

Committee of the Whole
April 17, 2019

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, April 17, 2019
10:39 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
COUNCILMAN DAVID OH
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN AL TAUBENBERGER

BILLS: 190152, 190153, 190154

RESOLUTIONS: 190164

1 to the Intergovernmental Cooperation Agreement,
2 authorized by an ordinance of this Council
3 approved by the Mayor on January 3, 1992 (Bill
4 No. 1563-A), by and between the City and the
5 Authority.

6 COUNCIL PRESIDENT CLARKE: Thank you,
7 Mr. Stitt. Today we continue the Public Hearing
8 of the Committee of the Whole to consider the
9 bills read by the clerk that constitute proposed
10 operating and capital spending measures for
11 Fiscal 2020, a capital program and a forward
12 looking capital plan for Fiscal 2020 through
13 Fiscal 2025.

14 Today we will hear testimony from the
15 following City departments: Airport, Water
16 Department, Streets Department and the
17 Department of Human Services.

18 Mr. Stitt, the first person to testify
19 is?

20 THE CLERK: Chellie Cameron.

21 COUNCIL PRESIDENT CLARKE: Right. Thank
22 you.

23 (Panel approaches Witness Table.)

24 MS. CAMERON: Good morning, Council
25 President Clarke and --

1 COUNCIL PRESIDENT CLARKE: Good morning.

2 MS. CAMERON: -- other Members of
3 Council. I'm Chellie Cameron, CEO of the City
4 of Philadelphia's Division of Aviation. And as
5 you all know, we are responsible for operating
6 and maintaining Philadelphia International
7 Airport and the Northeast Airport. You all
8 should have a copy of our written testimony.
9 And instead of reading verbal remarks, I just
10 wanted to note a couple things before we started
11 with the questions, if that's all right?

12 COUNCIL PRESIDENT CLARKE: Most
13 definitely.

14 MS. CAMERON: Okay.

15 First, let me introduce the two folks I
16 have at the table with me. To my left, your
17 right is Soledad Alfaro. She's our Chief
18 Administrative Officer. And to my right, your
19 left is Tracy Borda, our Chief Financial
20 Officer.

21 2018, Calendar Year 2018 was a banner
22 year for the Division of Aviation in
23 Philadelphia International Airport. And I think
24 it's important to start by noting we saw amazing
25 passenger growth, 7.1 percent in 2018. We hit

1 31.7 million passengers. That's almost 87,000
2 people a day transversing through our facility.
3 And it was our second best year ever on record.
4 And the first year of growth and hitting those
5 kind of levels in more than a decade.

6 It wasn't just passengers where we grew,
7 we also grew in terms of takeoffs and landings.
8 Operation for the first time, again, in more
9 than ten years, I think it was fourteen years
10 since the last time we grew in the number of
11 airplane operations. And cargo hit its second
12 largest year ever with more than 550,000 tons.
13 And it grew by 20 percent year over year. So,
14 we had some really great operating statistics in
15 2018.

16 We are, also, very proud that we were
17 able to achieve those operating statistics and
18 results with a great team and a great staff. A
19 number of whom are in the audience with us
20 today. We brought an army. But we have a
21 number of members of the team, the executive
22 team to help with our testimony today. And
23 behind me to my right are members of Stars and
24 Leads Program. They will be waving at you from
25 behind me. These are folks who are in

1 professional and leadership development training
2 that the Airport funds and puts on every year to
3 make sure we have the best possible employees
4 ever. We have also hit all time percentages for
5 people of color in our exempt staff. And I am
6 sure we will explore that later in the
7 testimony.

8 That's it for my quick prepared remarks.
9 And, sir, if you have any questions, we will be
10 happy to take them.

11 COUNCIL PRESIDENT CLARKE: Thank you.
12 Got a couple of questions.

13 So in your testimony on page 5, you
14 highlight the self-supporting nature of the
15 Airport.

16 MS. CAMERON: Correct.

17 COUNCIL PRESIDENT CLARKE: In terms of
18 fees for airlines, how does Philadelphia compare
19 to other airports? And I kind of feel like
20 every time we go to the Airport or we go online,
21 it just seems to be a lot higher.

22 MS. CAMERON: In terms of our costs per
23 plane passenger, that is one of the industry
24 benchmarks that are used, we are about in the
25 middle. And when you compare us especially to

1 other Northeast Airports, which are comparables
2 because they deal with snow like we do. They
3 have muggy, hot summers like we do. We are
4 actually one of the most cost effective airports
5 in the Northeast. So, we are doing very well in
6 terms of cost.

7 COUNCIL PRESIDENT CLARKE: Is that a
8 third-party analysis, or is that based on your
9 perspective.

10 MS. CAMERON: What happens, we are
11 required by the FAA every year to file financial
12 and operating statistics.

13 COUNCIL PRESIDENT CLARKE: Okay.

14 MS. CAMERON: So is every other airport.
15 And that data is made available to us. And we
16 are able to then calculate the cost per plane
17 passenger and compare ourselves against our
18 peers.

19 COUNCIL PRESIDENT CLARKE: Okay. To
20 some degree related to that, we are
21 strategically placed in -- among a group of
22 Airports -- BWI, Reagan, Newark, New York City.

23 How do we anticipate continuing to be
24 competitive particularly as it relates to being
25 a hub?

1 MS. CAMERON: Yeah. That's a really
2 good question. It's a really good question.
3 And something that we think about everyday is,
4 you know, how do we -- how do we compete.

5 You know, it's -- we are never going to
6 get every passenger from our catchment area to
7 come to Philadelphia International Airport, but
8 we strive every day to increase those numbers.
9 The way we do that is by making sure that we are
10 the most operationally efficient airport for
11 both the airlines and our travelers.

12 We are one of the easiest airports
13 especially when it's compared to New York when
14 it comes to parking and TSA wait time and the
15 security checkpoints. Even Customs processing
16 times, even though it can be a little bit long,
17 we are so much better than JFK and Newark. And
18 so, we strive every day to keep track of those
19 statistics to make sure we are performing well
20 and make sure that we continue to raise the bar.

21 We have to also keep up the pressure on
22 maintaining our facilities. So, a lot of the
23 money that was approved by the airlines over the
24 past, say, five years, a lot of it is going
25 towards maintenance and repair-type projects.

1 So, we have completed -- I can't remember how
2 much we completed. Something like 700 -- almost
3 a billion dollars worth of projects. And a lot
4 of that was for things like roof replacements,
5 restroom upgrades, escalator and elevator
6 rebuilds. So, those are the kind of things that
7 will continue to make us competitive, as well.

8 COUNCIL PRESIDENT CLARKE: Okay. So,
9 the Airport purchased some additional land
10 recently. And I don't know because it was on
11 again/off again plan for expansion.

12 Can you tell me where we are with long
13 term plans for expansion or the conversation
14 around an additional runway is still part of the
15 equation? Can you give me an update on all of
16 that?

17 MS. CAMERON: Sure. So, where we are
18 with expanding the Airport for the future is,
19 you know, we went through that entire study,
20 Master Planning Study that looked at all aspects
21 of the Airport. And we decided three years ago
22 to put a pause on the new runway because it
23 wasn't needed right now. It will be needed some
24 day. The planning is there in place to show
25 that where we have cited it is the best place

1 for it to go, but we are not proceeding with
2 that right now because the number of operations
3 have been declining for over a decade.

4 So, our airfield we think is doing
5 really well in terms of what we have to handle
6 the traffic that we have. We just completed an
7 extension to one of our runways. And we now
8 have one of the longest runways on the east
9 coast. It's 12,000 feet. It can handle any
10 size aircraft and any airline's fleet. We
11 realigned taxiways, so we are more efficient.
12 So, we think the airfield is in a good place
13 right now.

14 Getting to the land acquisition. One of
15 the most recent pieces of land that we acquired
16 is -- was formally known as the Henderson track,
17 it's 135 acres to the west of the existing
18 Airport.

19 COUNCIL PRESIDENT CLARKE: Right.

20 MS. CAMERON: That is where cargo
21 will -- is slated to expand.

22 COUNCIL PRESIDENT CLARKE: Cargo, okay.

23 MS. CAMERON: Yeah. We've spent the
24 last couple of years really making sure that we
25 understand what the demand is in this region for

1 air cargo. And so that, when we start to build
2 and talk about developing that land, we are
3 building the right kinds of thing. We found out
4 a couple things as a part of that study.

5 One is, that we don't capture very much
6 of the air cargo that comes in and out of this
7 region. We only capture something like
8 9 percent. You brought up competition in your
9 last question. You know, cargo, most of it gets
10 on a truck and goes up to New York to JFK or
11 Newark. We believe that the economic impact to
12 this region by recapturing some of that air
13 cargo is huge.

14 COUNCIL PRESIDENT CLARKE: Okay.

15 MS. CAMERON: And we think that by
16 developing that land, we will be able to do it.

17 One other quick note, just because we
18 think that the airfield is good, doesn't mean
19 that we aren't still looking at other parts of
20 the Airport.

21 As an example, we are in the process --
22 we will be kicking off another master planning
23 process to look at our terminals and our
24 land-side operations within the next couple of
25 months. We will be releasing an RFP and

1 starting that process. We know that as
2 operations have stagnated and declined over the
3 past decade, passenger levels are starting to go
4 up. And the number of vehicles on our roadways
5 is going up. So, we want to look at those
6 facilities and make sure that they have the
7 capacity to handle not just today's activity but
8 also into the future.

9 COUNCIL PRESIDENT CLARKE: All right.
10 One last question.

11 Page 7 in your testimony, you have
12 targeted \$10 million increase in non-airline
13 revenues and 12 million increase in retail
14 beverage sales.

15 MS. CAMERON: Yes.

16 COUNCIL PRESIDENT CLARKE: Can you talk
17 to me about the contributing factor as it
18 relates to this increase, which sounds like a
19 good thing.

20 MS. CAMERON: Yes.

21 COUNCIL PRESIDENT CLARKE: And just to
22 add onto that, I just have to ask this question.

23 There was a conversation around
24 expanding gambling, slot machines to airports.
25 And from your perspective, where do you think

1 that conversation has led to or could
2 potentially be going?

3 MS. CAMERON: So, I will take that
4 question first, the question about gaming in the
5 Airport. There was state legislation that
6 passed, I want to say, a year and a half ago
7 that would permit slot machines in the Airport.

8 COUNCIL PRESIDENT CLARKE: Right.

9 MS. CAMERON: We think that that would
10 be a really challenging activity to support
11 mainly because we don't have a lot of space. If
12 you look at our terminals and our concourses,
13 I'm not quite sure where -- it would be
14 difficult to find place to put standalone slot
15 machines. Gaming on tablets is something that
16 could potentially happen.

17 COUNCIL PRESIDENT CLARKE: Get rid of a
18 couple of the burger joints, right, and through
19 a couple of slot machines. I'm just saying,
20 it's a lot of money.

21 MS. CAMERON: Maybe we should survey our
22 passengers and see if they would rather have a
23 burger or gamble. I'm not sure. That was one
24 of our --

25 COUNCIL PRESIDENT CLARKE: That's the

1 primary issue, space?

2 MS. CAMERON: That's one of our
3 challenges. And then how do you police it to
4 make sure that if it's on tablets, that people
5 who are of age and legal to partake in those
6 activities are the ones who are actually doing
7 it? So we're -- we think it's challenging. It
8 doesn't mean it's impossible, but we think it's
9 a little bit challenging.

10 COUNCIL PRESIDENT CLARKE: All right.
11 Just given majority of the people that come to
12 our Airport are not Philadelphia citizens, they
13 are kind of pass-through. And to be able to get
14 some money, pass-through money would be -- if
15 you are into gaming.

16 MS. CAMERON: Well, back to the first
17 part of your question, that is why we are trying
18 to drive as much non-airline revenue as
19 possible. We have -- so, some of the reasons
20 behind the increases that you see in the budget,
21 we have redeveloped a number of our concessions.
22 Terminal B with the iPads at every seat and the
23 restaurants embedded in the hold rooms for those
24 of you who have traveled through that terminal.
25 If you haven't, we would be happy to take you on

1 a tour. It's really something to behold. But
2 we've really upped the game in terms of quality
3 of food and number of offerings.

4 Our duty-free shops went through a
5 complete redo. While they were closed, we lost
6 a lot of that revenue while they were being
7 remodeled. Now that we have new contracts and
8 they are reopened, that's part of what you see
9 behind the growth. And then, really the
10 transportation network companies, Uber and Lyft,
11 they're -- that's a reason for non-airline
12 revenue growth, as well.

13 COUNCIL PRESIDENT CLARKE: Okay. Thank
14 you.

15 Chair recognizes Councilman Greenlee.

16 COUNCILMAN GREENLEE: Thank you,
17 Mr. President. Good morning, everyone.

18 MS. CAMERON: Good morning.

19 COUNCILMAN GREENLEE: First, I just want
20 to say as someone who trumps through the Airport
21 occasionally, I continue to see improvements
22 there. I think you certainly --

23 MS. CAMERON: Thank you.

24 COUNCILMAN GREENLEE: -- should be
25 congratulated on that. We are kept informed on

1 everything that is going on down there. We see
2 Maryanne Mahoney every week here. She keeps us
3 informed and answers our questions, so we
4 appreciate that.

5 In your testimony, you talk about the
6 increases you did to various destinations, both
7 domestic and international. You talk about
8 still the hopes of extending our reach to Asian
9 marks.

10 What are particularly the challenges
11 there?

12 MS. CAMERON: Yeah. That's a very good
13 question. And it's something that just, you
14 know, boy I was talking to Harold Epps, the
15 Commerce Director the other day. And we said,
16 boy, you know, just the crowning achievement at
17 the Airport would really be to get that flight
18 to Asia. We don't think that the challenge is
19 the business case.

20 COUNCILMAN GREENLEE: I'm sorry, say
21 again.

22 MS. CAMERON: The business case is
23 there. We think that there are plenty of
24 passengers traveling back and forth between the
25 Asian countries. Korea is the number one

1 destination by the numbers followed by China,
2 both Shanghai and Beijing together then Japan
3 and India. But you know, the challenge is
4 getting -- American has stated as part of their
5 corporate philosophy that they will be focused
6 on adding flights to Asia from Dallas Fort Worth
7 and LAX, not Philadelphia.

8 COUNCILMAN GREENLEE: Any particular
9 reason? Did they give you any particular reason
10 for that?

11 MS. CAMERON: Not really. Not a good
12 one.

13 COUNCILMAN GREENLEE: Okay.

14 MS. CAMERON: But, I will say we have
15 worked really hard to introduce Philadelphia to
16 a number of other foreign flag carriers.

17 Japan Airlines is an example. They are
18 part of the Oneworld alliance. And if they were
19 to start service between Tokyo and Philadelphia,
20 that would be fantastic. Because the Oneworld
21 alliance would facilitate connecting traffic.

22 COUNCILMAN GREENLEE: So, it's still a
23 work in progress?

24 MS. CAMERON: It's a work in progress.
25 It's a very large commitment of capital --

1 COUNCILMAN GREENLEE: Right.

2 MS. CAMERON: -- for an airline to start
3 service in a City. But we think that we are
4 getting close.

5 COUNCILMAN GREENLEE: But it does seem
6 like because of what you say, a lot of people
7 travel back and forth to those countries. Would
8 hope that, you know --

9 MS. CAMERON: You're right. One of the
10 other things that I think is significant is that
11 we have been building partnerships within the
12 community, both business partners and other
13 non-profits.

14 So, the Convention and Visitors Bureau,
15 for example, is a partner of ours. And we --
16 they have locations in, I think, 13 other
17 countries right now. And we use their help to
18 help us market Philadelphia as a destination.
19 So, things like that have really helped us to
20 gain awareness. And that's got to come first
21 before you ultimately get the business
22 commitment.

23 COUNCILMAN GREENLEE: Got you. And one
24 other quick one.

25 MS. CAMERON: Sure.

1 COUNCILMAN GREENLEE: We hear about the
2 safety factors that drones have around airports.

3 Have -- why does Philadelphia
4 particularly experience and what regulations are
5 there on drones?

6 MS. CAMERON: You hit on one of the
7 things that I definitely think about all the
8 time is, you know, how do we maintain a safe
9 environment.

10 COUNCILMAN GREENLEE: Right.

11 MS. CAMERON: We are in the northeast
12 corridor. And it's one of the busiest air
13 traveled corridors in the country. And so,
14 introducing additional commercial vehicles --
15 and the FAA, by the way, considers drones to be
16 commercial vehicles.

17 COUNCILMAN GREENLEE: Really?

18 MS. CAMERON: They do. And the FAA
19 controls how they are all operated. So, you
20 asked about --

21 COUNCILMAN GREENLEE: What are they
22 commercial about, I guess would be my question?
23 That's not your call, I am just wondering.

24 MS. CAMERON: Well, you know, I think
25 they see them as having potential commercial

1 applications.

2 COUNCILMAN GREENLEE: Okay.

3 MS. CAMERON: We actually use --

4 COUNCILMAN TAUBENBERGER: (Mumbles to
5 Greenlee.)

6 COUNCILMAN GREENLEE: Yeah, right.

7 MS. CAMERON: And not yet at the
8 Airport. We actually have used drones for very
9 positive things at the Airport.

10 We used one, for example, through a
11 surveying company to take the topography of a
12 new piece of land so that we knew where all the
13 things were. But the FAA has regulations. They
14 require us to put together with local responders
15 because we have to actually partner -- if there
16 really was an incident, we partner with the
17 Philadelphia Police and the Firefighters. We
18 have plans in place on what we would do should
19 there be an event and if the technology is
20 continuing to evolve.

21 So, we just continue to work with the
22 FAA.

23 COUNCILMAN GREENLEE: Could you send a
24 copy of those guideline or FAA regulations
25 through to Council President for us?

1 MS. CAMERON: Sure. We will send you a
2 link to where you can go and get all of the
3 regulations.

4 COUNCILMAN GREENLEE: That's fine.
5 Thank you very much.

6 MS. CAMERON: You're welcome.

7 COUNCILMAN GREENLEE: Thank you,
8 Mr. President.

9 COUNCIL PRESIDENT CLARKE: Thank you,
10 Councilman.

11 Chair recognizes Councilman Taubenbeger.

12 COUNCILMAN TAUBENBERGER: Council
13 President, thank you very, very much.

14 Couple questions. Last year during our
15 questioning and answering, I came -- I'd come
16 through PHL, and I brought this up at the
17 hearing. I did not have as well as my fellow
18 passengers didn't have an overwhelming
19 experience going through Customs. And I know
20 the wait times in many cases are really out of
21 your control, but the people that are waiting in
22 line don't see it that way.

23 I mean, the answer you gave was
24 absolutely correct. But when you are waiting in
25 line, and I will tell you was a young woman who

1 was waiting to go onto Chicago getting off the
2 American Airlines coming back from Frankfurt,
3 Germany. She was so upset that she may miss
4 that flight, you know, this I think is a great
5 opportunity to say, hey, Philadelphia is a good
6 place. A lot of people are coming really by
7 through Philadelphia because of the ticketing
8 but they may come back as visitors. And you
9 know, we need to put our best foot forward.

10 Knowing that it is not totally under
11 your control, have any -- has any progress been
12 made? Because I will say this, I was in a
13 two-hour wait, which is a fair amount of my time
14 and -- on the airline itself. And I could have
15 flown from Philadelphia to Chicago and then
16 gotten off there to, you know, the amount of
17 time that it took to go through Customs. And
18 it's also, for a lot of people, also a little
19 bit of ah -- you know, waiting to go through
20 Customs and so on. Waiting for a flight.
21 Waiting to get back in. Nobody likes to be in
22 line.

23 And also, if you needed a bathroom
24 break -- if you were a single person going
25 alone, you would have to get out of line. That

1 isn't right either.

2 So, I would just like to know if any
3 improvements have been attempted or made?

4 MS. CAMERON: Sure. That's a very good
5 question. We weren't happy either with some of
6 the experiences that our passengers were having.
7 So, we worked with Customs and Border Protection
8 to put in mobile passport control units in our
9 processing area. That's -- it's new for us,
10 relatively new to the industry. There are only
11 25 other airports that have this feature.

12 What you can go is download an app on
13 your phone. You don't have to pre-enroll in any
14 kind of special program like the Global Entry
15 Program. It's free to everybody. You download
16 the app. You put in certain information, your
17 customs declarations.

18 COUNCILMAN TAUBENBERGER: Sure.

19 MS. CAMERON: You walk up to a kiosk,
20 and that's it. So, for folks who are more
21 technologically savvy or who know about it, we
22 are starting to push that program on all of the
23 flights that are coming into Philadelphia.

24 COUNCILMAN TAUBENBERGER: Excellent.

25 MS. CAMERON: And we think that it's

1 something that can save on average our wait
2 times are somewhere in the neighborhood of about
3 40 minutes, 45 minutes on average.

4 COUNCILMAN TAUBENBERGER: Yeah, yeah.

5 MS. CAMERON: You hit a particularly bad
6 day and time.

7 COUNCILMAN TAUBENBERGER: Sure.

8 MS. CAMERON: But we think that that
9 Mobile Passport control function can shave off
10 around 15 minutes of that time.

11 COUNCILMAN TAUBENBERGER: Which could be
12 critical.

13 MS. CAMERON: We think it's really good.

14 COUNCILMAN TAUBENBERGER: I think
15 it's -- I think it's important.

16 Something that just came to mind, if
17 someone is flying alone and there's no one to
18 hold the place, is there anyone around from
19 Philadelphia International Airport just kind of
20 monitoring the scene?

21 Just -- really. Suppose you really have
22 to have a bathroom break, and then to wait again
23 another two hours while you lost your space. I
24 mean, that's not fair.

25 MS. CAMERON: We have customer service

1 agents that are Division of Aviation
2 employees --

3 COUNCILMAN TAUBENBERGER: That are
4 watching.

5 MS. CAMERON: That are up there and
6 watching. If someone were to approach them and
7 say look I really --

8 COUNCILMAN TAUBENBERGER: I'm alone.

9 MS. CAMERON: I am alone and need a
10 bathroom break, can you help me out? That is
11 what they are there for. To help passengers who
12 need things.

13 COUNCILMAN TAUBENBERGER: That's
14 excellent. I can't ask for more than that.
15 That is very, very good.

16 You had mentioned also in your
17 testimony, there is an increase in freight. Do
18 you think that's nationwide or is that unique to
19 Philadelphia?

20 MS. CAMERON: It's nationwide. We had
21 one of the larger increases of airports, but
22 it's nationwide. And it's mainly due to -- I
23 joke sometimes and say it's Christmas every day
24 at Chellie house. It's Amazon. It's the
25 eCommerce part of our -- part of our world.

1 COUNCILMAN TAUBENBERGER: I think that's
2 more and more. People are -- UPS and so on are
3 looking for truck drivers. It's an opportunity
4 for employment in the City for a lot of folks,
5 but that is interesting.

6 MS. CAMERON: And a lot of those
7 packages come by air before they get on a truck
8 to go out to your home.

9 COUNCILMAN TAUBENBERGER: Yes.

10 MS. CAMERON: So, we think that is the
11 great majority of --

12 COUNCILMAN TAUBENBERGER: You acquired,
13 you said, some additional property?

14 MS. CAMERON: Yes.

15 COUNCILMAN TAUBENBERGER: 130 acres
16 really for freight?

17 MS. CAMERON: It's to develop cargo
18 facilities, yes. And the start was a study so
19 that we would understand what the demand was.
20 And more particularly, what kind of facilities
21 were needed.

22 So as an example, there is only one
23 refrigerated cargo building on our Airport
24 today. It's owned by American Airlines. But
25 when you look at the stuff that's being shipped

1 by air, a lot of is pharmaceuticals and
2 perishables, more of that kind of building is
3 going to be required in the future. And we
4 think that that is one of many opportunities.
5 So that when we develop that land, we can
6 actually build what people want.

7 COUNCILMAN TAUBENBERGER: And you --
8 just the -- these -- this new acquisition of
9 land, was that from Delaware County or
10 Philadelphia?

11 MS. CAMERON: It was Delaware County,
12 yes. Tinnicum Township, yes.

13 COUNCILMAN TAUBENBERGER: And what
14 percentage of freight is the makeup of our
15 flights coming in? Is it a quarter? Is it a
16 third? Is it less than that?

17 MS. CAMERON: Oh, goodness.

18 COUNCILMAN TAUBENBERGER: Approximately.

19 MS. CAMERON: Based on land and weight,
20 I would have to look that up. I don't know that
21 I know that off the top of my head.

22 COUNCILMAN TAUBENBERGER: Okay. If you
23 can get that to the Council President, I would
24 like that.

25 MS. CAMERON: We absolutely will.

1 COUNCILMAN TAUBENBERGER: Because I
2 think your airport, without question, is our
3 gateway to the world.

4 Councilman Greenlee had brought up some
5 opportunities for flights to Asia, and I
6 couldn't agree more with him. Is there one
7 airport on the east coast that has a special
8 niche for Asian flights, or is there none?

9 MS. CAMERON: New York has a lot of
10 flights. JFK and Newark and Boston is even
11 getting a lot of flights to Asia. So, they're
12 competing well.

13 Again, we think that, you know, we have
14 to make the business case first. We have to
15 talk about Philadelphia. Make sure people know
16 where we are and what the demand is for. You
17 have to develop those relationships, and that
18 takes time. But we are making progress.

19 COUNCILMAN TAUBENBERGER: There is one
20 success I'm told. One of my staff person,
21 Vincent Emmanuel is connected very strongly to
22 the Mulah -- which is Southern India populations
23 community in Philadelphia. And Cutter Airlines
24 has offered from Cutter itself, a direct flight
25 to the southern part of India. And a lot of

1 people from our Indian community in
2 Philadelphia, who come from the Indian state of
3 Caroline, use that. And I would think that's
4 also opportunities.

5 MS. CAMERON: Yeah. And that's actually
6 a success. Cutter changed their operating time
7 so that they would more closely align with the
8 Indian Bank over in Doha. So by changing the
9 time that they operated the flight, they are
10 able to more seamlessly connect people from
11 Philadelphia to India and back. And it was
12 really hitting that bank over in Doha that was
13 critical to that success.

14 COUNCILMAN TAUBENBERGER: Mr. President,
15 I have one quick question. If you think -- it's
16 going to be quick.

17 And that is Northeast Airport, you are
18 putting a runway in there? How is that --

19 MS. CAMERON: Not a new runway. We are
20 completely rebuilding the main runway. And
21 that's a huge success story, as well.

22 COUNCILMAN TAUBENBERGER: Thank you very
23 much.

24 Mr. President, thank you.

25 COUNCIL PRESIDENT CLARKE: Thank you,

1 Councilman.

2 Chair recognizes Councilman Green.

3 COUNCILMAN GREEN: Thank you, Council
4 President.

5 Good morning.

6 MS. CAMERON: Good morning.

7 COUNCILMAN GREEN: Just wanted to follow
8 up on some information, some questions that
9 Council President talked about. You made
10 reference to a new run way. And you said that's
11 one of the longest runways now in -- I didn't
12 get the full context of the extension of Runway
13 9R and how that impacts the Airport.

14 MS. CAMERON: So, we added 1500 feet to
15 that runway. It's now 12,000 feet in length.
16 What is significant about that is that when it's
17 really hot, the larger aircraft would have to
18 take weight penalties if they were overloaded to
19 be able to take off and get to far away
20 destinations. The 12,000 foot runway allows any
21 aircraft, really, to go anywhere in the world.

22 And so, that makes us much more
23 competitive.

24 COUNCILMAN GREEN: And how does that
25 compare to other airports around the country or

1 around the world?

2 MS. CAMERON: We can get you the
3 specific lengths of other runways. But I
4 believe we -- there are really only two runways
5 in the Northeast Corridor that are of that
6 length or greater.

7 COUNCILMAN GREEN: So, it gives us much
8 more competitive advantage in the Northeast
9 Corridor.

10 MS. CAMERON: That's right.

11 COUNCILMAN GREEN: You made reference to
12 cargo as well as new air service. And I believe
13 this longer runway will allow that. And you --
14 that's in connection with a lot of the Amazon
15 and the other warehouse distribution.

16 How is that impacting transportation at
17 the Airport?

18 MS. CAMERON: The run -- how is the
19 runway helping with cargo?

20 COUNCILMAN GREEN: Sounds like -- how
21 does the runway -- by extending the runway,
22 allows us to do more especially considering the
23 amount of distribution centers or fulfillment
24 centers, like, Amazon and others.

25 MS. CAMERON: So, the longer runway

1 allows the planes to be heavier when they take
2 off when it's hot. So, that's really the
3 biggest thing. It allows for more volume to
4 travel through, and every flight especially in
5 the heat of the summer.

6 COUNCILMAN GREEN: Okay. I know in the
7 hearings earlier in the budget cycle we talked
8 about some either refunding or new money that
9 the Airport is doing. Can you kind of just in
10 general overview, some of the projects you --
11 some of the capital projects you anticipate for
12 this year.

13 MS. CAMERON: And I have my CFO here,
14 the expert, who can address those questions.

15 MS. BORDA: Hi, good morning. Tracy
16 Borda, CFO for the Airport.

17 Yes. We have probably at least another
18 billion-plus projects that we are working on.
19 Many of them are what Chellie referenced as a
20 good state of repair projects. So, you are
21 talking about roofs, bathrooms,
22 mechanical/electrical plumbing type instances
23 throughout the Airport.

24 We also are looking at a touch-all
25 surfaces kind of within the Airport in each of

1 the terminals to make them, you know, customer
2 friendly as much as possible. And people -- you
3 know, good shiny places that people want to be.

4 And then we also are working with our
5 partner American Airlines. We really are
6 looking at hopefully redoing their checkpoints.
7 Right now if you have been through there, there
8 are two separate checkpoints. And if you've
9 been through D/E, they are combined checkpoint.
10 Ideally, we will have a new checkpoint to make
11 it much easier for their passengers to use.

12 The bows of the Airport deal with what
13 we call Checked Baggage Inspection Systems.
14 Those systems need to be upgraded to keep up
15 with the latest in security enhancements. And
16 then additionally, as Chellie mentioned, we are
17 still continuing to do work out on the airfield
18 with regard to pavement, making sure our
19 pavements are in good state of repair as well as
20 new taxiway work.

21 COUNCILMAN GREEN: Thank you, Council
22 President.

23 I just recently learned that, Ms. Borda,
24 you are a graduate of Girls High?

25 MS. BORDA: I am, 229.

1 COUNCILMAN GREEN: Yes. And I know
2 Councilmember Blondell Reynolds Brown, also
3 proud Girls High alumnus. Both my mother and
4 wife are Girls High alumnus. I can't get away
5 from it.

6 MS. BORDA: And if I can add, I met my
7 husband at Central.

8 COUNCILMAN GREEN: I heard the story
9 last night, that's why I brought it up.

10 Thank you, Council President.

11 COUNCIL PRESIDENT CLARKE: Thank you,
12 Councilman.

13 Chair recognizes Councilman Domb.

14 COUNCILMAN DOMB: Thank you, Council
15 President. Good morning.

16 MS. CAMERON: Good morning.

17 COUNCILMAN DOMB: Few questions I wanted
18 to ask. I know it's in your testimony. I am
19 just going to put it on the record that is
20 really clear for everybody that there is no
21 financial cost to the City of Philadelphia to
22 run the Airport, zero.

23 MS. CAMERON: That is correct.

24 COUNCILMAN DOMB: Okay. And then, I
25 just want to make sure I understand. All the

1 terminals are in Philadelphia except Terminal A?

2 MS. CAMERON: Except Terminal A West and
3 a portion of Terminal A East. That's correct.

4 COUNCILMAN DOMB: Okay. And that
5 terminal is in Delaware County?

6 MS. CAMERON: Yes.

7 COUNCILMAN DOMB: Does Delaware County
8 receive any benefits whatsoever.

9 MS. CAMERON: Benefits from the -- there
10 are a number of different taxes that Delaware
11 County receives as a result of activity within
12 their jurisdiction in the Airport, yes.

13 COUNCILMAN DOMB: Do you have any idea
14 what those -- how much in dollars they receive
15 from the Airport?

16 MS. CAMERON: I don't know if I have the
17 dollars. Do you have that, Tracy.

18 MS. BORDA: So, right now we have -- in
19 total we pay approximately \$4.1 million. It's
20 broken up between Tinnicum, Delaware County and
21 Interborough School District that 4.1 million.

22 MS. CAMERON: That's directly from the
23 Airport. And then there is, you know, there is
24 sales taxes and other things that would go.

25 COUNCILMAN DOMB: I guess where I am

1 going with this is, if I worked in Terminal A,
2 do I pay the City wage tax?

3 MS. CAMERON: You do if you are a City
4 of Philadelphia employee. But other Airport
5 employees, no.

6 COUNCILMAN DOMB: Okay. I guess my
7 question is, would it make sense for us looking
8 at the long term, to do an analysis of the
9 revenue that Delaware County might receive and
10 then do an analysis that it might make sense for
11 us to make a potential purchase from them based
12 on a cap rate and control it through our --
13 through Philadelphia.

14 So, Philadelphia has all of that revenue
15 that comes in from City wage, use and -- all
16 those other taxes that we would benefit from and
17 make it cleaner for us to own all of the revenue
18 generating operations at the Airport.

19 MS. CAMERON: We can take a look that
20 definitely. Yes.

21 COUNCILMAN DOMB: Because I think -- I
22 am guessing, I could be wrong. That our taxes
23 might generate more money than the taxes that
24 are being generated to Delaware County. And if
25 they are only generating 4 million, you can

1 figure out what the value is. And we can
2 probably borrow the money to do that maybe
3 through the Airport. And it would benefit the
4 City of Philadelphia.

5 MS. CAMERON: I think it's -- I think
6 it's a pretty complex issue. We would be happy
7 to do an analysis and maybe sit with you and
8 talk about what that would look like. We do
9 have an agreement that Tracy referenced.

10 It's a four-party agreement that we
11 signed about four, five years ago that really
12 dictate the terms of our relationship with
13 Delaware County, Tinnicum Township, the
14 Interborough School System and the Airport that
15 dictates what we pay in terms of taxes. It has
16 them helping us to acquire land for expansion.
17 There are a number of different pieces of that
18 agreement.

19 So, I think maybe if we were to come and
20 talk to you about the agreement and, you know,
21 how the different taxes work, that could be the
22 starting point.

23 COUNCILMAN DOMB: If you are a Delaware
24 County resident and you are working in Terminal
25 A, you are not paying us wage taxes.

1 MS. CAMERON: That's right.

2 COUNCILMAN DOMB: So, we need to do two
3 analyses. One, what Delaware County receives
4 from Terminal A; and B, what we would receive
5 from Terminal A. So, this way we can make an
6 educated decision as to how to analyze that.

7 MS. CAMERON: Okay.

8 COUNCILMAN DOMB: Second question I had
9 was, on your -- and again, this doesn't affect
10 us financially. I'm asking you this question
11 very differently than I ask anyone else in the
12 City.

13 You have positions in '18 that were 850
14 full-time civilian positions filled. And then
15 your budgeted for '19, 942. But it looks like
16 you are going to fill for 857. So, you have 85
17 jobs, roughly, you can't fill at the Airport
18 according to the information?

19 MS. CAMERON: I think we have a little
20 bit different numbers. I am going to ask
21 Soledad to address staffing levels.

22 MS. ALFARO: Sure. So we have -- so as
23 of November, we have 792 permanent employees.
24 And so, we have a consistent number of
25 positions. Our vacancy rate now is about

1 12 percent. So, we have the largest part of our
2 workforce is the custodial staff. And so, we
3 are consistently trying to replace folks that we
4 lose from that unit.

5 COUNCILMAN DOMB: We have budgeted
6 Section 19, page 5, you have budgeted positions
7 972.

8 MS. BORDA: Our budgeted position should
9 be 900.

10 MS. ALFARO: 900. I'm not sure where
11 972 is coming from.

12 COUNCILMAN DOMB: Okay. Maybe just a
13 mistake in the document.

14 MS. CAMERON: Maybe, yeah.

15 COUNCILMAN DOMB: That makes more sense
16 at least. Actually, I was hoping it was 972.
17 You are the only department I am hoping it
18 wasn't. I will tell you why. It's not costing
19 us money. What I was looking for is how do we
20 feel these jobs with Philadelphia residents so
21 we get more employment.

22 MS. ALFARO: We are budgeted for 900.
23 We have a few separate ways that we are trying
24 to make sure that we are clearly communicating
25 to Philadelphia residents and drawing them in,

1 having lots of opportunity to work for the
2 Airport.

3 So one is, we have a really robust
4 internship program that we run every summer.
5 Lots of Councilmembers send us interns, college
6 interns and high school interns.

7 One, for exposure so young people know
8 all of the jobs we have at the Airport,
9 everything from custodial staff to accountants
10 to the CEO. So, that's one way that we are
11 really working on workforce development. The
12 other is, we are doing a lot of outreach through
13 Maryanne and others to our high schools,
14 especially those with CTE programs.

15 One of the most challenging places for
16 us, jobs for us to fill, are in the skill
17 trades. And that's not just an Airport issue,
18 that's a City issue. It's a national issue.
19 That skill trades, the folks in those positions
20 are the aging. And not so many people are
21 coming in.

22 COUNCILMAN DOMB: So, let me just give
23 the big picture if I understand. Right now you
24 have about 790 or so positions filled.

25 MS. ALFARO: Yes.

1 COUNCILMAN DOMB: You are looking for
2 900.

3 MS. ALFARO: Correct.

4 COUNCILMAN DOMB: So, there is still an
5 opportunity for 100-110 positions.

6 MS. ALFARO: Absolutely, yes.

7 COUNCILMAN DOMB: I guess our goal would
8 be, can we fill them with Philadelphia
9 residents? Because they need good jobs, and
10 these are good jobs.

11 MS. ALFARO: Yes. We have -- we will
12 hire Philadelphia residents for City positions.
13 So, we will hire Philadelphia residents for
14 those positions.

15 COUNCILMAN DOMB: How do people in the
16 City know these jobs are available?

17 MS. ALFARO: So, several ways. So we --
18 we post them on the City job portal, and then we
19 have a job portal at the Airport, and then we do
20 outreach through lots of various ways. We have
21 embarked on a new program with a community
22 agency that has reached into communities through
23 smartphones and webinars.

24 Because the way folks have looked for
25 jobs now has changed. So, we are really trying

1 to access and use the digital opportunities for
2 that.

3 COUNCILMAN DOMB: I have one comment.
4 Can I make?

5 I have just a suggestion. We have a
6 great high school called Randolph. It's a great
7 high school. Maybe there was some way that you
8 can formulate a course or program or study,
9 like, we have a welding class there, we have a
10 carpentry class there. Whatever you are looking
11 for, maybe we can connect with Randolph and you
12 can create that course so we have a pipeline of
13 training people right into the Airport.

14 Thank you very much.

15 Thank you, Mr. President.

16 COUNCIL PRESIDENT CLARKE: Thank you
17 Councilman.

18 Chair recognizes Councilman Johnson.

19 COUNCILMAN JOHNSON: Thank you, Council
20 President. And I want to just real quick follow
21 up on what Councilman Domb just mentioned.

22 I think also separate from partnering
23 with the local schools, has to be more of a
24 robust partnership with the building trades.
25 Because oftentimes, we have the young people

1 with the talent. We just need to have the
2 building trades to have a stronger commitment to
3 allow that pathway for the young people who are
4 already skilled to have that opportunity to
5 participate in the trades overall. So, I just
6 want to add a point of information at least from
7 my perspective.

8 Because we have the young people. OIC,
9 your other program, Habitat for Humanity. But
10 there is also another program that's in North
11 Philadelphia where these young people learn
12 skill trades on a day-to-day basis. We just
13 need to be given the opportunity to participate.

14 But listen, we know about all things
15 that could be improved. But I just want to
16 start off by thanking Chellie and her team for
17 the things that y'all have done. I want to give
18 a special shout out to my good friend Maryanne
19 Mahoney and Carol Schreiber for always looking
20 out for me and making sure that I'm included on
21 the day-to-day operations which taking place in
22 any Airport. Also, Soledad, I want to
23 acknowledge you for your new promotion but also
24 your work in backing the work that Chellie has
25 been doing and moving the Philadelphia

1 International Airport forward.

2 Since the transition under the new
3 Administration, we have definitely seen the
4 improvements that have been taking place at the
5 Philadelphia International Airport from a
6 capital expansion standpoint, but also passenger
7 growth standpoint.

8 And so, can you give us an idea of, one,
9 we have seen significant announcements regarding
10 places of destinations which results in
11 passenger growth and what does that look like in
12 the future? I know we have been supportive of
13 introducing several ordinances that will look at
14 the Philadelphia International Airport
15 expansion. Give us an idea what that looks
16 like.

17 And I know, Soledad, we talked about
18 more in brief detail of the internship and
19 workforce program that is going to be moved
20 forward at the Philadelphia International
21 Airport that I am pretty excited about. If you
22 can just elaborate on that initiative, as well.

23 MS. CAMERON: Okay. So, let me start by
24 talking about new destinations that have been
25 added at the Airport.

1 Over the past three years, we have had a
2 new airline, one every year. Icelandair first,
3 then Aer Lingus last year. And this year we
4 have Sun Country adding to the mix. They will
5 be starting service seasonally to Minneapolis.

6 In 2019, American Airlines has already
7 announced the addition of seven domestic routes,
8 new routes and five international routes. The
9 international routes are particularly exciting.
10 We already started Edinburgh. And coming later
11 this summer are Berlin, Dubrovnik, Bologna Italy
12 and Halifax, so pretty exciting.

13 Frontier has added six domestic
14 destinations and two international which is
15 pretty cool. Montego Bay and San Juan, Puerto
16 Rico. And Spirit has added San Juan. We now
17 have three airlines serving San Juan, Puerto
18 Rico which provides great competition on a very
19 popular route. And we are pretty excited about
20 all of those.

21 COUNCILMAN JOHNSON: Do you expect that
22 growth to continue in the foreseeable future?

23 MS. CAMERON: We do. As we look ahead
24 in 2019, we think that we are seeing increases
25 in the number of seats, which should, generally

1 speaking, translate into increases in passengers
2 of about 5 percent for the rest of the year.
3 So, we grew by 7 percent in 2018. We think
4 another 5 percent-ish, 3 to 5 percent in 2019,
5 so we are pretty excited.

6 Second thing I think you talked about
7 was the ordinances that were introduced to help
8 purchase land.

9 COUNCILMAN JOHNSON: Capital expansion.

10 MS. CAMERON: For capital expansion.
11 And the biggest exciting piece of that is the
12 135 acres that was purchased in Delaware County
13 where we will develop cargo. And that can have
14 a huge economic impact on the region.

15 COUNCILMAN JOHNSON: And I want to slide
16 this in there real quick, because I know we have
17 a certain amount of time. And so, this is a nod
18 to my Council colleague Blondell Reynolds Brown.

19 Chellie, talk about diversity and
20 inclusion since you arrived in your position as
21 CEO of the Philadelphia International Airport,
22 what it looked like when you first got there in
23 terms of upper level management and executives,
24 and what it looks like now.

25 MS. CAMERON: Thank you for that

1 question. We have talked about this. And I'm
2 very, very excited about the results that we
3 have had.

4 When I took over as CEO in early January
5 of 2016, we had one person of color as an exempt
6 employee.

7 COUNCILMAN JOHNSON: You hear that
8 Blondell, one.

9 MS. CAMERON: We had one. Today there
10 were only eight exempt positions. We added
11 exempt positions. We now have twenty that are
12 filled with more to come. And of that twenty,
13 nine of those twenty are filled by people of
14 color.

15 When you further break it down and look
16 at what we call the Cs and Ds, the Chiefs -- the
17 Chief Operating Officer, the Chief Financial and
18 the Deputies, those numbers are great, as well.
19 Six out of thirteen of our Cs and Ds are people
20 of color for 46 percent. And 54 percent of our
21 Cs and Ds are women. So, we have moved the
22 needle significantly.

23 We still have room to grow and to
24 improve. I'm not satisfied yet, but I'm very
25 pleased that we have been able to make this

1 significant progress. We have done that in a
2 number of different ways that we are really
3 excited about. In partnership with Soledad, we
4 have really approached how we hire exempt
5 positions very differently. We make sure that
6 we don't put a pool of candidates in front of
7 the hiring manager unless that pool has
8 diversity. We do not put together hiring
9 committees for recommendations unless that
10 hiring committee has diverse representatives.

11 There is -- it's a different approach,
12 different way of thinking, but it's a better way
13 to look at it. Again, I think you are seeing
14 some of the results in the numbers.

15 COUNCILMAN JOHNSON: Soledad, could you
16 wrap -- could you finish with the Internship
17 Workforce Initiative moving forward?

18 MS. ALFARO: Absolutely. Thank you.

19 To Councilman Domb's point, we are
20 focused on employing City of Philadelphia
21 residents and diversifying our workforce to
22 Chellie's point. So, exempt staff and our civil
23 service staff. So we have -- they were
24 introduced to us earlier, Stars and Leads. Our
25 existing employees, making sure that they get

1 the development that they want and need so that
2 they can be promoted into those exempt executive
3 positions. And we have several examples of
4 that, as well.

5 We are working with OHR and the City and
6 Streets Department to build the apprenticeship
7 program to build that bridge for citizens and to
8 the building trades that you pointed out
9 earlier.

10 COUNCILMAN JOHNSON: Just wrap up,
11 Council President. The very robust program
12 that's in your district, and I talked to the
13 Airport about this in terms of seeing how we can
14 connect the two in partnership with you is Youth
15 Build. We already have skilled trades young
16 people on a day-to-day basis whether it's Youth
17 Build, whether it's CTE programs for the School
18 District or OIC.

19 At some point in time, we have to look
20 at a lot of these industries not -- and beyond
21 the Airport in making sure that we are
22 connecting these young people with real
23 opportunities so we can reduce the
24 school-to-prison pipeline. Because at the end
25 of the day, we are still the number one big City

1 when it comes to poverty and also individuals
2 living in deep poverty, meaning they only making
3 5,500.

4 So, I commend you for your efforts in
5 this area so we can grow in our workforce. But
6 most importantly, give our young people pathways
7 out of poverty so they can go on and do
8 something positive. Thank you very much.

9 Thank you.

10 COUNCIL PRESIDENT CLARKE: Thank you,
11 Councilman.

12 Chair recognizes Councilwoman Reynolds
13 Brown.

14 COUNCILWOMAN REYNOLDS BROWN: Good
15 morning, good morning. Council Johnson and I
16 reading from the same sheet of music. Every
17 note. And so, I am going to be redundant and
18 underscore a few things.

19 One, I, too, want to commend you and the
20 entire member -- your leadership team because it
21 really does require that. Whereby, you have
22 been intentional and strategic in coming to the
23 numbers you have shared with us. That really
24 needs to be celebrated. You say it's different
25 and it's better. But more importantly than

1 that, it works. When you are intentional and
2 strategic, you get real different outcomes. So,
3 that really needs to be lifted up because there
4 are department heads across the government
5 organization that have not been intentional and
6 strategic and have failed miserably when it
7 comes to ensuring that their C suite looks like
8 the City of Philadelphia.

9 So, thank you for that. It matters.

10 And when you are intentional and strategic, you
11 can get it done. Hats off to you.

12 Secondly, to Councilman Johnson's point
13 and Councilman Domb and I are discussing
14 privately, how we can create the loop and close
15 the gap in linking trained young people who have
16 the skill, have the desire, want to and the
17 will, just needs the opportunity. So, I think
18 we in government need to figure out how we close
19 that loop to move them to more than living wage
20 jobs, jobs where they can actually feed their
21 families in a dignified way. So, we are
22 committed to that.

23 Putting my hat on as Chair of the
24 Environment and Sustainability. Please, speak
25 to us -- I read in your testimony that you have

1 several sustainability achievements last year.
2 Give us a brief overview of what some of those
3 initiatives are. And that is one area I paid
4 attention to over the years.

5 MS. CAMERON: So, thank you for that
6 question. Thank you for recognizing the
7 progress we made with --

8 COUNCILWOMAN REYNOLDS BROWN: It
9 matters.

10 MS. CAMERON: It does matter. Again, we
11 are not done but more to come.

12 So on the sustainability front, one of
13 the things that I would like to highlight to you
14 that we started in the last year that I am most
15 excited about is we started a Green Roof Program
16 at one of our -- one of our terminals. It's
17 Terminal D and E. So, we want to see what the
18 feasibility is like. We got a lot of roofs at
19 the Airport. And see if we can make those green
20 which will help with water runoff and a lot of
21 other issues.

22 We are in the process of doing renewable
23 energy feasibility study for the Northeast
24 Airport.

25 COUNCILWOMAN REYNOLDS BROWN: Okay.

1 MS. CAMERON: Because even though we
2 focus mostly on the International Airport, the
3 Northeast Airport is part of our system, as
4 well. And so, we don't want to forget about
5 everything that is going on up there. So, we
6 are looking at energy usage.

7 We are doing an electrical vehicle
8 charger installation.

9 COUNCILWOMAN REYNOLDS BROWN: Is that
10 right?

11 MS. CAMERON: Uh-huh. Electrical
12 sub-metering installation, ground surface
13 equipment charging station installations. We
14 have electrical vehicles that are used today to
15 tug the baggage carts and those sorts of things.

16 COUNCILWOMAN REYNOLDS BROWN: Oh, okay.

17 MS. CAMERON: We want to expand that
18 program.

19 COUNCILWOMAN REYNOLDS BROWN: So, it
20 will be primarily for employees and not for
21 guests who park their cars?

22 MS. CAMERON: There are a couple of
23 electrical charging stations in the parking
24 garages, as well. But we are trying to really
25 move the needle on the airfield. And by putting

1 in the charging stations, that in sense, the
2 companies that run those vehicles, the airlines
3 and ground service handling companies --

4 COUNCILWOMAN REYNOLDS BROWN: Yes.

5 MS. CAMERON: To invest in electrical
6 vehicles. So, those are some of the highlights.
7 There is a lot of things that we are doing and,
8 again, we think more to come.

9 COUNCILWOMAN REYNOLDS BROWN: So, on the
10 green roofs, my office was responsible for a
11 Green Roof Tax Credit. So for those contractors
12 who when the opportunity to do work out there,
13 that is where the Green Roof Tax Credit could
14 apply for new construction?

15 MS. CAMERON: I think so. I'm not as
16 savvy in that area. We would have to look it
17 up. I think that's the way it works. Again, we
18 are looking at it from a standpoint of water
19 runoff and doing what is right for -- we have so
20 much concrete on the Airport.

21 COUNCILWOMAN REYNOLDS BROWN: Yes.

22 MS. CAMERON: So much concrete and
23 asphalt that, you know, the more green surfaces
24 we can add, the cooler it is, the easier it is
25 to maintain the buildings we think from a

1 heating and cooling standpoint.

2 COUNCILWOMAN REYNOLDS BROWN: Sure.

3 MS. CAMERON: And then also, it helps
4 with the water runoff.

5 COUNCILWOMAN REYNOLDS BROWN: Let's move
6 to professional services contracts. On page 4
7 of your testimony, you indicated in FY18, that
8 of the 108 million spent on professional
9 services contracts, only 21 percent or
10 23 million was awarded to M/W/DSBEs.

11 Speak to the low participation rate and
12 what strategies are you implementing to attract,
13 recruit and award M/W/DSBEs in the professional
14 services contract category?

15 MS. CAMERON: So, I am asking Kathy
16 Padilla to come up to provide that answer. And
17 I just want to note before she starts, that we
18 have recently promoted Kathy to a deputy level
19 position. And we have established a Diversity
20 and Inclusion Deputy, that's her new title.

21 COUNCILWOMAN REYNOLDS BROWN: Okay.

22 MS. CAMERON: So, she is not just
23 working on diversity and inclusion as it
24 pertains to businesses that we contract with,
25 but diversity and inclusion throughout the

1 organization.

2 Kathy.

3 COUNCILWOMAN REYNOLDS BROWN: So, is
4 that to suggest that you are -- she/you are a
5 part of the leadership team?

6 MS. PADILLA: Yes. I'm now part of the
7 senior leadership team.

8 COUNCILWOMAN REYNOLDS BROWN: Okay. So,
9 diversity and inclusion is now part of the
10 C-Suite agenda?

11 MS. CAMERON: Yes.

12 COUNCILWOMAN REYNOLDS BROWN: Okay.
13 Thank you.

14 MS. PADILLA: Good morning,
15 Councilwoman.

16 COUNCILWOMAN REYNOLDS BROWN: Good
17 morning.

18 MS. PADILLA: My name is Kathy Padilla.
19 And I'm the Deputy Director for Diversity
20 Inclusion at the Airport.

21 So in looking at those numbers for the
22 professional services portion, we have to sort
23 of start off bigger level in that that is only
24 for the Office of Economic Opportunity portion
25 of the work we do. The Office of Economic

1 Opportunity only counts for a third of our
2 diversity spend because we have the federal
3 program, as well. And that counts for
4 two-thirds of the spend.

5 On the Office of Economic Opportunity
6 portion this year, we had a one-time distortion
7 in our participation there due to a very large
8 contract. The shuttle bus contract was let out.
9 It was about 55.5 million. And the range that
10 was set on that by the OEO was 8 percent. The
11 vendor that got the contract did make that 8
12 percent.

13 COUNCILWOMAN REYNOLDS BROWN: Did or did
14 not?

15 MS. PADILLA: Did make that 8 percent.
16 So you know, we did meet the goal that was set
17 there. But unfortunately, that was a distortion
18 for all of our numbers. And we don't expect
19 that to go forward into the next year. Our
20 fourth quarter numbers for there were
21 35 percent.

22 COUNCILWOMAN REYNOLDS BROWN: Okay.
23 That speaks to the discrepancy.

24 Do you provide technical --

25 MS. PADILLA: It was a third of all of

1 our business under the OEO that year.

2 COUNCILWOMAN REYNOLDS BROWN: Repeat
3 that?

4 MS. PADILLA: That contract was a third
5 of all of our business under the OEO under
6 professional services.

7 COUNCILWOMAN REYNOLDS BROWN: The bell
8 has rung. So on the next round, I would be
9 curious to learn what technical assistance you
10 provide to former M/W/DBEs who no longer are in
11 the pipeline of opportunity, and how you help
12 them get back into the consideration column for
13 awards, okay? But it has to be on the next
14 round because the bell rung.

15 COUNCIL PRESIDENT CLARKE: You can
16 respond if you want to respond.

17 MS. PADILLA: Well, I was going to say
18 we have a really strong capacity building
19 program for our disadvantaged businesses.

20 COUNCILWOMAN REYNOLDS BROWN: That's the
21 way to phrase it, capacity building?

22 MS. PADILLA: Yeah. Capacity building
23 and also making sure people are aware of the
24 opportunities. So, some of the workshops we
25 have done over the last year were how to do

1 business at the Airport for these firms; OSHA
2 regulations and how to comply with them; how to
3 respond to an RFP so you can get the business,
4 what is the best way to actually position
5 yourself for that; how to draft a concessions
6 joint venture agreement. That was the first
7 time we have done that. That was very well
8 received. And also, how to find not just
9 opportunities at the Airport, but how to find
10 opportunities with all of our transportation
11 sister agencies. And we often partner with them
12 to do these outreach events.

13 One of the things we're really excited
14 about going forward for next year is we are
15 going to be starting up a new program to
16 increase capacity and professional capabilities
17 for our small diverse firms working in the
18 construction area. Because we always do better
19 on the professional services than the
20 construction end. So, we are going to be
21 partnering with the Temple Fox School of
22 Business to bring a construction management
23 program -- certificate course to the Airport for
24 our small diverse businesses.

25 Going to be a ten-month course. They

1 are going to get a certificate out of it. Folks
2 are going to learn to be more professionally
3 competent, have an extra credential to add to
4 their resume. And of course, the City and the
5 Airport will benefit greatly by having increased
6 talent pool.

7 COUNCILWOMAN REYNOLDS BROWN: Sure.
8 That's pretty impressive. Thank you very much.

9 Make sure Members of Council get that so
10 that we can share that with constituents who may
11 be interested in that type of opportunity, as
12 well, please.

13 MS. PADILLA: Oh, absolutely.

14 COUNCILWOMAN REYNOLDS BROWN: Thank you,
15 Mr. President.

16 COUNCIL PRESIDENT CLARKE: Thank you,
17 Councilwoman.

18 Chair recognizes Councilman Oh.

19 COUNCILMAN OH: Thank you very much,
20 Council President.

21 COUNCIL PRESIDENT CLARKE: Welcome, sir.

22 COUNCILMAN OH: We have talked about
23 this before, so I'd just like an update.

24 What is the situation regarding, you
25 know, the parking at the Airport?

1 MS. CAMERON: Parking at the Airport
2 from a standpoint of capacity?

3 COUNCILMAN OH: Capacity, facilities,
4 contracting. What is going to happen?

5 I know you made efforts to improve
6 parking and convenience, modernized facilities.

7 MS. CAMERON: Yes. So our -- the
8 parking, the on-Airport parking operation is
9 managed by the PPA on behalf of the Airport.
10 They, through agreement, have the right to
11 operate, develop and maintain the parking
12 facilities. They have been working with us to
13 try and define a program that would improve the
14 structure of the parking garages, add increased
15 enhancements in the economy lots, different
16 routes, restriping, better routing of buses.

17 All of those sorts of things is stuff
18 that we are working on with them.

19 COUNCILMAN OH: Does that -- I imagine
20 that only covers like, you know, the parking
21 lot, the parking structure.

22 Does that have a -- I am sure indirect.
23 But does it have any direct relationship to
24 shuttle buses, buses, that type of thing?

25 MS. CAMERON: It does. We actually

1 operate the shuttle buses in the economy lots
2 that are on the Airport. We have a contract
3 that we were just talking about that actually
4 does that part of the service.

5 And so we, again, have to work very
6 closely with them to make sure that the shuttle
7 bus service matches the activity in the lots.

8 COUNCILMAN OH: Okay. Thank you very
9 much.

10 MS. CAMERON: Sure.

11 COUNCIL PRESIDENT CLARKE: Thank you,
12 Councilman.

13 Chair recognizes Councilwoman Blackwell.

14 COUNCILWOMAN BLACKWELL: Thank you,
15 Mr. President. I was down at the Airport a few
16 months back for a woman's -- excuse me, Women in
17 Aviation "Conference." It was a great event
18 that brought together young women from the
19 community and many of the women in leadership
20 rolls for work for the -- and many women in
21 leadership roles for work in the Airport.

22 I know this isn't the only work you
23 engage in for women and youth in our community
24 who are interested in a potential career path
25 working at the Airport. Can you give Council a

1 sense of some of the other engagement you have
2 been done or what might be planned for the
3 future?

4 MS. ALFARO: Yes. Good morning. So,
5 thank you. And thank you for attending the
6 Women in Aviation Conference. That was our
7 first year, and we had great participation from
8 the women of City Council. I think it's
9 important to us, as we stated before, to make
10 sure that all of our young people know about the
11 positions in the Airport. But Aviation has
12 traditionally not been very diverse and
13 definitely very male.

14 So, we have a great, you know, number of
15 powerful women that work at the Airport. So,
16 exposing young women to those opportunities is
17 really important to us. So, we will continue
18 with that program. It went really well this
19 year.

20 We also run a K-12 tour program
21 throughout the year. So, we invite schools and
22 lots of our near neighbors, usually high school
23 students, middle school students to tour the
24 Airport so they can get a sense of the
25 opportunities that are available to them. We

1 visit to Bartram because they are in our
2 backyard along with the Commerce Director and
3 Maryanne who is a long time woman working at the
4 Airport.

5 And then, we have had lots of engagement
6 with City Council, not only Councilman Johnson
7 but Councilwoman Quinones-Sanchez to offer to
8 connect us to lots of CTE programs in the high
9 schools, which is important to us. And we've
10 been working with OHR to help us build those
11 bridges.

12 So, sometimes the transition is the
13 challenging part. When we have young people in
14 programs that want to work at the Airport, are
15 excited to work at the Airport. But sometimes
16 navigating into civil services challenge. And
17 so, we've been putting a lot of effort into
18 that. And we are excited about the progress
19 that we have made. And then, of course, I will
20 have to always say the 5K run is one of the ways
21 we reach out to our near neighbors and invite
22 everyone to come out an participate.

23 But for us, that money that we raise
24 goes back to the community. Goes to the
25 community groups as well as to Habitat for

1 Humanity. So, we are really invested in making
2 sure that folks know about us and know about all
3 the opportunities that there are at the Airport.

4 COUNCILWOMAN BLACKWELL: Yeah. That's
5 very good. And whenever you have special
6 programs and exhibits, that's very good, too.
7 And Maryanne, yes, she's been a part of us, so
8 we all love her.

9 Thank you, Mr. President.

10 COUNCIL PRESIDENT CLARKE: Welcome,
11 Council Lady.

12 Chair recognizes Councilman Domb.

13 COUNCILMAN DOMB: Thank you,
14 Mr. President.

15 I have some questions that are on the
16 borrowing and the capital for the Airport. And
17 so, these questions revolve around maybe trying
18 to explain how the Airport borrows their monies
19 for capital projects.

20 How do the actual Airport borrowings
21 work? Can you just give us a brief summary?

22 MS. BORDA: Sure. I will take this.

23 Generally, we work just -- we work with
24 the City Treasurer's Office just the way any
25 other department would. However, we first --

1 what we would have to do is when we are looking
2 at future capital projects, we actually have a
3 consultation process with our airline partners
4 because they have to agree and be willing to
5 take on the future debt service payments that we
6 are -- that we would embark on.

7 So we -- once we have airline approval,
8 we work with Rasheia Johnson and her team and
9 put together a plan of financing. And you know,
10 would go to the market just like the -- you
11 would for the GO bonds.

12 COUNCILMAN DOMB: It's really the
13 airlines that give you the green light to go, to
14 move forward.

15 MS. BORDA: Ultimately, at the end of
16 the day, we don't move forward without their
17 approvals. There is some limited opportunities
18 for us to move forward with some smaller
19 projects. But generally, we work together with
20 those to figure out what we need best for our
21 airfield and terminals.

22 MS. CAMERON: I would just throw in,
23 it's all part of the Use and Lease Agreement
24 that we have with the airlines. And so, they
25 actually have approval and disapproval rights

1 for capital projects. But in return for that,
2 they guarantee to cover all costs at the Airport
3 every year. So, it's part of what has been
4 negotiated with them.

5 MS. BORDA: They bear the financial
6 risk.

7 COUNCILMAN DOMB: So the Airport -- does
8 the Airport perform a cost/benefit analysis for
9 the projects as required by this Chapter 22
10 Section 2200 of the Code?

11 MS. BORDA: No. We do not only because
12 that pertains specifically to general obligation
13 bonds, not to enterprise fund debt. So and
14 because we are required to get airline approval,
15 and then they incur the financial burden of the
16 debt we are about to be exposed to, we don't go
17 through that process. It's not to say that we
18 don't take a look at some of the projects we are
19 doing.

20 Generally, of course, we want to see a
21 benefit from the projects we are about to do.
22 But occasionally, they are not always
23 quantifiable. For instance, if you are going to
24 do safety and security enhancement, you know,
25 might be federally mandated. We just have to go

1 and get that done. But at the end of the day,
2 if you don't have things like that, then your
3 airport isn't operable.

4 COUNCILMAN DOMB: Let me ask you a
5 separate question. On the reimbursement, I know
6 we get -- it doesn't cost the City any money.
7 But the fact there is one gate in Delaware
8 County, okay, and we are using City services
9 whether it's the Treasurer's Office or our
10 treasurer or whatever, do we get paid,
11 reimbursed for the cost that incurred from the
12 employees' time and so from the City?

13 MS. BORDA: Yes, we do. We actually pay
14 directly for certain departments. So you know,
15 we have police and fire directly down working
16 with us. We pay them directly. And then what
17 we do is -- the Budget Office can supply this --
18 but there is a cost allocation plan. So what --
19 we operate through that. And we are assigned
20 costs from the City based on the cost allocation
21 plan.

22 COUNCILMAN DOMB: That's great. Does
23 the Airport have any long term debt?

24 MS. BORDA: Yes. We do have long term
25 debt. So we've gone to -- in fact, the last

1 time we went to market was in 2017 with the City
2 Treasurer's Office. We have a little over \$1.5
3 billion in outstanding debt. It's in our
4 financial statements that were produced in
5 February.

6 COUNCILMAN DOMB: Any idea of the rough
7 interest rates in the long term debt?

8 MS. BORDA: Well, generally, the coupon
9 rate that's paid is probably around about 5
10 percent. When we did the 2017 bond deal, all
11 the true interest cost we incurred was just
12 around 4 percent, about 3.9.

13 COUNCILMAN DOMB: Who manages that
14 portfolio?

15 MS. BORDA: Well, I mean, we work with
16 the City's Treasurer's Office and manage that
17 portfolio. I guess I am trying to make sure I
18 understand. We also have investment bankers.
19 So for the unused funds, we work through the
20 Treasurer's Office to have those funds invested
21 until such time as we spend them.

22 COUNCILMAN DOMB: In 2017, you're
23 referring to the -- there was A and B borrowing
24 of about 692 million roughly. And how much of
25 that was refinancing and refunding versus new

1 money?

2 MS. BORDA: I have that. Hold on.

3 So, we did a couple things during that
4 deal. We did about -- just about 227 million in
5 refundings.

6 COUNCILMAN DOMB: Twenty-seven?

7 MS. BORDA: 227 million.

8 COUNCILMAN DOMB: 227.

9 MS. BORDA: We did 334 million in new
10 money. And then what happens is, we also have a
11 commercial paper program. And we actually
12 repaid 126 million of outstanding commercial
13 paper.

14 COUNCILMAN DOMB: Okay. In a previous
15 hearing, it was mentioned that the City usually
16 does capital borrowing for two years at a time.

17 Was this 2017 borrowing also for two
18 years?

19 MS. BORDA: Generally, yes, it was. And
20 so, right now we are coming back before you
21 shortly, again, working with the Treasurer's
22 Office. We are preparing to do a new commercial
23 paper program as well as projections for future
24 new money deals and refundings. We have quite a
25 number of refunding opportunities that will be

1 coming up in the next two years. So, we want to
2 be able to act on them when the market allows us
3 to. We will be seeking your approval in the
4 next two months.

5 COUNCILMAN DOMB: And the borrowings
6 that we recently did, are these based off
7 projected revenues for operations?

8 MS. BORDA: So, what we do is we work
9 closely with our Planning and Engineering
10 Department and plan the capital projects that we
11 need to embark on over the next ten years or
12 plus. And what we do is, for the projects that
13 we are looking to take on in the coming years,
14 we look at cash flows that we are going to need
15 to have those projects begin. And based on the
16 cash flow needs, we determine the new money that
17 we will need for those projects.

18 COUNCILMAN DOMB: So, when do these
19 revenue bonds actually get paid off?

20 MS. BORDA: So when we go to market, we
21 usually do a 30-year bond deal. And so, the
22 2017 bonds, the first payment happened in 2018.
23 So, 2048 would be the last payment on that bond
24 deal. That is our last -- that's our -- that's
25 our longest outstanding payment. But we have

1 other bond deals that are still open. And we
2 would be making payments on them until such time
3 as they are done. Like, the 2005 would be done
4 in 2035.

5 COUNCILMAN DOMB: I'm looking over your
6 numbers. It says the Airport revenue is 463
7 million estimated for Fiscal 2019, I believe.
8 And it says the Airport issuance of new debt for
9 the capital budget Fiscal Year 19 is
10 422 million.

11 Is that considered a high
12 debt-to-revenue ratio?

13 MS. BORDA: No. Generally, what we
14 would look at is we are going to look at the
15 debt service, which would be the principal and
16 interest payments that we are making, which this
17 year about 135 million. Compared to that
18 revenue, you are talking about 30, 33 percent.
19 And that's about average. That's good number.
20 It's similar to a mortgage.

21 COUNCILMAN DOMB: Okay. I will have
22 more questions, but I will come back on the next
23 round. Thank you.

24 Thank you, Mr. President.

25 COUNCIL PRESIDENT CLARKE: Thank you,

1 Councilman.

2 Chair recognizes Councilman Taubenbeger.

3 COUNCILMAN TAUBENBERGER: Mr. President,
4 thank you very much.

5 A question really kind of on how the
6 Airport works. I mean, don't take it any other
7 way than I want to know.

8 For example, the new runway up in
9 Northeast Philadelphia, why was that decided on?
10 Why was that the project? Who said that we
11 really needed that? And I guess the other
12 question is, how is that funded?

13 MS. CAMERON: Very good question.

14 So the Northeast Airport, generally
15 speaking, as a standalone operation operates at
16 a loss every year.

17 COUNCILMAN TAUBENBERGER: Correct. I'm
18 aware of that.

19 MS. CAMERON: And so, we look at the
20 facilities that we own and operate. The runways
21 being the primary facilities that we have. That
22 runway had reached the end of its useful life.
23 Because it's a reliever airport and not a
24 commercial service airport, it's a distinction
25 that the FAA makes.

1 COUNCILMAN TAUBENBERGER: Yes.

2 MS. CAMERON: They feel that it's very
3 important to the workings of the whole system
4 that that reliever airport operate the way it's
5 supposed to. So they -- we partnered with them
6 to provide funding for that project. So --

7 COUNCILMAN TAUBENBERGER: With whom?

8 MS. CAMERON: The FAA. So, the FAA is
9 going to provide significant grant funding to
10 rebuild that runway because they think that the
11 Northeast Airport function is so important.

12 COUNCILMAN TAUBENBERGER: So, it's
13 really sort of their decision. And said, look,
14 this is what we need.

15 MS. CAMERON: It was our decision we
16 needed to do the project. We just went to them
17 and said, hey, what can you bring to the
18 table --

19 COUNCILMAN TAUBENBERGER: Got it.

20 MS. CAMERON: -- to help us get this
21 done. So, we will pay a portion of it with bond
22 funds. That is the way we will pay for it that
23 will then be paid off through the rates and
24 charges that the airlines pay to operate at the
25 International Airport. The rest of the money

1 will be a grant directly from the federal
2 government that will be given to do that
3 project.

4 COUNCILMAN TAUBENBERGER: And you had
5 mentioned somewhere, where the airlines through
6 their fees support, I guess, Northeast Airport
7 plus a good portion of all --

8 MS. CAMERON: That's right.

9 COUNCILMAN TAUBENBERGER: -- of
10 Philadelphia International Airport.

11 MS. CAMERON: That's right. We generate
12 revenue at the Northeast Airport. It's not just
13 that it's a cost. We definitely don't generate
14 revenue from tenants and landing fees and other
15 fuel sales, all sorts of things at the Airport.
16 But the net loss at the Northeast Airport goes
17 into the airfield cost center at the
18 International Airport. And that's, ultimately,
19 borne by the airlines that operate there.

20 COUNCILMAN TAUBENBERGER: When airlines
21 that land in Philadelphia want something or you
22 need their approval for certain things, is that
23 a weighted vote? I mean, because there is a --

24 MS. CAMERON: It is.

25 COUNCILMAN TAUBENBERGER: There is one

1 airline -- I can give a commercial. American
2 Airlines is above and beyond everybody else
3 there. They have a fair amount of your dates.

4 MS. CAMERON: There is one airline
5 that's bigger than the others, yes. American
6 Airlines makes up about 70 percent of the
7 traffic and landed weights approximately.

8 COUNCILMAN TAUBENBERGER: Okay.

9 MS. CAMERON: And the way the voting
10 works for capital projects is, it depends on
11 whether it's an airfield project or a terminal
12 project. If it's an airfield project, all of
13 the passenger airlines plus the cargo carriers
14 get a vote. And it's proportionate based on the
15 landed weight that they bring into the Airport.

16 COUNCILMAN TAUBENBERGER: Sure.

17 MS. CAMERON: When it's a terminal
18 project, it's just the passenger airport
19 airlines that get to vote. And again, it's
20 proportionate to the number of passengers that
21 they bring into the terminals.

22 COUNCILMAN TAUBENBERGER: Okay. That's
23 very sufficient. I thank you very, very much
24 for that explanation.

25 MS. CAMERON: You're welcome.

1 COUNCILMAN TAUBENBERGER: Thank you,
2 Mr. President.

3 COUNCIL PRESIDENT CLARKE: Thank you,
4 Councilman.

5 Councilman Domb.

6 COUNCILMAN DOMB: Thank you, again,
7 Council President. A few more questions I would
8 like to ask.

9 I notice the Airport has a
10 85 million-dollar line of credit with a Japanese
11 bank. What is this line of credit used for?

12 MS. BORDA: As I mentioned to you
13 earlier, we have a commercial paper program.
14 And we have three banks that we have lines of
15 credit with. Sumitomo is one of those banks
16 that supply a line of credit to our commercial
17 paper program.

18 COUNCILMAN DOMB: Is that line of credit
19 used on a daily basis?

20 MS. BORDA: No, not daily. What we do
21 is, again, when we are getting ready to bid
22 certain contracts, again, we are looking at the
23 cash flows needed for the capital projects. As
24 we need cash, what we will do is we have the
25 funds there. We can draw down upon them as

1 needed. And what we do is we work again with
2 the Treasurer's Office to do that.

3 MS. CAMERON: Just to add, we don't use
4 our line of credits for operating funds at all.
5 It's only for capital projects.

6 COUNCILMAN DOMB: Okay. And do you --
7 so that, my next question is, does Airport have
8 capital reserves? And how much would they be?

9 MS. BORDA: Yes. So, we have both
10 capital and operating reserves. I will give
11 you -- let me just go to speak to that.

12 Generally, when you have a bond, you
13 have a sinking fund reserve for each of those
14 bonds. So, your sinking fund reserve is the
15 highest annual debt service payment that you
16 would make. And so, we do have about
17 \$145 million in our sinking fund reserves.

18 And then in addition to that, we have
19 operating reserves that we have worked out
20 through our use and lease agreement with the
21 airlines. And one would be -- I guess, one is
22 the bond redemption improvement account. And
23 that is actually a coverage account. And we
24 have -- to date, we have about \$25 million in
25 that. And then we also have an operating and

1 maintenance reserve account. And that's about
2 \$20 million in that. And then, we also have a
3 discretionary account where we accumulate funds
4 we have made over the years that can be used
5 towards capital or operating costs.

6 There is about \$83 million in that.

7 COUNCILMAN DOMB: That's good.

8 MS. BORDA: Yeah.

9 COUNCILMAN DOMB: Does the revenue
10 generated at the Airport -- when you generate at
11 the Airport, does that get deposited into bank
12 accounts owned by the Airport or the City?

13 MS. BORDA: It gets deposited into --
14 it's the City's accounts because we are the
15 City, but it's Aviation funds only. So, it's
16 separated into an Aviation fund only. We can't
17 comingle with the General Fund.

18 COUNCILMAN DOMB: But the City manages
19 that fund?

20 MS. BORDA: The City does manage that
21 fund.

22 COUNCILMAN DOMB: And so, do those --
23 just have to ask this question. Those accounts
24 get reconciled.

25 MS. BORDA: Yes, they do through the

1 Treasurer's Office.

2 COUNCILMAN DOMB: And are those
3 reconciliations up-to-date?

4 MS. BORDA: Yes, I believe they are. We
5 work with Rasheia to -- and you can speak with
6 her office directly if you need any more
7 information on that.

8 COUNCILMAN DOMB: Are there any federal
9 accounting standards that require the Airport to
10 submit annual financial reports?

11 MS. BORDA: We have a couple annual
12 financial reports. So like the City, we
13 perform -- we perform an annual financial
14 statements that we issue along with the City's
15 CAFR. We also work with the FAA to issue a
16 couple reports to them regarding our passenger
17 facility charges and any grants that we have
18 received.

19 In addition to that, with the FAA, they
20 also require a bunch of different forms, which I
21 won't get into all the numbers. But there is
22 financial and operational activity that we have
23 to report to them. I think that's primarily all
24 the federal-type forms that we have to submit.

25 COUNCILMAN DOMB: One last question.

1 The Northeast Airport, that doesn't have
2 any commercial flights, does it?

3 MS. CAMERON: No, it does not.

4 COUNCILMAN DOMB: So, who uses the
5 Northeast Airport?

6 MS. CAMERON: So, we have a number of
7 corporate tenants who fly their corporate
8 traffic in and out of the Airport. There is a
9 flight school, very small at this point. That's
10 the majority of the traffic at the Northeast
11 Airport right now.

12 COUNCILMAN DOMB: I guess the reason I
13 am asking the question is that, I am concerned
14 about looking down the road ten years from
15 now -- I know Councilman Taubenbeger is
16 concerned about this, too.

17 What is going to happen to the northeast
18 section of the City? I see it from ten years
19 ago declining. So, is there an opportunity to
20 bolster that airport maybe with more commercial
21 activity that will generate revenue for the
22 Northeast?

23 Is there an opportunity there to expand
24 business up there so we have more jobs?

25 I mean, I think we have to look at that

1 and see. Because we have this asset. It's paid
2 for by the International Airport. Would there
3 be an opportunity to have, I don't know if there
4 is, flights out of that Airport?

5 MS. CAMERON: Commercial flights would
6 be challenging because we would have to invest a
7 lot in passenger terminal buildings and parking
8 facilities. And there is a lot of support
9 infrastructure that would be needed to actually
10 support commercial traffic, scheduled traffic.

11 But we do have new corporate hangers
12 being erected right now. CHUBB is building a
13 new corporate hanger. There is a -- the
14 helicopter school, manufacturer is out of the
15 Northeast Airport. And we think that in those
16 areas, there is absolutely an opportunity to
17 continue to grow. Leonardo is the helicopter
18 manufacturer.

19 COUNCILMAN DOMB: Right. Is there an
20 opportunity even with Amazon to build some sort
21 of facility there and use that airport?

22 MS. CAMERON: I guess potentially. You
23 know, it would -- I don't know that really the
24 runway length at the Northeast Airport. It
25 would depend on what kind of aircraft that

1 Amazon would want to operate. We would also
2 need to have enough property around to be able
3 to build. Generally speaking, I see the
4 International Airport as a better opportunity to
5 do something like that should they come in
6 and --

7 COUNCILMAN DOMB: I am trying to figure
8 out how do you get more growth in every section
9 of the City. This conversation today is about
10 the Northeast. But how do we use that Airport
11 as a tool to grow opportunities and jobs for the
12 Northeast?

13 MS. CAMERON: Yeah. I think
14 Aviation-related manufacturing that would need a
15 runway access and things like that is a real
16 opportunity. And again, the Leonardo expansion
17 that is happening is fantastic for that region.
18 If we were to try and target more things like
19 that, I think that would ensure the continued
20 success of that Airport and the area, as well.

21 COUNCILMAN DOMB: So, we don't have to
22 continue to talk about it today. But I just
23 want to put it on your To Do List to think about
24 how do we use that as a tool to generate more
25 opportunities as business growth in the

1 Northeast?

2 MS. CAMERON: Sure. Yeah. We would be
3 happy to talk to you more about that. We have
4 got some things that are working.

5 COUNCILMAN DOMB: Okay. Councilman
6 Taubenberger would be very interested in that
7 conversation. All right. Thank you very much.

8 Thank you, Mr. President.

9 COUNCIL PRESIDENT CLARKE: Thank you,
10 Councilman.

11 Chair recognizes Councilman
12 Taubenberger.

13 COUNCILMAN TAUBENBERGER: Council
14 President, thank you.

15 The question I have, it relates to
16 something you just brought up. You had said at
17 the Northeast Airport, there is a small flight
18 school. Would there be room for others? If we
19 can get other flight schools to kind of say,
20 hey, this is not a bad place. Traffic is not
21 bad as far as air traffic. And we would like to
22 locate here.

23 Is that a potential possibility?

24 MS. CAMERON: It could be. The flight
25 school that is there now is really a tenant of

1 the fixed-based operator Atlantic Aviation. It
2 would be a question as to whether or not they
3 would be able to accommodate another flight
4 school. It's a possibility.

5 COUNCILMAN TAUBENBERGER: Oh, you mean
6 the fixed-base operator?

7 MS. CAMERON: Yeah.

8 COUNCILMAN TAUBENBERGER: Trenton. It's
9 my understanding the Trenton Airport, which is
10 not far from Philadelphia, has some really fine
11 flights or has some fine flight school that is
12 training commercial pilots.

13 Do you think something like that in
14 Philadelphia might work?

15 MS. CAMERON: I think it could.

16 COUNCILMAN TAUBENBERGER: Okay.

17 Thank you very much.

18 Mr. President, thank you.

19 COUNCIL PRESIDENT CLARKE: Thank you,
20 Councilman. That concludes our questions for
21 Aviation. Want to thank you very much for your
22 testimony. As always, be prepared to come back
23 on call back date.

24 Thank you.

25 MS. CAMERON: Thank you, Council

1 President.

2 COUNCIL PRESIDENT CLARKE: Next up, we
3 have Water.

4 (Panel approaches Witness Table.)

5 - - -

6 (Councilman Greenlee sitting in as Chair.)

7 COUNCILMAN GREENLEE: Well, it's still
8 good morning for the next two minutes. If we
9 can ask everyone that is leaving, to please do
10 it quietly so we can keep going here. Because
11 we are a little behind schedule.

12 Good morning.

13 MS. STEVENSON: Good morning.

14 COUNCILMAN GREENLEE: Commissioner, I
15 know you are -- first time speaking at this.
16 But you know, we have your written testimony, so
17 any summarizing would be appreciated.

18 MS. STEVENSON: Sure. In the spirit of
19 keeping things moving.

20 COUNCILMAN GREENLEE: Yes.

21 MS. STEVENSON: Good morning.

22 COUNCILMAN GREENLEE: And please,
23 everybody, hearing is still going on. Thank
24 you. I'm sorry. Go ahead, please.

25 MS. STEVENSON: Good morning, Councilman

1 Greenlee and our remaining members. I am Sarah
2 Stevenson, Acting Water Commissioner, City of
3 Philadelphia Water Department. To my left is
4 Donna Schwartz, our Deputy Commissioner for
5 Operations. And to my right is Melissa La Buda,
6 Deputy Commissioner for Finance.

7 You have our testimony. I just want to
8 say thank you to our 2000-plus employees who
9 keep things -- keep the water running and sewers
10 flowing every day. And I think they probably
11 don't get recognized enough, so I want to just
12 show my appreciation to them in public today.

13 So you know, we are happy to take your
14 questions.

15 COUNCILMAN GREENLEE: Okay. Thank you.

16 And again, congratulations on your
17 appointment there.

18 MS. STEVENSON: Thanks.

19 COUNCILMAN GREENLEE: In your testimony,
20 you highlight the Advanced Metering
21 Infrastructure Expansion.

22 Does this technology help to control
23 water rates or your department's cost? How does
24 it generally improve efficiencies.

25 MS. STEVENSON: So Advanced Metering

1 Infrastructure, what's different about this
2 technology then what we use currently, right now
3 all meters emit a signal to -- indicating usage.
4 We roll trucks every month -- we roll trucks
5 every day, but what that results in is a monthly
6 read for our customers.

7 What AMI does differently is, it's kind
8 of a -- it's called a fixed network. So instead
9 of trucks rolling by, we will have receivers on
10 poles around the City in several dozens places.
11 And the data will be transmitted at a much more
12 frequent basis so we can get reads down to the,
13 I think hour -- down to the hour.

14 So what this does particularly for
15 customers, is a great benefit to customers
16 because instead of -- if you have a leak, for
17 example, if your toilet running and you don't --
18 you don't know that necessarily till the end of
19 the month when you all the sudden get a really
20 high bill. What this will enable is a customer
21 can sign up for, you know, through a customer
22 portal. And say, if may, you know, daily usage
23 reaches a certain threshold, I will get a
24 notice.

25 All that to say that, it really benefits

1 our customers to learn about things like leaks
2 way sooner than we can -- than the customer can
3 go and call a plumber and get that toilet fixed
4 today versus a month from now.

5 COUNCILMAN GREENLEE: You can actually
6 be alerted immediately, then, if the usage goes
7 up?

8 MS. STEVENSON: Yup.

9 COUNCILMAN GREENLEE: Because that can
10 save a lot. The question of water rates, might
11 not change the rates, but it certainly changes
12 for an individual the -- because sometimes, like
13 you say, you don't find out, if you start having
14 the leak the second day of the month and you
15 don't get the bill, you're talking hundreds and
16 hundreds of dollars sometimes.

17 MS. STEVENSON: Right.

18 COUNCILMAN GREENLEE: We see that on
19 occasion.

20 MS. STEVENSON: Yeah. My cousin left my
21 toilet running once over the weekend, and my
22 bill went up by a hundred bucks. That's just a
23 weekend.

24 COUNCILMAN GREENLEE: So, you say they
25 can sign up for this; is that right?

1 MS. STEVENSON: Part of the package will
2 be a new customers portal, which is -- I think
3 we will have mobile capabilities and even on
4 your desktop computer where you can sign up for
5 different types of alerts and things like that.
6 So you know, we will be rolling that out within
7 the next year or so, the next portal.

8 COUNCILMAN GREENLEE: Okay. One of the
9 Council President's questions, very general but
10 I know a lot of people would be interested in
11 this. Where do you project water rates going
12 over the next few years?

13 MS. STEVENSON: Where do we predict?

14 COUNCILMAN GREENLEE: Yeah, the water
15 rates.

16 MS. STEVENSON: Sorry. I thought you
17 said water ways. I didn't hear you. I will
18 defer to Missy on this.

19 MS. LA BUDA: Hi.

20 COUNCILMAN GREENLEE: Please identify
21 yourself.

22 MS. LA BUDA: Good morning. Melissa La
23 Buda, Philadelphia Water Department.

24 So as portrayed in the Five Year Plan,
25 we anticipate that our costs will increase and

1 that rates will be incrementally higher over the
2 foreseeable future. As the rest of the City is
3 experiencing, we are having certain rising costs
4 that are out of control related to workforce
5 costs and chemicals and other basic needs to run
6 the utility.

7 COUNCILMAN GREENLEE: The things you are
8 required to do are going to keep --

9 MS. LA BUDA: Correct. That's right.
10 To meet our continuing obligations.

11 COUNCILMAN GREENLEE: I guess that kind
12 of leads to another question that's here. The
13 City is required to mitigate environmental
14 damage through green infrastructure investments;
15 is that right?

16 MS. LA BUDA: We are required -- the
17 Consent Order Agreement requires us to control
18 combined sewer overflows through a variety of
19 techniques, including green infrastructure and
20 traditional infrastructure.

21 COUNCILMAN GREENLEE: Are they federal
22 requirements?

23 MS. STEVENSON: Clean Water Act, yes.

24 COUNCILMAN GREENLEE: All right.

25 Turn to Councilman Domb.

1 COUNCILMAN DOMB: Thank you,
2 Mr. Chairman. Have several -- not that many,
3 but several questions I guess.

4 I want to go walk through the process
5 because we have a lot of calls, and I see a lot
6 of issues on the quality of life issues in the
7 City. And a lot is dealing with potholes. And
8 a lot of it then deals with water lines
9 underneath the street that have a leak or a
10 problem.

11 And I guess what I would like to find
12 out is, what is the procedure? If you get a
13 phone call, someone calls says there is a
14 pothole, and this maybe -- Mike Carroll, perfect
15 guy. What is the procedure of how we are
16 handling things now? And what can we do to
17 improve the service.

18 MR. CARROLL: Mike Carroll, Deputy
19 Managing Director for the Office of
20 Transportation Infrastructure and
21 Sustainability.

22 Thanks for the question, Councilman.
23 So, there are a couple things we are working on.
24 I think the general answer to the question what
25 the procedure is, we always want to encourage

1 people to call 311. And I know that some people
2 feel like it's a frustrating process to work
3 through. We are working very hard to make that
4 better. You can always reach out through the
5 Streets Department website. Sometimes the road
6 in question is a PennDOT road, so that is
7 something that we have to sort out. Also, we
8 want to make sure that we are addressing
9 potholes, ditches including plumbers ditches and
10 trenches appropriately because those are all
11 different things.

12 The Water Departments were -- typically,
13 will involve some form of excavation. The Water
14 Department will be brought in if there is some
15 kind of a cave in that takes place. The Water
16 Department also provides inspection for plumbers
17 that just -- so, there is pretty strong
18 partnership between the Water Department and the
19 Streets Department on those types of issues.
20 The Streets Department is perfectly capable of
21 addressing the potholes on its own.

22 We have worked very hard to upgrade the
23 technology that we use. We have a program that
24 we call the Guaranteed Pavement Information
25 System. We just last year completed Version

1 2.0, and we are working very hard on Version
2 3.0. In order for excavation to take place, you
3 need to get a permit through the GPIS System,
4 and that requires a level of coordination
5 between the excavating party, whether it's the
6 Water Department or the gas utility or a plumber
7 or whoever and the Streets Department and also
8 between the utilities themselves to make sure
9 that they are taking advantage of opportunities
10 to get multiple types of work done at the same
11 time when there is a closure.

12 I think the news is pretty good. The
13 Water Department has and is continuing to work
14 very hard, very closely with the Streets
15 Department. There is a, you know, an annual
16 ditch meeting we just had a little while back.
17 And we bring people together at the manager
18 level to exchange ideas and to learn about best
19 practices. There is a quarterly meeting that
20 takes place among these groups. And we have a
21 monthly meeting where we bring together all the
22 folks who are working in the right-of-way to
23 make sure we are all kind of singing from the
24 same hymn book.

25 We are looking at specific types of

1 problems sometimes with individual utilities.
2 But the Water Department, because they are part
3 of the cluster, they are usually right up front.
4 And so, as we are looking at different policies,
5 for example, a moratorium on cuts in freshly
6 paved streets, the Water Department is fully up
7 to speed on what we are trying to do. We get
8 feedback from that and figuring out how to make
9 our policies strong.

10 COUNCILMAN DOMB: Let me ask you this
11 question, though. If a resident calls in to 311
12 and reports a pothole, what's the next step?
13 What happens on the City side?

14 MR. CARROLL: So, an inspector needs to
15 go out and take a look. That will take place on
16 the locally City-maintained streets. If it's a
17 pothole --

18 COUNCILMAN DOMB: Give me some time
19 frames.

20 MR. CARROLL: That should happen within
21 a day or two. There is sometimes a lag that
22 takes place on the more major streets because
23 that is something that PennDOT is responsible
24 for. So, there is an automated communication
25 that goes out to PennDOT. And we are trying to

1 tighten that process up. That's been a source
2 of a lot of frustration for people because
3 people either didn't realize that it was a state
4 route or not; or some years back, the system
5 wasn't working properly. So, we have worked to
6 try and fix that and to make sure that there is
7 some redundancy in the communication with
8 PennDOT.

9 But if we are talking about the locally
10 maintained streets, that is going to involve a
11 day or two for someone in the local yard. There
12 is six yards throughout the City to go out and
13 take a look. Not everything that's called in as
14 a pothole is a pothole, though. And so,
15 sometimes people are a little frustrated because
16 what they are looking at is a plumber's ditch or
17 some sort of excavation. And those cannot be
18 repaired by the Streets Department until the
19 work is done because we wouldn't want to put,
20 you know, a patch on top of there when somebody
21 is still working on it.

22 You find different folks will put plates
23 on top of these. And sometimes these plates get
24 shifted or moved. So, we are going to try and
25 make sure there is some level of inspection that

1 goes along with the work. But in a City this
2 size, we do really trust -- we need to trust and
3 educate as much as possible the different people
4 who are working the right-of-way to use the best
5 practices.

6 There is some enforcement that we have
7 to step up to. And we are working to try and do
8 that.

9 COUNCILMAN DOMB: And so, the people
10 that go out, the inspectors, are they extremely
11 knowledgeable about analyzing the problem?

12 MR. CARROLL: Yeah. There is a Streets
13 Department inspector who has an eye on things.
14 There is a Water Department Inspector who has an
15 eye on the kind of work that is going on
16 underneath the street. They are, generally
17 speaking, people who have a lot of experience.
18 We are always trying to add new staff.

19 So yes, there is a period it takes for
20 somebody to get the skills, the knowledge in
21 order to provide good inspection. But we feel
22 like we have got a pretty competent workforce.
23 It's a question of just being spread thin, as
24 much as anything else. So, we feel we have made
25 consistent requests to make sure that we are

1 building up our staff and taking advantage of
2 opportunities to combine our resources as much
3 as possible.

4 So, I am happy to say that the Water
5 Department, you know, on their own jobs and for
6 work that involves their activity in the
7 right-of-way has been very good about
8 reimbursing or funding some of the staff that
9 the Streets Department needs in order to do
10 work.

11 COUNCILMAN DOMB: If you ask the
12 residents of the City, you will hear a different
13 story. The residents of the City -- I'm just
14 telling you this -- because you know, are
15 infuriated that we have not done a great job in
16 fixing these issues. If you talk to people out
17 there they will say, when are you going to fix
18 the potholes.

19 I get emails and texts every day from
20 people driving in their cars telling me about
21 things. And I have never seen this before. And
22 so, that's why I am asking the questions.
23 Whatever we are doing, it's not working.

24 MR. CARROLL: Well, what I would say is
25 that we are getting better, but the problems

1 getting worse. Because we have had a good
2 ten-year period where we weren't doing the basic
3 maintenance paving the streets. And so, what we
4 started with, you know, about four or five years
5 ago was 30 miles of paving on a City that has
6 2500 miles of street. So, we have got ourselves
7 up to about 100 miles. We are going to keep
8 going to get up to 130 miles.

9 Those type of problems that result from,
10 you know, poorly maintained streets will start
11 to abate over time. Last year, we had a really
12 bad winter. We broke our record for the number
13 of potholes that appeared in the City. We
14 exceeded 60,000 potholes in the City. So,
15 that's a lot work that needs to get done.

16 And so happy to say, we did wrap up last
17 year's potholes before this year started come
18 along. But this year's potholes are starting to
19 pop up.

20 COUNCILMAN DOMB: There is one situation
21 where I was contacted on a Sunday morning. I
22 think it was South Philadelphia in the 100 block
23 of Tasker Street. Where it seems like it took
24 six weeks for us to get to the bottom of the
25 problem between where the pipe that was leaking

1 and they kept filling it in, kept calling the
2 Water Department, kept filling it in, back and
3 forth, back and forth. And they never really --
4 took six or seven weeks. And that's the
5 frustration that I think the residents are
6 feeling.

7 MR. CARROLL: Yeah. Those types of
8 problems which involve laterals are, like you
9 say, they are a source of frustration, certainly
10 for the residents. They are kind of complicated
11 sometimes for us to work out, whether from the
12 Streets Department perspective of finishing the
13 surface or the Water Department's perspective of
14 trying to make sure that the defects are
15 addressed.

16 It is the resident's responsibility to
17 deal with the pipe that goes from their house to
18 the Water Department's infrastructure whether
19 it's a service line or a sewer lateral. Not
20 everybody has the wherewithal right away to jump
21 on problems like that.

22 COUNCILMAN DOMB: But A lot of times
23 they're not even aware of it and are told
24 something different.

25 MR. CARROLL: That's right.

1 COUNCILMAN DOMB: And the problem
2 continues. Let me ask you this question I want
3 to get to.

4 Do you think it would be beneficial for
5 us to have a licensed engineers maybe -- I don't
6 know how many we would need -- five, ten or
7 whatever that are really, really top in the
8 field, high paying people that work for the City
9 or independent contractors that go out and
10 assess the problem?

11 Because it's like this. It's like going
12 to a doctor and the doctor not finding out
13 what's wrong with you versus going to the
14 specialist and the specialist identifying the
15 problem within two minutes.

16 MR. CARROLL: I would say we have
17 extremely qualified people in the Water
18 Department who can identify the problems.

19 COUNCILMAN DOMB: This Tasker Street
20 took six weeks.

21 MR. CARROLL: I'm sorry?

22 COUNCILMAN DOMB: The Tasker Street.
23 And another one took two months on South 17th
24 Street.

25 MR. CARROLL: I will take any resource

1 that you offer. I want to be clear about that.

2 COUNCILMAN DOMB: What I am saying is,
3 how do we redeploy the assets we have and the
4 monies we have to provide a much better level of
5 service to the residents?

6 MR. CARROLL: Yeah. I think that you
7 ask a legitimate question. There is constant,
8 you know -- constant work and trying to figure
9 out how to improve. We tend to hear the horror
10 stories and we don't really celebrate the
11 successes, though.

12 The people that are out there, like I
13 said, are doing a great job 99.9 percent of the
14 time. And we get stretched thin. So any kind
15 of resource, whether it involves people who can
16 kind of supplement the expertise we have, I
17 would never ever sneeze at that.

18 COUNCILMAN DOMB: Have you thought of
19 this, because other cities have done this. This
20 is such a big, hot issue for the residents.

21 Have you thought of having a pothole
22 hotline where we can make a commitment within
23 X-amount of time? Someone calls them back,
24 someone goes out there and someone fixes it.

25 MR. CARROLL: Yeah. We had something

1 that was sort of like that before. The issue is
2 that a lot of the things that are getting called
3 into the pothole hotline aren't potholes. And
4 so, that creates a little bit of a coordination
5 issue in and of itself. What we kind of figured
6 out is they should all go to one number. So, we
7 are using 311 that way.

8 The folks who pick up the phone on 311
9 have some capacity to ask questions to figure
10 out what it is. We need to keep working on
11 that, like I say. And so, we will be working
12 with the other folks who work on 311 to make
13 improvements as we are learning more about how
14 well that works.

15 COUNCILMAN DOMB: I guess what I am
16 saying is, whatever we are doing, I appreciate
17 the work that we are doing. I appreciate the
18 successes. But in the resident's eyes, I have
19 never seen it like I see it today.

20 MR. CARROLL: Okay.

21 COUNCILMAN DOMB: They don't feel that
22 we are taking care of the issues.

23 MR. CARROLL: Okay.

24 COUNCILMAN DOMB: You can ask anybody.
25 When you drive all over the City, your car is

1 taking a beating or whatever. If you are even
2 on a bike, you are taking a beating. So, we
3 need to get on top of this. I don't think we
4 have accomplished that yet.

5 MR. CARROLL: Yeah. I would just
6 reiterate that it's -- what we are seeing is
7 that the Band-aids have ripped off. And that's
8 kind of a decade long story.

9 COUNCILMAN DOMB: Forgot that. Maybe
10 now we need surgery. What is the surgery needed
11 to fix the problem? That is what I want to
12 know.

13 MR. CARROLL: Well, I think you have got
14 good ideas. We want to keep doing the work that
15 we are talking about. I think the coordination
16 is key. Like I say, a lot of what we see is
17 work that's going on because people are making
18 improvements. And we do want to encourage that.
19 And you know as well as I do, that the pace of
20 improvement, whether it's construction or people
21 rehabbing their properties, has continued to
22 pick up. And so, that's a piece of this, as
23 well.

24 So, we need to make sure that everybody
25 is working in concert together. And I think

1 that really is going to make a difference. I
2 think you do have good ideas about other steps
3 we can take.

4 COUNCILMAN DOMB: The other question I
5 have is Streets and the Water Department have to
6 be working really well together, I think, for
7 this to work well.

8 MR. CARROLL: That's right.

9 COUNCILMAN DOMB: And I assume that is
10 happening now.

11 MR. CARROLL: Uh-huh.

12 COUNCILMAN DOMB: My question then
13 really is, is it the diagnosis that's the
14 problem? Because if Streets and Water are
15 working well and we go out and diagnose exactly
16 what the problem is, why are we not being able
17 to take care of the problem in a faster amount
18 of time?

19 MR. CARROLL: Like I say, we do that.
20 The vast majority of the time, we get to the
21 bottom of the problem very quickly. There are
22 certainly some painful exceptions where that
23 hasn't been the case. And we do have to learn a
24 little bit about that.

25 Having the opportunity to tap additional

1 expertise, like you say, is probably a good
2 idea. So, that is certainly something we should
3 explore.

4 COUNCILMAN DOMB: We should explore.
5 Also, I think if there is better coordination
6 needed, I don't know if it's the Managing
7 Director's Office or whoever office it is, we
8 should take care of that and make it happen.

9 This is a hot issue in the City.

10 MR. CARROLL: Okay. Understood.

11 COUNCILMAN DOMB: I mean, I can't tell
12 you how many phone calls I get, how many people
13 stop me on the street and say to me, can you fix
14 this pothole. I mean, I wish I had a truck to
15 go out there and fix it myself. Someone took a
16 picture of me on 17th Street putting up
17 Philadelphia Water Department course that had
18 fallen down because it was this huge crevice in
19 the street because I didn't want a car to go in
20 it. It was like that for two months.

21 MR. CARROLL: There is some good news.
22 When the Streets Department is here this
23 afternoon, they will talk more about it. We
24 really ramping up to really take a big cut in a
25 number of the potholes out there this spring.

1 So hopefully, you will be hearing some thanks
2 from people.

3 COUNCILMAN DOMB: I guess what I'm
4 saying is we can't -- this is not incremental.
5 This has to be dramatic. And what we did
6 yesterday is not working. So we need a new
7 program that makes dramatic change in how we are
8 handling this issue. Because if we do the same
9 stuff, we will be back here next year talking
10 about the same issues.

11 MR. CARROLL: Understood.

12 COUNCILMAN DOMB: Thank you. I have
13 some other question. Is it okay to continue?

14 Sansom Street, the 1300 block of Sansom
15 Street. There was a water leak or water main
16 break or whatever occurred back, I think, in
17 July. And I know we have had meetings on this.
18 And I know everybody is trying their best.

19 Two things. One, when do we think that
20 street will be reopened at this point?

21 MS. STEVENSON: We are still looking at
22 late May, early June for opening on Sansom.

23 COUNCILMAN DOMB: So, would you say by
24 June 1 it should be open?

25 MS. STEVENSON: I don't want to commit

1 to a specific date, but I would say late May or
2 late June.

3 COUNCILMAN DOMB: Because, I mean, just
4 imagine if you had a business on that block.

5 MS. STEVENSON: Sure.

6 COUNCILMAN DOMB: You are out of
7 business. We have put these people out of
8 business. I mean, I don't understand why it's
9 taken eleven months to fix this problem. I
10 mean, it takes twelve to fourteen months to
11 build a 30-story building. And it's taken us
12 eleven months to fix this issue.

13 MS. STEVENSON: Yeah. I mean, from --
14 I'm certainly no expert in this. But the number
15 of utilities at this intersection is -- there
16 are a lot.

17 COUNCILMAN DOMB: I understand.

18 MS. STEVENSON: So, that's --

19 COUNCILMAN DOMB: I will tell you where
20 I think these issues are all coming from,
21 coordination and planning and expertise in those
22 areas. And I am just going to tell everyone the
23 same thing. If you need to go outside, whatever
24 funds we need to pay an outside person to help
25 us to speed up the delivery of services to our

1 residents, it would be worth it. Because eleven
2 months having that street closed, having those
3 business go out of business, it's terrible. And
4 they have had all these commitments. It was
5 first October it would be back, then it was
6 November. Even the Mayor came out in January
7 and said March it will be done. And now it's
8 June 1.

9 So, I just -- I think it's unacceptable.
10 Eleven months to fix that problem to me is
11 unacceptable delivery of City services. So, I
12 know you're new and I'm not blaming anybody.
13 Not blaming anybody. I am trying to say this
14 constructively, how do we make this a better way
15 of delivering services to the residents of the
16 City? And we need to change what we have done
17 in the past because that's not the way we should
18 be doing it.

19 I have some questions I am going to ask.
20 The current debt of the Water Department, do we
21 have an idea of the current debt of the Water
22 Department?

23 MS. LA BUDA: Yes, of course. Just give
24 me one moment, please.

25 The total debt is around \$2 billion

1 excluding liabilities associated with the
2 Pension Program and other post-employment
3 benefits. But revenue bonds outstanding is
4 approximately 2 billion in principal.

5 COUNCILMAN DOMB: Two billion?

6 MS. LA BUDA: Yes.

7 COUNCILMAN DOMB: And can we get the
8 details, like, the principal interest and
9 interest rates on that debt?

10 MS. LA BUDA: Of course. No problem.

11 COUNCILMAN DOMB: You can send it to us.

12 MS. LA BUDA: Yes, of course.

13 COUNCILMAN DOMB: And who manages that
14 portfolio of debt?

15 MS. LA BUDA: So, we work
16 collaboratively with the Treasurer's Office in
17 all debt issuance matters. When we issue new
18 money debt, similar to what you heard from the
19 Airport, we work with the Treasurer's Office in
20 identifying a money manager who will invest
21 those proceeds until spent.

22 COUNCILMAN DOMB: Okay. And I assume we
23 are looking at opportunities, because rates have
24 dropped again recently, to refinance when we can
25 to lower our costs?

1 MS. LA BUDA: Absolutely. We just
2 closed a refunding transaction this February.
3 It saved our rate base several million dollars.
4 We are always looking for opportunities to
5 reduce costs.

6 COUNCILMAN DOMB: And recently, the
7 ten-year treasury bonds bill went down
8 dramatically. So, they are like 2 and a half or
9 so. There's an opportunity now for us to save
10 some money. You have rates below 4 percent.

11 MS. LA BUDA: We agree. We will
12 continue to work hard on this. Thank you.

13 COUNCILMAN DOMB: And does the Water
14 Department perform a cost/benefit analysis for
15 all capital projects as required by Chapter 22,
16 Section 2200 of the Code?

17 Like when we do a project, do we do a
18 cost/benefit analysis as required?

19 MS. LA BUDA: It's -- some of our work
20 is difficult to put on a cost/benefit analysis
21 because it's just required. Whether you have a
22 main break, sewer collapse, there's critical
23 infrastructure that we have to replace.

24 COUNCILMAN DOMB: I'm talking about
25 capital projects. Those would be repairs,

1 wouldn't they?

2 MS. LA BUDA: A main replacement or a
3 sewer relining is also a capital project.

4 COUNCILMAN DOMB: Okay. But on a bigger
5 capital project, do we do the cost/benefit
6 analysis? If we don't do it, I am suggesting we
7 do it.

8 MS. LA BUDA: Thank you. We will begin
9 looking at it more closely.

10 COUNCILMAN DOMB: Let me rephrase the
11 question for any department I have asked this
12 question. If you were going to invest a million
13 dollars of your own money, you would do a
14 cost/benefit analysis of that investment in 2
15 seconds. You do it for \$100.

16 MS. LA BUDA: Oh, absolutely. There is
17 no doubt. Some of our investments would be hard
18 to quantify it because they are investments
19 related to a hundred year pipe in the ground.
20 But yes, I agree with you. Thank you.

21 COUNCILMAN DOMB: Okay. In 2011, the
22 Water Department finalized a 25-year Green City
23 Clean Water Plan as part of a consent order and
24 agreement with the EPA. That was in 2011. In
25 2016, the Water Department issued a five year

1 report which showed the City actually surpassing
2 its initial goals. That's a good thing.

3 How are we doing with progress towards
4 the ten-year goals which we need to meet by
5 2021?

6 MS. STEVENSON: So, we are currently on
7 track to meet our ten-year goal. And I believe
8 as of March, we had over 1100 green acres as a
9 last status update.

10 COUNCILMAN DOMB: That's good. And your
11 budget comments on page 4 of your budget detail,
12 it shows an increase of \$231,300. It says: Due
13 to an estimated separation cost for DROP
14 employees. This is page 4.

15 Can you explain what that means?

16 MS. LA BUDA: Sure. We have a lot of
17 employees that are in the DROP Program. And we
18 are anticipating significant retirements in the
19 upcoming year. When we work on our budget
20 tally, we try to evaluate the cost of what those
21 payments will represent to our employees upon
22 their retirement. And those costs are
23 increasing due to accelerated retirements.

24 COUNCILMAN DOMB: So, those costs for
25 the DROP Program come out of the Water

1 Department budget?

2 MS. LA BUDA: Yes. We pay for our own.
3 We are an enterprise fund. So, all of our costs
4 are refunds from the General Fund. So, DROP
5 costs or payments --

6 COUNCILMAN DOMB: That's your actual
7 DROP costs, \$231,000?

8 MS. LA BUDA: Yes. We believe our DROP
9 payments will be.

10 COUNCILMAN DOMB: Okay. And also, on
11 page 4 of your budget detail, it shows a
12 decrease of 2,776,000 in energy prices. It's
13 great we are saving money, but can you explain
14 how that occurred?

15 MS. LA BUDA: Sure. We worked -- we are
16 part of the City's Energy Office. And we
17 benefit from the -- the hedging program that the
18 Energy Office puts in place. They are probably
19 best positioned to give you detail. But we have
20 seen budget certainty and incremental savings
21 related to the efforts they have taken to date.

22 COUNCILMAN DOMB: All right. On a
23 positive note besides other positive things, I
24 think the Water Department and the Streets did a
25 good job I know on 18th Street and other streets

1 as I have seen. It's not all, as you say,
2 negative. But I will say we need -- overall
3 goal of this today, is that we need to do a
4 dramatically better job in fixing these potholes
5 and making the City services better for the
6 residents, the lifestyle.

7 I mean, it's the quality of life issues
8 for people that -- I have never seen it like
9 this. And I know we are an old infrastructure.
10 I know we have piping from the 1800s in our
11 streets. But still, I think we need to figure
12 out a better way to do it. If we don't -- can't
13 do small changes. You got to do a dramatic make
14 change here.

15 I am happy to work with both
16 departments, but we need to figure that out.

17 MS. LA BUDA: Thank you.

18 COUNCILMAN DOMB: Thank you.

19 Thank you, Mr. Chairman.

20 COUNCILMAN GREENLEE: Thank you,
21 Councilman. No further questions. Thank you
22 very much. Thank you for coming.

23 Next department is Streets Department.

24 We will resume in like two minutes.

25 - - -

1 (At this time, a brief break taken.)

2 - - -

3 (Panel approaches Witness Table.)

4 - - -

5 COUNCILMAN GREENLEE: Thank you.

6 Good afternoon, everybody.

7 MR. WILLIAMS: Good afternoon.

8 COUNCILMAN GREENLEE: Commissioner, you
9 know how this works. We have your testimony.
10 Anything you'd like to say, we will get to
11 questions.

12 MR. WILLIAMS: Thank you so much.

13 Good morning, Council President Clarke
14 and Chairman Greenlee and Members of City
15 Council. I am Carlton Williams, Streets
16 Commissioner. Joining me today are Keith
17 Warren, Deputy Commissioner for Sanitation; and
18 Richard Montanez, Deputy Commissioner for
19 Transportation; Chris Newman, Deputy
20 Commissioner for Administration. I am pleased
21 to provide testimony on Streets Fiscal Year 2020
22 Operating Budget.

23 The Streets Department is very proud of
24 multiple initiatives we have embarked on as part
25 of our strategic Zero Waste and Vision Zero

1 efforts. A look at our most recent Five Year
2 Plan shows that we are engaged in many of the
3 various programs in pursuit of a highly
4 ambitious goal regarding litter reduction and
5 waste diversion, the expansion of roadway
6 resurfacing capacity and the continued
7 actualization of multi-modal traffic calming and
8 safety.

9 The Department continues to improve the
10 cost efficiency and effectiveness of the City's
11 waste management operations through strategic
12 planning and technology, utilizing the City's
13 litter index and GPS technology. The Department
14 is establishing an entirely new way to
15 efficiently plan and deploy operations.

16 We are, also, actively working on a new
17 and transformative waste management contract and
18 implementing a new innovative recycling
19 processing contract featuring an extended
20 initial term to ensure most cost ability and
21 protection against constantly varying long term
22 market conditions in a very challenging global
23 recycling market. In response to these global
24 conditions, a new outreach and marketing
25 campaign is also being rolled out intended to

1 maximize the quality and the quantity of
2 materials in our recycling stream. Streets is
3 actively increasing enforcement efforts to
4 combat illegal trash dumping by installing new
5 surveillance cameras targeted in areas known for
6 illegal dumping activity. A total of 100 new
7 cameras will be installed by the end of this
8 fiscal year alone.

9 And we are incredibly excited about a
10 proposed significant investment in street
11 cleaning, which will allow us to deploy
12 strategically focused on cleaning efforts in
13 those neighborhoods most in need.

14 On the transportation side, Streets is
15 maintaining our focus on Vision Zero strategic
16 objectives as outlined within the City's Connect
17 Transportation Plan to establish an
18 operationalized efforts targeted to
19 significantly improve traffic safety, including
20 significant infrastructure improvements to the
21 City's streets networks. Primary intention
22 continues to be given to the high injury Streets
23 network representing the Streets corridors that
24 experience the most traffic deaths and severe
25 injuries. We are also making incredible

1 progress on achieving a state of good repair to
2 our streets and our roadways as we look to reach
3 over 100 miles of resurfacing next fiscal year
4 and 131 miles by Fiscal Year 2023.

5 In addition, a newly augmented grants
6 and projects management staff hired this year
7 will allow the Department to further maximize
8 the effectiveness and efficiency of grant funds
9 and results and a completion of increasingly
10 high volume of transportation, public works,
11 construction and design projects, many of which
12 are focused on -- in high crime and low income
13 areas of the City where improvements are much
14 needed.

15 The Streets Department and its employees
16 look forward to providing yet another year of
17 exemplary service as we fulfill our mission of
18 clean, green and safe streets. Our budget
19 request today allows for us to continue to
20 pursue this objective. We therefore, request
21 your favorable consideration of this budget
22 request. And we thank you for the opportunity
23 to testify before you today.

24 The deputy staff and I are happy to
25 answer any questions that you may have at this

1 time.

2 COUNCIL PRESIDENT CLARKE: Good
3 morning .

4 MR. WILLIAMS: Good morning.

5 COUNCIL PRESIDENT CLARKE: Good
6 afternoon, I'm sorry. I'm actually going to
7 come back.

8 Chair recognizes Councilman Domb.

9 COUNCILMAN DOMB: Thank you,
10 Mr. President.

11 Good afternoon, Commissioner and staff.
12 I knew you had a briefing, I think it was last
13 week, about the waste management contract?

14 MR. WILLIAMS: Yes.

15 COUNCILMAN DOMB: Maybe you can just
16 explain for the record. I know that the
17 contract went up about 12 million for Fiscal
18 Year 20.

19 MR. WILLIAMS: Yes.

20 COUNCILMAN DOMB: Do you have an
21 explanation as to why that occurred? Can you
22 just put that on the record why it went up
23 12 million?

24 MR. WILLIAMS: Well, yes. There is
25 several factors. I think it's a combination of

1 both -- I think it's a combination of the
2 request was both for recycling and for solid
3 wastes. Our recycling contract dramatically or
4 is expected to dramatically increase in the next
5 fiscal year due to the crisis that we are
6 experiencing globally from the new regulations
7 and inspections that was put in, in China.

8 China was, in fact, one of the largest
9 imports of our domestic recycling products that
10 we import. When they put standards for
11 contamination rates at 0.5 percent, which is a
12 standard that we don't believe any current
13 municipality can meet, it dramatically increased
14 costs. So now we have to look for new markets
15 to distribute the material which, ultimately,
16 led to increases in our contracts. The
17 structure of the contract will also change.

18 In the past, it usually was a one year
19 plus three renewable option years. Now it's a
20 longer term because processors want to guarantee
21 a longer term rate because of the volatility of
22 the market. And so, we are going to be paying a
23 little bit more to recycle. But we think it's
24 very important. We will continue to do so. And
25 hopefully in the future, domestic markets will

1 open up where we will be seeing favorable
2 returns on our investment for the materials we
3 produce curbside.

4 I also want to mention that the interim
5 agreement in which we were kind of forced into
6 taking half of our material to a waste energy
7 facility will end by the end of this month.
8 Will be returning 100 percent of our material
9 back to reprocessing our material at a material
10 recovery facility.

11 COUNCILMAN DOMB: So, are you saying
12 that 100 percent of our waste gets reborn,
13 basically, or gets -- or is it dumped somewhere?
14 Somewhere dumped at another location?

15 MR. WILLIAMS: Well, right -- currently
16 right now, 50 percent of our waste is being sent
17 to a waste facility -- waste energy facility in
18 Chester. In the past, 100 percent of our
19 materials get recycled at a processing facility.
20 There is a portion of that that is contaminated
21 that gets taken out. But most of it gets
22 processed and then sold on the open market. So,
23 what I am saying is, 100 percent of that
24 material will now return to that material
25 recovery facility. And contamination will be

1 our focus to try to reduce the amount of
2 residuals that get taken out of the stream, so
3 we can reprocess as much of that material as
4 possible.

5 COUNCILMAN DOMB: Does that mean -- make
6 sure I understand this. Does that mean a
7 hundred percent of our waste is recycled?

8 MR. WILLIAMS: No. That means a hundred
9 percent of the things that we collect curbside
10 will get sent to a processing facility that will
11 process as much as it can minus the
12 contamination.

13 COUNCILMAN DOMB: Okay. And where does
14 our waste that is not recyclable typically go?

15 MR. WILLIAMS: Currently, we have two
16 vendors that accept our material. The waste to
17 energy -- aforementioned waste to energy
18 facility in Chester takes some of our material.
19 And Waste Management takes the other portion of
20 it.

21 COUNCILMAN DOMB: Where do they take it
22 to?

23 MR. WILLIAMS: They take it their
24 disposal facility. One is a waste to energy
25 facility where it's transformed back into

1 electricity and put back on the grid. The other
2 actually uses a spec fuel which changes it into
3 an alternative fuel to be sold, and then the
4 remaining portion is actually either waste to
5 energy at their facility at Waste Management or
6 landfilled.

7 COUNCILMAN DOMB: And is there any
8 impact by having increased recycling costs that
9 we have an ability to secure recycling
10 performance grants from the state under Act 101,
11 Section 904?

12 MR. WILLIAMS: So, we will know the
13 impact of that in this year's grant.
14 Traditional in the past, we have gotten about
15 1.5 million, which has been about the highest in
16 the state because we produce the most.

17 We don't think it will have that much of
18 an impact given the interim. It's only been a
19 couple of months that this process was in place.
20 And we don't think it will have that significant
21 impact on our ability to secure future grants
22 because we have always been the highest. And
23 it's based on the ratio of who produces the
24 most, who gets the most.

25 And we have maximized every year. In

1 fact, we have not been given as much as we
2 probably should have given the amount of volume
3 that we generate because -- I guess the state
4 wants to fairly distribute it to other
5 municipalities across Pennsylvania.

6 COUNCILMAN DOMB: Let me ask you another
7 question because we had two or three calls in
8 our office recently. Some article came out the
9 other day. I don't know if you are aware of
10 this. It was talking about running a
11 gas-powered leaf blower for half an hour.

12 It says it generates about the same
13 carbon emissions as driving a 3-ton pickup truck
14 from Philadelphia to Costa Rica.

15 MR. WILLIAMS: I am aware of that. We
16 actually did a press conference yesterday to
17 announce the Mechanical Leaf Program. We are
18 very sensitive to the environmental concerns
19 posed by groups who oppose us using this method.

20 The issue is with us, is that we have to
21 efficiently and effectively removes trash off
22 streets. At the press conference yesterday, I
23 was able to effectively demonstrate why a
24 mechanical sweeping alone won't be effective.
25 There was trash thrown lots on sidewalks, up

1 against fence ways. It was very difficult for
2 mechanical brooms. In fact, it's impossible
3 because we don't drive on sidewalks. Someone
4 has to get that litter into the street for it to
5 be collected. And for us to do that much amount
6 of streets in the given time that we have, we
7 have to use the most effective method.

8 I will tell you also, Councilman, we
9 also piloted and still looking at other systems
10 that are out there.

11 For instance, couple of weeks ago, we
12 looked at a power washing system that was
13 connected to a sweeper that actually water
14 washed the debris into the sweeper -- to the
15 roadway so the sweeper can collect it. That
16 process was extremely slow, which means that it
17 would take us a tremendous amount of time just
18 to complete a routed area.

19 But we are open to changes. And so,
20 this is a pilot. We want to stress that. We
21 want people to understand that we are looking at
22 alternative ways. And the last thing we want to
23 do is violate or create health hazards for any
24 individuals who are affected in that community.
25 So, we are going to continue to work hard at it.

1 Right now, we are going to continue to
2 try this pilot. If it does have those health
3 effects, then we will have to circle the wagons
4 and reconsider another option. But right now,
5 this is the most effective method that we think
6 that we can utilize in order to do a great job
7 for the citizens of Philadelphia.

8 COUNCILMAN DOMB: But is that a true
9 statement, same carbon emissions as driving a
10 three-ton pickup truck?

11 MR. WILLIAMS: So, I don't know that
12 particularly. That's one of the things that we
13 are trying to verify the information that is
14 coming in right now for those who are opposed to
15 it.

16 COUNCILMAN DOMB: That would be a
17 negative for the City.

18 MR. WILLIAMS: Yes.

19 COUNCILMAN DOMB: Last question. It's
20 on potholes. And it's -- it's just a comment.
21 And you know, sometimes perception is reality.
22 Because I looked in your performance. It says
23 90 percent of our potholes are filled within, I
24 think you said, three days.

25 But I think we need to do something

1 dramatically different in this area that
2 addresses the issue because it's a number one --
3 it's up there. Says one of the top five
4 complaints we get from residents about the
5 condition of our streets. And I realize there
6 was all these other issues of what happened in
7 the past.

8 But they don't care about what happened
9 in the past. They only care about when they are
10 driving their car. And it's like a
11 rollercoaster ride for them in the streets.
12 What are we doing to fix that problem?

13 MR. WILLIAMS: Sure. I think the
14 Administration made a significant investment to
15 help us address the issue with the potholes.
16 The deteriorating streets from -- when I say
17 over a decade of neglect of less investment in
18 the Streets Departments Paving Program caused us
19 to be in this condition today. I'm not using
20 that as an excuse. I am just explaining why we
21 are here today.

22 The issue of us getting -- moving
23 forward is that we have to get on a resurfacing
24 program that eliminates deteriorating streets
25 the way we are seeing them. The harsh winter

1 conditions that we have had over the past couple
2 of years, some other counties and municipalities
3 in the Northeastern region have even declared
4 states of emergencies in their jurisdiction.
5 And we are not there yet. But I am just letting
6 you know the magnitude of the problem is not
7 just for Philadelphia. But we still have to
8 make a concerted effort to make the investment.

9 Last year we added a second paving crew.
10 And I want to for the record say that a paving
11 crews is not just two or more people. It's
12 forty people. That second paving crew allows us
13 to go from 75 miles the year before, over a
14 hundred miles this year. And we are adding a
15 third paving crew to get us to 131 miles, which
16 we consider a state of good repair. That in and
17 of itself will decrease the amount of potholes
18 that you are seeing around the streets when we
19 get on a permanent replacement schedule.

20 But it's going to take some time to get
21 there. We are still going to have some pain
22 points where we are going to have to field
23 complaints. We have crews that actually notched
24 up maintenance and response team. We are out on
25 weekends now. We are going out to

1 neighborhoods. We are repairing potholes more
2 than we have had in the years past by the
3 additional people that we have put on. And we
4 are responding back as you noted earlier with
5 our response times.

6 COUNCILMAN DOMB: But, I mean, I think
7 if we had a coordinated effort and we met this
8 problem head on, and we had -- I am going to go
9 back to what I asked earlier about a pothole
10 hotline, okay, where even the Mayor,
11 Administration makes this announcement, that we
12 are going to address things within 48 hours. We
13 are going to have this fixed. And we accept the
14 issue. We admit it's not in good condition, but
15 we also say we are going to do a better job.

16 I think that promotion, that publicity
17 and the fact we then follow through on it would
18 go a long way in the eyes of the residents.

19 MR. WILLIAMS: Absolutely. Thank you.

20 COUNCILMAN DOMB: Thank you for
21 everything you are doing. I know whenever we
22 call you, you are very responsive. I appreciate
23 that. And your department is doing a very good
24 job from what we can see. Just want to make the
25 potholes go away.

1 MR. WILLIAMS: Absolutely. Thank you,
2 sir. Appreciate it.

3 COUNCILMAN DOMB: Thank you.
4 Thank you, Mr. President.

5 COUNCIL PRESIDENT CLARKE: Thank you.
6 Thank you, Councilman.

7 Councilman, you talked about this issue
8 about environmentally sound ways of moving trash
9 off the street on the sidewalk in particular. I
10 think the most environmentally sound way of
11 doing that is for people to stop throwing trash
12 on the street and on the sidewalk.

13 MR. WILLIAMS: I agree 100 percent,
14 Council President.

15 COUNCIL PRESIDENT CLARKE: It's a whole
16 lot easier and a whole lot more environmentally
17 sound. So at the end of the day, people in the
18 City need to stop -- I'm going to say it --
19 people need to stop being pigs, right?

20 MR. WILLIAMS: Absolutely correct.

21 COUNCIL PRESIDENT CLARKE: We go to all
22 these other municipalities across the country,
23 you do not see what you see in the City of
24 Philadelphia, you know. And that's really
25 problematic. It's embarrassing.

1 In the store -- I told this story not
2 too along ago, about the gentleman saw me in the
3 store. And he was from New Orleans. And he was
4 saying, I saw you on TV. He said, I got to
5 ask -- can I ask you a question, please. Why is
6 the City of Philadelphia so dirty? And you
7 know, I was -- had nothing to say. And he even
8 talked about trash being on top of the snow,
9 right? I think it was very embarrassing.

10 We got to figure this out, the citizens.
11 This figure out -- I will call on Councilman
12 Greenlee, and then I want to follow up on that
13 issue.

14 Councilman Greenlee.

15 COUNCILMAN GREENLEE: Thank you,
16 Mr. President.

17 Good afternoon. Real quick, on the same
18 line. I saw the story in the paper about your
19 pilot program with street cleaning. Now the
20 plan is, because I know this got quite
21 controversial a few years ago about moving the
22 cars. And you said -- I think your words were,
23 you are going to urge people to move the cars.
24 But at this point, there won't be ticketing.

25 Is that basically --

1 MR. WILLIAMS: Those routes are not
2 posted, so no, there won't be any enforcement
3 behind in terms -- official enforcement in terms
4 of ticketing. That's correct.

5 COUNCILMAN GREENLEE: I get that because
6 parking -- I certainly live in one where parking
7 is completely challenge. But do you really
8 think that that can -- how do you see that
9 working? I guess that's the purpose of the
10 pilot. How do you see that working as far as
11 effectiveness of cleaning if people don't --
12 because I would guess, unfortunately, if there
13 is no -- if there is just an urging, most people
14 aren't going to move their cars is my guess.

15 Maybe I'm wrong.

16 MR. WILLIAMS: Right. So, let me
17 clarify. Also, we still have some commercial
18 routes posted. But in residential communities,
19 we're not.

20 COUNCILMAN GREENLEE: Right.

21 MR. WILLIAMS: I wanted to clarify that.
22 But so, we went out to certain neighborhoods.
23 We certainly tested some blocks outside of the
24 pilot areas. We have been getting an
25 overwhelming positive response from residents

1 saying thank God they are here.

2 COUNCILMAN GREENLEE: That's good.

3 MR. WILLIAMS: You know, we didn't think
4 that we would see people come through and
5 actually clean our block. And we are sorry that
6 it got in this condition. But we are happy to
7 see, you know, the work. Was actually very
8 impressed in seeing how far the sanitation --
9 and I got to give a big shout out to the guys
10 who are doing that work. They worked extremely
11 hard. It was an extremely effective process.

12 We were out of those blocks in about 15
13 minutes that we surfaced. And they did a very
14 thorough job. Again, I have to stress litter,
15 just doesn't accumulate on curb lines where
16 brooms can collect it.

17 COUNCILMAN GREENLEE: No, I got you.

18 MR. WILLIAMS: This was on streets, on
19 sidewalks right next to it. And some debris was
20 so large that, you know, a broom wouldn't be
21 effective.

22 So, those guys are out there doing more
23 than just blowing it out from under cars. They
24 are blowing it off sidewalks, they are picking
25 up debris that is extremely heavy for the

1 mechanical equipment, and they are leaving the
2 block very detailed clean. And again, I want to
3 just stress the importance of making sure that
4 we have to do more than just the curb lines. We
5 have to look at the sidewalks, the lots and
6 everything else that associated with it.

7 COUNCILMAN GREENLEE: Absolutely. And I
8 think Sanitation Department does a very good
9 job. I know people for some reason want to pick
10 on them because neighbors, as Council President
11 said, can't seem to stop throwing stuff in the
12 street, which I don't get either. But in any
13 event.

14 One other question on another issue,
15 dumpsters. Okay. I hope I have this right
16 because I have been back and forth with L&I on
17 this. I will just give an example because we
18 have heard about this.

19 Drury Lane where McGillian's is, there
20 has got to be 20, 25 dumpsters on there. From
21 what I understand, the dumpsters -- you are only
22 supposed to have dumpsters on this block that
23 you are on, correct?

24 I mean, and it can't be -- there is not
25 that many businesses on Drury Lane. I use it as

1 an example. I think there is these other side
2 streets. As far as the enforcement, is that the
3 Streets Department as far as take action against
4 those dumpsters.

5 MR. WILLIAMS: It's the condition of the
6 dumpsters. Enforcement is the Streets
7 Department, that's correct.

8 COUNCILMAN GREENLEE: But also, should
9 they be there to start with I guess?

10 MR. WILLIAMS: So, that's a combination
11 of Streets and L&I. Our right-of-way unit
12 approves the location. Pat O'Donnell is here
13 today. He can talk a little more about that
14 process. But when it comes down to the trash
15 and cleanliness of where those dumpsters and how
16 they look and the condition of who is
17 responsible, that falls on Sanitation.

18 So, Deputy Commissioner Keith Warren can
19 also comment on the work we have been doing to
20 try to address that, as well.

21 COUNCILMAN GREENLEE: Okay. Thank you.

22 MR. WILLIAMS: Do you want to talk about
23 the right-of-way in placement, as well?

24 COUNCILMAN GREENLEE: Yeah. I guess
25 it's both. Certainly, the condition of the

1 dumpster. Sorry -- condition of the dumpster.
2 And also, should that dumpster even be there to
3 start with is the question, you know? Because
4 even if it's not -- if it's maintained, you
5 know, you got this row of dumpsters there.

6 Are they all supposed to be there is the
7 question.

8 MR. WARREN: Good afternoon, Councilman.

9 COUNCILMAN GREENLEE: Hi, yes.

10 MR. WARREN: Keith Warren, Deputy
11 Commissioner of Streets for Sanitation. As far
12 as the enforcement and condition of dumpsters,
13 we over the winter have launched an intensive
14 campaign to audit all dumpsters, the owners of
15 the dumpsters and the condition of all the
16 dumpsters in Center City in conjunction with
17 L&I. We have been tagging dumpsters, contacting
18 haulers, asking them to replace damaged
19 dumpsters -- haulers and users. And we
20 conducted an audit of all the dumpsters for
21 placement in conjunction with right-of-way.

22 Some of the streets in Center City were
23 historically designated to store dumpster, which
24 is an issue that we are running into. But we
25 are evaluating the process.

1 COUNCILMAN GREENLEE: You say
2 historically designated by whom?

3 MR. WARREN: That is the hundred
4 thousand dollar question. It's --

5 COUNCILMAN GREENLEE: Because I think we
6 passed a law a few years ago. I remember Former
7 Councilman Green put a law in that puts some
8 regulations on that. And I thought one of them
9 was you can only have -- the dumpster could only
10 be on the block where your business is.

11 MR. WARREN: So, the current state of
12 that, I believe that is correct. Mr. O'Donnell
13 can speak more to that. But there are some
14 streets, a few streets in Center City where
15 businesses face both sides of the street and the
16 dumpsters ended up in those streets. But we are
17 now conducting an audit to try to straighten it
18 all out.

19 COUNCILMAN GREENLEE: Okay. Pat, you
20 want to add?

21 MR. O'DONNELL: Good afternoon,
22 Councilman. My name is Pat O'Donnell, Director
23 of Transportation for the Streets Department.
24 Regarding the location of those dumpsters within
25 the public right-of-way, the right-of-way

1 inspectors determined they will receive an
2 application for the placement of the dumpsters
3 in the right-of-way. They will go out. They
4 will identify if it's feasible or not to have
5 that dumpster placed within the right-of-way at
6 that location.

7 But prior to us even receiving those
8 applications, licenses and inspections will make
9 a determination if the dumpster or the refuse
10 cannot be contained within the property. We
11 have seen a dramatic decline in applications for
12 dumpster because within the right-of-way since
13 L&I has implemented this change.

14 COUNCILMAN GREENLEE: You say decline.
15 Is that what you said?

16 MR. O'DONNELL: Yes, exactly. Those
17 that are out that are not in front of the
18 property, they are there illegally.

19 COUNCILMAN GREENLEE: Okay.

20 MR. O'DONNELL: If they don't -- do not
21 have an RF ID tag, Deputy Commissioner Warren
22 Sweeps Officers will be able to issue a CVN for
23 the illegal placement of the dumpster at that
24 point.

25 COUNCILMAN GREENLEE: If a CVN is

1 issued, is there a point where the dumpster is
2 removed if the owner doesn't remove it?

3 MR. WARREN: Yes. If we determine that
4 a dumpster is in illegal location, we then put
5 a -- place a sticker on the dumpster notifying
6 the user and the hauler that they have 30 days
7 to remove it from the right-of-way or face
8 confiscation.

9 COUNCILMAN GREENLEE: Okay. Because I
10 raise that because there is, like, a restaurant
11 on that block. We are having challenges dealing
12 with the issue that Councilman Domb brought up
13 with the Water Department with the damage in the
14 neighborhood. And then they said, we got like
15 25, 30 dumpsters that are all over the place.

16 So all right, I appreciate that. I
17 appreciate that. Thank you.

18 COUNCIL PRESIDENT CLARKE: Thank you,
19 Councilman.

20 Chair recognizes Councilman Johnson.

21 COUNCILMAN JOHNSON: Thank you, Council
22 President. Just want to take a moment to
23 acknowledge Mr. Carlton Williams, his leadership
24 under the Streets Department as well as Keith
25 Warren who texts on a regular basis regarding

1 addressing quality of life issues around illegal
2 dumping and cleaning our streets as well as
3 Steve Lorenz and also Mr. Nick Esposito who is
4 working with us on Southwest Philadelphia on the
5 Vision Zero Waste Initiative.

6 Just a couple things. Give us an idea
7 of the 200 million-dollar commitment that the
8 Mayor is proposing regarding paving throughout
9 the City of Philadelphia. What's it going to
10 look like?

11 Also, our efforts around combating
12 illegal dumping. Particularly, I know we put up
13 cameras, but how we going go to about monitoring
14 those cameras to make sure that when individuals
15 do dump, we are working with the Philadelphia
16 Police Department and the Detectives Units to
17 actually focus on banning these guys from doing
18 work here in the City of Philadelphia, like,
19 forever.

20 And then, just overall, our direction in
21 terms of cleaning and greening the City of
22 Philadelphia. I know we kicked off the
23 Mechanical Sweeping Program yesterday in
24 Southwest Philadelphia. And a lot of my
25 constituents were very excited about what's

1 coming. And so, just going on record and give
2 us an idea of some of the things you are working
3 on as it relates to cleaning and greening the
4 City of Philadelphia.

5 MR. WILLIAMS: Great. Thank you,
6 Councilman. Appreciate all your support that
7 you have given to the department in the past.
8 Certainly, look forward to continuing our
9 working relationship.

10 The first thing in terms of street
11 paving, the 200 million-dollar investment over
12 the five years is a direct investment in street
13 improvements in terms of resurfacing. In the
14 past, as I mentioned earlier to Councilman Domb,
15 we were severely underfunded with one paving
16 crew. And that was only able as of 2015, only
17 able to do 33 miles per year. That's way under
18 what the standard of care for our streets are.
19 And that's why we are in the conditions where we
20 are today.

21 Our goal is to get to 131 miles per year
22 over the next five years. And we get there by
23 adding an additional paving crew. So, we
24 already have two. We added one last year, and
25 we are slowly adding one over the next year and

1 a half to get to three. Once we get to that
2 point, we can increase the actual number of
3 miles that we pave each year, which will improve
4 our conditions of our streets and certainly
5 reduce the amount of defects that everyone is
6 experiencing and very concerned about.

7 So, I think that is, in itself, going to
8 be a huge investment. The department is also
9 working very closely with OTIS and Vision Zero
10 to ensure not only are we paving streets, but we
11 are including bike lanes and we are making sure
12 that we put traffic calming measures in. We are
13 doing line striping. And we are out certainly
14 working with the community and residents to
15 ensure that they are aware of some of the
16 conditions.

17 Our goal, also, in terms of the
18 department is to put out a three-year paving
19 plan. We put one out in advance early this
20 year. The second two years will be coming out
21 this summer. And that will give people advanced
22 notice of the intentions of where we expect to
23 pave throughout the year. And this is helpful
24 for a number of reasons. So, we get a lot of
25 complaints about utility companies. I know this

1 is a --

2 COUNCILMAN JOHNSON: That's what I
3 wanted to ask.

4 MR. WILLIAMS: It's a big concern for
5 the Council President and other Members, how you
6 coordinate with other departments to ensure that
7 once you pave a street, that it doesn't get torn
8 up within the next month, the next week or next
9 couple of month. Couple of things.

10 Number one, putting this paving plan out
11 allows us to coordinate with both the Water
12 Department, the Gas Works and other utilities
13 about the major capital investments and programs
14 and projects so that if there is any conflicts,
15 we can work them out before a street is paved.

16 The second thing is, if there is a
17 private developer or any other utility company
18 that comes in and does disrupt the street once
19 it's paved within the five-year period, there is
20 a law on a moratorium that we want to put in
21 place that will require them to return the
22 street and completely pave the street back in
23 that condition.

24 So, I think those are the things that we
25 are doing internally to try to hold people

1 accountable and try to have better coordination
2 to ensure that our streets stay and maintain in
3 state of good repair. So, that was the paving
4 question.

5 Did you have any more before we went
6 back onto Streets enforcements in terms of
7 sanitation? Okay. Great.

8 The Camera Program, as you know, has
9 been very effective in terms of preventing
10 dumping in the first couple of months.

11 COUNCILMAN JOHNSON: Quick question in
12 terms of point of information. Council
13 President and myself, we were down at the Divic
14 Center in South Philadelphia. Did we pull up
15 some of these same cameras that's connected to
16 the Streets Department at the Divic Center in
17 South Philadelphia?

18 COUNCIL PRESIDENT CLARKE: Yeah. My
19 understanding is that the cameras are
20 interchangeable with the Police Department and
21 the Streets Department for sure.

22 MR. WILLIAMS: That is correct, Council
23 President. They are the same camera. We
24 purchased additional cameras to go into that
25 network where we have access to.

1 COUNCILMAN JOHNSON: Where is the hub
2 that actually monitors these cameras? And what
3 time of -- what's the hours in which they are
4 being monitored?

5 MR. WILLIAMS: So, there is multiple
6 locations. The Divic is the first major one
7 where the enforcement -- official enforcement
8 action is actually implemented. But internally
9 in Streets, we also have monitors that we have
10 in our offices. We have one at the TOC, which
11 is our Traffic Operation Center. We are
12 building another one at our new sanitation
13 center located in Delaware Avenue and
14 Wheatchief. I believe that's Area Five.

15 So, we will have actually trained
16 personnel trained by members of the Divic to do
17 security and monitoring. Now, that will only be
18 for eight-hour period during a regular workday.
19 So, we don't have 24 hour surveillance. What we
20 do have is the capability to record and get
21 information, then use that recording as evidence
22 against those who illegally dump in our City.

23 I think we have about seven or eight
24 cases right now we have caught people actually
25 in some well-known locations that we have turned

1 over to the Police Department. Nick Esposito
2 from the Zero Waste and Litter cabinet
3 effectively worked with the Police Department.
4 So, to secure an environmental detective who
5 specifically works directly on illegally dumped
6 cases. So, I think that is a huge progress for
7 us in terms of now we have someone actually we
8 can turn this over to have enforcement actually,
9 which I think was part of the problem in the
10 past.

11 COUNCILMAN JOHNSON: Do you think
12 contractors who are caught illegally dumping
13 should be banned with doing business with the
14 City of Philadelphia?

15 MR. WILLIAMS: Absolutely if they are
16 caught frequently. I mean, there are levels to
17 it. So if we have a frequent flyer who
18 continuously dumps and disobeys and disregards
19 the law, they should not be doing business in
20 the City of Philadelphia. If we have a one-time
21 dumper who thought he could get away with it, I
22 think the penalty should be severe enough that
23 he would think twice about doing it again that.

24 So that means fines, increase fines and
25 community service and remediation payments to

1 the City for having to clean a mess up.

2 COUNCILMAN JOHNSON: I'm exceeding my
3 time. I am just going to push for one last --
4 if the Council President will give me a little
5 latitude, just one last component.

6 The Future Track Program, how many young
7 people are participating? How many alleyways
8 are being cleaned? What's the status of the
9 program? Because you know, we talk about the
10 issue of gun violence and poverty here in the
11 City of Philadelphia. I think that was just
12 such an awesome program to expand and get more
13 young people involved as an alternative to them
14 standing on the corner.

15 On a day-to-day basis when I go to
16 community meetings, one of the biggest issues
17 that we deal with is alleyways, right, that are
18 filled with debris from contractors, right. And
19 residents say at the end of the day, if a fire
20 shall happen and they need to get out they
21 alleyway -- and I'm a prime example.

22 One time when I was a kid, my mom cut
23 her foot, right, and we were in the house,
24 right. And we had to go to the hospital, right.
25 And on these times, Council Pres, we locked the

1 door with a key in the house, right. So, you
2 need the key to get out the house, right. So,
3 we had to go through the alleyway, right. And
4 so we got through it, right. This is when I was
5 a kid in the late '70s, like, '78. But if that
6 happens today, right, you not getting out that
7 alleyway because contractors, nine times out of
8 ten, contractors and trifling neighbors that
9 just throw trash bags and stuff in the alleyway.

10 But neighbors are told they are
11 responsible for the property up to the middle of
12 the alleyway line. And so, I think, you know,
13 that law should be changed. I think the City of
14 Philadelphia should find ways to clean
15 alleyways. But nevertheless, Future Track is a
16 program that has been doing it while we replace
17 the light bulbs. What's the status and can we
18 expand it? And just give me an update.

19 MR. WILLIAMS: Yeah. Chris Newman
20 administers -- help administers the Future Track
21 Program. In the past, our focus was solely
22 dedicated to alleyways. It was very effective
23 program in terms of clearing alleys. The
24 program changed somewhat because we were able to
25 do more with the members and give them an

1 opportunity to apply for City government. And
2 so, we have opened up kind of their job
3 description to include some transportation. So,
4 their focus has not just been on alleyways
5 although they still do beautification work for
6 the City of Philadelphia.

7 They've also been part of the
8 transportation, vision learning, those skills so
9 they can either get into highway or sanitation
10 for full-time jobs. And Chris can give you the
11 numbers of the number of people we actually
12 hired in the City of Philadelphia through Future
13 Track Program. We, of course -- you know, we
14 are, you know, limited to the amount of
15 participants we can bring in every year.
16 Obviously, we would love to bring in as many
17 people as possible. But --

18 COUNCILMAN JOHNSON: Why are we limited?
19 Is it resources or capacity?

20 MR. WILLIAMS: It's a resource
21 limitation in terms of the funding that -- where
22 we use our funding sources. But we certainly
23 think it's an effective program. It's a great
24 way to kind of prescreen your applicants about
25 who you hire. It's actually a test trial period

1 to give them an opportunity to get into City
2 government, something that wasn't available to
3 them in the past. But, Chris, can you give them
4 the numbers real quickly.

5 MR. NEWMAN: Chris Newman, Deputy
6 Commissioner for Administration. Councilman, we
7 have hired 25 people directly into civil service
8 position so far over the last few years. We
9 expect to hire ten more going into the next
10 fiscal year.

11 What's nice about the Future Track
12 Program now is it actually provides a direct
13 path into civil service. So, most of the folks
14 that go through these tracks don't even have to
15 take a civil service exam. The fact that they
16 are successfully going through our program
17 qualifies them to get onto a list.

18 So currently, for this fiscal year, we
19 are actually going to have three different
20 tracks. One is going to be for field
21 investigators which would be directly pathing
22 into our SWEEPS Program. Another one would be
23 for roadway maintenance. So, those folks
24 actually get onto roadway repair and
25 resurfacing. And another one is an engineering

1 aid trainee path where they would go in and do
2 traffic investigation and traffic assessment
3 type work.

4 COUNCILMAN JOHNSON: Okay. That's all I
5 have. Again, I want to thank Streets
6 Commissioner Carlton Williams and his Deputy
7 Keith Warren and your team. And I see Mike
8 Carroll over there. Thank you, Mike, for
9 helping me out with 15th and Locust Street
10 repaving issues that we have to address.

11 Thank you very much.

12 MR. WILLIAMS: Thank you, Councilman.

13 COUNCILMAN JOHNSON: Thank you, Council
14 President, for your latitude.

15 COUNCIL PRESIDENT CLARKE: Thank you,
16 Councilman. Like Councilman Johnson, I'd like
17 to thank you guys. And actually, Councilman
18 Domb, for your level of responsiveness. We were
19 out the other day on Old York Road looking at
20 some issues up there. I want to thank all you
21 for not only being responsive at the drop of the
22 hat out in neighborhoods, but coming to
23 community meetings. That means a lot to us.

24 I always said, with all due respect to
25 everybody else, but Streets and L&I, from my

1 perspective, has been the most responsive
2 departments.

3 MR. WILLIAMS: Thank you, sir.

4 COUNCIL PRESIDENT CLARKE: Relating to
5 the things we need to do.

6 MR. WILLIAMS: Appreciate it,
7 Councilman.

8 COUNCIL PRESIDENT CLARKE: I want to ask
9 you couple questions. See we dealt with the
10 issue about the street sweeping. But I do want
11 to follow up to some degree. And maybe you can
12 or cannot answer this question.

13 So, in a lot of neighborhoods, you get
14 to travel around. There seems to be a direct
15 relationship in the trail of debris/trash,
16 particularly paper, plastic bags and other types
17 of candy wrappers and all of that to the corner
18 store. And again, I preference my question and
19 comments by at the end of the day, people need
20 to stop littering. Bottom line. That will
21 resolve a lot of problems.

22 But there is this reality in the City of
23 Philadelphia, and not necessarily a whole lot of
24 different ways, where people come out of the
25 store and unwrap, do whatever and throw stuff on

1 the street.

2 So, what is the policy around stores?
3 Because you know, you talk to a lot of store
4 owners. And they say, they don't necessarily
5 like the fact there is a lot of debris around
6 the stores, having trash receptacles on the
7 sidewalk of the store. Is that allowed?

8 MR. WARREN: Keith Warren, Deputy
9 Commissioner for Sanitation. It's actually a
10 requirement that if you are selling food, that
11 you have a trash container out during the hours
12 that you're open.

13 COUNCIL PRESIDENT CLARKE: Selling food.

14 MR. WARREN: Right.

15 COUNCIL PRESIDENT CLARKE: All right.
16 Is that enforced?

17 MR. WARREN: I would like to say yes.

18 COUNCIL PRESIDENT CLARKE: Kind of
19 hesitated. That was a pretty weak yes.

20 MR. WILLIAMS: I will preference to say
21 not as much as it should be, Councilman. That
22 is an issue.

23 MR. WARREN: We are covering the whole
24 City with small group of people. But as much as
25 we can, we enforce it.

1 COUNCIL PRESIDENT CLARKE: All right.
2 Do we encourage people if we see -- I mean, I
3 don't like to, you know, pick on any particular
4 industry, but that's a problem. They got these
5 stores and they all over the place, all over the
6 City. And it's debris all over the place. I am
7 telling you, it's like close to, you all see it,
8 to a store.

9 Should that be a 311 issue if people see
10 non-compliance of issues related to debris? Not
11 only that, people putting out debris on the
12 wrong day. All of the things associated at some
13 point, people need to have certain levels of
14 enforcement or encouragement. I can recall we
15 got very aggressive recycling. We implemented
16 that. I gave Michael Nutter credit because
17 nobody believed we were going to be able to do
18 recycling. They banged the citizens into
19 submission. Actually me, at first. It all
20 should go in one thing. And recycling works
21 from that perspective.

22 So, should we have a similar approach to
23 ensuring that this whole littering issue gets
24 resolved?

25 MR. WILLIAMS: Yeah. I think you put

1 up -- made a good point about targeting where
2 the source of the trash is coming from. And you
3 mentioned how you see candy wrappers and food
4 wrappers that is strown all over the street.
5 And you can just trace it back to the location.
6 I think it's certainly validity in that in terms
7 of holding them accountable and making sure they
8 at least during their part to offer a receptacle
9 outside their establishment during operating
10 hours and cleanup in front of their businesses
11 because they are part of the community, as well.

12 If they are invested in the
13 neighborhood, if they are benefiting from the
14 neighborhood, they certainly should be
15 contributing to the quality of life in the
16 neighborhood. We certainly should focus on
17 that. I will certainly work with Deputy
18 Commissioner Warren.

19 The Zero Waste and Litter cabinet is
20 working also to try to do a similar program to
21 ensure that trash cans are out in front of
22 business establishments as required by law. And
23 we will follow up with the enforcement.

24 MR. WARREN: We are also partnering with
25 the Commerce Department and some neighborhood

1 groups around little enforcement in commercial
2 areas and food establishments.

3 COUNCIL PRESIDENT CLARKE: All right.
4 We will help, obviously, from our District. And
5 I am assuming most Council Districts will be a
6 part of anything we need to do. Because you
7 know, again, it is extremely embarrassing when
8 people come from outside of the City and people
9 that live in the City when you see the fact that
10 the City of Philadelphia, unlike any other City,
11 just has a serious, serious litter issue.

12 With respect to the short dumping
13 cameras -- and again, I want to thank you all
14 for being out. The ability when we don't have
15 fiber in neighborhoods, can you give us a sense
16 of where we are --

17 MR. WILLIAMS: Sure.

18 COUNCIL PRESIDENT CLARKE: -- and the
19 likelihood of us being in position to throw up
20 cameras and be able to move them because we know
21 how people are -- we thank you all for 9th and
22 Venango.

23 MR. WILLIAMS: Uh-huh.

24 COUNCIL PRESIDENT CLARKE: When we
25 banged those folks. My assumption is they are

1 taking the debris somewhere else. But it's
2 having cameras that can move around. Can you
3 tell me where we are in terms of having wireless
4 cameras.

5 MR. MONTANEZ: Sure, Council President.
6 Richard Montanez, Deputy Commissioner of
7 Streets. We are working with OIT and the Police
8 Department to spec out wireless cameras that
9 will be running on Verizon's 4G network. OIT is
10 currently trying to finalize those specs. As
11 soon as they are, Streets Department will
12 purchase ten of them for our usage.

13 COUNCIL PRESIDENT CLARKE: All right.
14 OIT, they were in here yesterday. I wish I had
15 them -- okay. I will follow up in response. We
16 need to be in a position to move to be agile to
17 address the problems as we move across our City.

18 Give you this question. Street lights,
19 LEDs, significant difference. What we did in
20 York Town has made such a difference. And the
21 people in the York Town community are very, very
22 happy about the LED lights that were put in that
23 area. We were in a position actually to have
24 some capital dollars separate and aside from, I
25 think you all budget to address that.

1 Can you tell me where we likely will be
2 as it relates to LED lights across the City, the
3 time frame.

4 MR. MONTANEZ: Sure, Council President.

5 COUNCIL PRESIDENT CLARKE: Realistic
6 time frame.

7 MR. MONTANEZ: So as you are aware, what
8 we did in the neighborhood, we were very
9 fortunate to secure a grant, a million dollar
10 grant that we are doing all the lighting around
11 the Market Frankford El on the east side. And
12 we are actually expanding that program to two
13 blocks on either side of the El, so that we can
14 cover that area.

15 We are also in the process of working
16 with the Energy Office to see what our options
17 are to see how we can relamp the entire \$150,000
18 lights that the City of Philadelphia has. We
19 will be ready to come out hopefully in the
20 next -- by July/June with an RFQ to secure a
21 vendor that will assist us to do this.

22 COUNCIL PRESIDENT CLARKE: So, by
23 June -- I want to make sure I'm clear. By June?

24 MR. MONTANEZ: We are going to do an RFQ
25 and by RFP.

1 COUNCIL PRESIDENT CLARKE: By June, you
2 are going to talk about the entire City or --

3 MR. MONTANEZ: We need to put a plan
4 together and also need to finalize our costs to
5 see how much it is. And there are options out
6 there of how you can do it, as you probably have
7 heard. There is multiple options. Some
8 municipalities are doing ESCOs. Other
9 municipalities are trying bonds, things like
10 that. We want to make sure we present City
11 Council the right choice. And the Energy Office
12 would be better to speak on that behalf.

13 COUNCIL PRESIDENT CLARKE: All right,
14 yeah. We want to -- we would like to have that
15 as part of our Five Year Plan. You know, this
16 significant issue as it relates to combating
17 crime and other quality of life issues.

18 MR. MONTANEZ: In the meantime, we are
19 still relamping the City using some of our
20 capital funds. And we are still actively going
21 after the grants to continue the relamping.

22 COUNCIL PRESIDENT CLARKE: Okay. Thank
23 you. So, SEPTA. I got this, some prepared
24 questions.

25 Apparently, SEPTA has discussed adding

1 traffic like controls to their buses allowing
2 buses to increase their speed by changing
3 traffic lights as they approach? And I want to
4 preface that appropriately. It is based on an
5 analysis that the ridership -- and correct me if
6 I'm wrong, this is the information I got. The
7 ridership on a lot of SEPTA buses are going down
8 because the time frame and as it relates to
9 timely, and according to the schedule, people
10 are not meeting that time because a whole lot of
11 different Uber, people in lanes, all the other
12 issues associated with traffic flow. Ridership
13 is down.

14 And there was a discussion about the bus
15 being able to change the lights.

16 MR. CARROLL: There is probably couple
17 things that you might be thinking about. Mike
18 Carroll, Deputy Managing Director Office of
19 Transportation, Infrastructure and
20 Sustainability.

21 So, we have actually implemented some
22 improvements. And Rich might be able to give a
23 little bit more detail on this where there is
24 essentially a device on every bus. This will be
25 every bus that gets secured from now till pretty

1 much forever that sends a signal out and lets
2 either the signal or some central control at the
3 Traffic Operation Center know where it is.

4 And then the new --

5 COUNCIL PRESIDENT CLARKE: Say that
6 again. What does that mean?

7 MR. CARROLL: So, we can track where the
8 buses are. There is either a GPS or some sort
9 of signal emitter that puts out a little radio
10 signal from the bus that says, you know, I'm
11 here.

12 COUNCIL PRESIDENT CLARKE: Okay.

13 MR. CARROLL: Every new signal that we
14 put in a bus has capability of detecting that
15 signal. And so when the bus approaches the
16 signal, the object isn't to change the light.
17 That's not how we do things here. We wouldn't
18 want suddenly someone to have, like, one second
19 of green and then the bus comes and it changes
20 to red because we don't feel that's necessarily
21 safe.

22 But if the signal is getting ready to
23 turn red and the bus is approaching it, it can
24 stay green for a few more seconds to let the bus
25 get through. So, we have done that on a couple

1 corridors.

2 COUNCIL PRESIDENT CLARKE: The answer is
3 yes.

4 MR. CARROLL: Yes.

5 COUNCIL PRESIDENT CLARKE: Short answer
6 is yes, buses can alter the light.

7 MR. CARROLL: Correct.

8 COUNCIL PRESIDENT CLARKE: In terms of
9 the cycle.

10 MR. CARROLL: Extend the green is what
11 we say.

12 COUNCIL PRESIDENT CLARKE: Is that the
13 only way they can do is extend the green or can
14 it change the light?

15 MR. CARROLL: We are not --

16 MR. MONTANEZ: Rich Montanez, Deputy
17 Commissioner of Streets. Council President,
18 currently they can only extend the green. They
19 actually extend the green up to ten seconds in
20 order for them to go through the intersection.
21 There is -- we can and we have talked to
22 Homeland Security. If we do need to evacuate a
23 section of the City, we can turn those into --
24 they can actually change the light and give them
25 green. That is by Homeland Security orders.

1 The Streets Department only extends the green by
2 ten seconds for them now. In case of emergency,
3 then we will turn them all green if Homeland
4 Security requires evacuation and we are using
5 SEPTA to evacuate a neighborhood.

6 COUNCIL PRESIDENT CLARKE: So the --
7 just want to make sure. The capability
8 currently exists on the buses only allow a ten
9 second extension --

10 MR. MONTANEZ: That is correct.

11 COUNCIL PRESIDENT CLARKE: -- that's
12 built into technology?

13 MR. MONTANEZ: That is correct.

14 COUNCIL PRESIDENT CLARKE: Can't halfway
15 down the block and the light --

16 MR. MONTANEZ: The benefits we get out
17 that implements technology, is the Fire
18 Department and Police Department are also
19 utilizing.

20 COUNCIL PRESIDENT CLARKE: I'm fine with
21 that.

22 MR. MONTANEZ: They can actually turn
23 the lights green right away.

24 COUNCIL PRESIDENT CLARKE: They should
25 be able to do that. Okay. That's interesting.

1 I wasn't clear on what the response would be.

2 I think the other questions have been
3 answered. I am reluctant to ask these
4 questions, so I will kind of send these
5 questions by a person who used to be a part of
6 government. And they have this issue with
7 respects to the signage along our streets: No
8 Parking, Yes Parking, this/that. And there are
9 a lot of signs. Once I looked at it.

10 Is -- I guess we do it based on need.
11 But there -- it does appear to be a significant
12 number of streets signs for every imaginable
13 reason. Has there ever been a conversation or
14 did anybody ever think it was problematic that
15 we eliminate the number of actual poles and
16 signs on a block? It's a lot.

17 MR. MONTANEZ: I do understand the sign
18 clutter is an issue in Philadelphia. However,
19 we need a minimum of three signs per block in
20 order for it to be considered enforced or the --
21 it's not being held up in court. So, we do need
22 a minimum amount of signage out there.

23 Sometimes you get a vast amount of
24 signage depending on the different regulations
25 in that block, which could be loading zone,

1 handicap zones, two hour parking, four hour
2 parking. And if you notice in Center City, the
3 regulations change on an hourly basis. So, all
4 that has to get posted in order for us to
5 enforce.

6 COUNCIL PRESIDENT CLARKE: And we
7 have -- is there the possibility that there are
8 signs that are outdated that we can, like,
9 remove them if we put a new reg up? We make
10 sure that we remove any signs that are not --

11 MR. MONTANEZ: The Streets Department
12 does update all the signs on the street if a new
13 regulation passes.

14 COUNCIL PRESIDENT CLARKE: Okay. All
15 right. Mr. Carroll, you wanted to add to that?

16 MR. CARROLL: Yeah. I wanted to
17 mention. We have seen in a couple other cities,
18 New York and Los Angeles, they tried out some
19 consolidated signs which reduce the amount of
20 signage you need for parking restrictions to
21 change over the course of the day or different
22 hours for different days. And so, that's
23 something we are looking at. But we would have
24 to take that on as kind of a pilot before we
25 were signed off on it.

1 COUNCIL PRESIDENT CLARKE: Okay. Thank
2 you.

3 Chair recognizes Councilman Domb.

4 COUNCILMAN DOMB: Thank you,
5 Mr. President.

6 Good afternoon, again. Two last
7 questions. One is, are we doing a traffic
8 study? I know we talked about this last year at
9 this time about the traffic study because of the
10 congestion that is going on.

11 Have we done a traffic study or we
12 planning on doing one?

13 MR. CARROLL: Yeah. We are involved in
14 a study process, which is focused on what we are
15 calling Central Philadelphia. It's a little bit
16 bigger than Center City also University City,
17 also part of North Philly, South Philly. The
18 main focus say right now is to do an assessment
19 of the data that we have. This is going to be
20 kind of a longer term process.

21 But the first question we need to know
22 is if you look at the data that the City has,
23 PPA has, SEPTA has, you know, other
24 stakeholders, you know, some folks who are
25 involved in planning, we want to understand what

1 we know and how well we know what we know. And
2 then figure out whether we need to beef up our
3 data collection ability.

4 Ultimately, that has two benefits. One,
5 it helps us do better planning. So that when we
6 really think about the better ideas that other
7 places are thinking about, we know we can
8 implement them. But also, we are hopeful we can
9 do more in realtime. And so, combining that
10 kind of data, some of the data that we hear is
11 out there from a Smart City perspective with
12 more traditional methods we have to manage
13 traffic, manage congestion in real time, we
14 thought that was the best way to spend our
15 resources to span up that analysis.

16 COUNCILMAN DOMB: My concern is that now
17 with the traffic flow, we have bike lanes, which
18 is fine. And now we have 20, 25 percent of the
19 items that people are purchasing over the
20 internet. We have all this additional trucking
21 business, I guess, deliveries all over the City.
22 And that's only going to increase and put more
23 demands -- I know other cities, for example, for
24 deliveries have gone to -- I think New York,
25 like, 12 midnight to 6 a.m. for deliveries.

1 Those are the type of things we can do and study
2 and implement. It might -- we should talk to
3 the people doing all the delivery, they might
4 like it better because the streets are more open
5 and might unclog some of our streets.

6 MR. CARROLL: That kind of change we
7 would certainly need to coordinate with Council
8 to change some existing legislation to allow us
9 to do that. But like I say, the data we can get
10 to figure out who is out there, what is getting
11 delivered and where, that will help us make
12 those kind of decisions.

13 COUNCILMAN DOMB: How long does that
14 take to figure that out?

15 MR. CARROLL: To figure which piece out?

16 COUNCILMAN DOMB: If we want to have
17 delivery of goods and services from twelve
18 midnight or whatever time we decide until 6 a.m.
19 to free up the streets.

20 MR. CARROLL: I feel like that's
21 something we would want to pilot, too. So, we
22 probably would look for a specific corridor to
23 try that it. We are going to need a pretty
24 healthy process talking to the public. Some
25 people feel very strongly about not having

1 deliveries at night as you have vehicles backing
2 up and moving around, the beeping and the
3 banging and that kind of thing can be a
4 disturbance for people. I couldn't tell you we
5 could pull something off like that right away.
6 But we need to have some type of engagement. I
7 think Council has a strong role in that.

8 COUNCILMAN DOMB: Is New York doing that
9 now?

10 MR. CARROLL: They do it on a pilot
11 basis. I think they have a couple different
12 experiments they are taking on. One of the ones
13 that is most interesting is what they call night
14 time delivery program. One of the keys there is
15 that they are working on the outreach with the
16 buildings and the building operators to make
17 sure somebody is there. Because that is one of
18 the things that is really key is. When the
19 delivery is being made, there have to be
20 qualified people to accept the goods.

21 And some of the buildings have had
22 problems finding people who are going to be
23 there at 2 a.m. or 3 a.m. So, we have to think
24 this through before we do anything.

25 COUNCILMAN DOMB: I will give you an

1 example of any industry maybe we can start a
2 pilot with, restaurants. Because they are open
3 at that time anyway, they are cleaning up or
4 whatever they are doing. At least we get all
5 those delivery trucks off the street during the
6 day that create a lot of the congestion.

7 MR. CARROLL: Okay. That's good
8 thinking.

9 COUNCILMAN DOMB: I would look at
10 restaurants. This question I'm going to ask you
11 is on behalf of Councilwoman Blondell Reynolds
12 Brown. She asked me to ask this questions.

13 And it says, on February 21, a London
14 newspaper, the Guardian, published a report on
15 the rise of pollution in Chester County caused
16 by our decision to send our waste to trash
17 incineration facilities there. Some experts
18 worry that burning plastic recycling will create
19 a new fog of dioxins that will worsen an already
20 alarming health situation in Chester. Nearly
21 four in ten children in the City of Chester have
22 asthma. While the rate of ovarian cancer is
23 64 percent higher than the rest of Pennsylvania,
24 and the lung cancer rates are 24 percent higher.

25 This was in the London newspaper about

1 Philadelphia. How do we respond to that?

2 MR. WILLIAMS: So, just to kind of
3 clarify where that probably originated, when we
4 made the decision to -- for an interim solution
5 to send our recycling there, it probably
6 elevated. We always -- Covanta is the facility
7 that they are referencing that's in Chester. We
8 have always done business in terms of sending
9 our disposal waste there. We usually average
10 about 4 to 600 tons per day to there just by our
11 waste alone. It did increase the capacity when
12 we temporarily sent our recyclable material,
13 which is ending at the end of this month.

14 Scott McGrath is our environmental
15 planner. He works very closely with the
16 Department of Environmental Protection. He
17 certainly has been aware and has actually
18 communicated on this issue. I am going to give
19 him the opportunity to talk about some of the
20 concerns that were raised. He is actually had
21 to do an interview related to this story. I
22 will let Scott speak on behalf.

23 MR. MCGRATH: Scott McGrath,
24 Environmental Planning Director for Streets. So
25 like the Commissioner said, we worked closely

1 with Covanta and with the State. This facility
2 has a continuous emissions and monitoring system
3 in place. So, the state actually gets all the
4 data on their admissions standards that they
5 have in place. And this is updated on a routine
6 basis with the state, too. So, they are always
7 checking their system and seeing what the
8 quality of their air emissions are.

9 I would also add that from a relative
10 standpoint, the 200 tons a day we are sending to
11 that facility that actually processes 5000 tons
12 of trash. So, it's a relatively small amount.
13 And plastics represent about 1 percent of the
14 recycling by weight that's being delivered. So
15 relatively speaking, it's a very small amount of
16 material that all -- out of the whole that's
17 actually being processed by the facility, which
18 has a very minimal impact from an admissions
19 standpoint.

20 COUNCILMAN DOMB: Here is my concern
21 that's twofold. One, I want to make sure on
22 Councilwoman's behalf, that we are not creating
23 this problem there with our staff.

24 Then number two, we should respond to
25 the Guardian which is a London publication.

1 Because everybody in London is probably reading
2 this and thinking not too highly of
3 Philadelphia.

4 MR. MCGRATH: Yes. Actually Covanta did
5 provide a response to that. One of the issues
6 that they have also found that some of the
7 environmental groups are also using data that is
8 old. So, a lot of the data that's out there on
9 the internet is not very current.

10 COUNCILMAN DOMB: Are you saying the
11 article is inaccurate?

12 MR. MCGRATH: What's that?

13 COUNCILMAN DOMB: Are you saying the
14 article is inaccurate?

15 MR. MCGRATH: No. It may not
16 necessarily be inaccurate, but it may not
17 reflect the most current information that's out
18 there.

19 COUNCILMAN DOMB: Just so I'm clear for
20 the Councilwoman's benefit, are we creating this
21 issue that was in the article?

22 MR. MCGRATH: No.

23 COUNCILMAN DOMB: Okay. And we have
24 responded to the Guardian with our position?

25 MR. WILLIAMS: We weren't aware -- we

1 have received a lot of international request
2 because of the crisis that we are in, in terms
3 of recycling. We haven't specifically seen that
4 one in direct.

5 COUNCILMAN DOMB: I will give it to you.

6 MR. WILLIAMS: Yeah. If you can forward
7 that to us.

8 COUNCILMAN DOMB: Give a response.

9 MR. WILLIAMS: We are also very
10 sensitive to the concerns about what's going on
11 and where we send our trash. The EPA, the DEP
12 also notifies us of any violations, any transfer
13 facility that is not in compliance with any
14 standards that is set to protect health and
15 safety. We have not received any violation on
16 this facility thus far in relationships to
17 health hazards.

18 But if we do, we would address it
19 accordingly. And if necessary, we will redirect
20 our trash if their plant was shut down. So,
21 those are the things that we have in place in
22 terms of protections that we can rely on from a
23 state agency that will give us assurances that
24 some of the health conditions are sustainable.

25 COUNCILMAN DOMB: Okay. Thank you.

1 MR. WILLIAMS: You're welcome.

2 COUNCILMAN DOMB: Thank you very much
3 for your testimony.

4 Thank you, Mr. President.

5 COUNCIL PRESIDENT CLARKE: Thank you,
6 Councilman. Councilwoman Blackwell is not here.

7 Gentleman, I want to thank you very much
8 for your testimony today. As always, please, be
9 prepared for call backs at this point.

10 MR. WILLIAMS: Thank you so much.

11 COUNCIL PRESIDENT CLARKE: And again,
12 thank you for your responsive nature.

13 MR. WILLIAMS: Thank you very much,
14 Councilman. Appreciate your support.

15 COUNCIL PRESIDENT CLARKE: Hold on one
16 second. Councilwoman, did you have --

17 COUNCILWOMAN BLACKWELL: I just wanted
18 to say thank you.

19 COUNCIL PRESIDENT CLARKE: Oh, okay.

20 COUNCILWOMAN BLACKWELL: Thank you.

21 COUNCIL PRESIDENT CLARKE: There you go.

22 MR. WILLIAMS: Thank you very much.
23 Appreciate it.

24 (Brief pause as Panel exits.)

25 COUNCIL PRESIDENT CLARKE: Next up we

1 have DHS.

2 (Panel approaches Witness Table.)

3 (Applause.)

4 COUNCIL PRESIDENT CLARKE: So on
5 Thursday mornings when we start Council session,
6 I want to see if I can have that happen when we
7 walk in. No chance of that.

8 Good afternoon. Please proceed with
9 your testimony.

10 MS. FIGUEROA: Certainly. Good
11 afternoon, President Clarke and Members of City
12 Council. My name is Cynthia Figueroa. I'm the
13 Commissioner of the City of Philadelphia's
14 Department of Human Services. With me today is
15 Kimberly Ali, Deputy Commissioner for Child
16 Welfare Operations and Christopher Simi, Deputy
17 Commissioner for Finance and Contracts as well
18 as many members of my senior team.

19 I want to take a moment, a point of
20 privilege and recognize the amazing the staff
21 for their hard work in protecting our City's
22 most vulnerable children.

23 The mission of Philadelphia's DHS is to
24 provide and promote safety, permanency and well
25 being to children and youth who are at risk for

1 abuse and neglect, delinquency. We are pleased
2 to report that over the last year, we have made
3 progress in many areas of our system. This work
4 was done in partnership with six community
5 umbrella agencies, CUAs, in ten regencies
6 throughout the City. I'm speaking today on
7 behalf of the system that has made it through
8 turbulent years where there is unprecedented
9 number of reports to our Child Abuse Hotline
10 because of significant changes to the Child
11 Protective Services Law which were implemented
12 in 2015.

13 We are still managing the nearly five
14 years of double digit increases with child abuse
15 reports. Today I'm pleased to report that the
16 hotline reports have leveled off in the last
17 year. And we only saw a 4 percent increase one
18 year over year prior. But we still experience
19 70 percent increase overall from Fiscal Year
20 2014. We also made huge strides in our goals to
21 reduce the number of children entering the Child
22 Welfare System.

23 Three years ago, we testified of a
24 double digit increase, 13 percent to be exact,
25 in children who were placed with the department.

1 Today I'm pleased to report that last year there
2 are 9 percent fewer children were in placement
3 than one year prior. We believe this is a sign
4 that our strategic changes in the front end of
5 our operations that include the Hotline
6 Investigation as well as investments in
7 prevention services have been successful and
8 made an impact to decrease children placed with
9 the department. Although I know we are
10 continued improvements and we still face a
11 number of challenges, I can say with confidence
12 that we are headed in the right direction.

13 We are improving outcomes for children
14 and youth in both child welfare and juvenile
15 justice. This is evidenced by the fact that 55
16 percent of children placed in a family-based
17 setting are placed with somebody that they know
18 in kinship care. Children and youth are being
19 placed close to home and in the communities that
20 they are from. 82 percent of children live
21 within 10 miles of their home. And 59 percent
22 live within 5 miles of their home. At
23 10.3 percent of dependent youths placed in care,
24 we are below the state average of 14 percent.
25 And we are below the national average of

1 12 percent.

2 We continue to support and advocate for
3 more community-based alternatives to placements
4 for youth in the juvenile justice system. We
5 have stopped using residential providers who are
6 not providing quality services. This is
7 including closing intake, removing youth and
8 ending specific contracts.

9 In addition, we are actively engaged
10 with the Youth Residential Task Force led by
11 Councilmembers Helen Gym and Councilman Kenyatta
12 Johnson. We have prioritized community-based
13 interventions for child welfare and juvenile
14 justice so that children can remain in their
15 communities and maintain connections and restore
16 relationships. We are strengthening our
17 investments in resources that prevent child
18 abuse and neglect. Those investments align with
19 City Council's narrowing the gap report.

20 We are addressing poverty-related
21 barriers. For example, our new partnership with
22 Community Legal Services provides free legal
23 support to families who need help with issues
24 such as landlord/tenant conflicts and benefits
25 to access. The Family Empowerment Centers are

1 two pilots starting next month to provide
2 intensive case management services for high risk
3 families. Also, out of school time, DHS funds
4 the majority of free or afterschool programs and
5 summer programs in Philadelphia that reach over
6 15,000 kids.

7 We also invest heavily on workforce
8 ready programs. Last year DHS funded 2,645 work
9 ready paid summer work internships. And we are
10 also supporting the Rapid Service Response
11 Initiative, which provides short-term concrete
12 supports for needs and families.

13 In the coming year, our priority is to
14 continue to right size our system. We are
15 committed to safely preventing more children
16 from being placed with DHS, safe and timely
17 permanency, leading with reunification,
18 continued reduction of congregate for both
19 dependent and delinquent youth, alignment of the
20 programs to serve children at most risk for
21 involvement with child welfare and juvenile
22 justice and decreasing the amount of time
23 children are in the system.

24 Our challenge is to reunify families
25 more quickly. If that's not possible, we need

1 to move to a more permanent solution. To do
2 this, we are enhancing our family engagement
3 efforts, increasing our funding for rapid
4 rehousing for reunification. At the same time,
5 we are working to reduce delays in the adoption
6 process. We are recruiting more foster homes
7 for teens in tandem with our efforts to reduce
8 congregate care. We have bolstered our
9 recruitment efforts for foster homes that
10 welcome teens. We have many willing folks to
11 foster children and youth. Finding homes for
12 teens continues to be a challenge.

13 In closing, I want to thank the
14 Councilmembers for your continued support. We
15 work closely with many of you to address
16 constituent concerns throughout the year. And
17 we thank you for the opportunity to present
18 testimony today. And we are here to answer any
19 questions.

20 COUNCIL PRESIDENT CLARKE: Thank you.
21 Just had a couple of questions. First I want to
22 thank you. You must have been listening,
23 monitoring our testimony when you say you've
24 been working with the Narrowing Gap document put
25 together by Council.

1 Can you give me a little more specifics
2 in terms of what component that we are
3 interested in?

4 MS. FIGUEROA: Sure. I actually -- the
5 handouts that we provided you, I did like a
6 quick chart for you guys. A lot of our services
7 interface with barriers that are reflected as a
8 result of poverty. But the Rapid Service
9 Response is a service we have directly tied to
10 our hotline. It provides concrete needs. So if
11 it's like food, utility assistance, a shallow
12 rent, if there is no furniture, sometimes I know
13 you hear from constituents, oh, there was a
14 report because there was, you know, the
15 electricity got caught cut off or there is no
16 furniture.

17 This allows us the ability to provide
18 those concrete goods. That is one initiative.
19 We know that the out-of-school time, the
20 investment we make in afterschool is critical.
21 We know the hours that can serve really in some
22 ways as a childcare or security issue for
23 children between the hours of three and six, as
24 well a Work Ready. And I know a number of
25 Councilmembers have talked about this. But we

1 make a significant investment in youth exposure
2 and youth access to career opportunities.

3 COUNCIL PRESIDENT CLARKE: Great. You
4 asked for more money for that part?

5 MS. FIGUEROA: I know there is a lot of
6 challenges that we have to look at a lot of
7 priorities for the City. We want to work with
8 the City around whatever makes sense in terms of
9 both Council and the City's budget.

10 COUNCIL PRESIDENT CLARKE: Okay. May
11 get a positive response. Okay.

12 MS. FIGUEROA: I am getting applause
13 from the Finance Department.

14 COUNCIL PRESIDENT CLARKE: Budget lady
15 over there and finance folks. The issue around
16 your funding, so what is the majority of your
17 money comes from state and federal?

18 MS. FIGUEROA: Yes. So Chris --

19 COUNCIL PRESIDENT CLARKE: What's the
20 ratio?

21 MR. SIMI: Christopher Simi, Deputy
22 commissioner for Finance. Over the past several
23 years, our local contribution to DHS's overall
24 budget has been around 15 percent.

25 COUNCIL PRESIDENT CLARKE: Say that

1 again.

2 MR. SIMI: It's about 15 percent. So in
3 the current year, we have about \$115 million in
4 General Fund in the budget.

5 COUNCIL PRESIDENT CLARKE: Okay. Is
6 there a potential of any our federal --
7 particularly the federal level -- money being
8 jeopardized as a result of some of the
9 challenges associated with what's going in
10 Washington and the proposed 45, 46?

11 MS. FIGUEROA: It's like -- I mean, in
12 general, we have remained an issue that is not
13 become a partisan issue. So, we have been able
14 to not see impacts. At the federal level, they
15 are looking to figure out ways to actually fund
16 additional preventions. So, we actually believe
17 that we will retain the level of federal as well
18 as state funding.

19 COUNCIL PRESIDENT CLARKE: Okay. CUAs.
20 I know couple two, three years in terms of CUA
21 expansion of CUA discussion and contracts. Did
22 the decision to contract with a number of CUAs
23 basically to some degree outsourcing some of our
24 services, has that been proven to be a prudent
25 decision in terms of service delivery from a

1 fiscal perspective?

2 MS. FIGUEROA: Two things. One it was,
3 I would say, that it didn't necessarily reduce
4 the budget. It pretty much kept us in line in
5 terms of our funding or our spend as relates to
6 the state. In regards to performance, we did a
7 lot of work. As you may have recalled, two
8 years ago we started the CUA scorecard process.
9 And so, it really created a pathway for the CUAs
10 to improve the performance.

11 At the time we rolled out that
12 initiative, it was the same time all those child
13 protective service law changed. So, we saw this
14 huge influx at the same time we were doing the
15 reform. I'm really pleased to say there is
16 tremendous stability and even the caseload
17 number has reduced for the case managers within
18 the CUAs. And some of the statistics that we
19 talk about, more kids living in the community.
20 So, moving the work from Center City downtown in
21 one building, one office to work happening in
22 the community, we believe that we have seen more
23 community-based results and the higher
24 utilization of kin.

25 COUNCIL PRESIDENT CLARKE: Okay. Great.

1 Thank you.

2 Chair recognizes Councilman Oh.

3 COUNCILMAN OH: Thank you very much.

4 Good afternoon.

5 MS. FIGUEROA: Good afternoon.

6 COUNCILMAN OH: Funding, I understand,
7 mainly comes through the state and the Federal
8 Government. In that basis, is there a process
9 where the more work you get, the more funding
10 you get? It's pretty typical, but is that the
11 basis?

12 MS. FIGUEROA: So on the state level,
13 there is what's called a need-based plan and
14 budget. And then what draws down from the Fed
15 and the state is a combination of what's
16 happening across the Commonwealth. So, not only
17 unique to Philadelphia but all the counties in
18 Pennsylvania.

19 COUNCILMAN OH: Okay. So when we look
20 at the statistics, and you can correct me if I'm
21 wrong because I -- I read the statistics. I
22 don't know if they are accurate or not. It --
23 what I read is 91 percent of removal of children
24 is not for direct abuse of children.

25 MS. FIGUEROA: I mean, if you can cite

1 the source because that's not a statistic I have
2 heard in the past.

3 COUNCILMAN OH: Okay.

4 MS. FIGUEROA: Just in terms of that
5 percentage, it seems incredibly high. I'm not
6 sure where it's --

7 COUNCILMAN OH: It could differ on how
8 you are defining some of the terms. So, I will
9 skip that one. If you didn't -- you don't know
10 what I'm referring to, we can just skip that
11 question.

12 In terms of complaints, is there a
13 method or a process if someone has a complaint
14 about anything that is happening that they feel
15 is not in compliance with the law, what
16 transparency, recordkeeping, accountability
17 follow through is there for that process?

18 MS. FIGUEROA: So, I guess I will start
19 with the first one. If there is an issue that
20 is believed to have been an illegal process, the
21 City has the Inspector General's Office. And
22 so, I would recommend that that is the process
23 by which they would use.

24 If there is a complaint that is being
25 made regarding whether it's a case specific or a

1 client or a case manager, there is the
2 Commissioner's Action Response Office. And so,
3 we have staff who manage any and all concerns,
4 complaints or questions.

5 COUNCILMAN OH: That's within your
6 office?

7 MS. FIGUEROA: That is within my office,
8 yes.

9 COUNCILMAN OH: Okay. And do you have
10 an opinion on closed and open courtrooms?

11 MS. FIGUEROA: So, there is a very
12 specific judicial, so I wouldn't offer my
13 personal opinion. I would follow what the
14 Commonwealth has determined what's appropriate
15 for juvenile law.

16 COUNCILMAN OH: Okay. And then finally,
17 in interacting with the Police Department, is it
18 the routine process then when the police conduct
19 an investigation, they contact DHS for a portion
20 of DHS's investigation?

21 MS. FIGUEROA: So, not having the
22 specifics of a particular case, I would say that
23 we work in tremendous partnership with the
24 police department. Sometimes we are bringing
25 the police department into a case because they

1 are unaware of an issue that's happened because
2 the abuse has been reported to us, but it's
3 clearly a criminal offense. And so, the police
4 department has to be engaged. That's most
5 likely reflected in our Special Victims Unit
6 where there are sex abuse cases.

7 There are a number of unfortunate
8 matters that happen in Philadelphia where there
9 is a crime committed and children may have been
10 exposed, involved or direct victim of that
11 crime. And then we are often called and we work
12 in parallel in tandem. We share information
13 with each other as it's appropriate as it
14 relates to the investigation.

15 COUNCILMAN OH: In some cases, I have
16 been made aware -- and in some cases, I have
17 verified and others I have not that, for
18 example, when there is a complaint an
19 allegation, a criminal allegation made to the
20 police, in some cases the police -- their
21 response is there is not an investigation
22 because the allegations were determined to be
23 unfounded by DHS.

24 Is that anything you are familiar with?

25 MS. FIGUEROA: I think it would be hard

1 to speculate without specifics.

2 COUNCILMAN OH: So, you're not familiar
3 with those type of situations?

4 MS. FIGUEROA: Like I said, I think I
5 would be speculating on a case that I don't have
6 the specifics of. So meaning if the police were
7 waiting to find out whether or not an abuse was
8 indicated in order to move forward with their
9 investigation of a case?

10 COUNCILMAN OH: Yeah.

11 MS. FIGUEROA: I would have to talk to
12 the police department about that.

13 COUNCILMAN OH: For example, a child
14 alleges that she has suffered abuse or has, you
15 know, something like that. And that complaint
16 is made to a police officer. And when the
17 parent tries to follow through what is going on
18 with the investigation, they are told there is
19 no investigation because DHS determined the
20 allegation to be unfounded.

21 Does that ever happen to your knowledge?

22 MS. FIGUEROA: Again, I can't answer yes
23 or no because I don't know what specific case we
24 are talking about. But what I can say is that
25 we sometimes have cases that are brought to our

1 attention by the police department because the
2 family member might not know to call our
3 hotline. They call 911. It doesn't constitute
4 police involvement, but it would constitute a
5 DHS investigation. So, we might result in an
6 investigation.

7 If it is in any nature sex abuse
8 related, that would require a forensic
9 interview. And if it was determined to be
10 unfounded, that would -- the police would also
11 be notified of that process. If it's unfounded
12 and there's no evidence of sex abuse, then the
13 police likely would not proceed on
14 investigation.

15 COUNCILMAN OH: So if a child, for
16 example, brought an allegation of rape and the
17 child was in DHS custody or --

18 MS. FIGUEROA: I'm sorry. Was or was
19 not?

20 COUNCILMAN OH: Was.

21 MS. FIGUEROA: Okay.

22 COUNCILMAN OH: Is it possible that DHS
23 would then conduct the examination or
24 investigation and then report to the police that
25 it's founded or unfounded?

1 MS. FIGUEROA: So, I can have Kim talk
2 about it. It's a very involved process with the
3 Specific Victims.

4 MS. ALI: Yes. Good afternoon. I'm
5 Kimberly Ali, Deputy Commissioner for Child
6 Welfare Operations.

7 Councilman, when we receive an
8 allegation of rape of a child or a young person,
9 the report is handled by Child Line who sends it
10 to the Department of Human Services. And at the
11 same time, we gather the information,
12 notification also goes to law enforcement to put
13 law enforcement on notice that a young person
14 has made allegations of rape. We have a
15 coordinated response in which we work with
16 Special Victims Unit, the District Attorney, our
17 Child Advocacy Center who does forensic sex
18 abuse investigations. And we also have DHS
19 investigator that are colocated at our safety
20 collaborative on Huntingdon Park.

21 We bring that young person in for a
22 forensic interview in which a representative
23 from our Child Advocacy Center will interview
24 the young person to gather information about the
25 allegations. We recognize that it is very

1 traumatic for a young person to be interviewed
2 when there is such a serious allegation.
3 Therefore, behind a two-way mirror, you have the
4 Special Victims Unit. You have the District
5 Attorney. You have DHS, a social worker. And
6 then the interview is lead by a representative
7 from our Child Advocacy Center.

8 At that point, young people may or may
9 not make a disclosure. If the young person
10 doesn't make the disclosure, what we will do is
11 determine whether or not what additional
12 services if the young person needs. If the
13 young person makes a disclosure at that
14 location, we also have a medical suite. And at
15 that medical suite, we have doctors from
16 Children's Hospital of Philadelphia as well as
17 St. Chris Hospital of Philadelphia so the young
18 person can be evaluated medically. And then, we
19 also offer behavior health support for that
20 young person, as well.

21 Again, just recognizing the sensitive
22 nature of the allegation and not wanting the
23 young person to be re-traumatized.

24 COUNCILMAN OH: Thank you very much.
25 My final point, so if there is a medical

1 report that in detail describes a sexual
2 penetration of a child under the age of six,
3 that the child states has gone on for two years,
4 that statement recorded by doctors in front of
5 Philadelphia police, social workers, there is
6 almost no way that that report would not have
7 been investigated in the manner you stated; is
8 that correct?

9 MS. ALI: That's correct.

10 COUNCILMAN OH: Okay. Thank you very
11 much. Thank you.

12 COUNCIL PRESIDENT CLARKE: Thank you,
13 Councilman.

14 Chair recognizes Councilman Domb.

15 COUNCILMAN DOMB: Thank you, Council
16 President. Good afternoon.

17 MS. FIGUEROA: Good afternoon.

18 COUNCILMAN DOMB: Few questions.

19 How many juveniles are currently being
20 held at the Juvenile Justice Center?

21 MS. FIGUEROA: Today -- so it
22 fluctuates. I believe today we were at 118.

23 COUNCILMAN DOMB: In 2017, I think it
24 said seven out of ten CUAs received grades of D.
25 What are the current grades today.

1 MS. FIGUEROA: The current grades as of
2 the fall were C and C-pluses. I am glad to say
3 as of the six-month mark, we are moving closer
4 to B-minuses. But we are definitely more in the
5 average, which even the length of time of the
6 reform, I think we made tremendous progress in a
7 short time.

8 COUNCILMAN DOMB: Do we have any that
9 are C or D right now?

10 MS. FIGUEROA: We have one who was still
11 struggling a little bit, but has been able to
12 move up considerably and actually made the most
13 progress percentage-wise. And we believe they
14 will be at -- will be at the C level in the --

15 COUNCILMAN DOMB: That's good. Okay.
16 Thank you. In the Public Property budget
17 detail -- which is a small question -- but it
18 shows that DHS paid about 560,000 to rent space
19 at 300 East Hunting Park for the Public Safety
20 Collaborative.

21 MS. FIGUEROA: Yes.

22 COUNCILMAN DOMB: This year it seems you
23 are requesting 1.2 million to rent space there.
24 Just curious why we are appropriating twice as
25 much for rent this year.

1 MR. SIMI: Councilman, we can look into
2 that. I'm not aware of that cost yet. We can
3 follow up on that.

4 MS. FIGUEROA: Just to clarify, the
5 center we were just talking about that colocates
6 the police, the District Attorney, the
7 Philadelphia Children's alliance and DHS staff.
8 So, I don't know if it's a manner in which all
9 of the rent was reflected. But we are all
10 together in the space.

11 COUNCILMAN DOMB: Just look at it and
12 let us know.

13 MS. FIGUEROA: Okay.

14 COUNCILMAN DOMB: Budget detail shows
15 your department is appropriating about
16 \$14 million for Class 200 towards professional
17 services for IT. Any reason why Human Services
18 doesn't consolidate their IT services under the
19 Office of Information Technology?

20 MS. FIGUEROA: So, one of the huge
21 factors for us is that we have 1500 employees
22 and 500-plus case managers in the field. And a
23 lot of our information is reliant on data. It's
24 also very unique to child welfare and the
25 specialization of that. So much like we have

1 our own HR and our own finance, it's a very
2 large complex department. And it's been
3 incredibly beneficial for us.

4 The professional services in that area
5 is slightly higher because we are in the process
6 of building out a new system. And we are pretty
7 far along in that process. It's a little higher
8 than it normally would reflect.

9 COUNCILMAN DOMB: Do you think there
10 would be a benefit. Seems like a pretty good
11 Office of Information Technology. Do you think
12 it would be benefit in collaborating with them?

13 MS. FIGUEROA: Well, we collaborate
14 pretty considerably with them. So, I think that
15 they enjoy a very strong working relationship in
16 the same way that we work with other City
17 departments where we have an arm of that within
18 our own department.

19 COUNCILMAN DOMB: Let me ask you a
20 second question to that. Would it be a benefit
21 with them getting more involved and saving some
22 of that \$14 million?

23 MR. SIMI: If I can just jump in. I
24 think we do work very closely with them. One of
25 the key things to keep in mind with all of our

1 IT spending is we receive a significant amount
2 of state support through what's called the IT
3 grant. In order to draw down that money, we
4 need to keep those costs very explicitly
5 segregated from non-child welfare related costs.

6 COUNCILMAN DOMB: I understand. Okay.
7 Thank you. Thank you for being here today.
8 Keep up the good work.

9 Thank you, Mr. President.

10 COUNCIL PRESIDENT CLARKE: You good,
11 Councilman? You good? Okay.

12 Thank you very much.

13 One last question. Why didn't we
14 realize any fiscal benefits from outsourcing to
15 CUAs? Because traditionally benefits in some of
16 the other things associated with the private
17 sector or lower.

18 MS. FIGUEROA: I think what's important
19 to note about the utilization of CUAs is we
20 always had a dual system. So, we had a DHS
21 worker and a private agency. So, the
22 utilization and contracting a private provider
23 was not new. It's just that we bundled the
24 expectations so that there was one case manager.

25 It also happened at a time where while

1 we moved our work to the CUAs, we had this huge
2 increase. So, I would say our front end
3 services the hotline. And investigations is a
4 much larger operation than it was prior. So,
5 that's also created some of the shift. I just
6 want to be clear. It's not like we were doing
7 it completely on our own. We were always had a
8 partnership with the private community.

9 COUNCIL PRESIDENT CLARKE: Okay. But
10 there was no increase in our --

11 MS. FIGUEROA: I can get the exact
12 number.

13 COUNCIL PRESIDENT CLARKE: We didn't
14 save money but --

15 MS. FIGUEROA: We did not save money.

16 COUNCIL PRESIDENT CLARKE: It did not
17 cost us more. Okay. All right. I want to
18 thank you almost.

19 Councilwoman Gym. Just in the nick of
20 time.

21 COUNCILWOMAN GYM: Thank you very much
22 Council President.

23 First of all, I want to thank,
24 Commissioner, you and your team for being really
25 proactive on a whole host of issues we've been

1 working on together for a long time. And I
2 wanted to ask a little bit about your budget and
3 whether it accounts for changes that you expect
4 to come out of the recommendations from the task
5 force.

6 So, we've been working together on this
7 task force to reduce residential youth
8 placement. It's had tremendous work and could
9 not have come at a more important time. But is
10 the budget looking ahead to taking a look for
11 any of these potential recommendations? And do
12 you feel like it's responding to that?

13 MS. FIGUEROA: Yes. So very
14 specifically, I think even at the start of our
15 work, we actually put in a host of things. They
16 are reflected. And the new things that we ask
17 for the state is alternatives to detentions, so
18 to decrease the GPS monitoring so that we can
19 put 300 additional youth. So that means, we can
20 keep more kids in the community engaged in
21 probation but not in a placement.

22 We also had put into support graduated
23 response. We have currently what's called an
24 Evening Reporting Center. And so, we requested
25 the expansion of an additional reporting center.

1 And we also for expansion started what is called
2 a Discharge Reporting Center. That is to
3 support high risk youth that are returning from
4 residential placement so that they continue to
5 get support in the community.

6 And then the most exciting one that we
7 are looking is to -- which will require
8 partnership with the school district is the day
9 center. So, to develop a community-based
10 program that is really an alternative education
11 site for delinquent youth. So instead of very
12 similar to some of the things we have heard from
13 our partners in New York, that they would be
14 able to attend school physically in
15 Philadelphia. They could reside either in a
16 foster home or their own home, but go to one
17 school site together.

18 COUNCILWOMAN GYM: That's great. You
19 know, one of the things I noticed between, you
20 know, the closures of some of the different
21 facilities around Vision Quest and Glen Mills,
22 that there's been a reduction in that amount.
23 Are you -- it's about 300 and some thousand
24 dollars.

25 Are you repurposing it for things like

1 this? Or is this additional money in the
2 budget?

3 MS. FIGUEROA: So, Chris could talk a
4 little bit in terms of how we work with the
5 state in terms of what we can draw down.
6 Because different contracting and different
7 services are a different match. And so, what
8 represents residential dollars doesn't
9 necessarily translate to what a allocation is on
10 the prevention side. So, it's not like a swap
11 out one for one.

12 Our other experience is we have seen
13 growth in different areas or different costs.
14 It doesn't necessarily allow us to redirect all
15 the funds, but certainly allows us to tell the
16 state on an annual basis. It's not like
17 starting from scratch, but we tell the state
18 these are our needs for the coming year. This
19 is our intent of how we want to spend child
20 welfare dollars, juvenile justice dollar, et
21 cetera. But Chris, if you want to --

22 MR. SIMI: Yeah. I will just say when
23 it comes to the funding that we use for
24 placement, so paying for days of care for our
25 Children in Youth, because so much of our

1 funding is state and federal. We are very
2 limited in terms of flexibility. So if we have
3 a reduction on one side, we can't necessarily
4 just move that funding into a different type of
5 programming. We have some flexibility, but it's
6 fairly limited.

7 So to the extent that we do see cost
8 savings on those sides, we can't necessarily
9 just plug them into other things without getting
10 state approval ahead of time.

11 COUNCILWOMAN GYM: Are those
12 conversations happening with the state that we
13 are seeing these kind of reductions going on and
14 that we are looking to create a community-based
15 program with the School District that we would
16 like to see more youth in monitoring?

17 MS. FIGUEROA: In order for us to even
18 present this to the City, we have to have some
19 relative assurance to the states since they are
20 the larger funder of this. And then the -- in
21 regards to your last point, one of the
22 negotiations or when they look in our budget, if
23 you are reducing one cost, does that allow me to
24 say yes to this?

25 There is, while it's not one for one, I

1 think it gives them the opportunity to say, can
2 we cover this cost related to Philadelphia when
3 they are asking us for this service.

4 COUNCILWOMAN GYM: Okay. Thank you.

5 You know, again, I have so appreciated
6 DHS' work in committing to reducing the number
7 of youth in congregate care facilities. I know
8 where we are looking forward to that. We have
9 actually seen it happen. But as we -- in the
10 budget, one of the questions I wanted to ask is
11 that the target for FY19 and FY20 still seem to
12 be greater or seem to imply that it's going to
13 be greater than the current year. So, it's just
14 as less than or equal to 12 percent greater than
15 the current rate.

16 Is that -- how can we adjust the number
17 so that they more accurately reflect what we are
18 trying to do. If you can just explain those
19 numbers a little bit clearer.

20 MS. FIGUEROA: So part of also what we
21 are trying to do is make sure that we don't
22 reduce something that's subsequently going to
23 hurt us financially. If we project something to
24 the state that demonstrates that we are going to
25 have a huge reduction and then we don't move in

1 the way we want to, it's something we have to be
2 considering. All placement also constitutes the
3 utilization of foster care. We are not just
4 talking about residential when you are looking
5 at that placement costs related on the dependent
6 side.

7 COUNCILWOMAN GYM: And we've -- I think
8 we talked about this a little bit. On the
9 foster care, the dependent side, those young
10 people are going to congregate care, foster care
11 facilities. Does that include individualized?

12 MS. FIGUEROA: Individualized. Those
13 homes are like -- when you look at that, they
14 are individualize homes or licensed.

15 COUNCILWOMAN GYM: When it says
16 percentage of dependent placement population and
17 congregate care, that can include one child and
18 one family?

19 MS. FIGUEROA: What page are you looking
20 at?

21 COUNCILWOMAN GYM: We pulled it. Is it
22 from your testimony?

23 MS. FIGUEROA: Oh, from the submitted.
24 So it's -- that would be group home congregate
25 care.

1 COUNCILWOMAN GYM: Group home congregate
2 care. I think that's the question we are going
3 to find out. Like, is there in the way that
4 we've been aggressively reducing it on the
5 delinquent side, what is the -- how are we
6 working to keep our youth closer to home,
7 non-institutionalized settings? You know, we
8 have increased the amount of money going to
9 foster care families.

10 And so, how is that having an impact and
11 how can I see that reflected?

12 MS. FIGUEROA: The biggest need for us
13 is another request we did make to the state
14 which is foster care recruitment, particularly
15 older youth. I said in my verbal testimony, we
16 generally don't have a difficult time placing
17 younger children. We do have a very difficult
18 time placing older youth who are presenting with
19 normal adolescent behavior but nonetheless can
20 be of a challenge for foster care or a kin
21 provider.

22 So, I think that in terms of one of the
23 things we shared with you all is a graph like
24 this that shows we have a host of different
25 strategies besides foster care recruitment. We

1 have been pushing an strengthening our
2 utilization of kin. And kin really in a broad
3 sense of the term, not just blood kin. And then
4 there is a process that we've been using for a
5 number of years which is the Commissioner
6 Approval Process.

7 We have met with the Law Department and
8 our team to just revisit, like, a cultural
9 shift, too, to make sure folks know absolutely
10 our use of congregate care should be because of
11 behavioral health or health need or there is
12 absolutely no options.

13 COUNCILWOMAN GYM: I mean, I know you
14 and I have a commitment to see that number go
15 down. We should just keep talking.

16 MS. FIGUEROA: Yes. Our motto is nine
17 and below. We are 10.3, which is the lowest
18 we've ever been on dependent. The states
19 percentage is 14 percent and the national is 12.
20 Philadelphia is experiencing below the national
21 average, but we are very much committed to.

22 COUNCILWOMAN GYM: Thank you. And I
23 have a couple more questions, if that's okay.

24 One of the things that your report
25 Improving Outcomes for Children has been

1 flagging is the need to address truancy and
2 reduce entry into the formal child welfare
3 system. So you know, the state laws are
4 starting to evolve. We now have Act 138 that's
5 requiring the School District to be a partner in
6 all of this.

7 So, can you talk a little bit about what
8 your experience has been working with the School
9 District particularly around Act 138. This is
10 one of the reasons why we've been pushing on the
11 counselors -- the social worker program that we
12 have been doing with CBH and others. But I
13 would like to hear from you a little bit what
14 your experience has been.

15 MS. FIGUEROA: We have been doing --
16 one, I just want to say we experience a really
17 great partnership with the School District.
18 We -- part of as we work with them on a daily
19 basis because there is so many children shared
20 between the two systems. And so, our ability to
21 make sure we are really working in the best way
22 possible.

23 With the introduction of Act 138, we did
24 a lot of planning with the District because it
25 was going to be a pretty significant burden to

1 them because it was an unfunded mandate in terms
2 of the requirements around in order now to refer
3 to child welfare, there is a lot of benchmarks
4 or indicators that the School District had to
5 demonstrate physically in order for that
6 referral to happen.

7 And so, we instituted really that
8 process which is that we would not accept
9 referrals from School Districts and FMR School
10 District unless there was evidence a truancy
11 conference had been had and a truancy plan
12 developed. In order to support the District,
13 because that was a heavy lift, we've been
14 running a pilot with our truancy providers, our
15 case managers that do work in the community
16 where they are doing -- they are supporting that
17 first tier work in the schools with the School
18 District. And so, we are supporting. We have
19 always funded a level of prevention truancy
20 work.

21 And so, we have actually seen really
22 significant gains in the sense that we are
23 seeing the numbers reduce as regards to the
24 referrals as just straight truancy issue.

25 COUNCILWOMAN GYM: Okay. That's

1 hopeful.

2 MS. FIGUEROA: That is hopeful. We are
3 also tracking that. I am hoping that maybe by
4 late fall or winter, we would be able to talk
5 some numbers in terms of how many referrals came
6 through that project and how many youth were and
7 were not referred.

8 COUNCILWOMAN GYM: Yeah. That's really
9 helpful. I mean, this -- in the last year and a
10 half or so, we've been sending some of our staff
11 to Truancy Court just to pay attention to what's
12 happening on the ground. And you know, I would
13 be curious about how much money DHS is spending
14 on truancy prevention.

15 MS. FIGUEROA: It's about 8 and a half
16 million dollars.

17 COUNCILWOMAN GYM: As a percentage.

18 MS. FIGUEROA: As a percentage of our
19 prevention money, it's probably like 12 percent.

20 MR. SIMI: Of the total prevention
21 budget, yeah.

22 COUNCILWOMAN GYM: And have you -- you
23 know, as we are kind of observing some of the
24 impact in Truancy Court, I guess I am wondering
25 if you -- how you evaluate the efficacy of the

1 contracts that you push out for the -- for the
2 entities that are supposed to handle it. We
3 hear lots of different things that happen
4 including, you know, breakdowns in
5 communications and other types of things. You
6 know, obviously every contract provider has a
7 contract or metrics that have to be met.

8 But given that it is a significant
9 percentage of the budget, given that it's like
10 an important area that we have to evolve and
11 refine, I was curious about whether you thought
12 about taking a more aggressive evaluation of the
13 efficacy of the truancy prevention work and
14 seeing like a third party provider or if
15 somebody else that might be helpful in
16 navigating some of the issues that we are --

17 MS. FIGUEROA: There have been a few
18 changes on the prevention contracting side.
19 What is that, we are treating them much more
20 like providers on the child welfare side, which
21 is that we have an expectation now that they go
22 through some of the similar training. Before it
23 was like there wasn't necessarily a clarity on
24 some of the expectations of the safety and other
25 issues that we want to make sure providers

1 receive similar training. So, that was one
2 major change. This new project, I hate using
3 the term pilot. Really what we are doing with
4 the school district in terms of having -- we are
5 in over 112 schools where we have providers
6 doing the supports. I think the opportunity to
7 evaluate this new upstream process of looking it
8 from a prevention standpoint, the intention is
9 to be prevention. I think the challenge is when
10 you have a youth that has much more complex
11 issues and they are not attending school even
12 with interventions, what's the right service.

13 And I think that we have figured out the
14 upstream service. And I think the question is,
15 is there something new or different for kids who
16 are missing like 40, 50-plus days. And may have
17 other presenting issues that have to be
18 considered.

19 COUNCILWOMAN GYM: Yeah. I think that's
20 exactly right. You know, as IOC showed, there
21 is an entry level. It's clear that truancy is
22 just a symptom as opposed to, like, the cause.
23 And so, if we have these truancy prevention
24 services and contracts with providers, are we
25 making clear that there is some kind of a link

1 to when we see these deep problems going on, how
2 are we pushing it a little further? Maybe
3 moving out of truancy prevention into some other
4 kind --

5 MS. FIGUEROA: Yeah. I think we can
6 probably do a much better job as figuring out
7 how we better link that prevention piece to a
8 much more intensive support.

9 COUNCILWOMAN GYM: Okay. We have large
10 number of youth aging out of foster care every
11 year. And they may not be able to be reunified
12 with the family. So, what kinds of efforts and
13 goals does DHS have to improve either
14 reunification or stability? And then in
15 particular, to get them some supports.

16 I was really excited to hear, for
17 example, with our planning department that we
18 are looking to potentially pilot shallow rent
19 subsidies. And that this, one of the
20 conversations to be had is whether we can match
21 it up to the really vulnerable populations in
22 our City. I am always worried about young
23 people who age out of foster care because they
24 have support services and then they just end.
25 And they are based on age and not necessarily by

1 whether there is stability and a coordinated
2 effort to graduate way them into, you know,
3 independence. So, could you talk a little bit
4 about that.

5 MS. ALI: Kimberly Ali, Deputy
6 Commissioner for Child Welfare Operations. Good
7 afternoon.

8 COUNCILWOMAN GYM: Good afternoon.

9 MS. ALI: One of our big pushes is
10 really around making sure our young people when
11 they transition around the welfare system that
12 they have a connection. And the connection with
13 a caring and loving adult. Hence, why we are
14 pushing extremely hard our efforts around
15 permanency, specifically around unification as
16 well as adoption or legal guardianship.

17 COUNCILWOMAN GYM: Go ahead.

18 MS. ALI: I will restate what I said.
19 The department's push is really around
20 permanency because we recognize that young
21 people need a caring adult in their life. So,
22 our push around foster care recruitment for
23 teenagers is one that we know would help achieve
24 young people to be more successful. In
25 addition, we have an achieving independence

1 center located right at Broad and Master Street.
2 And it's a one-shop stop shop for our young
3 people age 14 years of age or older, which they
4 are able to obtain life skills again to help
5 them with self-sufficiency. So, they do
6 employment readiness, resume writing. There is
7 a lot of social skills. They are around young
8 people also in the foster care systems so they
9 have some share experience.

10 The other thing that we are making sure
11 that we do for older youth is making sure that
12 their voices are heard at our family team
13 conferencing table so they can help with their
14 plan in terms of transition. And then finally,
15 we are taking a hard look at young people who
16 are placed in SIL, so supervised independent
17 living, which they have an apartment of their
18 own just to make sure the young people placed in
19 those apartments actually can live on their own
20 and they are able to afford the rent, post their
21 discharge from the child welfare system.

22 So, we also assist with rental
23 assistance just to make sure the young person is
24 able to transition appropriately.

25 COUNCILWOMAN GYM: I mean, I think I

1 know that DHS has a number of really great
2 programs. I think I am looking for the
3 outcomes. So, like what percentage of kids
4 are -- who are aging out of foster care end up
5 in this type of facility and where are the gaps?
6 So like, who is unstable? What numbers are we
7 talking about? What are the primary?

8 MS. FIGUEROA: I just want to say this
9 is something that we have been actually talking
10 about quite a bit internally. And so, we are
11 doing a deeper dive in terms of who are the
12 older youth who are aging out to look at whether
13 or not do the services we have match their needs.

14 And so, it's -- saying we don't have a
15 recipe right now for answers in terms of how we
16 can do better. But we are very committed to it
17 and happy to work with you or talk further about
18 what are some ideas in which to support older
19 youths so that we don't have -- the numbers we
20 have, have remained consistent. But they are
21 around 200 youth that age out without a
22 permanent plan.

23 COUNCILWOMAN GYM: That's helpful to
24 know. Thank you.

25 COUNCILMAN GREENLEE: Thank you.

1 COUNCILWOMAN GYM: Mr. Chair, we might
2 just ask if DHS might do a call back.

3 COUNCILMAN GREENLEE: We can work that
4 out with the Council President.

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

7 COUNCILMAN GREENLEE: Thank you very
8 much. Thank you.

9 This Committee will stand in recess
10 until Tuesday, April 23, 2019 at 10:00 a.m. We
11 will reconvene in Room 400 of City Hall. Thank
12 you.

13 (AT this time, the Hearing adjourned at
14 2:36 p.m.)

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C E R T I F I C A T I O N

I, hereby certify that the proceedings and evidence noted are contained fully and accurately in the stenographic notes taken by me in the foregoing matter, and that this is a correct transcript of the same.

ANGELA M. KING, RPR,
Court Reporter, Notary Public

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