNCIL PRESIDENT CLARKE: All
6 right. So can you -- because sometimes
7 things need a timeline. Who is in charge
8 of that? Because at some point somebody
9 has to be in charge. So who is driving
10 the discussion and the solution in terms
11 of --

12 COMMISSIONER GREENWALD: So the
13 MDO is driving the train.

14 COUNCIL PRESIDENT CLARKE: MDO?
15 All right. Because I know Mr. Epps was
16 here. He was actually the one that
17 convinced me to earlier --

18 COMMISSIONER GREENWALD: Well,
19 you and I went down there. Remember you
20 and I went down there not too long ago.

21 COUNCIL PRESIDENT CLARKE: All
22 right. So the MDO's Office. Can you
23 convey to them that we'd like to get in
24 writing what the plan of action is to
25 address all aspects of the challenges

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2 that we face and actually the after
3 hours, because a lot of the issues relate
4 to after hours, after the Hub of Hope is
5 closed, and then there's a whole nother
6 set of challenges down there, people
7 selling drugs. All that is real.

8 COMMISSIONER GREENWALD: Oh,
9 yeah. I cut through there. I know.

10 COUNCIL PRESIDENT CLARKE:
11 Smoking K2 and all the other stuff,
12 urinating. I mean, it's a mess. It's a
13 hot mess down there right about now.

14 All right. So can you convey
15 to the MDO's Office if they can get
16 something to us in writing sooner than
17 later?

18 COMMISSIONER GREENWALD: Yup.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you.

21 One last question and then I'll
22 pass it on to my colleague Councilman
23 Domb.

24 Starbucks on Dilworth Plaza.
25 So one day I'm up there with one of my

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 colleagues. I'm up there actually in
3 Mr. Christmas's office and I'm looking
4 out the window and I say, what's going on
5 over there? So we actually thought it
6 was some new planters that were being put
7 in place. You know, we had no idea,
8 right? And come to find out that they
9 were constructing a new building; i.e., a
10 Starbucks on Dilworth Plaza. And during
11 the course of the hearings to authorize
12 Center City District and Dilworth Plaza,
13 it was always our understanding that any
14 changes and additions or deletions from
15 that was going to go through the
16 appropriate protocol since the contract
17 was authorized in City Council.

18 So can you tell me what is the,
19 quote/unquote, protocol in terms of a
20 building being built on property that is
21 leased by Center City District on City
22 Hall plaza?

23 COMMISSIONER GREENWALD: Sure.
24 So as part of the lease with the Center
25 City District for Dilworth, there's a

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2 provision in there where Center City
3 District is able to raise revenue, the
4 ice skating rink, the cafe, several other
5 events that they have there when they
6 rent the plaza out. So the sublease that
7 they have with the cafe that is there,
8 this kiosk that's going up, this
9 Starbucks one, is part of that lease. So
10 that sublease with that cafe, that cafe
11 is also -- that cafe is what's actually
12 going onto the west side over there
13 selling Starbucks, from what I
14 understand. So --

15 COUNCIL PRESIDENT CLARKE: It
16 was a sublease to the master lease?

17 COMMISSIONER GREENWALD: Yeah.
18 So the master lease gives them the
19 permission, I guess, for lack of a better
20 word, to raise revenue. So somehow when
21 they raise revenue, they come back to --
22 they don't come back to the City per se.
23 What they do is, they have a system. So
24 they'll put in like, okay, we're going to
25 have, I don't know, the Best of Philly

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 event. Just say that for example. They
3 put it in the MDO system, the permitting
4 system. It gets permission that way to
5 do any type of event.

6 With anything that's going up
7 that's in addition to the lease to raise
8 revenue -- like they changed the operator
9 at one point, if you remember. There was
10 a different operator that operated that
11 cafe when it first opened. Now there's a
12 new one -- (continued) all they have to
13 do is come back to the City and get
14 permission to actually just change that.
15 There's not another mechanism to come
16 back here.

17 COUNCIL PRESIDENT CLARKE: Who
18 do they get permission from?

19 COMMISSIONER GREENWALD: So
20 they get permission from us for the
21 planning, for the structural stuff from
22 Public Property, and then for the
23 conceptual, it went through the Mayor's
24 Office, I believe.

25 COUNCIL PRESIDENT CLARKE: All

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 right. So is it an amendment to the
3 lease?

4 COMMISSIONER GREENWALD: No.

5 COUNCIL PRESIDENT CLARKE:
6 Because I don't remember that document.

7 COMMISSIONER GREENWALD: No.
8 It's part of the lease, in the operating
9 agreement that's within the lease. I
10 mean, I came in at the tail end of this
11 with the operating agreement, and I know
12 it's in there and I believe it's in the
13 actual lease part, though, too and it
14 refers to the operating agreement, which
15 is where this comes from.

16 COUNCIL PRESIDENT CLARKE:
17 Okay. So I want to look at that, because
18 I was somewhat surprised that somebody
19 can build a building on the City Hall
20 sidewalk basically without any knowledge
21 to most of us. Starbucks might be a
22 great thing, but it was kind of nice to
23 know that people would have been in the
24 loop that actually signed off on the
25 document.

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2 COMMISSIONER GREENWALD: I can
3 definitely get you a copy of the updating
4 operating -- well, it's not updated.
5 It's the original one. If you don't have
6 it, I'll just send it over to your
7 office.

8 COUNCIL PRESIDENT CLARKE: All
9 right.

10 The Chair recognizes Councilman
11 Domb.

12 COUNCILMAN DOMB: Thank you,
13 Council President.

14 Good afternoon, Commissioner.

15 COMMISSIONER GREENWALD: Good
16 afternoon.

17 COUNCILMAN DOMB: I have a few
18 questions. I'll start out with the
19 easier ones.

20 COMMISSIONER GREENWALD: Thank
21 you.

22 COUNCILMAN DOMB: Sure.

23 On Page 11 of your departmental
24 budget detail, it shows a line item of
25 35,400,000 under local, non-government,

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 General Fund money. Do you know what
3 that is?

4 COMMISSIONER GREENWALD: What
5 page was that? I'm sorry.

6 COUNCILMAN DOMB: Page 11 of
7 your departmental budget detail. There's
8 a \$35.4 million line item for local,
9 non-governmental, General Fund money.

10 COMMISSIONER GREENWALD: Okay.
11 I'm sorry. It's Page 10 on mine for some
12 reason.

13 So that would be the sale of
14 some City assets. So, for instance, 500
15 South Broad Street, 11th and Reed, if we
16 get that far into selling that in 2020.
17 The Family Court building finally making
18 settlement, the original Family Court
19 building making settlement.

20 COUNCILMAN DOMB: There were
21 three buildings sold?

22 COMMISSIONER GREENWALD: No.
23 There were several others. I was just
24 giving you examples. So there would
25 be --

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN DOMB: But the total
3 sale was 35 million of all these
4 buildings?

5 COMMISSIONER GREENWALD: There
6 would be 35 million -- this is an
7 estimate. So it would be estimated \$35
8 million in revenue based on the sale of
9 those three buildings at least.

10 COUNCILMAN DOMB: Can I get a
11 list of the buildings sold and the
12 value --

13 COMMISSIONER GREENWALD: Sure.

14 COUNCILMAN DOMB: -- of those
15 buildings and the square footage?

16 COMMISSIONER GREENWALD:
17 Absolutely.

18 COUNCILMAN DOMB: Did we have
19 appraisals on those buildings when we
20 sold them?

21 COMMISSIONER GREENWALD: Yes.

22 COUNCILMAN DOMB: The Family
23 Court building is a big building, isn't
24 it?

25 COMMISSIONER GREENWALD: The

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 older Family Court building, yes.

3 COUNCILMAN DOMB: How many
4 square feet is that building?

5 COMMISSIONER GREENWALD: I have
6 it in here. I don't know off the top of
7 my head, but hold on, I have it in here.

8 Well, it mirrors the Library.
9 So hold on one second.

10 You know what, it's not in
11 here. It's the only one I don't have the
12 square footage for for some reason.

13 COUNCILMAN DOMB: Would you say
14 it's bigger or smaller or the same --

15 COMMISSIONER GREENWALD: Oh,
16 wait. Here it is. Family Court. No, it
17 doesn't have the square footage. I'm
18 sorry.

19 Would I say it's bigger than
20 what? I'm sorry.

21 COUNCILMAN DOMB: Say, the
22 Inquirer building.

23 COMMISSIONER GREENWALD: I
24 don't think it's as big as the Inquirer
25 building. The Inquirer building is like

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 466,000 square feet. I don't think it's
3 as big as the Inquirer building. And it
4 does have that historic designation, so
5 there are different constraints on what
6 you can do with it.

7 COUNCILMAN DOMB: Just refresh
8 my memory. On the Inquirer building,
9 what was the total value received on that
10 sale?

11 COMMISSIONER GREENWALD: The
12 total cost of the lease or the total cost
13 of the construction?

14 COUNCILMAN DOMB: Let's say
15 both for now.

16 COMMISSIONER GREENWALD: So the
17 total cost of the building, everything,
18 everything all in, was 256 million.

19 COUNCILMAN DOMB: Is that on
20 track?

21 COMMISSIONER GREENWALD: Yes.
22 Actually we're about 25 percent right
23 now. It is right on track. I was just
24 there a couple weeks ago.

25 COUNCILMAN DOMB: We're not

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 over budget?

3 COMMISSIONER GREENWALD: No.

4 COUNCILMAN DOMB: And what did
5 we wind up at the end of the day? Wasn't
6 there a number like 89 that got
7 negotiated to 79 over the course of time
8 of the value, which consisted of tax
9 credits plus a purchase value?

10 COMMISSIONER GREENWALD: There
11 was a tax credit portion and then there
12 was the acquisition portion.

13 COUNCILMAN DOMB: And if I
14 recall, it was originally 89 or 90 and we
15 negotiated to maybe 80?

16 COMMISSIONER GREENWALD: I want
17 to say you're correct. I'd have to look
18 that up. I didn't bring that information
19 with me.

20 COUNCILMAN DOMB: I'm pretty
21 sure that's the number.

22 COMMISSIONER GREENWALD: That
23 sounds about right.

24 COUNCILMAN DOMB: And are you
25 including that in the 256 million?

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2 COMMISSIONER GREENWALD: Yes.

3 Yeah. That's all in, the 256 million.

4 COUNCILMAN DOMB: And are we

5 paying rent right now for 400 North

6 Broad?

7 COMMISSIONER GREENWALD: We are

8 paying rent right now, yes.

9 COUNCILMAN DOMB: How much are

10 we paying in rent?

11 COMMISSIONER GREENWALD: So

12 we're paying the rent is the cost of the

13 construction, is what we're paying.

14 COUNCILMAN DOMB: Are we paying

15 rent to the current owner of the

16 building?

17 COMMISSIONER GREENWALD: We're

18 not paying rent per se. Even though it's

19 a lease, what we're paying off is the

20 construction cost. So that's how the

21 rent is structured.

22 COUNCILMAN DOMB: So we're not

23 paying any rent right now?

24 COMMISSIONER GREENWALD: What's

25 that?

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN DOMB: We're not
3 paying the owner any rent?

4 COMMISSIONER GREENWALD: We're
5 not paying them rent per se like you
6 would pay a landlord where you're paying
7 to be in the building. You're paying off
8 the cost of the construction.

9 COUNCILMAN DOMB: So he's
10 probably building in the rent cost in the
11 construction cost.

12 COMMISSIONER GREENWALD: The
13 construction costs are pretty -- no. The
14 construction costs were figured out based
15 on how much it would actually cost to do
16 the construction of the building, with no
17 extra rent going to him.

18 COUNCILMAN DOMB: So we have
19 the use of the building for how long
20 without paying rent?

21 COMMISSIONER GREENWALD: We
22 will have the use of the building -- so
23 the Treasurer is probably better off to
24 answer this, but let me answer the best I
25 can.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 So after the building is
3 complete, we will be in it for another
4 five years that he will still be the
5 owner, and then we will have the option
6 to purchase. So I would say I think nine
7 years is the total.

8 COUNCILMAN DOMB: So for nine
9 years we don't pay any rent?

10 COMMISSIONER GREENWALD: We pay
11 off this construction.

12 COUNCILMAN DOMB: You don't
13 think the rent is factored into that
14 construction fee or cost or overhead?

15 COMMISSIONER GREENWALD: I
16 don't, because the acquisition fee was a
17 separate fee that was still within
18 that -- so that's why, no, I don't. I
19 think this was really based on the
20 construction cost.

21 COUNCILMAN DOMB: Okay. And in
22 nine years or whenever the time period is
23 up, can you just briefly explain the
24 process of how the City is going to, I
25 guess, finalize this transaction?

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2 COMMISSIONER GREENWALD: The
3 process -- well, I can't speak for the
4 Treasurer what we would have to do for
5 any of the bond-related issues, but if we
6 were going to -- the normal process for
7 us to purchase a property is, we would
8 negotiate -- normally we would negotiate
9 with the owner, which we don't have to do
10 in this case because we have the purchase
11 price which is paying off the debt of
12 the --

13 COUNCILMAN DOMB: Is the
14 purchase price and the acquisition cost
15 set for today or does it get reappraised
16 in seven or eight years?

17 COMMISSIONER GREENWALD: No.
18 It's set. What we pay is what we agreed
19 to pay going forward. So even though I
20 know the interest rate fluctuates, we
21 have an agreement of what we will pay and
22 it can't exceed a certain amount. So if
23 the building is worth like a billion
24 dollars in nine years, we don't pay a
25 billion dollars. We pay still the

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 construction. You know what I mean? The
3 cost of the construction we put into it.

4 So the normal process would be,
5 we would negotiate a price. In this
6 case, it's set. And then we would come
7 before Council, and then we would come
8 before you guys, come before the -- have
9 it introduced, I guess, by the Council
10 President. It's in his district. And
11 then go before the Public Property
12 Committee and then hopefully vote on it
13 as a whole.

14 COUNCILMAN DOMB: So you're
15 saying the total cost for the City for
16 this building at the end of the day is
17 \$256 million?

18 COMMISSIONER GREENWALD: Yes.

19 COUNCILMAN DOMB: That includes
20 the IT and all the other departments that
21 are going in there?

22 COMMISSIONER GREENWALD: So IT
23 was always a separate amount that was
24 paid with 9-1-1 funds. So that wasn't
25 included in there, but it's factored in

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2 and -- I think that's it. That's all
3 that's factored in.

4 COUNCILMAN DOMB: The IT is not
5 in the 256?

6 COMMISSIONER GREENWALD: I do
7 not believe the IT is in the 256. The IT
8 for the building is in the 256. The IT
9 specialty that they need for that 9-1-1
10 area is with the 9-1-1 funding within a
11 separate pot, which it always was because
12 it's a different pot of money.

13 COUNCILMAN DOMB: Do you know
14 how much that is?

15 COMMISSIONER GREENWALD: I do
16 not. Sorry.

17 COUNCILMAN DOMB: Do you have
18 any idea of what other items are not in
19 the 256 that could be a cost associated
20 with this building?

21 COMMISSIONER GREENWALD:
22 Meaning if we put -- well, if we put
23 other entities in there, sure, we would
24 add that on, and that could make sense to
25 do that. We're going to have some spare

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 room. As we said in the beginning, the
3 tower floors will be open, so we have to
4 figure out as an Administration what
5 we're putting in there, if it makes sense
6 to put certain things in there, if it
7 makes sense to move things out of rental
8 properties or whatnot.

9 COUNCILMAN DOMB: I know my
10 time is up, but can I continue?

11 COUNCIL PRESIDENT CLARKE: Go
12 ahead.

13 COUNCILMAN DOMB: Thank you.

14 I just want to make sure I
15 understand this. When we were
16 negotiating this -- because I was in the
17 room, I remember this whole
18 negotiation -- we had in writing the
19 ability to get a 3.75, 19-year fixed-rate
20 loan from the seller. Seller to
21 provide -- in fact, I came across the
22 paperwork on it. The City for some
23 reason took an adjustable rate, like 4.05
24 or 6 or something like that. And having
25 said that, rates have come down the last

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 few months. Is there an opportunity --
3 this may not be a question for you, but
4 something for you to look into. Is there
5 an opportunity for -- I guess the seller
6 took out the loan, because we're leasing
7 it from him. We're just paying the cost.
8 Would it be an opportune time now because
9 rates have dipped down, treasury bonds
10 are down, for us to look at refinancing
11 that 4.07? Because some of them are now
12 in the high 3's again, which is unusual
13 that it happened. Does it make sense for
14 us to look at that refinance now in
15 advance? Because I can pretty much tell
16 you in five or six years, I don't think
17 rates will be this low, and if the rates
18 are 5 or 6, it's going to cost us a lot
19 more money to acquire this building. And
20 one of the other things that we had tried
21 to do, it was a year and a half ago, I
22 think it was, our goal was to take out a
23 19-year fixed-rate, fully amortizing loan
24 so that -- we won't be here in 19 years,
25 but at least the City would have this

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 property paid off free and clear. Okay?
3 And they won't have to worry about the
4 debt. And while we're doing all this,
5 interest and whatever, we're not
6 really -- we're paying down the
7 principal, but we're still going to have
8 to go out and take out a loan at that
9 point and take out a 20-year loan eight
10 years from now, whereas if we had done
11 the 19-year, we would have nine or ten
12 years left on the loan and been done free
13 and clear. That was the original goal.
14 I realize that it raised the payments \$3
15 or \$4 million a year, but in the long
16 run, financially it was worth it.

17 So that's why I want to look at
18 refinancing it now.

19 COMMISSIONER GREENWALD: Okay.

20 COUNCILMAN DOMB: So this is
21 \$256 million. I'm going to pivot to 46th
22 and Market for a minute. I just want to
23 make sure. We borrowed 60 million. The
24 interest payments are going to start, I
25 think, in the next year or so?

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COMMISSIONER GREENWALD: I
3 think so.

4 COUNCILMAN DOMB: And we're
5 going to pay about \$4 million a year?

6 COMMISSIONER GREENWALD: I
7 believe that's what the rate -- I'd have
8 to confirm that with the Treasurer's
9 Office, but that sounds right.

10 COUNCILMAN DOMB: I think it's
11 for like 10 or 12 years or something like
12 that, something in that range. I know
13 the total cost is \$100 million, and of
14 that money, the 60 million, I think we
15 used 52 of it. I don't think we used 8.
16 Four million was the acquisition; 48
17 million was the improvement. So we used
18 52. So you could say that our costs
19 maybe were 90 or 92 million, but we're
20 selling that building for 10 million. So
21 we're going to book an \$80 million or \$82
22 million taxpayer loss on the sale of that
23 building and we're going to incur 256
24 million, if everything goes right, on the
25 purchase of the Inquirer building.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 Looking back -- I know you were
3 probably here at that time -- what did we
4 learn to avoid this from happening again,
5 what occurred at 46th and Market?

6 COMMISSIONER GREENWALD: Let me
7 think about that one for a second. What
8 did we learn? So the 46th and Market
9 property, I think probably what should
10 have happened -- and like you said, I
11 wasn't there, so I don't want to
12 disparage anyone that was, and I'm not
13 trying to do that.

14 I think what happened was, once
15 we started getting into that building, it
16 wasn't equipped to fit everything that we
17 needed and it just wasn't, and we were
18 going through the design process and
19 value engineering and then things started
20 to come out. So it looked like the
21 building would have pretty much paid for
22 itself if you sold off all the other
23 assets that could have been moved into
24 there, and in actuality, that couldn't
25 happen, because you couldn't sell off --

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 you couldn't move all the people from the
3 Health Department into that building.
4 You couldn't move all the people from 500
5 South Broad into that building. There
6 just wasn't enough room. So then what
7 started happening is, started looking at
8 the design again, and I think a lot of
9 time was spent trying to reconfigure that
10 site, trying to like stick a round circle
11 into a square peg kind of thing. That's
12 what was happening, and it just didn't
13 work out. And I think probably in
14 reality, we should have maybe said back
15 then, hold on. Like what can actually
16 fit in here and what makes sense? And
17 maybe if that were to happen, we wouldn't
18 have been so far along into the process.

19 COUNCILMAN DOMB: So really
20 what you're saying is due diligence?

21 COMMISSIONER GREENWALD: Yes.

22 COUNCILMAN DOMB: Before we
23 acquired the property, we should have
24 done a lot better job in the due
25 diligence of what our expectations were

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 to make sure that this investment would
3 have handled those expectations?

4 COMMISSIONER GREENWALD: Yes.

5 COUNCILMAN DOMB: Okay.

6 Separate question on this. Not on that
7 issue. Something else.

8 Can you provide us with a copy
9 of the triplex management maintenance
10 agreement with JLL?

11 COMMISSIONER GREENWALD: We're
12 still in negotiations on that agreement,
13 but when we have one, the contract, yes,
14 we can provide you with that.

15 COUNCILMAN DOMB: On that
16 topic, there were some minority
17 contractors, I think, that were either
18 cut out or eliminated. I don't know the
19 whole story, but there was a bunch of
20 issues around it. Have we engaged them
21 in order to allow them to participate?

22 COMMISSIONER GREENWALD: So we
23 as an Administration do not -- we as
24 Public Property -- I shouldn't say the
25 Administration -- do not engage with a

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 prime contractor on their subcontractors,
3 but what happens is, we steer our prime
4 contractor that we're in negotiations
5 with to the OEO Office, and they work
6 with them.

7 COUNCILMAN DOMB: Because the
8 rumors I'm hearing -- I don't know if
9 it's true or false -- is that there are
10 Philadelphia companies that aren't
11 getting the work versus companies outside
12 of Philadelphia. We all would rather see
13 companies in our city get the work.

14 COMMISSIONER GREENWALD: Yeah.
15 And I will say that citizens of the -- so
16 the same people that are working now are
17 the same people that get interviewed to
18 continue to work.

19 COUNCILMAN DOMB: Okay.
20 There's a list starting on Page 62 of
21 your budget detail, and that's a complete
22 list of the properties that the City
23 leases. Can you provide the details of
24 square footage and the utilities for each
25 of these properties?

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COMMISSIONER GREENWALD: Yes.

3 Yeah. I have that.

4 COUNCILMAN DOMB: Okay. And
5 another question. We're budgeting 1.2
6 million for warehousing new voting
7 machines. We don't have the facilities
8 for this?

9 COMMISSIONER GREENWALD: We do
10 not have facilities to house the current
11 machines that we have and the new ones
12 that we would purchase at the same time.
13 We just don't have the room for it.

14 COUNCILMAN DOMB: So it's going
15 to cost 1.2 million?

16 COMMISSIONER GREENWALD: That's
17 an estimate. We're actually still in the
18 requirements, figuring out the
19 requirements and figuring out what kind
20 of space where we will go.

21 COUNCILMAN DOMB: Because we
22 don't have any public property that's
23 sitting vacant we could store it?

24 COMMISSIONER GREENWALD: No. I
25 wish we did, but we don't.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 COUNCILMAN DOMB: Okay. Next
3 question, Philadelphia Code 21-2102,
4 which deals with program-based budgeting,
5 requires the departments determine the
6 component costs of each function
7 performed with City funding, such as
8 fringe benefits, space rental, fleet
9 costs, et cetera. Where in your budget
10 detail can we find this information?

11 COMMISSIONER GREENWALD: So the
12 CAP, the cost allocation plan, it's not
13 in our budget. It's not in our budget.
14 I believe it appears in the Finance
15 portion of the budget.

16 COUNCILMAN DOMB: Well, it does
17 require that each department determine
18 those component costs.

19 COMMISSIONER GREENWALD: I'd
20 have to ask Anna if that's where it is,
21 where the CAP appears.

22 COUNCILMAN DOMB: Let me go to
23 the next question while she's coming up,
24 to save time.

25 In the Fiscal Year '19 budget

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 detail on Page 66, it shows a 3.5 million
3 payment to Fleet Management for 6930
4 Norwitch Drive. In Fiscal Year '18
5 obligations, that wasn't appropriated.
6 Do you know what that payment is for?

7 COMMISSIONER GREENWALD: So we
8 purchased the property on Norwitch Drive
9 in anticipation of selling the property
10 at 11th and Reed. So that's where Fleet
11 Management's paint shop was. So we did a
12 return on investment in that, and it made
13 a lot more sense to move them out of the
14 neighborhood at 11th and Reed, which I'm
15 sure you know makes sense.

16 COUNCILMAN DOMB: So what did
17 we sell Reed for?

18 COMMISSIONER GREENWALD: We're
19 still actually in the process --
20 actually, tomorrow I go and we're
21 actually looking over some of the
22 proposals that we got. So we have a
23 competitive RFP out there.

24 COUNCILMAN DOMB: Are the sales
25 in the price range of what we acquired or

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 different?

3 COMMISSIONER GREENWALD: So the
4 sale minimum is based on appraisals that
5 we had done. So, yeah, that will be
6 higher than what we paid for the Norwitch
7 Drive, yes.

8 COUNCILMAN DOMB: Okay. Thank
9 you.

10 COMMISSIONER GREENWALD: Yes.
11 You're welcome.

12 (Witness approached witness
13 table.)

14 MS. ADAMS: So Anna Adams. I'm
15 the Budget Director.

16 So the plan with program-based
17 budgeting is that we will get to a point
18 where we will allocate some of these
19 other costs by program. It's really
20 difficult to do with our current systems,
21 to do that well. So we started off with
22 fringe benefits, and eventually we're
23 still having to get all the other
24 departments into program-based budgeting.
25 We'll get every department in by next

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 fiscal year. In FY21 all the departments
3 will then be incorporated, and our plan
4 is then to start going through,
5 allocating Fleet costs, Public Property
6 costs, all of those things.

7 We wanted to start off with
8 fringe benefits. And so we've done a
9 calculation by program, and you see that
10 in each one. But it will take us some
11 time to get there, but that is the plan.
12 We want to get to a point where you can
13 really then start seeing all of the
14 costs.

15 What Bridget was referring to
16 was the cost of the cost allocation plan.
17 So there is a -- sort of Accounting puts
18 this together, but there's a way that you
19 can see all of the kind of administrative
20 services that support each department.
21 It's not allocated by program. So our
22 plan with program-based budgeting is,
23 we'll get it allocated by program, but
24 that's sort of the retroactive look at
25 what should be allocated by each

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 department, and that's done through the
3 cost allocation.

4 COUNCILMAN DOMB: By next year
5 you think we'll have it down pat?

6 MS. ADAMS: Every department
7 will be in by next year. That's the
8 plan. We are really close. I mean, we
9 really have just a handful of departments
10 left, but we will get every department in
11 and we'll have every -- we'll have all
12 the fringe benefits allocated. That's a
13 calculation that we do. But then
14 eventually we do, we really want to start
15 getting to a point where you can really
16 see all of the other costs that go into
17 that program so you can really see
18 transparently what our costs are.

19 COUNCILMAN DOMB: Okay. One
20 last question, and you know this, because
21 I voiced my opinion on the sale process
22 of 46th and Market and the value we
23 achieved. And I looked at the two
24 appraisals that we had, and the land
25 comps were 107 to 290 a foot, and we sold

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 it for \$17 a foot. Just the land.

3 Forget the building.

4 Can you make a recommendation
5 to us as to a better process of how to
6 maximize value when we sell our assets in
7 conjunction with whatever programs we
8 want to incorporate? But, I mean,
9 clearly in my mind I did the math on the
10 back of an envelope of that building.
11 That building, if it's 75 percent filled
12 with the TI, with everything, could be
13 worth \$20 million more than the cost of
14 renovating it and the acquisition costs
15 within two or three years. And I hate to
16 see that -- I'm happy for the owners who
17 are going to buy it, but I hate to see
18 the City lose this \$80 or \$82 million of
19 our taxpayer money when that opportunity
20 could have maybe been shared with us or
21 we could have gotten a higher price.

22 So what I'm asking you to do is
23 to look at our process, because I know a
24 lot of people who don't want to bid on
25 City property because it's too

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 complicated. And there's a process. I
3 get that. But if there's a way that we
4 could look at it to streamline it to
5 attract more potential bidders in order
6 for us to get a better price, we should
7 look at that.

8 COMMISSIONER GREENWALD: Okay.

9 COUNCILMAN DOMB: Thank you.

10 Thank you very much.

11 Thank you, Mr. President.

12 COUNCIL PRESIDENT CLARKE:

13 Thank you very much.

14 Again, the Office of
15 Sustainability will be here at some
16 point? We want to make sure we want to
17 talk about those utility costs.

18 I want to thank you very much.

19 Can you -- all right. I'm
20 going to let that go.

21 COMMISSIONER GREENWALD: Thank
22 you.

23 COUNCIL PRESIDENT CLARKE:

24 Councilman, did you have one?

25 COUNCILMAN DOMB: I'm sorry.

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 One more question for you.

3 In Exhibit G -- I'm still
4 trying to understand this. This is on
5 North Broad Street, the Inquirer
6 building. The purchased fair market
7 value calculation, I'm just going to tell
8 you how it works for us, which concerns
9 me. The fair market value purchase price
10 for the purchase option would be
11 determined based upon the following
12 formula. The price isn't determined yet,
13 according to this. The fair market value
14 shall be an amount equal to the greater
15 of the sum of the amount of the principal
16 balance and accrued interest outstanding
17 of the project financing, which is what
18 you're talking about, as of the date the
19 tenant consummates the closing, or the
20 fair market value of the building is
21 determined by an appraiser in connection
22 with the tenants' providing of the option
23 to exercise notice.

24 So there could be an appraisal.

25 Here's what could happen. This whole

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 corridor could blow up, could blow up, in
3 value and someone could make an appraisal
4 that it's more than \$256 million, and if
5 it is, we're stuck with either not buying
6 the building or paying the higher price.

7 COMMISSIONER GREENWALD: So I'm
8 not sure exactly what you're looking at,
9 if that's the last updated one that you
10 have, but I know in speaking with the
11 Treasurer that what we pay is absolutely
12 the debt of the construction.

13 COUNCILMAN DOMB: Do me a
14 favor, look at Exhibit G, Page 49.

15 COMMISSIONER GREENWALD: Yeah.
16 I don't have that with me, so let me look
17 at the latest one I have.

18 COUNCILMAN DOMB: Because I
19 don't want to get into this situation in
20 seven or eight years. I'd rather correct
21 it now if we can go back and correct it
22 now.

23 COMMISSIONER GREENWALD: And I
24 know when they were in negotiations about
25 that piece, it was to avoid that. It was

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 to avoid that.

3 COUNCILMAN DOMB: Right. Just
4 let us know then, if you can.

5 Thank you.

6 Thank you, Council President.

7 COUNCIL PRESIDENT CLARKE:

8 Thank you. Thank you, Councilman.

9 Thank you for your testimony.

10 We have Fleet Management is up
11 next. We're going to take like a
12 ten-minute break.

13 (Short recess.)

14 COUNCILMAN GREENLEE: We're
15 going to continue our budget hearings.
16 The next department is Fleet Management.

17 Good afternoon. I think we
18 have your written testimony. Whatever
19 you'd like to put on the record.

20 MR. COCCI: Good afternoon,
21 Councilman Greenlee and members of City
22 Council. I am Chris Cocci, Fleet Manager
23 for the City of Philadelphia. Joining me
24 today are Joseph Rosati, Deputy Fleet
25 Manager for Operations, and Dr. K.

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 Wilson, Deputy Fleet Manager for
3 Administration.

4 Thank you for the opportunity
5 to present testimony in support of the
6 FY20 Operating Budget request for the
7 Office of Fleet Management.

8 The Office of Fleet Management
9 has 366 dedicated team members who do
10 their best to ensure the City's vehicles
11 and equipment are safe, dependable, and
12 available to the operating departments so
13 they can do their jobs.

14 You have my detailed written
15 testimony, and I have a few of the key
16 members of my staff here today. We'd be
17 happy to answer any questions you might
18 have.

19 COUNCILMAN GREENLEE: Okay.
20 Thank you, sir.

21 In your budget detail, you show
22 an increase of \$201,000, increase in
23 parking expenses. What is involved in
24 that, please?

25 MR. COCCI: I'll let my Deputy,

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 K. Wilson, answer that question.

3 COUNCILMAN GREENLEE: Good
4 afternoon.

5 DR. WILSON: Good afternoon.

6 K. Wilson, Deputy Fleet Manager.

7 Fleet Management administers
8 the parking facility for all the City
9 departments, and this year we have an
10 increase in parking costs in Love Park.
11 We have 258 members are parking in Love
12 Park, and they increased the parking cost
13 by \$75, from 150 to 225. That increase
14 is reflected in there.

15 COUNCILMAN GREENLEE: So it's
16 parking for the vehicles, for your
17 vehicles to --

18 DR. WILSON: All the City
19 department vehicles.

20 COUNCILMAN GREENLEE: All the
21 City, okay.

22 I just had one other thing. In
23 your written testimony, sir, you
24 highlight the Re-Entry Automotive
25 Training Program. Can you say how many

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 returning citizens have participated in
3 this program?

4 MR. COCCI: This hasn't started
5 yet.

6 COUNCILMAN GREENLEE: I should
7 say do you anticipate. I'm sorry.

8 MR. COCCI: We anticipate six
9 participants.

10 COUNCILMAN GREENLEE: Six
11 participants? Okay.

12 MR. COCCI: That's for this
13 coming up fiscal year.

14 COUNCILMAN GREENLEE: Okay.

15 Let me go to Councilman Domb.
16 I know you had some questions.

17 COUNCILMAN DOMB: Thank you,
18 Mr. Chairman.

19 Good afternoon.

20 MR. COCCI: Good afternoon.

21 COUNCILMAN DOMB: On that
22 Re-Entry Program, is that something where
23 you go to the prisons and teach them
24 while they're there or when they come
25 out, they come to you?

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 MR. COCCI: No. They would be
3 on release and they would come to us.
4 They would work at our shops, and it
5 would somewhat mirror the high school
6 intern program, where they do a certain
7 amount of time at the shops and
8 automatically qualify them for civil
9 service positions.

10 COUNCILMAN DOMB: So let me
11 just give you an idea or a thought that
12 may be more productive. Because when
13 they come out, they're not going to have
14 a job, and they need the money. So what
15 I've been supporting are programs that
16 are being taught in the prisons. So
17 we're teaching now financial literacy in
18 the prisons. I went to a graduation
19 class in December. We're teaching coding
20 now in the prisons. We're going to start
21 teaching entrepreneurship and other
22 courses in the prison. Maybe there's a
23 way, if you're interested, in actually
24 going to the prison and teaching them
25 while they are there, so when they come

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 out, they're more advanced and they can
3 be more productive quicker.

4 MR. COCCI: We did have a shop
5 in the prison right on the complex. That
6 was closed in the late '90s. While it's
7 a good idea, I don't know if we have the
8 funding to do that. And we're not
9 actually teachers per se. We would like
10 to do the technical portion, the shop
11 portion of it. So we were hoping that
12 there would be a way we could find
13 training for the participants as they
14 came over to us.

15 And I want to add also that
16 we're working with the Office of
17 Workforce Development on this and OHR and
18 the Prison System as well. So we haven't
19 fully developed the program yet, but
20 we're in the stages of putting together a
21 program. We'd be happy to share it with
22 you when it's complete.

23 COUNCILMAN DOMB: Okay. Thank
24 you.

25 In the Five Year Plan, you make

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 reference to the optimal vehicle
3 replacement strategy. Can you give us a
4 copy of this plan?

5 MR. COCCI: A written copy?

6 COUNCILMAN DOMB: Yes.

7 MR. COCCI: Yes, we can do
8 that.

9 COUNCILMAN DOMB: And does the
10 replacement strategy try to find
11 solutions to operational problems by
12 incorporating technology and research
13 into new vehicle purchases? Is that the
14 goal?

15 MR. COCCI: The optimal vehicle
16 replacement strategy basically revolves
17 around an optimal replacement cycle, to
18 replace the vehicle before it's obsolete.
19 As far as technology integration, a lot
20 of the technology is integrated into the
21 new vehicles today. We're also relying
22 on GPS, global positioning sensors, to
23 help us track vehicles and to record
24 mileage and whatnot into our work order
25 system.

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2 COUNCILMAN DOMB: And how many
3 total vehicles right now are under your
4 control?

5 MR. COCCI: 6,100.

6 COUNCILMAN DOMB: 6,100?

7 MR. COCCI: Yes.

8 COUNCILMAN DOMB: And the
9 actual overtime amounts have seemed to
10 continue to outpace the proposed amounts
11 over the past few years. Any reason why,
12 and what can we do to keep overtime
13 within the proposed limits?

14 MR. COCCI: At the current
15 time, we're about 23 technicians short.
16 The shortage of technicians has been a
17 problem that we've had. It's ongoing.
18 We've been working with OHR on securing
19 technicians. That's one of the reasons
20 why we have the intern program, but
21 that's only one of the reasons why we
22 spend as much as we have in overtime. I
23 think traditionally we spend around 2
24 million in overtime. One of the other
25 reasons that we have -- I don't want to

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2 say built-in overtime, but we have to
3 provide coverage for the departments for
4 365 days a year, 7 days a week, 24 hours
5 a day. There are certain weekend shifts
6 that we don't have covered at the moment.
7 We've attempted to new hires, put them in
8 off shifts on the weekends, Tuesday to
9 Saturday, Sunday to Thursday.

10 We were also asked to do a
11 study on how many technicians we would
12 need and personnel in general we would
13 need to do away with overtime, and we
14 came up with a figure of 35 additional
15 technicians -- additional people,
16 technical and support staff. But given
17 the fact that we're having a hard time
18 filling all of our allotted positions
19 now, we figured that would be almost
20 impossible to do. We also don't think
21 financially that would be the right thing
22 to do.

23 COUNCILMAN DOMB: So the 23
24 positions you haven't been able to fill,
25 what does that save us in total dollars,

1 4/9/19 - WHOLE - BILL 190152, ETC.

2 including fringe benefits?

3 MR. COCCI: I'm not sure
4 including fringe benefits, but the
5 average salary is \$50,000 per employee.

6 COUNCILMAN DOMB: Average is
7 50. So the fringe benefits are about 88
8 to 89 cents of every dollar we pay. So
9 if you're looking at that, you're
10 probably looking at, what, \$90,000,
11 \$95,000 all in and you have 23 positions.
12 It sounds like almost 2.1, 2.2 million.
13 Does that sound about right?

14 DR. WILSON: Yes.

15 COUNCILMAN DOMB: So that's a
16 good savings.

17 What's the average life -- I
18 have a few more questions -- of a trash
19 compactor? How many do we have, and how
20 many have we bought in the last three
21 years?

22 MR. COCCI: Today we have 309
23 compactors. The average life is about
24 ten years - eight years front line, two
25 years as a reserve.

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2 COUNCILMAN DOMB: And how much
3 have we bought in the last three years?

4 MR. COCCI: In the last three
5 years I think we bought an average of 30
6 to 35 a year. I think we bought over
7 100.

8 COUNCILMAN DOMB: What do they
9 typically cost?

10 MR. COCCI: The current price
11 for the average compactor is \$188,000.

12 COUNCILMAN DOMB: So they have
13 a ten-year life typically?

14 MR. COCCI: Ten year front
15 line -- I'm sorry; eight year front line,
16 two years of reserve.

17 COUNCILMAN DOMB: The increment
18 run in your Fiscal Year '19 budget for
19 Fiscal Year '18 estimated obligations was
20 362, but in this budget it shows actual
21 positions being 358. You were four
22 short. Are you looking to fill those or
23 are you just cutting it down?

24 MR. COCCI: Could you repeat
25 that question?

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2 COUNCILMAN DOMB: Sure. The
3 increment run in Fiscal Year budget '19
4 for Fiscal Year '18 estimated obligations
5 was 362, but in this Fiscal Year '20
6 budget, the detail shows actual positions
7 for Fiscal Year '18 being 358. So you
8 showed 362, but it was actually 358. You
9 can look it up. We don't have to get
10 into that detail. Just get us an answer.
11 That's fine.

12 MR. COCCI: Can we get back to
13 you on that?

14 COUNCILMAN DOMB: Yeah, you can
15 get back to us on that.

16 In looking over the budgets in
17 general -- this is not particularly a
18 question for you. This is just a
19 statement. You happen to be up here.
20 I'm just going to make a quick statement.

21 The budget for Fleet Management
22 is, what, 19 million roughly for Fleet
23 Management?

24 MR. COCCI: The entire budget?

25 COUNCILMAN DOMB: Yeah.

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2 DR. WILSON: 67 in General
3 Fund.

4 COUNCILMAN DOMB: How much is
5 that?

6 MR. COCCI: 67.

7 COUNCILMAN DOMB: 67 million?

8 MR. COCCI: Yeah. That's
9 General Fund, not Water or Aviation.

10 COUNCILMAN DOMB: Right. And
11 that covers the 6,000-plus vehicles, plus
12 other stuff?

13 MR. COCCI: That covers the
14 General Fund vehicles. We also repair
15 Water and Aviation Fund vehicles. That's
16 not included in the General Fund
17 testimony.

18 COUNCILMAN DOMB: It's
19 interesting to me, it has nothing to do
20 with you, but sitting here hearing all
21 the different budgets in the departments,
22 67 million to manage our fleet, but we
23 spend 14 million to manage \$170 billion
24 of real estate. Just interesting how the
25 allocation is occurring. You know what

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 I'm saying? I'm not saying it's not
3 worth 67 million, but on the same token,
4 we allocate 14 million for 170 billion in
5 real estate. And for the Treasurer, who
6 manages 5 billion in the General Fund, we
7 allocate 1.2 million. It's just
8 fascinating to me of those numbers when
9 you think about it and the importance of
10 a \$170 billion portfolio where we
11 allocate 14 million. Not that it's a
12 negative or a positive. I'm just making
13 a statement, that 67 million to manage
14 our fleet.

15 So anyway, thank you,
16 Mr. Chairman.

17 COUNCILMAN GREENLEE: Thank
18 you, Councilman.

19 It looks like there's no other
20 questions. There are advantages to being
21 later in the day, you see that. But you
22 folks are doing a good job. We hear good
23 things about what Fleet is doing. So
24 thank you. Thank you for all you do.

25 And that will conclude our

1 4/9/19 - WHOLE - BILL 190152, ETC.
2 hearing for today. Thank you very much.

3 MR. COCCI: Thank you very
4 much.

5 COUNCILMAN GREENLEE: This
6 Committee will stand in recess until
7 Wednesday, April 10th, that's tomorrow,
8 2019 at 10:00 a.m., where we will
9 reconvene right here in Room 400.

10 Thank you.

11 (Committee of the Whole
12 adjourned concluded at 2:00 p.m.)

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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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