

COUNCIL OF THE CITY OF PHILADELPHIA  
COMMITTEE OF THE WHOLE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Tuesday, April 4, 2017  
10:35 a.m.

PRESENT:

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

BILLS 170195, 170196, and 170197  
RESOLUTION 170213

- - -

1  
2 COUNCIL PRESIDENT CLARKE: Good  
3 morning. We're going to start now.  
4 Thank you.

5 This is a public hearing of the  
6 Committee of the Whole regarding Bills  
7 No. 170195, 170196, 170197, and  
8 Resolution No. 170213.

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

11 THE CLERK: Bill No. 170195, an  
12 ordinance to adopt a Capital Program for  
13 the six Fiscal Years 2018 through 2023  
14 inclusive.

15 Bill No. 170196, an ordinance  
16 to adopt a Fiscal 2018 Capital Budget.

17 Bill No. 170197, an ordinance  
18 adopting the Operating Budget for Fiscal  
19 Year 2018.

20 Resolution No. 170213,  
21 resolution providing for the approval by  
22 the Council of the City of Philadelphia  
23 of a Revised Five Year Financial Plan for  
24 the City of Philadelphia covering Fiscal  
25 Years 2018 through 2022, and

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 incorporating proposed changes with  
3 respect to Fiscal Year 2017, which is to  
4 be submitted by the Mayor to the  
5 Pennsylvania Intergovernmental  
6 Cooperation Authority (the "Authority")  
7 pursuant to the Intergovernmental  
8 Cooperation Agreement, authorized by an  
9 ordinance of this Council approved by the  
10 Mayor on January 3, 1992 (Bill No.  
11 1563-A), by and between the City and the  
12 Authority.

13 COUNCIL PRESIDENT CLARKE:

14 Thank you, Mr. Stitt.

15 Today we continue the public  
16 hearing of the Committee of the Whole to  
17 consider the bills read by the Clerk that  
18 constitute proposed operating and capital  
19 spending measures for Fiscal 2018, a  
20 Capital Program, and a forward-looking  
21 Capital Plan for Fiscal 2018 through  
22 Fiscal 2023.

23 Mr. Stitt, today we hear  
24 testimony from the following departments:  
25 Mayor's Office, Mayor - Community

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 Schools/University Pre-K, Managing  
3 Director's Office, City Rep, Commerce and  
4 OEO.

5 Mr. Stitt, the first person to  
6 testify is?

7 THE CLERK: Jane Slusser.

8 COUNCIL PRESIDENT CLARKE: Jane  
9 Slusser.

10 (Witness approached witness  
11 table.)

12 COUNCIL PRESIDENT CLARKE:  
13 Welcome back.

14 MS. SLUSSER: Good morning,  
15 Council President and members of City  
16 Council. I am Jane Slusser, Chief of  
17 Staff to Mayor Jim Kenney. Joining me  
18 today are other members of the Mayor's  
19 Office as well as members of the Mayor's  
20 Office of Labor, and I'm pleased to  
21 provide testimony on behalf of the  
22 Mayor's Office FY18 Operating Budget.

23 And with your permission, I  
24 will provide a slightly shorter version  
25 of my testimony than what was provided to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Council.

3                       This year, the Mayor's Office  
4           was among the departments which  
5           transitioned to program-based budgeting.  
6           We identified six major programs in our  
7           office: the Executive and Chief of  
8           Staff's office; the Communications and  
9           Digital Office; the Office of Diversity  
10          and Inclusion; the Chief Integrity  
11          Officer; the Offices of Policy,  
12          Legislation and Intergovernmental  
13          Affairs; and the Office of Public  
14          Engagement.

15                      Together our office is  
16          committed to promoting the Mayor's  
17          priorities of, first, improving  
18          educational opportunities and outcomes  
19          for all of Philadelphia's children;  
20          second, improving economic opportunities  
21          for all Philadelphians; third, developing  
22          a diverse workforce that looks like  
23          Philadelphia and treating that workforce  
24          with respect; four, improving public  
25          safety for all Philadelphians while

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           treating residents with respect and  
3           dignity; and, five, operating government  
4           efficiently and effectively and always  
5           with integrity.

6                        The proposed FY18 budget  
7           provides our office with the necessary  
8           funding to carry out our operations and  
9           to oversee and guide the Administration's  
10          pursuit of these goals. The overall  
11          proposed FY18 General Fund budget totals  
12          \$4,494,141, an increase of \$145,258 over  
13          FY17. This increase is primarily due to  
14          the addition of funds for an ADA study as  
15          well as additional funding for lobbying  
16          services.

17                       The proposed budget includes  
18          \$3,735,550 in Class 100, a \$55,408  
19          decrease over FY17 and a full 45 budgeted  
20          positions, following the transfer of some  
21          positions over to the Mayor's Office of  
22          Labor and the Mayor's Office of  
23          Education. This funding will also allow  
24          us to hire additional staff in the Office  
25          of Diversity and Inclusion, including a

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           training coordinator and a disability  
3           constituent services coordinator, as well  
4           as an additional coordinator in the  
5           Office of Public Engagement.

6                     The Mayor's Office is committed  
7           to employing a staff that represents the  
8           diversity of our city. Approximately 59  
9           percent, or 24 members of the Mayor's  
10          Office, identify as African American,  
11          Latino or Asian American. Our office  
12          employs 56 percent women, or 23 women.  
13          With our executive team, including 53  
14          percent women. Eight employees, or 20  
15          percent of our employees, are bilingual,  
16          speaking a total of six languages. Of  
17          the seven new hires this year in our  
18          office, five are African American and two  
19          are white. Of two executive level  
20          positions hired this year, both are  
21          African American women.

22                     In Class 200, the proposed  
23          Operating Budget includes \$703,046, a  
24          \$199,366 increase over FY17. This  
25          funding reflects additional money for an

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 ADA accessibility study, language access  
3 and interpreter services, and additional  
4 funds for lobbyists.

5 For FY17, the Mayor's Office  
6 has a participation goal of 35 percent  
7 for M/W/DBE contracts. Unfortunately,  
8 our office is currently at 13 percent  
9 year to date for participation. Several  
10 contracts were transferred to other  
11 departments in FY17, reducing the overall  
12 contract amount as well as our  
13 participation rate for the year. As it  
14 stands now, the only contracts in the  
15 Mayor's Office are for state and federal  
16 lobbying services, and the OEO directory  
17 includes very few M/W/DBE firms that  
18 provide these services.

19 Because the Mayor's Office is  
20 committed to striving to reach the  
21 participation goal set by the City, we've  
22 been working with OEO to communicate  
23 opportunities for firms and, where  
24 necessary, encouraging that firms become  
25 registered with the Office of Economic



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Opportunity.

3 We are currently reviewing  
4 proposals for an additional state  
5 lobbying contract, and we will be issuing  
6 a new RFP for federal lobbying services  
7 as well. The Mayor's Office remains  
8 committed to making sure that its current  
9 and future contracting opportunities  
10 reach qualified M/W/DBE vendors.

11 In Class 300, we propose a  
12 budget of \$53,154, a \$1,300 increase over  
13 FY17, and in Class 400 a budget of  
14 \$2,391, which is the same amount funded  
15 last year.

16 In FY18, the Chief of Staff and  
17 Executive Office will continue to provide  
18 leadership to the Administration. The  
19 Office of Communications and Digital will  
20 continue to facilitate press access to  
21 the Administration to ensure that  
22 Philadelphians have the information they  
23 need from their City government. The  
24 Digital team will continue to work to  
25 expand the City of Philadelphia's

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           presence and following on social media to  
3           ensure that more Philadelphians have  
4           access to important information about  
5           City services.

6                         Since its launch last year, the  
7           Office of Diversity and Inclusion has  
8           developed and conducted diversity and  
9           inclusion trainings for the executive  
10          staffs of 23 departments and offices, and  
11          the support of a new training coordinator  
12          will further advance this work. The  
13          office created the City's first ever  
14          workforce profile report, which  
15          recommended strategies to close  
16          disparities among different races between  
17          genders and wherever barriers for  
18          employee success might exist.

19                        In FY18, the office will  
20          produce regular reports for department  
21          heads and cabinet members and meet  
22          quarterly to evaluate their participation  
23          in the Mayor's program to increase  
24          opportunities for racial and ethnic  
25          minorities.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 In addition to the work of the  
3 Office of Diversity and Inclusion, it  
4 administratively oversees the Office of  
5 LGBT Affairs and the work of the Mayor's  
6 Commission on People with Disabilities.  
7 The Office of Diversity and Inclusion  
8 participates in the monthly meetings with  
9 the Mayor's Commission on People with  
10 Disability and the Commission on LGBT  
11 Affairs and will ensure that these  
12 meetings have strategically based  
13 outcomes.

14 Finally, the Office of  
15 Diversity and Inclusion is playing a  
16 leading role in drafting a racial equity  
17 plan. Philadelphia is the recipient of a  
18 Racial Equity Grant designed to assist  
19 government in determining which of its  
20 programs and policies, subconscious or  
21 conscious, have resulted in a racially  
22 inequitable impact upon community of  
23 color. To date, the office has trained  
24 well over 200 people and has undertaken  
25 three initiatives on how to build a more

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           equitable government. The long-term goal  
3           is to shine a racial equity lens on all  
4           government programs.

5                         In FY18, the Chief Integrity  
6           Officer will continue to focus on  
7           ensuring that all taxpayer dollars are  
8           spent properly and according to the  
9           highest ethical standards. The office  
10          will continue to provide regular guidance  
11          and advice to City employees in the  
12          executive branch, vendors, and the public  
13          on various ethics-related matters.

14                        The mission of the Offices of  
15          Policy, Legislation and Intergovernmental  
16          Affairs is to maintain the Mayor's  
17          overall priorities; ensure the policy and  
18          legislative priorities of the Mayor are  
19          organized, well-researched, and  
20          implemented either through legislative or  
21          administrative action; and the City  
22          maintains positive relationships with  
23          local, state, and federal partners.

24                        In FY18, these offices will pay  
25          specific attention to legislation at the

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 state and federal level that impacts  
3 Philadelphia.

4 The Office of Public Engagement  
5 is an integral part of making  
6 interactions between City government and  
7 the community a two-way street. The  
8 office oversees several of the Mayor's  
9 commissions, including the Youth  
10 Commission; the Office of Black Male  
11 Engagement, which includes My Brother's  
12 Keeper Initiative and the Mayor's  
13 Commission on African American Males; the  
14 Millennial Advisory Committee; the  
15 Philadelphia Commission for Women; and  
16 the Mayor's Commission on Asian American  
17 Affairs.

18 This year the Office of Black  
19 Male Engagement has launched community  
20 conversations at CCP which will continue  
21 through this year. The Youth Commission  
22 has expanded to the Office of Youth  
23 Engagement and plans activities with the  
24 Millennial Advisory Committee and is  
25 working on a more robust Fun Safe Philly

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Summer program. And, finally, the  
3           Women's Commission just held the City's  
4           inaugural State of Women and Girls  
5           Summit, which will be followed by an  
6           anthology.

7                        I want to thank you for your  
8           time and appreciate this opportunity to  
9           provide testimony regarding the Mayor's  
10          proposed FY18 budget, and I'm happy to  
11          answer any questions you may have.

12                       COUNCIL PRESIDENT CLARKE:  
13          Thank you very much for your testimony.

14                       I got a couple of quick ones.  
15          Art Commission, does the Mayor's Office  
16          appoint all members of the Art  
17          Commission?

18                       MS. SLUSSER: I believe that  
19          the Mayor's Office does.

20                       COUNCIL PRESIDENT CLARKE: And  
21          are there any holdovers from the last  
22          Administration?

23                       MS. SLUSSER: Yes, I believe  
24          that there are. I can get the data on  
25          how many appointments we've made. That's

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           a commission that is overseen by Planning  
3           and Development, so I have to check in  
4           with them on that, but we can also get  
5           the information since we made those  
6           appointments.

7                    COUNCIL PRESIDENT CLARKE: All  
8           right.

9                    MS. SLUSSER: I think that  
10          those are term limited and that some of  
11          those have not been replaced because  
12          those terms haven't run out.

13                   COUNCIL PRESIDENT CLARKE: All  
14          right. So in our restructuring of the  
15          budget process, that's not one of the  
16          departments that comes in to testify  
17          physically. So your suggestion is that  
18          any questions for them, we direct them to  
19          the Planning and Development office --

20                   MS. SLUSSER: Yeah.

21                   COUNCIL PRESIDENT CLARKE: --  
22          Ms. Fadullon?

23                   So tell them -- if you can  
24          just suggest to be prepared.

25                   MS. SLUSSER: I'll tell them to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           be prepared. And we can also get the  
3           information about how many were appointed  
4           by the Mayor.

5                        COUNCIL PRESIDENT CLARKE:

6           Thank you.

7                        You reference in your testimony  
8           in your words, I think you used  
9           disappointing in terms of the number --  
10          the participation rates as it relates to  
11          the Mayor's Office and it's 13 percent?

12                       MS. SLUSSER: Yeah.

13                       COUNCIL PRESIDENT CLARKE: And  
14          that's in large part because you've  
15          shifted some of the contracts to other  
16          offices?

17                       MS. SLUSSER: Yeah. So we  
18          started -- we have -- the only contracts  
19          that the Mayor's Office currently holds  
20          are for lobbying services. So we have  
21          our state lobbying, which was only signed  
22          on a new contract in January, and we have  
23          our federal contracting that has been  
24          carried over and will be -- a new RFP  
25          will be issued this year.



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 With our state contracting, our  
3 state lobbyists contracts, when we got  
4 those submissions back, there was not  
5 adequate -- there was not the desired  
6 participation that we would have wanted,  
7 so we've also issued a new RFP in hopes  
8 of being able having, through the Office  
9 of Economic Opportunity, encouraged more  
10 folks to get registered so they could be  
11 included in the registry, and we are  
12 currently reviewing those. And then  
13 we'll also have our federal lobbying RFP  
14 reissued, because that contract is up and  
15 may find some opportunities there.

16 One of the overall challenges  
17 was the limited number of firms that were  
18 registered with OEO. We had people who  
19 responded as part of the previous process  
20 that weren't registered, so OEO has been  
21 working with them to get more firms  
22 registered and certified.

23 COUNCIL PRESIDENT CLARKE: Has  
24 OEO reached out to try to get more  
25 registered?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MS. SLUSSER: Yes. They've  
3 been doing outreach to that.

4 COUNCIL PRESIDENT CLARKE:  
5 Because I know in years past there were a  
6 lot of people that were clearly  
7 available, but they were not registered,  
8 and there was an aggressive push to get  
9 people registered.

10 In your goals, you have your  
11 participation goals, '16, '17, and '18,  
12 you have it going from 40 percent in '16  
13 to 25 and 25 in subsequent years. Did  
14 you anticipate a drop?

15 MS. SLUSSER: Yeah. So between  
16 '15, '16, '17 and now, there were also  
17 language access services that were run  
18 through the Mayor's Office. So the goals  
19 for those contracts were different based  
20 on the availability in the registry.

21 COUNCIL PRESIDENT CLARKE: So  
22 you knew you weren't going to be able to  
23 find people?

24 MS. SLUSSER: At 40 we would  
25 have hoped, but unfortunately with the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           state contracting being the only ones  
3           that -- state and federal lobbying  
4           services being the only thing we have,  
5           we're limited by that pool.

6                    COUNCIL PRESIDENT CLARKE:   And  
7           you're suggesting that you've taken  
8           corrective action --

9                    MS. SLUSSER:   We have.

10                   COUNCIL PRESIDENT CLARKE:   --  
11           to get it back up to 40?

12                   MS. SLUSSER:   I don't know if  
13           we'll be able to hit 40, because that was  
14           also from the --

15                   COUNCIL PRESIDENT CLARKE:   40  
16           is a good number.

17                   MS. SLUSSER:   Yeah.

18                   COUNCIL PRESIDENT CLARKE:   All  
19           right.  Department of Labor Standards, a  
20           couple years ago I think we appropriated  
21           some additional dollars because we  
22           designated that particular department to  
23           deal, which they did a really good job  
24           on, wage compliance.  We thought it would  
25           be appropriate to deal with compliance on

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 the W/DBE goals and MBE goals, and I  
3 believe we hired additional staff people.

4 (Witness approached witness  
5 table.)

6 COUNCIL PRESIDENT CLARKE: Good  
7 morning, sir.

8 DEPUTY MAYOR LAZER: Good  
9 morning.

10 COUNCIL PRESIDENT CLARKE: If  
11 you can kind of tell us where we are with  
12 that, because they were quite aggressive  
13 on making sure that people were paying  
14 the appropriate wages and, therefore, we  
15 said they will probably be a good entity  
16 to make sure that people were keeping in  
17 tune with their EOP.

18 DEPUTY MAYOR LAZER: Good  
19 morning, Council President. Rich Lazer,  
20 Deputy Mayor for Labor.

21 Yeah. We did -- last budget  
22 cycle, we were able to hire two  
23 additional staffers for the Office of  
24 Labor Standards that's headed by Perry  
25 DiVirgilio and they are actively going

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           out to job sites, checking the job site  
3           to see who was working on those sites.  
4           And we also are working with Procurement  
5           and the Law Department. We worked out a  
6           new process, a new form that will go into  
7           the pre-bid to make sure contractors are  
8           showing us a workforce plan, and then we  
9           can -- if we are not satisfied with that  
10          plan, we will hold the bid from moving  
11          forward until we get adequate information  
12          from the contractor. So that's stuff  
13          that we have been working on. But they  
14          are actively going out with the new  
15          inspectors on job sites to collect the  
16          additional data.

17                    COUNCIL PRESIDENT CLARKE: So  
18           is it the two new employees --

19                    DEPUTY MAYOR LAZER: Yes.

20                    COUNCIL PRESIDENT CLARKE: --  
21           or is it all --

22                    DEPUTY MAYOR LAZER: It's all  
23           of them. We just kind of spread the --

24                    COUNCIL PRESIDENT CLARKE:  
25           Asking the wage and compliance?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 DEPUTY MAYOR LAZER: Yeah.

3 Because everybody goes out to handle  
4 different departments. So we kind of  
5 spread the workload out, but the two  
6 additional inspectors were very helpful  
7 to that.

8 COUNCIL PRESIDENT CLARKE: Can  
9 you, if at all possible -- I don't know  
10 if your people keep a log.

11 DEPUTY MAYOR LAZER: Yes.

12 COUNCIL PRESIDENT CLARKE: Can  
13 you give us some information to show that  
14 it's ramped up in terms of the questions  
15 and the number of inquiries?

16 DEPUTY MAYOR LAZER: Yeah.  
17 I'll get all that information over to  
18 your office.

19 COUNCIL PRESIDENT CLARKE:  
20 Thank you.

21 Ms. Slusser, can you get to us  
22 the list of contracts that heretofore  
23 were within the Mayor's Office and where  
24 they went to. So we want to cross-check  
25 to see, now that they're in another

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 department, see what the numbers are  
3 relating to it being shipped to another  
4 department.

5 MS. SLUSSER: Yeah. We'll get  
6 that over.

7 COUNCIL PRESIDENT CLARKE:  
8 Thank you.

9 The Chair recognizes Councilman  
10 Greenlee.

11 COUNCILMAN GREENLEE: Thank  
12 you, Mr. President.

13 I was trying to get Deputy  
14 Mayor Lazer's attention to stay there.

15 If you could come back up, I'd  
16 appreciate it.

17 I know it's shocking that I may  
18 ask a question something to do with paid  
19 sick leave, but in the testimony and also  
20 in the budget detail, it's mentioned  
21 about the two positions that will be  
22 moving to the Office of Labor and three  
23 new positions proposed. Now, I know  
24 we've talked about this. Just for the  
25 record, does that include that new

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           position that's going to aid in the  
3           implementation?

4                     DEPUTY MAYOR LAZER:   Yeah.   So  
5           we are adding an additional position to  
6           that office to help with wage compliance.

7                     COUNCILMAN GREENLEE:   So that's  
8           part --

9                     DEPUTY MAYOR LAZER:   Of wage  
10          theft, yes.

11                    COUNCILMAN GREENLEE:   And is  
12          the idea to do more outreach and that  
13          kind of thing?

14                    DEPUTY MAYOR LAZER:   Yes.   The  
15          office has been working on an outreach  
16          plan, and it is to do more outreach.  
17          Definitely because of the things that are  
18          changing in the federal level, we may be  
19          getting more complaints to the City  
20          office.

21                    COUNCILMAN GREENLEE:   And we  
22          talked about this, and even though paid  
23          sick leave has been mentioned a few times  
24          in the media, I know there's still some  
25          entities that aren't aware of it.   I



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           think we have talked about sharing  
3           information with other City agencies  
4           through events, mailings, that kind of  
5           thing.

6                         DEPUTY MAYOR LAZER:   Yeah.   The  
7           goal is I think -- we're working on a  
8           website at this point to try to pull --  
9           because a lot of stuff with the Labor  
10          Office are in different departments,  
11          either MDO or Commerce, so we're kind of  
12          pulling all that stuff in to make one  
13          spot for all labor issues, and that would  
14          be on that.   And the office -- we also  
15          created a call-in line.   I know that was  
16          an issue last year, and we have that.   So  
17          we get --

18                        COUNCILMAN GREENLEE:   So they  
19          have their own line now?

20                        DEPUTY MAYOR LAZER:   Yes.

21                        COUNCILMAN GREENLEE:   Great.  
22          All right.   Thank you.   Thank you very  
23          much.

24                        Thank you, Mr. President.

25                        COUNCIL PRESIDENT CLARKE:

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Thank you, Councilman.

3 The Chair recognizes Councilman  
4 Jones.

5 COUNCILMAN JONES: Thank you,  
6 Mr. President.

7 Good morning.

8 MS. SLUSSER: Good morning.

9 COUNCILMAN JONES: How are you?  
10 A couple of oversight and commissions  
11 that are under your authority. The  
12 Office of Disabilities, I know there's a  
13 salary for the Director, but is there a  
14 budget for the office?

15 MS. SLUSSER: So the budget --  
16 the Mayor's Commission for People with  
17 Disabilities was previously over in the  
18 Managing Director's Office and I think  
19 had about \$30,000 over there in Class 200  
20 funds that have been moved over to our  
21 office this year. The budget, we can get  
22 you the full breakdown of everything.  
23 It's the Executive Director's salary.  
24 It's the new position for a coordinator.  
25 There's some Class 200 funds, I think

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           \$75,000 for an ADA study, and then  
3           additional Class 200 funds and other  
4           support funds for the office that all are  
5           reflected in our budget under the program  
6           of Diversity and Inclusion, and then  
7           there's about 40 percent of staff time  
8           from the Office of Diversity and  
9           Inclusion dedicated there. So we can  
10          break out that full number for you, but  
11          that's the overall resources.

12                    COUNCILMAN JONES: So I need to  
13          know the full number for them. I'm also  
14          interested in Town Watch. I'm interested  
15          in the African American Male's  
16          Commission, which we fought for and a  
17          Charter change, and breaking down those  
18          particular budgets. I understand how you  
19          can draw some resources from another  
20          budget, but directly attributed to their  
21          missions is important, because you can  
22          create a commission, you can have a  
23          department. If you don't fund it, their  
24          mission is stifled.

25                    So I just want to give specific

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           line items to what they can anticipate  
3           for the year. Town Watch in particular,  
4           every Monday we do a 7:00 a.m. safe  
5           corridors meeting, and they operate with  
6           very little. I just need to know how  
7           much. They do a lot for stemming  
8           violence in our neighborhoods. So I just  
9           want to know what they're getting so that  
10          if we are committed to these missions, we  
11          have to commit to our dollars as well.

12                   MS. SLUSSER: We can get the  
13           breakdown for the African American  
14           Commission, African American Commission  
15           on Males, and the Office of Black Male  
16           Engagement, because that's within our  
17           office. Town Watch is actually over with  
18           the Managing Director's Office, so we'll  
19           have that delivered from them.

20                   COUNCILMAN JONES: All right.  
21           My next question, I guess, are we waiting  
22           for the Department of Education to  
23           testify? Is that after you?

24                   MS. SLUSSER: Yeah. They're  
25           going after me.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILMAN JONES: All right.

3 Thank you, Mr. President.

4 COUNCIL PRESIDENT CLARKE: I'm

5 sorry. I wasn't paying attention. I'm

6 sorry. Councilman, you're done?

7 COUNCILMAN JONES: I stopped

8 before the bell. Please note in the

9 record I stopped before the bell.

10 COUNCIL PRESIDENT CLARKE: It

11 shall be reflected on the next round,

12 sir.

13 The Chair recognizes Councilman

14 Domb.

15 COUNCILMAN DOMB: Thank you,

16 Council President.

17 Good morning.

18 MS. SLUSSER: Good morning.

19 COUNCILMAN DOMB: I have a few

20 questions. I'll give you the easy ones

21 first.

22 On Page 2 of the testimony, you

23 mention the City received a Racial Equity

24 Grant. Do you know what the amount of

25 money that grant is, total dollars?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 (Witness approached witness  
3 table.)

4 MR. ATKINSON: Good morning,  
5 Councilman Domb.

6 The amount of that grant was  
7 \$75,000. It's a two-year grant.

8 COUNCILMAN DOMB: And how will  
9 that be used?

10 MR. ATKINSON: It's been  
11 utilized for racial equity training for  
12 members of the government, which took  
13 place on the 23rd and 24th of March, and  
14 we hope to have a continuation of that  
15 racial equity training over the balance  
16 of the second year of the grant.

17 COUNCILMAN DOMB: Okay. Thank  
18 you.

19 COUNCIL PRESIDENT CLARKE: Just  
20 say your name for the record.

21 MR. ATKINSON: Nolan Atkinson,  
22 Chief Diversity and Inclusion Officer.

23 COUNCIL PRESIDENT CLARKE:  
24 Thank you, sir.

25 COUNCILMAN JOHNSON: From the

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Second Councilmanic District.

3 COUNCIL PRESIDENT CLARKE:

4 Absolutely.

5 COUNCILMAN DOMB: The next  
6 question I have is really on the budget  
7 and Page 4 of your testimony, the budget  
8 summary. This isn't just for the Mayor's  
9 Department. I think it's across the  
10 board. I just want to make sure that I'm  
11 clear.

12 When you talk about salaries in  
13 this budget, there's no allocation here  
14 for fringe benefits or City overhead.

15 MS. SLUSSER: Yeah. That  
16 should all be in the budget detail of our  
17 office.

18 COUNCILMAN DOMB: But it's not  
19 on this page, is it?

20 MS. SLUSSER: No, it's not.

21 COUNCILMAN DOMB: So I think  
22 what's important for my colleagues and  
23 myself and maybe people in government is  
24 to understand -- and I mentioned this  
25 last week -- when we hire the average

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           salary full-time staff of 82,959 with  
3           benefits, it's 155,000 and with overhead  
4           it's 187,000. I don't think people  
5           really understand that, so I want to keep  
6           mentioning it. So when the median salary  
7           of the office is 100,000, it's really not  
8           100. It's 187, and with total overhead,  
9           it's 224 per person. Per person. So the  
10          more people we keep adding in, it's not  
11          just the wages. It's the 124 percent  
12          overlay of all these other expenses,  
13          which concerns me.

14                        So I just think in the  
15          budgeting process, that should be part of  
16          this budget so that when we see -- I come  
17          from the private sector. When you hire  
18          somebody, it's not just the salary. It's  
19          the cost of where they're going to sit.  
20          It's the management that has to oversee  
21          them. It's all the other supplies they  
22          need for the job. None of that is really  
23          taken into account in this budget. And  
24          the fringe benefits and the overhead of  
25          the City need to be accounted for. I



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 think it should be going forward, they  
3 should be in these budgets.

4 MS. SLUSSER: We'll have our  
5 Budget Office work with Council on that.

6 COUNCILMAN DOMB: Okay. I have  
7 another question for you. Page 2, it  
8 mentions that in Fiscal Year '18 Chief  
9 Integrity Officer is going to ensure that  
10 all taxpayer dollars are spent smartly.  
11 What is the plan on doing that? I'm  
12 curious to know how we're going to spend  
13 taxpayer dollars smartly in this  
14 department.

15 (Witness approached witness  
16 table.)

17 COUNCILMAN DOMB: And part of  
18 that is to also ensure effectiveness and  
19 accountability.

20 MS. KAPLAN: Good morning. I'm  
21 Ellen Mattleman Kaplan. I'm the Chief  
22 Integrity Officer. Thank you for your  
23 the question.

24 My office, in conjunction with  
25 the Office of the Inspector General, has

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           already helped to assist with pre-K and  
3           also with community schools in terms of  
4           assisting with any RFP and contract  
5           processes, attending internal working  
6           group meetings, offering ethics training  
7           and guidance on ethics-related matters.  
8           And as the programs unfold and certainly  
9           as Rebuild hopefully unfolds with a  
10          positive decision in the courts, my  
11          office will be monitoring the spending to  
12          make sure that they are spent according  
13          to the program goals and objectives, and  
14          that's really an extension of what we in  
15          my office do with other parts of City  
16          government, because we're often brought  
17          in to consult.

18                   COUNCILMAN DOMB:   Okay.   All  
19           right.   Thank you.

20                   Thank you, Council President.

21                   Thank you very much.

22                   MS. KAPLAN:   Sure.

23                   COUNCIL PRESIDENT CLARKE:

24           Thank you, Councilman.

25                   The Chair recognizes Councilman

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Johnson.

3 COUNCILMAN JOHNSON: Thank you,  
4 Council President.

5 How you doing, Jane?

6 MS. SLUSSER: Hello.

7 COUNCILMAN JOHNSON: Just going  
8 over the budget, there were references to  
9 youth violence prevention, including the  
10 Police Department, Managing Director's  
11 Office, Department of Human Services,  
12 Parks and Recreation, and I noticed that  
13 YVRP, the Youth Violence Reduction  
14 Program, also funnels money through the  
15 DA's Office, the courts, and the Urban  
16 Affairs Coalition, but I wanted to know  
17 why isn't there a mayoral effort from the  
18 Administration to specifically address  
19 the issue of youth gun violence as a  
20 priority the same way we're dealing with  
21 the opioid crisis, the same way we're  
22 dealing with the litter crisis when  
23 statistics of homicides are slightly down  
24 but shootings are slightly up and we see  
25 homicides taking place amongst young

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           people here in the City of Philadelphia  
3           every day. And so I want to know why the  
4           issue of youth gun violence doesn't share  
5           that same status.

6                         And also, two, can you give me  
7           an overview of the various budget  
8           allocations that specifically reference  
9           violence prevention and if the  
10          Administration can provide a total amount  
11          of spending on violence prevention in  
12          this budget. So programs such as Focused  
13          Deterrence, CeaseFire, but specifically  
14          money coming from the City of  
15          Philadelphia.

16                         MS. SLUSSER: So on the first  
17          half there, I think that when you -- at  
18          the beginning of my testimony when I  
19          referenced some of the Administration's  
20          priorities, one was improving educational  
21          outcomes for kids. One was improving  
22          public safety and making sure people feel  
23          like they're being treated with dignity  
24          and respect. So those are sort of major  
25          policy pillars that come out of our

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           office that then works with the Managing  
3           Director's Office.

4                         We have really tried to make  
5           sure that we don't have people in the  
6           Mayor's Office working in a silo on  
7           things that we think are a really great  
8           idea but are totally disconnected from  
9           the department heads that need to be  
10          implementing those and working together.  
11          So I think that the Managing Director's  
12          Office can speak more to how the  
13          implementation of that works and how  
14          they've put together a group that meets  
15          regularly to talk about those issues, but  
16          from the Mayor's Office, it's really  
17          participation through our Policy and  
18          Legislation office in those initiatives,  
19          and that's the way that we support all of  
20          these various priorities. It's not just  
21          something that the Mayor's Office does on  
22          its own, but needs to be done there.

23                         COUNCILMAN JOHNSON: So I just  
24          want us to say for the record -- and I  
25          know Jim has a great heart in terms of

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           working and helping people. I just also  
3           think that it sends a strong signal to  
4           the neighborhoods throughout the City of  
5           Philadelphia. We've done great work with  
6           the Criminal Justice Reform Board under  
7           the leadership of Councilman Curtis Jones  
8           through the appointment of Council  
9           President Darrell Clarke, but also when  
10          people see that the second floor has  
11          risen the level of youth gun violence to  
12          administrative priorities specifically --  
13          we know opioid crisis, and to be quite  
14          frank, people have been getting high in  
15          my neighborhood since I've been a kid,  
16          but now all the sudden it's like this  
17          national epidemic. It's kind of like the  
18          thing to get involved in. It's like  
19          there's a task force on that.

20                   I applaud his efforts for  
21          stepping up and addressing litter,  
22          because we've had a dirty city and people  
23          talk about that throughout various  
24          neighborhoods, but young people are dying  
25          every single day in the streets of the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           City of Philadelphia, and the police will  
3           come and say, well, homicides are down,  
4           but we're not talking about the countless  
5           shootings that are taking place, the  
6           young people that are paralyzed, the  
7           young people that lose limbs as a result  
8           of them being shot.

9                        So I think there needs to be  
10          more of a -- I know the Managing  
11          Director's Office will do the nuts and  
12          bolts and the strategy, but I think from  
13          a vision standpoint, we have to do more  
14          to actually bring this issue to a whole  
15          different level of highlighting, because  
16          at the end of the day, we'll never have a  
17          great city if we have young people dying,  
18          because they truly are our future. So I  
19          just wanted to say that for the record.

20                       MS. SLUSSER: Completely agree.

21                       COUNCILMAN GREENLEE: Thank  
22          you, Councilman.

23                       Councilwoman Sanchez.

24                       COUNCILWOMAN SANCHEZ: Thank  
25          you.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Good morning.

3 MS. SLUSSER: Good morning.

4 COUNCILWOMAN SANCHEZ: Just

5 kind of following up a little bit around

6 the issue of priorities and how we look

7 at this. We clearly appreciate the

8 Mayor's commitment to diversity. Can you

9 explain to me what the Chief of Staff's

10 role is in all of the hiring,

11 particularly the exempt positions in the

12 Mayor's Office and the Managing

13 Director's Office.

14 MS. SLUSSER: So the Chief of

15 Staff's office works within the Mayor's

16 Office to have final say on all hires,

17 but really try to make sure that that's

18 something that is run through each of the

19 individual division heads within our

20 department. So, for instance, if there's

21 a hire happening in the Office of Public

22 Engagement, the people who that person

23 will be directly reporting to are

24 involved in that process.

25 We've implemented a new hiring



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           process that's been in place since July  
3           for exempt hires. We call it -- it's  
4           sort of based on the Rooney Rule where  
5           you have to have a diverse candidate  
6           within the interview pool. You have to  
7           have a diverse set of interviewers within  
8           that pool to help increase the likelihood  
9           of a diverse candidate being chosen out  
10          of that, and that is what we do within  
11          the Mayor's Office.

12                         In terms of the other  
13          departments and divisions, the Chief of  
14          Staff's office is only -- and really the  
15          Mayor -- brought in when there's  
16          senior-level department or  
17          commissioner-level position. So, for  
18          instance, for DHS -- I'm trying to think  
19          of who at that level we've hired since  
20          the last year. So DHS. We will now be  
21          involved in the final selection process  
22          for the Office of Emergency Management,  
23          but we really let the individual cabinet  
24          run that process and then have the Mayor  
25          and myself as the final interview there.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN SANCHEZ: Thank  
3 you.

4 Over the last couple of years  
5 and we've really appreciated kind of the  
6 data presentation and I'm really excited  
7 around performance-based budgeting and  
8 other things, but I want to caution you  
9 to Page No. 4 and going back -- and  
10 Councilman Domb spoke a little bit around  
11 this around the salaries -- and ask you,  
12 is there anyone looking at the hires and  
13 then the salary scales? And I'll note  
14 that in your tablet when we talk about  
15 the exempt employees and the executive  
16 team, minorities make \$30,000 less than  
17 whites and \$15,000 less than females. On  
18 the executive team, that salary gap is  
19 further widened when minorities make  
20 \$40,000 less than whites and \$10,000 less  
21 than female.

22 Does that calculate into the  
23 whole issue of diversity and salary  
24 equity?

25 MS. SLUSSER: Yeah. So one

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           issue that I think I flagged last year  
3           was that part of the salary disparities  
4           in our office that is not responsible for  
5           that entire gap is the Mayor's salary,  
6           but additionally we have been looking  
7           particularly after the first exempt  
8           employee workforce profile report came  
9           out where we can really see that and  
10          we'll be going back and reviewing  
11          different salary ranges. Within the  
12          Mayor's Office, there are a series of  
13          salaries that were carried over -- salary  
14          ranges that were carried over from the  
15          last Administration that we consider to  
16          be executive that are paid less than  
17          other departments, and it's sort of a  
18          carryover of the Mayor's Office tending  
19          to attract people who might be interested  
20          more in the mission and moving on to  
21          other places in the Administration,  
22          things like that.

23                        So we've been working both with  
24                        Nolan and also with the Deputy CIO for HR  
25                        and Talent to really review what those

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           salary bands look like and figure out how  
3           we can address those within departments  
4           and then also across the City, because  
5           it's a big problem --

6                        COUNCILWOMAN SANCHEZ: If you  
7           were to establish your own goal, what  
8           would I see next year? Because this is  
9           the first year that it's kind of all  
10          within your purview. Last year you're in  
11          the middle of a budget cycle.

12                       So what would be your goal and  
13          how should that chart read over the next  
14          year?

15                       MS. SLUSSER: I don't have the  
16          exact number at this point, because we're  
17          still working through what that looks  
18          like and part of it also just depends on  
19          workforce change. So if we have  
20          absolutely no change or turnover in our  
21          staff, we have no ability to improve next  
22          year. And if we have no changes in  
23          current salaries, we aren't able to do  
24          that. So it really depends on some staff  
25          turnover and how we're able to reallocate

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 that towards next year. So I don't have  
3 the exact number, but can probably have  
4 that before the end of the budget cycle.

5 COUNCILWOMAN SANCHEZ: Okay.

6 Thank you.

7 Thank you, Council President.

8 COUNCIL PRESIDENT CLARKE:

9 Thank you, Councilwoman.

10 The Chair recognizes

11 Councilwoman Blackwell.

12 COUNCILWOMAN BLACKWELL: Thank  
13 you, Mr. President.

14 I only wanted to say this  
15 morning that as everybody knows, because  
16 we've been talking about OEO and we've  
17 been talking about inclusion here this  
18 morning, and I wanted everybody to know  
19 we're still sticking with our agenda, and  
20 I rise to say since it was said we had --  
21 we don't know, but we've checked our  
22 facts. We do have 40 percent who can  
23 meet any standards for inclusion, and  
24 we're asking for that 40 percent. We're  
25 asking for 50 percent neighborhood

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           inclusion, and we're also talking about  
3           CTE, kids graduate as apprentices and  
4           basically -- and we want that for  
5           Rebuild. We want it with all our stuff.  
6           This is what I've asked Penn, Drexel,  
7           Brandywine. So all of you know, that's  
8           not even a lot to ask for. So, you know,  
9           hopefully they'll decide they want to  
10          work with us on it or, you know --  
11          Brandywine has 3.5 or 6 billion they want  
12          to not have used, Penn, Drexel.

13                   Every elected official wants  
14          development in his or her area. We all  
15          need money, we all need jobs, but we also  
16          need some fairness and we also have to  
17          realize that this is 2017. We're doing  
18          2018 budget, and everybody has to be  
19          included.

20                   We're willing to work with you,  
21          but there has to be inclusion by  
22          everybody, otherwise we're going to have  
23          gentrification and one day when we're no  
24          longer here, our neighborhoods won't even  
25          be included in anything.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 So we're serious about this  
3 inclusion issue, but we wanted everybody  
4 to know that's all we're talking about.

5 So thank you very much. But I  
6 wanted the Administration to know we're  
7 serious, we're sticking to it, we're not  
8 giving in. We're for our Mayor, we're  
9 for Council, and we like the way we fund  
10 it, and we're for -- we are for this, but  
11 we've got to have some standards and  
12 stick to working together and stick to  
13 helping the people who send us here.

14 Thank you, Mr. President.

15 COUNCIL PRESIDENT CLARKE:  
16 Thank you, Councilwoman. I don't know if  
17 anybody else knows, but I know you're  
18 serious.

19 COUNCILWOMAN BLACKWELL: Thank  
20 you. Thank you.

21 COUNCIL PRESIDENT CLARKE: The  
22 Chair recognizes Councilwoman Reynolds  
23 Brown.

24 COUNCILWOMAN BROWN: Thank you,  
25 Mr. President.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Good morning. While we ask  
3 Rich Lazer to come back to the witness  
4 table, please, I want to first underscore  
5 and put in capital letters the appeal  
6 made by Councilman Johnson and his appeal  
7 to elevate the focus of the number of gun  
8 shootings, because we know the pipeline.  
9 We know if we don't get them early and  
10 change their wayward ways, they end up in  
11 those circumstances. So I support the  
12 appeal to elevate that in the Mayor's  
13 Office. And we know he has a gazillion  
14 priorities. We want this one to be one  
15 as well.

16 MS. SLUSSER: Thank you.

17 (Witness approached witness  
18 table.)

19 COUNCILWOMAN BROWN: Before I  
20 do a follow-up on Councilwoman Sanchez,  
21 good morning.

22 DEPUTY MAYOR LAZER: Good  
23 morning.

24 COUNCILWOMAN BROWN: You stated  
25 in your remarks that you're going out to



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           work sites, and you say if we are not  
3           satisfied, quote. So speak to who, what,  
4           and how determines what "not satisfied"  
5           means.

6                         DEPUTY MAYOR LAZER: So the  
7           Office of Labor Standards already has  
8           gone out to do prevailing wage on jobs,  
9           and they've been doing that. With the  
10          Council President's workforce diversity  
11          bill, we added another component when  
12          they go out to the job site to actually  
13          look at the payrolls. And I could ask  
14          Perry, Director of Labor Standards, to  
15          come up too. He can kind of walk through  
16          what actually goes on when the inspectors  
17          go out to the different public works  
18          sites. But they go out and they kind of  
19          interview workers and they try to match  
20          up the payrolls to who is on the job  
21          sites to make sure everything is  
22          exactly --

23                         COUNCILWOMAN BROWN: Aligned.

24                         DEPUTY MAYOR LAZER: Aligned,  
25          yes.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 But we also worked out another  
3 piece, as I was saying, with the Council  
4 President, that we added another form for  
5 the pre-bid meetings to make sure the  
6 contractor has to show the City their  
7 workforce diversity plan or how they're  
8 going to achieve the numbers that we're  
9 asking them to achieve, and if we're not  
10 satisfied or we don't feel like they're  
11 giving a best-faith effort in that, then  
12 we can hold up until we feel that they're  
13 actually giving us something that will be  
14 successful.

15 COUNCILWOMAN BROWN: How new  
16 are these protocols?

17 DEPUTY MAYOR LAZER: The actual  
18 sheet that we just put in I think just  
19 maybe the last couple months we had that  
20 in, because we worked with the Law  
21 Department and Procurement and the bigger  
22 public works departments, like Streets,  
23 Water, Airport, but we've been doing site  
24 visits since the bill, I believe, went  
25 into action.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 So Perry can kind of speak to  
3 kind of what his folks do and how that  
4 goes.

5 COUNCILWOMAN BROWN: As tightly  
6 as you can, because I want to get back to  
7 my --

8 DEPUTY MAYOR LAZER: I can get  
9 you -- we can do that offline, if you  
10 want to.

11 COUNCILWOMAN BROWN: Can we  
12 make that a part of the sit-down that  
13 we're scheduled to have?

14 DEPUTY MAYOR LAZER: Yes.

15 COUNCILWOMAN BROWN: Because  
16 that would be more productive for me.

17 DEPUTY MAYOR LAZER: Yes.  
18 That's fine.

19 COUNCILWOMAN BROWN: Okay. So  
20 let's save that for then.

21 DEPUTY MAYOR LAZER: Perfect.

22 COUNCILWOMAN BROWN: I do want  
23 to follow up on Councilwoman Sanchez's  
24 question. Just this morning on my  
25 favorite show, CBS with Gayle King and

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           her colleagues, was a story around pay  
3           equity. The facts are that 15 years ago  
4           when I came here, women were making 77  
5           cents to a dollar. Fifteen years later,  
6           women make 79 cents to a dollar. That's  
7           two cents in 15 years, and at that pace,  
8           my daughter will be 75 years old before  
9           we're making a dollar to a dollar.

10                        African American women make 68  
11           cents to a dollar, and Latino women make  
12           57 or 59. Last year I raised that very  
13           question about how well you all were  
14           doing towards this notion of pay equity.  
15           We as a government should not be guilty  
16           of paying women and people of color less  
17           than our male counterparts.

18                        So here are the facts, and  
19           Councilwoman Sanchez just laid them out.  
20           In the Mayor's Executive Office, we have  
21           24 people of color who make about 75  
22           percent less than the 17 -- their 17  
23           white counterparts. And then for average  
24           19 salary executive staff, of the nine  
25           people of color, they make 75 percent

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 less than their ten -- less than their  
3 ten white male counterparts.

4 So how do we reckon and move  
5 towards a level of equity as a government  
6 when we know that we have to lead by  
7 example? And if those are exempt  
8 positions, that does not mean you have a  
9 greater flexibility to set what salaries  
10 are. Can you speak to that?

11 MS. SLUSSER: Yeah. So we are  
12 still working. One of the challenges I  
13 think that I highlighted last year was  
14 those numbers do slightly skew because of  
15 the Mayor's salary.

16 COUNCILWOMAN BROWN: Yes. That  
17 was in the testimony. We read last  
18 year's testimony.

19 MS. SLUSSER: The other issue I  
20 think is just having us take a look at  
21 where we anticipate freeing up some funds  
22 because of some salary turnover so that  
23 we can address those issues. So there  
24 are some plans for raises across City  
25 government to really look at all salaries

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 where we have those issues.

3 COUNCILWOMAN BROWN: Sure.

4 MS. SLUSSER: And doing a real  
5 classification of what are those salary  
6 ranges and what should they be so that we  
7 can begin to address that. It's  
8 something that we will be focusing on  
9 within the Mayor's Office because we're  
10 not happy with the numbers, but also is a  
11 budgetary constraint in terms of not  
12 having a lot of staff turnover, not  
13 having a lot of new funds infused there  
14 to be able to make some of those changes,  
15 and also just salaries having carried  
16 over from what those positions previously  
17 were that I think we're working to  
18 address that have not been addressed  
19 before.

20 COUNCILWOMAN BROWN: I  
21 recognize civil service has its  
22 challenges, but in instances where -- I'm  
23 repeating myself -- where you have the  
24 flexibility, then that's the opportunity  
25 to level the playing field from a salary

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 standpoint. So we will wait with  
3 anticipation on how much progress you've  
4 made next year.

5 MS. SLUSSER: Thank you.

6 COUNCILWOMAN BROWN: Thank you.

7 Thank you, Mr. President.

8 COUNCIL PRESIDENT CLARKE:

9 Thank you, Councilwoman.

10 The Chair recognizes Councilman  
11 Green.

12 COUNCILMAN GREEN: Thank you,  
13 Council President.

14 Good morning. I wanted to  
15 follow up on some of the questions that  
16 Councilman Jones asked in reference to  
17 the Mayor's Commission on Disabilities.  
18 When I look at prior years as well as  
19 this year -- and I do see the  
20 Administration has increased funding by  
21 adding an additional staff person to that  
22 office, which I think will now bring that  
23 office to, I guess, three staff people.  
24 However, when you look at other City  
25 departments; for example, the Office of

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Homeless Services, that has -- at least  
3           last year's count had nine people. The  
4           Philadelphia Commission on Human  
5           Relations also had a staffing of nine  
6           people. The Mayor's Commission on  
7           Literacy had nine people, and the Mayor's  
8           Commission on Aging had eight people.  
9           And when you look at even with the  
10          increase of an additional person bringing  
11          us to three people, if you look at other  
12          cities from Boston at six people, Chicago  
13          at 27, New York City 14. Of course,  
14          Chicago and New York have much larger  
15          city budgets than we have, but even San  
16          Francisco has seven people at about \$6.7  
17          million per year in the annual budget.

18                        So I guess my question is based  
19          on some of the questions that Councilman  
20          Jones raised, what is the total budget  
21          for the Mayor's Commission on  
22          Disabilities? I do know you have  
23          additional staff that are being devoted  
24          to that from Nolan Atkinson's group.  
25          However, what's the total amount of



1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 funding in Class 100 dollars for the  
3 Mayor's Commission?

4 MS. SLUSSER: Again, we'll get  
5 that number over. I don't have the full  
6 breakdown. It's all included in the  
7 Office of Diversity and Inclusion, but  
8 we'll follow up with that exact number to  
9 show what's allocated directly to staff,  
10 to the contracts, and everything else  
11 that falls under there.

12 COUNCILMAN GREEN: I mean, it's  
13 pretty woeful when you look at the city  
14 the size of Philadelphia and you look at  
15 other cities that are much smaller than  
16 us. I mean, we have really not devoted  
17 hardly any resources to this Commission  
18 over the years. This is not just a  
19 concern for this Administration but for  
20 prior Administrations. Based on my  
21 research that my staff has done and  
22 looking at other departments and talking  
23 to various advocates, we should be  
24 funding this office between \$450,000 to  
25 \$500,000 per year.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Now, I know we have a  
3 challenging fund balance and we can't get  
4 to that number in one year. However, we  
5 can try to reach a goal within a specific  
6 time period. Is that something the  
7 Administration can do?

8 MS. SLUSSER: I believe that  
9 this year -- again, I want to  
10 double-check the numbers -- that we have  
11 probably doubled the amount of funds  
12 dedicated to the office, but I do not  
13 believe that that would get us to 400 or  
14 500.

15 COUNCILMAN GREEN: Right. I  
16 understand that you can't do it in one  
17 year, but you probably doubled -- so you  
18 added one staff person, which is about  
19 \$40,000. So you're saying that prior to  
20 this new staff person, the Mayor's  
21 Commission budget was what?

22 MS. SLUSSER: No. Previously  
23 there was about \$67,000 for the Executive  
24 Director and I think about \$30,000 to  
25 \$40,000. And so we've added additional

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 funds into the budget besides the staff  
3 person.

4 COUNCILMAN GREEN: Okay. I  
5 look forward to seeing that information.  
6 I'll be asking some additional questions.

7 MR. ATKINSON: Councilman  
8 Green, if I could just add that we have  
9 since the inception of the Office of  
10 Diversity and Inclusion looked very  
11 strategically at a number of issues that  
12 impact people with disabilities, and we  
13 are hoping to dramatically change the  
14 landscape in that area. I know of your  
15 interest. We are just as interested, and  
16 within the resources that we have, we're  
17 going to do everything in our power to  
18 bring about change in that area.

19 COUNCILMAN GREEN: Okay. I'd  
20 like to also follow up. Under that same  
21 department, I know we're going to be  
22 doing an ADA study. I think the cost of  
23 that is going to be about 75,000. What  
24 is the scope of that study or proposed  
25 scope of that study? Will you be working

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           not with just with City agencies but also  
3           agencies that have connection with the  
4           City? I've had a number of advocates who  
5           have reached out to me regarding issues  
6           regarding SEPTA, Philadelphia Parking  
7           Authority, the organizations that are not  
8           directly under the City's control. So  
9           will that study just be focused on  
10          organizations within the City or will it  
11          be broader than just that?

12                   MR. ATKINSON: We've sent out  
13           in December of last year a request for  
14           information, and the request for  
15           information was to make sure that City  
16           services and programs were accessible to  
17           people with disabilities. That was the  
18           framework. Until we had some sum of  
19           money available, we have not sent out the  
20           request for proposal. We're hopeful that  
21           we'll be able to do that in this calendar  
22           year. We would anticipate doing that,  
23           but it will focus primarily on City  
24           services, programs, and buildings.

25                   COUNCILMAN GREEN: Okay. And

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           for the dollar amount allocated, 75,000,  
3           was that based on comparable studies in  
4           other comparable size cities? Where did  
5           that \$75,000 number come from?

6                     MS. SLUSSER: That's really a  
7           budget limitation of what we have in our  
8           office.

9                     COUNCILMAN GREEN: So that's  
10          based on the budget limitation, but is  
11          that going to be sufficient funds to do  
12          an adequate study for what we need to get  
13          done?

14                    MS. SLUSSER: We are looking  
15          through the RFIs to see if we think it  
16          will be adequate or if it needs to be  
17          possibly split over two years.

18                    COUNCILMAN GREEN: Okay. I  
19          want to go back to the Mayor's Office of  
20          Labor, if Rich Lazer could come back to  
21          the table.

22                             (Witness approached witness  
23          table.)

24                    COUNCILMAN GREEN: Just a  
25          follow-up to some of the questions that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           were asked earlier, I believe, by  
3           Councilwoman Reynolds Brown. We've  
4           talked about the interaction and  
5           oversight that your office is doing now  
6           with additional outreach from Perry's  
7           group, and I wanted to know what type of  
8           interaction does your office have with  
9           either the Office of Economic Opportunity  
10          as well as the Inspector General's Office  
11          regarding information that may come up.

12                        DEPUTY MAYOR LAZER: Yeah. I  
13          want to have Perry answer that. I know  
14          they work very closely together, but he  
15          can give you more detail.

16                        (Witness approached witness  
17          table.)

18                        MR. DiVIRGILIO: Good morning,  
19          members of Council. Perry DiVirgilio,  
20          Director of Labor Standards.

21                        State your question again,  
22          please.

23                        COUNCILMAN GREEN: Perry, I  
24          just wanted to ask, what type of  
25          interaction do you have on a regular

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           basis with both the Office of Economic  
3           Opportunity as well as the Inspector  
4           General's Office regarding things that  
5           you're seeing? I know it's still early  
6           in the additional funding that your  
7           office received to do this oversight, but  
8           does your office have any type of regular  
9           communication with the IG's Office or  
10          Office of Economic Opportunity regarding  
11          some of the things you're seeing at the  
12          work site?

13                       MR. DiVIRGILIO: The Office of  
14          Economic Opportunity, we meet and discuss  
15          things pretty much on a regular basis.  
16          As far as the IG is concerned, there  
17          really hasn't been any major issues that  
18          have come up that they've contacted my  
19          office or that I had to basically refer  
20          to them. But, I mean, we work with the  
21          Controller's, IG, all the departments.  
22          Not a problem.

23                       COUNCILMAN GREEN: Okay. Thank  
24          you.

25                       I know the bell has rung, so my

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 time is up.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 The Chair recognizes

6 Councilwoman Parker.

7 COUNCILWOMAN PARKER: Thank

8 you, Mr. President.

9 Can we ask Mr. Lazer to come

10 back up. You're here. Thank you. And

11 I'm glad Perry is here too.

12 I just want to follow up

13 quickly on Councilwoman Reynolds Brown's

14 question. And, Mr. Lazer, you mentioned

15 some workforce data that you are

16 capturing via what you described as your

17 pre-bid sort of. Tell me what workforce

18 data is collected there. And I want to

19 know, do we collect this data from all of

20 those who receive contracts doing

21 business in the City of Philadelphia or

22 is this just in a particular sector?

23 DEPUTY MAYOR LAZER: So for the

24 pre-bid form that I spoke about, that

25 probably just went into effect over the



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           last month or so. So any new -- it's all  
3           pretty much on public works bids, and  
4           that will -- the contractor would have to  
5           give us a workforce plan on who they're  
6           going to reach out to, how they think  
7           they're going to hit the numbers that OEO  
8           sets. And then once they submit that to  
9           us, we'll look at that also with OEO to  
10          see if that was a good best-faith effort  
11          and if we think that's a credible plan,  
12          and if we do not, then we can hold off,  
13          meet with the contractor again, work with  
14          them to see how they can come up with a  
15          better plan. And if we do agree with the  
16          plan and think that it's worthy, then we  
17          can allow the bid to go forward.

18                    On the other piece that I want  
19                    to get to the Chair, to the Council  
20                    President, is the information that  
21                    Perry's folks collect, because they're  
22                    out there on the job sites. They go to  
23                    the public works -- it's public works  
24                    also on their end. They go to whatever  
25                    the department has this. They'll go out

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           there. They attend the OEO meetings as  
3           well, and they collect to match up, make  
4           sure that the prevailing wage, certified  
5           payrolls match who is on the job site,  
6           and then they put all that information  
7           into the LCP Tracker, which then will  
8           break down the numbers on the job.

9                        COUNCILWOMAN PARKER: Let me  
10          ask you this question. So obviously it  
11          seems like we have a system in place to  
12          address issues associated with wage  
13          theft. From a data collection  
14          perception, what I want to know is do we  
15          know -- and I don't care who you are  
16          doing business in the City. I don't care  
17          that you're union, non-union, a minority  
18          firm or non-minority firm. Do we know,  
19          one, how many of those being employed are  
20          residents of the City of Philadelphia?  
21          Do we know whether or not a healthcare  
22          plan is offered to those workers? And do  
23          we know whether or not any kind of  
24          retirement savings is offered to those  
25          who are working on projects in the City

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           of Philadelphia? Three very basic  
3           questions, aside from what we do from a  
4           wage perspective.

5                       MR. DiVIRGILIO: Speaking on  
6           prevailing wage practice?

7                       COUNCILWOMAN PARKER: No, not  
8           just --

9                       DEPUTY MAYOR LAZER: This is  
10          all for all prevailing wage projects that  
11          Perry handles, but I would have to get  
12          back to you on -- I don't think we do.  
13          We would do all prevailing wage projects  
14          that Perry would set the rate for and  
15          that we would make sure that those folks  
16          on that job are getting that prevailing  
17          wage, and if they're not, then there's a  
18          process where violations are issued or we  
19          could stop a job. And we have that same  
20          process intact if we believe that the  
21          contractor is not acting in good faith on  
22          the workforce diversity plan as well.

23                      COUNCILWOMAN PARKER: Now, I  
24          just want you to know I raised this and I  
25          was going to save this question for when

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           the MDO comes up later when we talk about  
3           the issue of Rebuild, but my concern is  
4           this: If you are fortunate enough to be  
5           doing business in the City of  
6           Philadelphia, the City should be  
7           capturing data so that we can know how  
8           many -- and not just sort of from a  
9           prevailing wage as it relates to  
10          construction. That's why I said  
11          contracting across the board. Who is  
12          being hired as a result of the work being  
13          done? Are they residents of the City of  
14          Philadelphia? Is the employer offering  
15          any kind of healthcare plan? We're not  
16          evaluating whether or not the plans are  
17          good, bad or indifferent. It's just are  
18          Philadelphians and our residents getting  
19          access to them. In addition to that, is  
20          any kind of retirement savings plan  
21          offered? I'm talking about to capture  
22          the data, because right now if we had to  
23          answer the question, we don't know.

24                   DEPUTY MAYOR LAZER: So on the  
25          public works jobs, we do capture

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 residency, whether they live --

3 COUNCILWOMAN PARKER: So

4 residency?

5 DEPUTY MAYOR LAZER: Yes.

6 COUNCILWOMAN PARKER: So you

7 will be able to tell us how many

8 Philadelphia residents have worked on

9 City of Philadelphia projects and

10 benefited from doing business there over

11 a year? You could give that data to us?

12 MR. DiVIRGILIO: If it's a

13 prevailing wage job and the contractors

14 are submitting certified payrolls, then

15 we can actually print out reports, local

16 reports, that shows how many residents of

17 Philadelphia are actually on those

18 projects.

19 COUNCILWOMAN PARKER: So,

20 again, that's why I wanted to make clear

21 that we're not just referring to

22 construction. We're talking about if

23 you're doing business in the City of

24 Philadelphia. And we will give you

25 something a little later as a follow-up

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           to outline it, because right now we don't  
3           know, and we should be collecting that  
4           data. That is our perspective.

5                       MR. DiVIRGILIO: I don't have  
6           any access at all to that information.

7                       DEPUTY MAYOR LAZER: We could  
8           get together and figure how we can see  
9           about doing that.

10                      COUNCILWOMAN PARKER: Thank  
11           you.

12                      Thank you, Mr. President.

13                      COUNCIL PRESIDENT CLARKE:  
14           Thank you, Councilwoman.

15                      The Chair recognizes  
16           Councilwoman Bass.

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

19                      Good afternoon -- good morning.  
20           One of the questions I had for you  
21           actually just came to me a moment ago,  
22           and it's really going back to revenue and  
23           tax collection, and in particular in the  
24           Administration, soda tax collection  
25           issues. And as I was getting ready to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           walk into the Chambers leaving my office,  
3           I was approached by a young man who came  
4           into my office and who brought me two  
5           bottles of soda and two receipts, and on  
6           one of the receipts, which was from a  
7           store -- I'm not going to put them on  
8           blast and say who it was, but it's an  
9           address that's down here in Center City,  
10          very close walking distance from here,  
11          and he purchased a 1.25 liter bottle of  
12          Pepsi and there was no charge, no tax,  
13          soda tax, on the receipt. And I have the  
14          receipts here that he provided.

15                        So I wanted to know what the  
16          Administration is doing. Because this is  
17          the Mayor's signature -- one of his  
18          signature programs that he's put into  
19          place. What efforts do we have in place  
20          regarding soda tax and the collection and  
21          to ensure that the tax is being  
22          collected, and how do we determine if  
23          it's being collected or if it's being --  
24          originally the Administration suggested  
25          that it would be absorbed by the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           distributor. So how are we looking at  
3           these things, determining at one store  
4           you're charged soda tax, at another store  
5           you're not? Is that being picked up by  
6           the distributor? How does all of that  
7           fit into the revenue that we're supposed  
8           to be collecting?

9                   MS. SLUSSER: So the Revenue  
10          Department can go into a lot more of  
11          this, but there are many stores where it  
12          wouldn't show up on the receipt because,  
13          again, it's a tax on the distributor. So  
14          some stores have chosen to put signs up  
15          in the stores indicating a markup due to  
16          the tax.

17                   COUNCILWOMAN BASS: Is there  
18          someone from Revenue here?

19                   MS. SLUSSER: I don't believe  
20          that they are here, because they're not  
21          testifying today. But the collections  
22          would not come at -- the consumer is not  
23          paying at the point of sale. This is  
24          something that's collected at the  
25          distributor level. And so you can go to



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           a lot of different stores in the City and  
3           see different prices. In some places we  
4           saw stores indicating that there was a  
5           soda tax that was more than the soda tax  
6           would have been and it was just some sort  
7           of marketing or price-up that they had  
8           happening in the store.

9                        So, again, the revenue  
10          projections have been exceeded in both  
11          the first and the second months, and  
12          we've been collecting those from the  
13          distributors. They can talk more about  
14          the compliance and any efforts that  
15          they've made from distributors that they  
16          may not have had 100 percent compliance  
17          from, but it wouldn't necessarily be at  
18          the store level and not at that point of  
19          sale.

20                       COUNCILWOMAN BASS: But let me  
21          ask you a question. Doesn't that seem  
22          confusing? If I purchase this pen, then  
23          pretty much this pen is the same whether  
24          I go to Staples or if I go to Office Max,  
25          if I go to a local supplier, office

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           supply store. There's not going to be  
3           that much range on this pen. And so when  
4           you're purchasing something that really  
5           should have almost a fixed price, it's  
6           going to vary -- maybe it will be a  
7           little bit more expensive if you purchase  
8           a soda in Center City than if you  
9           purchase it in a neighborhood, but the  
10          tax amount should be the same. And so I  
11          guess what I'm asking is, what is the  
12          Administration's -- because, again, I  
13          understand this is more of a Revenue  
14          question, but it just came to me with  
15          this young man and the receipts and the  
16          sodas that he brought into my office.

17                        So what will the Administration  
18          do, can the Administration do to make  
19          people feel more comfortable with this  
20          soda tax, to make people understand or to  
21          see that the values and the ranges, that  
22          people aren't getting ripped off?  
23          Because that what it feels like. If I  
24          purchase a soda without knowing in Center  
25          City and I paid \$1.39 and there was no

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           soda tax on it and then I was in a  
3           neighborhood and I paid \$2.50 for a  
4           smaller soda, I would feel some kind of  
5           way and think something is going on. So  
6           how do we address that?

7                       MS. SLUSSER: Again, we can't  
8           regulate the way in which businesses  
9           react to this and set their various  
10          prices. The only other thing that we've  
11          been doing is the Law Department has been  
12          collecting instances where people think  
13          that they have been charged the wrong  
14          amount so that they can report that as a  
15          consumer protection issue, but --

16                      COUNCILWOMAN BASS: But as the  
17          Administration, don't we have a  
18          responsibility to protect our consumers  
19          as well?

20                      MS. SLUSSER: And, again, as we  
21          sort of, I think, went through a lot  
22          during the process last year, businesses  
23          also have the ability to charge different  
24          prices for their goods, as they do  
25          already, and I think that we've seen them

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           reacting in different ways to this, which  
3           was something that we anticipated and I  
4           think that we're continuing to monitor.  
5           We're three months in now of collection  
6           and seeing what the impact is and how  
7           this is being interpreted by different  
8           businesses and what that impact looks  
9           like. So I think it's too soon for us to  
10          have full data on what that looks like,  
11          but it's something that we're very much  
12          paying attention to. And, again, Revenue  
13          could speak a lot more to that.

14                    COUNCILWOMAN BASS: Okay. I'll  
15          save the rest of my questions for Revenue  
16          when they come before Council and  
17          testify, but I think that we have a  
18          responsibility as legislators, as leaders  
19          of the City of Philadelphia to ensure  
20          that people aren't getting ripped off,  
21          and if the numbers are all over the  
22          place, which clearly they are and the  
23          Administration acknowledges that, then  
24          the idea that we don't have enough  
25          information to do something and we're

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           several months in, I think that that's  
3           outrageous. I just don't buy that at  
4           all. We have a responsibility if folks  
5           aren't doing things the right way to make  
6           sure that our consumers aren't being  
7           ripped off. But we'll talk more with  
8           Revenue. Thank you.

9                        COUNCIL PRESIDENT CLARKE:

10          Thank you, Councilwoman.

11                       The Chair recognizes Councilman  
12          Jones.

13                       COUNCILMAN JONES: Are you  
14          sure? I don't want to go in front of  
15          someone who did not speak.

16                       COUNCIL PRESIDENT CLARKE:  
17          Looking at the board, it's an evolving  
18          situation up here.

19                       COUNCILMAN JONES: I'll take --

20                       COUNCIL PRESIDENT CLARKE: A  
21          little more complicated than it seems.

22                       COUNCILMAN JONES: We need to  
23          call back up the labor and OEO -- not  
24          OEO; inclusion, just get some  
25          clarification.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 I could understand my  
3 colleague, but it seems like some of the  
4 questions might have been -- I might have  
5 missed. And my questions are as follows:  
6 Do you do joint inspections?

7 (Witness approached witness  
8 table.)

9 DEPUTY MAYOR LAZER: So Labor  
10 Standards would do the inspections and  
11 then we collect all the data, and then we  
12 put it in and we share it with OEO. We  
13 work very closely with OEO.

14 COUNCILMAN JONES: Along with  
15 Mr. Atkinson? So you meet monthly,  
16 weekly, daily?

17 DEPUTY MAYOR LAZER: We meet on  
18 different issues. We meet weekly on  
19 operation stuff, but we don't -- Perry  
20 meets very -- he meets weekly, I would  
21 say, with OEO.

22 COUNCILMAN JONES: How many  
23 construction contracts did the City of  
24 Philadelphia let in the last year?

25 DEPUTY MAYOR LAZER: I'll have

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 to get that for you.

3 COUNCILMAN JONES: How many  
4 inspections have we made on those  
5 construction sites last year?

6 (Witness approached witness  
7 table.)

8 MR. DiVIRGILIO: Good morning,  
9 Councilman.

10 COUNCILMAN JONES: Good  
11 morning.

12 MR. DiVIRGILIO: I don't have  
13 the actual number on how many, but there  
14 was a lengthy training process for the  
15 two new inspectors, but we try to --  
16 we're out there every day and -- I mean,  
17 I can actually get you data if you need  
18 it. It's not a problem.

19 COUNCILMAN JONES: Out of those  
20 inspections, how many firms, sites have  
21 we shut down?

22 MR. DiVIRGILIO: None as of  
23 yet.

24 COUNCILMAN JONES: So should I  
25 understand that when we go out to a site,

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 everything is as it should be?

3 MR. DiVIRGILIO: No, not at  
4 all.

5 COUNCILMAN JONES: All right.  
6 So how many issues of non-compliance on  
7 inclusion of minority and female firms  
8 did we find last year?

9 MR. DiVIRGILIO: Well, I guess  
10 the biggest issue is that we just started  
11 printing the reports. I mean, it's one  
12 thing to do the interviews, but the  
13 interviews have to be actually compared  
14 to the reports, and the reporting  
15 actually has the data. When you go out  
16 and do interviews, it only shows you for  
17 that particular day.

18 COUNCILMAN JONES: All right.  
19 So --

20 MR. DiVIRGILIO: So we're now  
21 doing reports and we can get that firm  
22 data.

23 COUNCILMAN JONES: So you know  
24 I support the soda tax. You know, I get  
25 stopped in Aisle 6 at the grocery store



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           and people ask me, Councilman, you know  
3           how much a pack of smokes and cigarettes  
4           cost? I take that every day, and that's  
5           fine. I signed up for that vote. But if  
6           we are to proceed like you expect us to,  
7           when you come back here, I need to know  
8           how many contracts were let, how many  
9           inspections were done, how many issues of  
10          non-compliance were done and, like I  
11          asked prior folk who were running OEO,  
12          how many did we debar, how many did we  
13          shut down, how many -- and if there's a  
14          law and no one complies, did a tree fall  
15          in the woods, did anyone hear? And  
16          coming from where I come from, if you go  
17          in the schoolyard and you tell somebody  
18          you're going to punch them in the eye and  
19          they come back and they don't need  
20          sunglasses, they're not going to believe  
21          you and they're not going to believe us.

22                        And so I need to have the  
23          confidence that you guys are going out  
24          there and shaking those trees to the  
25          point if you make one group comply, it's

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           just been my example, probably Greenlee's  
3           example, when you make one example, you  
4           don't have to fight bullies anymore. You  
5           just get one good one in and then it's  
6           over, because people understand you mean  
7           business. And if we don't mean business,  
8           then I need to know that now. And, you  
9           know, I'm a fan. I'm a fan, but I'm not  
10          a fan of getting chumped. And I know  
11          y'all aren't. I know y'all too.

12                        So you have to quantify the  
13          black eye. Unless you're telling me  
14          everything is hunky-dory and every  
15          construction site we're going there's  
16          full compliance on wages, on inclusion  
17          and minorities and females and disabled  
18          firms, you're telling me it's good, then  
19          I'm a little concerned.

20                        MR. DiVIRGILIO: I'm not saying  
21          that at all. What I will say is I think  
22          we share a similar background and, you  
23          know, I'm going to do this diversity  
24          piece with the same level of scrutiny and  
25          compliance that I do prevailing wage.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 That's definitely going to happen.

3 COUNCILMAN JONES: So all I'm  
4 saying is, we're getting ready to embark  
5 upon a trusting with you.

6 MR. DiVIRGILIO: Absolutely.

7 COUNCILMAN JONES: And I'm okay  
8 with that, as long as I know we are doing  
9 our part. And nothing is going to be  
10 perfect. Nothing. But we have to let  
11 them know that we're serious, because all  
12 of our reputations are on the line. When  
13 I go back to Aisle 7 and I explain, well,  
14 you know, we're going to build rec  
15 centers and we're going to do libraries  
16 and you're going to see these wonderful  
17 jewels -- and I believe that -- and then  
18 I say also some of the guys and gals from  
19 the barber shops and beauty salons are  
20 going to be included, I gave my word.

21 Thank you, Madam Chair.

22 COUNCILWOMAN BROWN: Thank you,  
23 Councilman Jones. Thank you very much.

24 Councilman Domb, please.

25 COUNCILMAN DOMB: Thank you,

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Councilwoman.

3 Good morning. A couple quick  
4 questions. On Page 6 of your testimony,  
5 it mentions that the proposed Fiscal Year  
6 2017 General Fund totals will see an  
7 increase of 145,258 over Fiscal Year '17,  
8 and this increase is due to the  
9 commission of an ADA study as well as  
10 additional funding for federal lobbying  
11 services. However, lower down on the  
12 page, it does mention that Class 200 will  
13 see an increase of 199,366 for an ADA  
14 accessibility study. So I'm just  
15 wondering, which one is it? Is the 145  
16 for the study or 199?

17 MS. SLUSSER: That's for both  
18 the lobbying services and the study. The  
19 lobbying services -- let me get the exact  
20 number for that. The ADA study is in the  
21 budget for 75,000 and the additional  
22 money -- I just got to find it in here  
23 for -- for lobbying is an additional  
24 about 90,000 additional over last year --  
25 or, sorry, 88,000 over last year.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILMAN DOMB: So is the  
3 total 199 for both?

4 MS. SLUSSER: For Class 200?  
5 Yes.

6 COUNCILMAN DOMB: Because above  
7 it it says 145.

8 MS. SLUSSER: That's because we  
9 also moved -- there's a 55,000 decrease  
10 in Class 100. That was from positions  
11 moving over into the Mayor's Office of  
12 Labor and Education.

13 COUNCILMAN DOMB: Okay.  
14 Another question I want to -- a question  
15 and a statement. When you're looking at  
16 the budget that you're presenting, it's  
17 5.4 million, but really if you include --  
18 I'm going to repeat this -- the benefits,  
19 it's 7.3, and if you include the  
20 overhead, it's 8.8 when you add on those  
21 factors. It's 7.3 million with the  
22 fringe. It's 8.8 with the City's  
23 overhead. It's not 5.4. This should be  
24 done in every department.

25 Second question I have is, in

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           1960 -- this was a statistic we have --  
3           there were 2,000 [sic] people in the City  
4           of Philadelphia. There were 28,000  
5           employees. In 2015, there's 1,000,056  
6           population and 28,000 employees. So in  
7           any business, if your volume went down 25  
8           percent, no business would have the same  
9           number of employees.

10                        So my question is, are we doing  
11           any kind of analysis across the board  
12           that looks at the volume of government  
13           and how you've utilized technology to  
14           implement savings in government? Because  
15           clearly we're overloaded.

16                        MS. SLUSSER: Sorry. I didn't  
17           hear what the first number was.

18                        COUNCILMAN DOMB: In 1960 --  
19           you weren't born. I was born then. In  
20           1960, the population was 2 million in the  
21           City. We had 28,000 employees,  
22           government employees. In 2015, we have  
23           350,000 less people. We have the same  
24           number of employees. In any other  
25           business, if you have less employees,

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           even at the same volume, because you've  
3           utilized technology -- I'm not blaming  
4           anybody. I'm just saying, we have a  
5           tremendous opportunity. This is a  
6           positive. We have a tremendous  
7           opportunity to use technology in  
8           government to effect tremendous savings,  
9           and I think the Administration needs to  
10          really take a big look at technology and  
11          how we can -- what's the goal? How do we  
12          get -- because these, as you can tell,  
13          these costs are going to eat us alive.  
14          When you hire somebody for \$100,000, it's  
15          224,000. We can't go down this path,  
16          because as you see, in 2022 our benefits  
17          are almost equal to the wages we pay.  
18          There is no -- business is 31 to 32  
19          percent. This is scary. So I'm  
20          concerned, and that's why I want to sound  
21          the bell now that we need to start  
22          looking at this stuff.

23                   MS. SLUSSER: Okay. Thank you.

24                   COUNCILMAN DOMB: Thanks.

25                   COUNCILWOMAN BROWN: Follow-up

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           question, Chief of Staff. So  
3           philosophically do you -- what is your  
4           perspective with regards to Councilman  
5           Domb's analysis? Philosophically if  
6           we're at different places, then the  
7           argument becomes null and void.

8                       MS. SLUSSER: No. So I think  
9           that what we've done with the move  
10          towards program-based budgeting is, we  
11          want to be able to take a look at every  
12          single service that we provide and every  
13          single program and figure out what is the  
14          impact of that and how do we measure  
15          that. And if we're investing in one  
16          program that is much more expensive and  
17          has worse outcomes, that's a program that  
18          we shouldn't be investing in. If we have  
19          a department that comes forward and shows  
20          that they have low overhead and they have  
21          excellent results in outcomes out of  
22          that, that's something that we want to be  
23          putting our money towards. And through  
24          presenting the budget in this manner,  
25          particularly as we move this through to



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           every single department, it will make it  
3           a lot easier, I think, when we come in to  
4           these budget hearings to say, this  
5           department set out to do these -- to  
6           implement these five programs, four of  
7           these are working out very well and this  
8           one is not, why would we be putting money  
9           towards that.

10                   COUNCILWOMAN BROWN: Okay.

11                   Any other questions by members  
12           of -- colleagues?

13                   (No response.)

14                   COUNCILWOMAN BROWN: Then let  
15           me close by revisiting my pay equity  
16           question, and forgive me if I'm beating a  
17           dead horse, raised by Councilwoman  
18           Sanchez and I. Did I not hear you say  
19           that in the coming year, you will be  
20           doing an analysis of the Mayor's Office  
21           and really examining the exempt  
22           positions? Did I not hear you say that?

23                   MS. SLUSSER: Yeah. Yeah. If  
24           we have -- there's areas where we may  
25           have some potential turnover that would

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           allow us to move some salaries around and  
3           also have some raises that don't need to  
4           be allocated as additional money in our  
5           budget.

6                        COUNCILWOMAN BROWN: So I'm  
7           struggling to find out where that's  
8           reflected on Page 4 of the testimony.

9                        MS. SLUSSER: That's an  
10          analysis having looked at these numbers  
11          and understanding where certain things  
12          might be that we'll be looking at. It's  
13          not in there. It's not in there. It's  
14          not reflected in this current budget.

15                      COUNCILWOMAN BROWN: So next  
16          year we can hear about the yield of that  
17          analysis?

18                      MS. SLUSSER: Yes. Yes.

19                      COUNCILWOMAN BROWN: Okay,  
20          then.

21                      Any other questions by members  
22          of the Committee?

23                      (No response.)

24                      COUNCILWOMAN BROWN: With that  
25          said, we'll stand in recess or we'll move

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 right ahead?

3 Very well. We're going to move  
4 right ahead.

5 MS. SLUSSER: Thank you.

6 COUNCILWOMAN BROWN: You're  
7 welcome.

8 Next up is the -- so that would  
9 be the Mayor's Office of Education,  
10 Community Schools and all related  
11 personnel.

12 (Witnesses approached witness  
13 table.)

14 COUNCIL PRESIDENT CLARKE: Good  
15 morning. It was close. It was close.

16 You can proceed. Please  
17 proceed.

18 MR. HACKNEY: Good morning,  
19 Council President and members of City  
20 Council. I am Otis Hackney, Chief  
21 Education Officer for the Mayor's Office  
22 of Education. Joining me today are Mary  
23 Strasser, Acting Director of PHLpreK, and  
24 Susan Gobreski, Director of Community  
25 Schools. I am pleased to provide

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           testimony on the Mayor's Office of  
3           Education Fiscal Year 2018 Operating  
4           Budget. The testimony I am presenting  
5           today is an abridged version of the  
6           testimony we submitted to City Council on  
7           Friday, March 31st.

8                         The Mayor's Office of  
9           Education, MOE, provides leadership to  
10          improve education in the City of  
11          Philadelphia and is responsible for  
12          implementing two core initiatives. The  
13          first, PHLpreK, aims to increase the  
14          number of children enrolled in locally  
15          funded quality pre-K. The second,  
16          community schools, is to implement the  
17          community schools strategy within  
18          Philadelphia public schools in order to  
19          expand programs and services that meet  
20          the specific needs of school-age children  
21          and their families.

22                        To meaningfully change the life  
23          trajectory of our children and the  
24          academic outcomes of our schools, one of  
25          the most important investments the City

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           can make is in quality pre-K. In FY17,  
3           MOE contracted with an intermediary to  
4           oversee the administrative management of  
5           the initiative and to support small  
6           business development and capacity  
7           building for pre-K providers. The  
8           intermediary administers funds to 88  
9           pre-K providers and support student  
10          enrollment and intake for both families  
11          and providers. Of the 88 PHLpreK  
12          providers, 48 are Keystone STAR rated 3  
13          or 4, while 39 providers were also  
14          selected because they were committed to  
15          achieving a STAR 3 or STAR 4 rating over  
16          the next 24 months. In addition, four of  
17          the growth providers have already moved  
18          from STAR 2 to STAR 3 or 4 designation  
19          since the start of the program.

20                   Not only is PHLpreK preparing  
21          children for success in schools, but it  
22          is also creating jobs in the early  
23          education sector. In a survey completed  
24          in March, PHLpreK providers reported that  
25          they have hired 251 new employees. All

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           of the new -- of the new hires, 191 are  
3           teaching positions, 147 full time and 44  
4           part time, and 60 are support and  
5           administrative staff. The average wage  
6           of all new employees was reported at  
7           \$14.72 per hour, and a dozen PHLpreK  
8           providers are still hiring.

9                        Out of our 88 PHLpreK  
10          providers, 59 are minority or women-owned  
11          small businesses. MOE is currently  
12          working with the Office of Economic  
13          Opportunity to help these providers apply  
14          for the minority, women, and disabled  
15          enterprise certification, which will give  
16          providers access to technical and  
17          financial services through the Commerce  
18          Department.

19                       In addition, the Kenney  
20          Administration successfully advocated for  
21          pre-K teacher positions to be added to  
22          the high priority occupation through the  
23          Commonwealth of Pennsylvania's workforce  
24          system and Philadelphia Works  
25          Incorporated. The local workforce

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           development board adding early education  
3           to the regional HBO list ensures that  
4           workforce and education investments are  
5           aligned with demand for these skills in  
6           our region.

7                         In FY17, the City funded 2,000  
8           quality pre-K slots for the school day  
9           and school year at a prorated rate at  
10          \$5,100, because instruction began in  
11          January 2017. As of March 31st, 2017, 94  
12          percent of the PHLpreK seats are filled.  
13          Based on the applications received  
14          through the call center, the average  
15          household income of PHLpreK families is  
16          \$31,776, and 50 percent of the families  
17          live at or below 100 percent of federal  
18          poverty guidelines, 81 percent were below  
19          200 percent, and 90 percent were below  
20          300 percent of federal poverty  
21          guidelines.

22                         Program costs began at 12.2  
23          million for FY17 and will increase to 20  
24          million in FY18 to account for paying for  
25          full year of pre-K at the rate of \$8,500

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           per child. While the original plan was  
3           to increase the number of slots to 3,000  
4           in FY18, the number will remain at 2,000  
5           while the Philadelphia beverage tax  
6           litigation is pending. The plan is to  
7           grow the number of locally funded seats  
8           to 6,500 by Fiscal Year '21, pending  
9           resolution of the legal challenge.

10                       MOE established relationships  
11           with the philanthropic community to  
12           maximize investments for PHLpreK, and  
13           we'd like to acknowledge the commitment  
14           of our community. The William Penn  
15           Foundation has provided grant funds to  
16           support pre-K workforce development in a  
17           three-year process in outcome evaluation  
18           of PHLpreK. The PNC Foundation funded a  
19           project to improve the financial literacy  
20           of pre-K center owners and directors for  
21           25 participating providers. In order to  
22           continue to expand quality pre-K in  
23           Philadelphia, providers require access to  
24           training on business management and  
25           administration. When providers learn how



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           to blend federal, state, and city funding  
3           sources, they are able to pay staff  
4           higher wages and improve the quality of  
5           their programs.

6                       Also, MOE has launched the  
7           community school initiative during FY17  
8           in partnership with the School District  
9           of Philadelphia. The first cohort serves  
10          nearly 4,500 students, families, and  
11          neighbors in the following nine school  
12          communities: William Cramp Elementary,  
13          Murrell Dobbins CTE High School, F.S.  
14          Edmonds Elementary School, Edward Gideon  
15          Elementary School, Kensington Health  
16          Sciences Academy, Logan Elementary  
17          School, Southwark Elementary School,  
18          South Philadelphia High School, and  
19          Tilden Middle School. This represents  
20          three elementary schools, two  
21          elementary/middle schools, one middle  
22          school, and three high schools. For six  
23          months, community school coordinators and  
24          support staff worked to build  
25          relationships within their school

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           communities, conducted a thorough needs  
3           assessment, and created strategic plans  
4           for each community school. Based on the  
5           needs assessment, several themes emerged  
6           across all schools, including access to  
7           food; job training; physical, social, and  
8           emotional health, including managing  
9           trauma and stress; clothing and uniforms;  
10          and cultural and social opportunities.  
11          The plans were released on March 30th,  
12          2017 and are available on our website.

13                        We are now moving into the  
14           implementation phase and working to  
15           achieve the short- and long-term goals  
16           set out in each community school plan.  
17           Community school staff, which are  
18           full-time City of Philadelphia employees,  
19           will continue to align City and  
20           non-profit resources and services to  
21           address the priorities identified by the  
22           parents, educators, and community  
23           stakeholders for each school. As a  
24           result, these resources and services will  
25           reduce barriers children face that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           negatively impact their learning and  
3           increase access to opportunities that can  
4           enhance their learning. In FY18,  
5           community schools will expand by two  
6           schools rather than the six originally  
7           planned while the Philadelphia beverage  
8           tax litigation is pending.

9                         In selecting these schools, the  
10           focus will be on neighborhoods that do  
11           not have a community school in that area.  
12           Applications for the second cohort are  
13           due in April 2017. The schools will be  
14           selected by July 2017. While we will  
15           only expand by two schools for FY18, the  
16           plan is to reach 25 schools by FY20,  
17           pending resolution of the legal  
18           challenge.

19                        Over a short period, we have  
20           been able to make a difference in the  
21           lives of children and families in the  
22           City of Philadelphia.

23                        Thank you for your continued  
24           support, and I appreciate the opportunity  
25           to provide testimony regarding the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Mayor's Office of Education proposed  
3           Fiscal Year 2018 Operating Budget. I am  
4           happy to answer any questions that  
5           Council may have regarding my testimony.

6                           COUNCIL PRESIDENT CLARKE:

7           Thank you. Thank you very much for your  
8           testimony, and good afternoon now.

9                           A couple of quick questions.

10          The first round of selected providers in  
11          the pre-K seats, speaking as a District  
12          Councilperson, I noticed that there were  
13          maybe -- it was one, maybe one and a half  
14          seats in part of my district that  
15          represents, from a demographic  
16          perspective, a lower income constituency.  
17          That's kind of like west of Broad, south  
18          of Lehigh, north of Girard, also known as  
19          the politicians at the 28th, 16th Ward,  
20          32nd Ward. And understanding my support  
21          personally for the program was for making  
22          sure that individuals got opportunities,  
23          and based on what I know with pre-K --  
24          it's been a long time since I had to  
25          personally deal with that, long, long

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           time -- the reality is is that the  
3           proximity of a pre-K pretty much  
4           determines how much it's utilized in  
5           terms of having people come, and they  
6           usually like to have it on their way to  
7           work and drop the kid off, all of those  
8           things, and we've had that conversation  
9           about the lack of providers in that  
10          geographical area. And I believe that  
11          there are a number of other low- to  
12          moderate-income communities that didn't  
13          have a lot of locations selected.

14                    What's the strategy in terms of  
15          outreach and making sure that in the  
16          second round we get those targeted areas,  
17          those areas of most need, as was  
18          discussed during the course of the  
19          rollout of this program?

20                    MS. STRASSER: Good afternoon,  
21          Council President. My name is Mary  
22          Strasser and I'm the Acting Director of  
23          PHLpreK. And we were very attentive to  
24          the landscape for the pre-K decisions.  
25          We did a lot of outreach. Last year we

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           did seven different webinars, and there  
3           were more than 500 people participating  
4           in the webinars. So we wanted to make  
5           sure we cast a broad net to make sure  
6           that we got as many applications as we  
7           possibly could from every part of the  
8           City. We targeted certain zip codes that  
9           were in high priority neighborhoods and  
10          had maps clearly articulating that so  
11          that we would really send a signal to  
12          those providers in the communities that  
13          were considered high priority areas.

14                   And we made our decisions about  
15          who we were going to partner with using a  
16          number of criteria. One was quality.  
17          One was location. And so I recognize  
18          that there may not have been a provider  
19          selected in part of your Council  
20          district, but I think that that was more  
21          of a factor of not having an applicant  
22          from that particular area and --

23                   COUNCIL PRESIDENT CLARKE:  
24          Applicants -- wait a minute. Hold on.  
25          So you're saying that --

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MS. STRASSER: This year we  
3 are --

4 COUNCIL PRESIDENT CLARKE: I'm  
5 primarily asking you about locations --

6 MS. STRASSER: Yes.

7 COUNCIL PRESIDENT CLARKE: --  
8 providers.

9 MS. STRASSER: Yes. They had  
10 to apply to be part of this.

11 COUNCIL PRESIDENT CLARKE:  
12 That's what I'm asking you. What are we  
13 going to do --

14 MS. STRASSER: What are we  
15 going to do --

16 COUNCIL PRESIDENT CLARKE: So  
17 you're saying that the people didn't  
18 apply in those areas or were there not  
19 enough pre-K providers in those areas?

20 MS. STRASSER: That's right.

21 COUNCIL PRESIDENT CLARKE:  
22 Because when I ride through, I see these  
23 little things all over the place. Like  
24 every corner they got pre-K.

25 MS. STRASSER: Right.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCIL PRESIDENT CLARKE: So  
3 that's why I'm kind of --

4 MS. STRASSER: We are planning  
5 to do a new -- we're planning to do  
6 continuation agreements with the existing  
7 providers to ensure continuity for those  
8 children that are in those programs, and  
9 we're also issuing an RFQ for a new set  
10 of providers that will be pre-qualified  
11 to enroll children if we need them for  
12 lack of slots through the continuation  
13 process, but also we will be looking at  
14 moving forward when we -- the  
15 Philadelphia beverage tax litigation is  
16 resolved, we hope to be able to add an  
17 additional thousand seats, and we'll have  
18 those pre-qualified providers ready to  
19 go.

20 Now, we will be going to every  
21 community in the City. We'll send out --

22 COUNCIL PRESIDENT CLARKE: All  
23 due respect, I'm really not asking about  
24 every community. I'm asking a very  
25 specific question about an area where a



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           lot of low/moderate-income children and  
3           families and there was one, maybe one and  
4           a half providers in that entire  
5           geographical area. And I at least had  
6           that conversation with you.

7                       MS. STRASSER: Yes. We will --

8                       COUNCIL PRESIDENT CLARKE: I'm  
9           saying what --

10                      MS. STRASSER: Every licensed  
11           provider in the City will be invited to  
12           apply. Every licensed provider in the  
13           City will be invited to apply with the  
14           next --

15                      COUNCIL PRESIDENT CLARKE:  
16           Maybe I'm not -- we're not connecting.

17                      MR. HACKNEY: Right. In terms  
18           of looking at those areas where we didn't  
19           see high levels of applicants last year,  
20           just reaching out and making sure that  
21           those providers are aware of the program.  
22           And so if we have to do targeted  
23           outreach, we do have someone in our  
24           office that is her -- our provider  
25           coordinator that can do very targeted and

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           strategic outreach within zip codes or  
3           neighborhoods or wards that we need to  
4           say, you know what, we need to increase  
5           the number of PHLpreK seats. So that is  
6           something that we are able to do.

7                         We have the data in terms of  
8           where the current seats are, who didn't  
9           apply or what areas didn't apply. So I  
10          think we can do more outreach in those  
11          communities and also working with your  
12          office or different Council offices  
13          across the City.

14                        COUNCIL PRESIDENT CLARKE: But  
15          is there a plan to do that or is that  
16          just a response in a budget hearing?

17                        MR. HACKNEY: No. There is a  
18          plan to do that in terms of what we're  
19          looking at based on the needs -- based on  
20          what we saw this year for the needs for  
21          those seats and then how do we do  
22          outreach with those providers to get them  
23          more engaged on this next round. So we  
24          are kind of limited, as Mary did allude  
25          to in terms -- or mentioned in terms of

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           expansion of seats, but we do want to  
3           expand the number of providers or at  
4           least qualify, pre-qualify, more  
5           providers for that need that we have  
6           coming up in this upcoming year. So even  
7           though we're not expanding the number of  
8           seats, we still want to make sure that we  
9           do have new providers in, so that way, if  
10          there is an opportunity to allocate seats  
11          in some of those areas, we will do so.  
12          But also they would be pre-qualified if  
13          things move quickly or things happen  
14          around the litigation, that we know that  
15          we would have providers that have already  
16          pre-qualified, and then that way, if we  
17          need to move them to the next step in the  
18          process, they'll be ready.

19                   COUNCIL PRESIDENT CLARKE: All  
20                   right. Because the belief among some  
21                   people, a lot of people, that the belief  
22                   was that those in the first round that  
23                   were, quote/unquote, connected got  
24                   selected and those ones that were not  
25                   connected, which might be in those

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           particular areas, were not connected and  
3           they didn't get selected. I'm just  
4           telling you what the belief is. Because  
5           you're talking about a targeted approach.  
6           So the Director -- I'm sorry. You're  
7           part of that targeted approach, because  
8           you're responsible for the program.

9                         MS. STRASSER: Correct.

10                        COUNCIL PRESIDENT CLARKE:  
11           Okay. I'm just trying to -- because I'm  
12           asking you, I keep asking you. You're  
13           not answering the direct question, and  
14           Otis answered the direct question.

15                        MS. STRASSER: We will be  
16           targeting all of the areas in the City.  
17           We'll be redoubling our efforts in areas  
18           that were underrepresented with the first  
19           round.

20                        COUNCIL PRESIDENT CLARKE:  
21           Okay. That's what I was trying to get  
22           to. Thank you.

23                        I had two quick ones. And of  
24           the City subsidized pre-K seats, how many  
25           of those seats are being provided to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           low-income families? Because there was  
3           always an issue about mean space  
4           selection process and because it was  
5           universal, you had to incorporate  
6           everybody. But, again, I'll say it  
7           again. For every person that's in the  
8           upper-income range that gets selected,  
9           that's probably a lower-income person  
10          that cannot get that seat.

11                   MS. STRASSER: That's right.

12                   COUNCIL PRESIDENT CLARKE: So  
13           what did we end up doing?

14                   MS. STRASSER: So out of the  
15           universe of families that applied, we  
16           have economic income data for 1,227 of  
17           them. Out of that 1,227 of them -- and  
18           we believe that it's representative -- 50  
19           percent of the families were at or below  
20           100 percent of the federal poverty level,  
21           80 percent were at or below 200 percent  
22           of the federal poverty level, and 90  
23           percent were at or below 300 percent of  
24           the federal poverty level. And the  
25           average family income was \$31,776.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Okay. The 300 percent was the number  
4 that was --

5 MS. STRASSER: Ninety percent.

6 Fifty percent, half are --

7 COUNCIL PRESIDENT CLARKE:

8 Well, let me ask a question. So early on  
9 in the process when we first started the  
10 conversation, I think 300 percent was the  
11 number that was used by the School  
12 District criteria?

13 MR. HACKNEY: Yes. Yes. For  
14 families -- I mean, and that's a family  
15 of four, and that comes in at about  
16 \$73,000 at 300 percent above federal  
17 poverty guidelines, and that's the  
18 standard that we used in terms -- not the  
19 standard that we used, but in terms of  
20 how we looked at evaluating the number of  
21 students that are there for families that  
22 are qualified.

23 COUNCIL PRESIDENT CLARKE: And  
24 the 200 percent was?

25 MR. HACKNEY: Two hundred

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           percent is -- I need to go back to that  
3           number, but that's about \$49,000 per  
4           family, and that's 80 percent of our  
5           families.

6                        COUNCIL PRESIDENT CLARKE:  
7           Eighty percent are under 200.

8                        MR. HACKNEY: Right. So 90  
9           percent of our families are 300 percent  
10          and below, which we were very proud of in  
11          terms of making -- that it worked out in  
12          terms of us strategically targeting --  
13          when I say "worked out," it wasn't just  
14          happenstance. It was being very  
15          strategic about the location and the  
16          providers that we targeted in those areas  
17          of high need, so that way, we would hit  
18          those families that we most wanted to  
19          attract we would actually get to apply  
20          for the program and participate.

21                       COUNCIL PRESIDENT CLARKE:  
22          Okay. I want to come back a little  
23          later, because I'm over my time limit  
24          now.

25                        So the Chair recognizes

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Councilman Johnson.

3 COUNCILMAN JOHNSON: I think  
4 this is the first time I've been called  
5 on first since I've been here, going on  
6 six years.

7 COUNCIL PRESIDENT CLARKE: Yes,  
8 sir. That's that seniority thing  
9 working.

10 COUNCILMAN JOHNSON: Yeah.  
11 Thank you.

12 Hello, everyone. How is  
13 everyone doing?

14 MR. HACKNEY: Good afternoon.

15 COUNCILMAN JOHNSON: First and  
16 foremost, I just want to start off by  
17 saying thus far to this point in time,  
18 the rollout has been, from my  
19 interaction, been good so far, community  
20 schools with Tilden Middle School. And  
21 so I'm appreciative of that interaction  
22 with that part of Southwest Philadelphia,  
23 primarily because it's been an  
24 underserved area, and so I like what I  
25 see what's going on out there.



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 I just want to go back and  
3 address a couple issues that's similar to  
4 what Council President Clarke talked  
5 about. Early on I asked you for a map of  
6 the pre-K providers throughout the Second  
7 Councilmanic District, and what I notice,  
8 that areas such as Point Breeze, Grays  
9 Ferry, and large parts of Southwest,  
10 which is three predominantly low-income  
11 areas, have ultimately -- Southwest has a  
12 couple, right, but Grays Ferry and Point  
13 Breeze have no providers, and these are  
14 severely low-income areas that I would  
15 think would benefit by providing high  
16 quality universal daycare, pre-K services  
17 for our young people. And I hear you  
18 talking about -- well, one, I want to  
19 understand your reasoning as to why  
20 that's the case, and I think I heard some  
21 of it, but I can't speak for Council  
22 President Clarke's district. Compared to  
23 my district, you may have a different  
24 explanation, but if you say that people  
25 didn't apply, what's that strategy?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 What's the long-term plan, and when will  
3 we see it as opposed to just the response  
4 that we're going to hear here today?

5 And that's pretty much what I  
6 want to hear, because in Southwest Center  
7 City, which is Graduate Hospital area,  
8 which is across the tracks in your  
9 traditional South Philadelphia, they have  
10 several different providers, but that's  
11 an up-and-coming gentrified area compared  
12 to the area across the tracks, which is  
13 on the south side of Washington Avenue  
14 where I live at. Point Breeze, Grays  
15 Ferry, there's ultimately none.

16 So I just want to know what's  
17 the plan, what's the timeframe? And we  
18 understand that you will not be taking  
19 additional pre-K slots until '18, the  
20 fiscal year of '18?

21 MS. STRASSER: We're actually  
22 running a competition this spring to add  
23 additional providers, and we are very  
24 committed to looking at those very areas  
25 that Council President and Councilman

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Johnson have pointed out. We recognize  
3           that that was an area that is  
4           underserved, and we are intentionally  
5           doing outreach to those communities in  
6           Southwest Philadelphia and south of  
7           Washington Avenue in South Philadelphia.

8                        COUNCILMAN JOHNSON: And just  
9           the last statement is, one recommendation  
10          would be partnering with those District  
11          Councilmembers?

12                       MS. STRASSER: That's right.

13                       COUNCILMAN JOHNSON: Is that  
14          what your rollout is? So maybe you're  
15          doing town halls in the neighborhoods  
16          regarding service providers, because we  
17          know a lot of these daycare providers  
18          that can use the support.

19                       And then the other question is,  
20          do we have numbers on thus far programs  
21          that have went from 2 STARS to 3 and 4  
22          STARS or 3 STARS to 4 STARS that have  
23          improved the quality of service providers  
24          since this program has been in inception?

25                       Welcome back, Mary. I wanted

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           to thank you for coming out -- I don't  
3           want to say retirement, but I know the  
4           great work you have done since I've been  
5           an AmeriCorps core member. You've always  
6           been at the forefront of making sure our  
7           young people get a quality education. So  
8           thank you for coming and joining the  
9           Administration and help leading this  
10          effort.

11                       MS. STRASSER: Thank you. It's  
12          been a privilege.

13                       And, yes, we do have  
14          information about the 4 and actually we  
15          found out another one moved to STAR 3  
16          just yesterday. So it's --

17                       COUNCILMAN JOHNSON: Do we have  
18          total numbers for the City as a whole?

19                       MS. STRASSER: Well, it's 225  
20          children moved from STAR 2 to STAR 3 in  
21          the providers that moved up prior to this  
22          time. So it's not just the Philly pre-K  
23          kids, but it's all the children that are  
24          served by that provider. So it's a  
25          number that we leverage our resources to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           create quality for more children, not  
3           just the children that we're paying for.

4                        COUNCILMAN JOHNSON: And the  
5           other part of the question is  
6           specifically for service providers,  
7           because I know early on we talked about  
8           if a service provider participated in the  
9           universal pre-K program, they would  
10          receive resources that will help them go  
11          from a 3 to a 4 or 2 to a 3. Do we have  
12          those specific numbers of daycare  
13          providers we actually helped?

14                      MS. STRASSER: We have 16 of  
15          the providers, the growth providers,  
16          enrolled in Success by 6 at United Way,  
17          which is a strategy that helps them move  
18          from STAR 2 to STAR 3. We're also still  
19          working with PHMC and the Southeast Key  
20          to help provide resources to help them  
21          understand quality to move from STAR 2 to  
22          STAR 3. We haven't done as much as we  
23          had originally planned because we have a  
24          reduced budget due to the litigation, but  
25          we intend to use every tool in the kit to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           make sure that we give these folks as  
3           much technical assistance and support as  
4           we possibly can.

5                   COUNCILMAN JOHNSON: Thank you  
6           very much.

7                   COUNCIL PRESIDENT CLARKE:  
8           Thank you, Councilman.

9                   The Chair recognizes  
10          Councilwoman Quinones-Sanchez.

11                   COUNCILWOMAN SANCHEZ: Thank  
12          you. Good afternoon. I'm going to  
13          request -- you provided us with a zip  
14          code outline of all the slots, the  
15          distribution of slots in high zip codes.  
16          It would be helpful if in that matrix you  
17          included the average income in that area  
18          and then the average for those slots.  
19          And the reason I say that is because  
20          going back to Council President's point,  
21          in the 19133 zip code, there's 30 slots,  
22          and federally the 19133 zip code has been  
23          determined to be the poorest in the  
24          country. And so I kind of want to look  
25          at and average that out. I think that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           will be helpful.

3                        So I want to thank all of you,  
4           and I know Megan Barry from my office  
5           sits on the Pre-K Advisory Board, and I  
6           really pushed hard that the majority of  
7           the funding go to K-2 slots, and I've  
8           watched as some of the K-2's have become  
9           3's, and that was the intent in terms of  
10          capacity building.

11                       But you guys have a great job.  
12          I started to go out to some of the pre-K  
13          programs. The kids are cute and some of  
14          the centers are doing a really good job.  
15          We visited a K-2 provider that  
16          unfortunately because of missing  
17          information in her application did not  
18          receive any slots, but one of the pieces  
19          of information that she shared with me is  
20          that she lost 40 slots in her K-2 for  
21          people who moved to free slots. And I  
22          know that you guys have acknowledged that  
23          there's 301 conversions.

24                       How are we determining that  
25          number and are we counting people who

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           move from one particular provider to  
3           another, and how do we determine that  
4           when it's a conversion of a slot?

5                       MS. STRASSER: So conversions  
6           were not due to movement. Those were  
7           children in the growth provider group,  
8           which are under STAR 3, who were already  
9           attending that program. So that because  
10          they are converting to quality, those 301  
11          young children were considered converting  
12          into quality.

13                      COUNCILWOMAN SANCHEZ: So we  
14          don't really have a matrix to determine  
15          if someone was in another provider?

16                      MS. STRASSER: We do not.

17                      COUNCILWOMAN SANCHEZ: So under  
18          normal circumstances -- and you guys have  
19          seen the sizes of this -- 40 slots can  
20          put somebody out of business.

21                      MS. STRASSER: That's true.

22                      COUNCILWOMAN SANCHEZ: And so  
23          this particular provider, who's a K-2,  
24          she's with the Success by 6 program. She  
25          could have been put out of business. I



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           mean, 40 slots was a high number. So  
3           that is a matrix that maybe -- I don't  
4           know if we're keeping the data around  
5           where people are coming from when they do  
6           a normal information, but I think we  
7           should start looking at that dataset.

8                       MR. HACKNEY: Okay.

9                       COUNCILWOMAN SANCHEZ: And then  
10          I want to talk a little bit about how we  
11          fund this and the determinations around  
12          the \$6,500 per slot, and the reason --  
13          and let me explain this to you. So as I  
14          talk to women particularly who are making  
15          these pre-K discussions, I was talking to  
16          my niece, who did not take a job  
17          promotion, because she was going to go  
18          from a subsidized seat at \$74 a week to  
19          \$124 a week for a \$5,000 salary  
20          difference, which would have been by the  
21          daycare provider. So in my consultation  
22          with her, I said it may not make a  
23          difference -- it may not make sense for  
24          you to move in that seat.

25                      But in the same conversation, a

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           friend of hers who -- so she's making 30.  
3           She was going to move to 35. This was  
4           going to change her subsidy. But in the  
5           same conversation, there was somebody who  
6           was making \$40,000 who got a free slot.

7                         And so I'm asking now since we  
8           are putting a pause button on new slots,  
9           are we going to look at who is enrolled  
10          and who is paying something versus people  
11          who are paying nothing? And I know that  
12          people who qualify for PCIS was supposed  
13          to go through that and all of those  
14          determinations, but in light of the fact  
15          that we may have children in slots, some  
16          people paying nothing who make more money  
17          than others, how are we going to equalize  
18          that out moving forward? Are we looking  
19          at that?

20                        And then for me the question  
21          is -- and I've been asking my providers  
22          this -- is, are we better off funding  
23          providers to create more slots versus  
24          tying our funding to a slot, and who is  
25          looking at that?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MR. HACKNEY: So in terms of --  
3 I think when we think about it being mean  
4 space or how we look at that, our plan is  
5 to continue to move forward and make sure  
6 that we're targeting those high need  
7 areas around that.

8 We've learned a lot in our  
9 first year, and so we are constantly --  
10 trust me, in our office we're like  
11 constantly going back and tweaking and  
12 talking about these issues or when issues  
13 are brought to us, so that way, we can  
14 evaluate internally and make adjustments  
15 as needed.

16 But in terms of looking at that  
17 criteria around that, you know, we want  
18 to be consistent with the program that we  
19 have rolled out, but be very targeted and  
20 specific in those neighborhoods, so that  
21 way, we're hitting those families, those  
22 working-class families, to make sure that  
23 those seats are available for them.

24 COUNCILWOMAN SANCHEZ: Are we  
25 going to ask providers -- again, because

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           you're on a pause button. I don't want  
3           us to be married to a formula. I just  
4           explained to you that we have people  
5           making more money than other folks paying  
6           zero versus people paying something.  
7           What if we want to create a scenario  
8           where everybody has a little bit of skin  
9           in the game? And the reason I'm going to  
10          that point is, one of the things we're  
11          touting is people who are in pre-K, we're  
12          only subsidizing five and a half hours.  
13          So people still have to pay -- for a  
14          working parent, they have to pay the  
15          extended care, and we're only funding  
16          nine months, as people work all year long  
17          and they have to pay 12 months. So  
18          wouldn't we want to track that a little  
19          bit and be open to the fact that how we  
20          subsidize the centers, our money might be  
21          leveraged better in a different formula?

22                   MS. STRASSER: We're trying to  
23                   look at all of the funding streams and  
24                   make sure that we're capitalizing on  
25                   drawing down every dollar that's

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           available to Philadelphia for pre-K.  
3           That includes Head Start, the childcare  
4           subsidy, Pre-K Counts, so that families  
5           who are eligible can apply for childcare  
6           subsidies for the non-school day school  
7           year funding so they can get those funds.

8                       Everybody is eligible. Every  
9           family that has a three-year-old or a  
10          four-year-old, no matter what their  
11          income is, is eligible for Philadelphia  
12          pre-K, and as you --

13                      COUNCILWOMAN SANCHEZ: Some of  
14          us disagree with that notion. So I'm  
15          asking you -- that's what you guys set  
16          up. Some of us disagree with that. What  
17          I'm saying is, now we've created a  
18          disparity in centers. Are we open to  
19          looking at that, period?

20                      MR. HACKNEY: We're open to  
21          looking at it, yes.

22                      COUNCILWOMAN SANCHEZ: Thank  
23          you very much.

24                      I'll go my next round. Thank  
25          you.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilwoman.

4 The Chair recognizes

5 Councilwoman Parker.

6 COUNCILWOMAN PARKER: Thank  
7 you, Mr. President. And just bear with  
8 me. I know it doesn't sound too nice,  
9 but just bear with me as we sort of get  
10 through this.

11 COUNCIL PRESIDENT CLARKE: Your  
12 voice is beautiful.

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

15 I want to go back and follow up  
16 on the line of questioning that was  
17 started by Councilman Johnson, and I want  
18 to start from the perspective of when  
19 this was rolled out. Aside from the  
20 educational intent and support, we talked  
21 about this as an economic development  
22 tool and we talked about jobs and  
23 ownership, and one of the things that I  
24 was a strong advocate of is not being in  
25 support of those that were considered to

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 be commercial establishments. Home-based  
3 providers were extremely important to me.

4 Now, I want you to correct me  
5 if I'm wrong, but according to the data  
6 you presented, I think there were 63  
7 for-profit pre-K providers, and of them,  
8 94 percent were minority or women-owned.  
9 Is that data accurate?

10 MS. STRASSER: Yes, it is.

11 COUNCILWOMAN PARKER: So if  
12 that data was accurate, can you tell me  
13 out of that 94 percent, could you tell me  
14 how many of them were home-based  
15 providers? Because that was the argument  
16 that we heard, what about our  
17 neighborhood home-based providers, versus  
18 the commercial corridor established  
19 locations.

20 MS. STRASSER: So we have 18  
21 providers.

22 COUNCILWOMAN PARKER: I'm  
23 sorry. Repeat it.

24 MS. STRASSER: We have 18  
25 family providers, 14 of which are managed

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 in a hub through 1199C.

3 COUNCILWOMAN PARKER: Do we  
4 plan on ensuring -- I'm familiar with the  
5 hub and I think they've been doing  
6 awesome work, but as you continue to  
7 market, I want to make sure that you  
8 continue along the path of ensuring that  
9 we're making every effort we possibly can  
10 to get to those home-based providers,  
11 because they play a significant role in  
12 connecting our young people to early  
13 educational advancement.

14 MS. STRASSER: Yes.

15 COUNCILWOMAN PARKER: Let me go  
16 back to the question about the 2 and 3  
17 STARS, because aside from the home-based  
18 providers, one of the things that we  
19 talked about was the technical  
20 assistance. We wanted to move the 2  
21 STARS up to the 3 STARS, and I wanted --  
22 I heard you talking about the number, the  
23 number of those that have moved from 2  
24 STARS up to 3 STARS. Now I'm going back  
25 to Council President's perspective. Tell



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           me how many of those were in the Ninth,  
3           if any, because I would like to be able  
4           to report that. Where were those slots  
5           located where you said that they have  
6           moved up, and did you say that there were  
7           four or six?

8                       MR. HACKNEY: Five.

9                       MS. STRASSER: There are five  
10          now.

11                      COUNCILWOMAN PARKER: There are  
12          five. And were any of them in the Ninth?  
13          We want to report that.

14                      MS. STRASSER: I can get back  
15          to you on that.

16                      COUNCILWOMAN PARKER: All  
17          right. In addition to that, I now want  
18          to talk about this issue of community  
19          schools. I was not a part of the tour  
20          when you all traveled. I don't know  
21          where you went to, Council President, but  
22          I know I saw some photos of you and the  
23          Mayor on this major trek looking at  
24          community schools, and one of the things  
25          that I know that I learned was that in

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Baltimore in particular, community  
3           schools are open year round.

4                        Is there a strategy in our  
5           community school process -- I know we're  
6           new. We're in our infancy. Is there a  
7           strategy to keep ours open year round?

8                        MR. HACKNEY: Yes. That is  
9           part of the goal that we had with keeping  
10          schools open around -- keeping them open  
11          around the year is one of our major goals  
12          to make sure that we can increase the  
13          number of summer programs and  
14          partnerships with the schools. And so  
15          that's something that we are definitely  
16          focused on and --

17                       COUNCILWOMAN PARKER: Do we  
18          intend on doing that this year?

19                       MR. HACKNEY: Yes.

20                       COUNCILWOMAN PARKER: How many  
21          total do we have and how many of them  
22          will be open this summer?

23                       MS. GOBRESKI: So we're  
24          actually working with the School District  
25          to do an analysis of which ones are --

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           some of them are going through  
3           renovations and which ones have available  
4           space, what their current existing  
5           programs are so that we can look at how  
6           we expand. We're looking at connecting  
7           it to things like summer meals.

8                         So I think it will take a  
9           couple years to really get up to where  
10          we're really able to increase all the  
11          schools that we have decided that we can  
12          maintain as open through the summer, but  
13          we are planning right now and working to  
14          do that and working with the School  
15          District to identify what that looks like  
16          so that we can make sure it works.

17                        COUNCILWOMAN PARKER: So how  
18          many total community schools do we have?

19                        MS. GOBRESKI: We have nine  
20          schools.

21                        COUNCILWOMAN PARKER: So we  
22          have nine schools. And out of the nine,  
23          you're trying to work with the School  
24          District to figure out which ones aren't  
25          going to be under major construction, so

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           to speak, during the summer that would  
3           prevent them? Do you have any  
4           perspective, idea out of the nine that  
5           you intend on keeping open this summer?  
6           Is it potentially one, two, three, even  
7           if it's not absolute, but --

8                       MS. GOBRESKI: Five-ish.

9                       COUNCILWOMAN PARKER: Five-ish,  
10          all right. That's extremely important,  
11          because the idea of having access to all  
12          of the resources that the schools provide  
13          and being able to access them year round  
14          was one of the strongest selling points  
15          of the program. So we want to make sure  
16          that we're making good on that commitment  
17          to the community.

18                      In addition to that, we've  
19          talked about the issue of teachers.  
20          Councilwoman Blackwell, Gym, and others,  
21          they had a hearing the other day to talk  
22          about minorities and males, in particular  
23          African American males. There's another  
24          program working where they're trying to  
25          recruit African American male teachers to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           work in the School District, and when I  
3           think along those lines, a major issue  
4           for me is cultural competency. Cultural  
5           competency. Tell me where in the  
6           strategic plan regarding community  
7           schools did you address cultural  
8           competency? Because that is extremely  
9           important. Just because you work with a  
10          constituency, that doesn't mean that you  
11          know them, it doesn't mean that you  
12          understand them. How do you address  
13          cultural competency?

14                   MR. HACKNEY: So in terms of  
15                   the schools when they set the priorities,  
16                   those are things that we are looking at,  
17                   and we know in some schools in particular  
18                   that those are issues that need to be  
19                   addressed. So looking -- so each school  
20                   has a community school committee, and the  
21                   role of that committee is actually where  
22                   we bring up these issues and we  
23                   strategically plan about how do we  
24                   address them and to the needs of that  
25                   particular community. What we don't want

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           to do is tell a community what they want.  
3           We want to hear from them and work with  
4           them to provide that.

5                        So the schools that have  
6           identified that, we're really going to go  
7           back to them with some plans around how  
8           to address the cultural competencies  
9           piece. Trust me, I mean, that's an issue  
10          that I'm very sensitive to. And so we  
11          want to make sure that we're getting that  
12          feedback and then putting -- offering  
13          some resources and services to see which  
14          ones at those schools want to -- where  
15          they have buy-in, so that way, it will be  
16          more effective. Because when you bring  
17          those programs around, having buy-in from  
18          that community, from that school is a  
19          better -- it increases the likelihood of  
20          success.

21                      COUNCILWOMAN PARKER: So I'll  
22          come back on the second round. I just  
23          want to say I thank you for the record of  
24          noting that the cultural competency is  
25          extremely important, but it's important

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that it is of value to everyone across  
3           the board that is on the team and it  
4           becomes clear to those that are actually  
5           running the program and working with  
6           those parents on the ground. And I'll  
7           come back on the second round.

8                       MR. HACKNEY: Yes. Thank you.

9                       COUNCIL PRESIDENT CLARKE:

10           Thank you, Councilwoman.

11                      Real quick, with respect to  
12           these schools being open during the  
13           summer months, do the principals agree  
14           with that notion?

15                      MS. GOBRESKI: So --

16                      COUNCIL PRESIDENT CLARKE:

17           Because I understood --

18                      MS. GOBRESKI: So we're working  
19           with the School District to identify  
20           which schools currently have something in  
21           place or have the potential to be open,  
22           what kinds of programs are currently  
23           available, what kinds of partner programs  
24           would make sense to put into place so  
25           that we are developing a plan for each

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 school.

3 We think that there is interest  
4 in about five schools and some capacity  
5 to do something. What we're doing,  
6 working with the District, is trying to  
7 work out what that is, what the schedule  
8 would be, and what it would be for. It's  
9 based on tailoring it to the plan and the  
10 needs of the community.

11 COUNCIL PRESIDENT CLARKE: I'm  
12 having trouble getting direct responses  
13 to these questions. Do the principals  
14 agree? Because principals have been  
15 given a significant level of authority  
16 over these community schools, where they  
17 actually have to approve the hiring. I  
18 mean, it's like their school, just what  
19 I've seen. And the question is,  
20 principals, summer comes, they do  
21 whatever, right? Do they agree with the  
22 notion that the schools will be open 12  
23 months?

24 MR. HACKNEY: So in terms of --

25 COUNCIL PRESIDENT CLARKE: Or



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 is that not their call?

3 MR. HACKNEY: It's a  
4 combination.

5 COUNCIL PRESIDENT CLARKE: And  
6 I'm asking this question for a reason.  
7 I'm sure you know why.

8 MR. HACKNEY: Okay. And when I  
9 say it's a combination in terms of the  
10 role of the principal but also what is  
11 happening in a particular school. So if  
12 I use the school like -- I know for like  
13 Dobbins, if they're going through a major  
14 renovation, that would negatively impact  
15 the type of programs that we could offer  
16 at a school like Dobbins, who is going  
17 through a major renovation right now. So  
18 we'd have to look at how do we partner  
19 whether it be in the school -- because  
20 our community school coordinators are  
21 12-month employees. So there will be  
22 opportunities for them to work within  
23 that community during the summer, but in  
24 terms of the location at this time for  
25 certain schools, we're still working out

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           what those details would be. That is a  
3           piece that I know that the office is  
4           working with the District on.

5                        Principals in terms of how  
6           buildings are used during the summer --  
7           and I can tell you as a former principal,  
8           sometimes there were programs in the  
9           building you are aware of and those  
10          things happen and so -- but we can work  
11          with the District and with the  
12          principals.

13                       We do have a ton of buy-in from  
14          the principals around the program, and we  
15          were very clear with them that we are  
16          looking at in the future -- I mean, some  
17          of it's short term, but long term in  
18          terms of the role of what community  
19          schools look like is having summer  
20          programming as well.

21                       So that is something that we  
22          are working with and that we want to be a  
23          part of the program. So that's where  
24          we're with it, and right now I think we  
25          have apparently around five schools this

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           year that will probably have summer  
3           programming, but our goal will be to make  
4           sure that we have summer programming as  
5           well.

6                        COUNCIL PRESIDENT CLARKE: All  
7           right. I'm a quick study. I will get  
8           the rest of that response offline.

9                        MR. HACKNEY: Okay.

10                      COUNCIL PRESIDENT CLARKE:  
11           Thank you.

12                      The Chair recognizes Councilman  
13           Jones.

14                      COUNCILMAN JONES: Thank you.

15                      I just want to state for the  
16           record that pre-K, daycare aren't just  
17           economic development issues for the  
18           businesses that house them. They're  
19           economic development issues for the  
20           single parent head of household that  
21           needs to get to work and can't balance  
22           pre-K, daycare, and work in one paycheck.  
23           So these seats, of which I understand you  
24           have 2,000; is that correct?

25                      MR. HACKNEY: Contracted, yes.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILMAN JONES: That you  
3 need 6,500 over the next five years,  
4 right?

5 MR. HACKNEY: Correct.

6 COUNCILMAN JONES: And the real  
7 need is 17,000 young people that actually  
8 need that kind of pre-K, because we also  
9 understand that if young people can't  
10 read by the 4th grade up to level, we  
11 know how many jail cells to build by the  
12 time they're 18. That's sociology 101,  
13 and we know that. So your mission is  
14 important.

15 The questions that my  
16 colleagues are asking are important,  
17 because they have to go carry your water  
18 out there when they get stopped in Aisle  
19 6 about that soda tax. And I'm telling  
20 you, some of these members here had their  
21 faces on flyers, almost like kids on a  
22 milk carton, you know what I mean,  
23 because they raised the soda tax. So we  
24 need you so that we can show what it's  
25 going to.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 But I want to shift a little  
3 bit off of that, and you're the education  
4 coordinator. You work well -- you work  
5 with -- I don't want to put words in your  
6 mouth -- the School District, right?

7 MR. HACKNEY: Correct.

8 COUNCILMAN JONES: On all  
9 topics, not just pre-K?

10 MR. HACKNEY: Correct.

11 COUNCILMAN JONES: So I want to  
12 shift gears.

13 MR. HACKNEY: Well, not on  
14 every School District topic, but many of  
15 them, yes.

16 COUNCILMAN JONES: I'm not  
17 going to give you the hard one.

18 I'm as concerned about pre-K,  
19 but I'm also concerned about CTE courses  
20 and young people getting a career track.  
21 As we talk about the flip side of this  
22 Rebuild, how we create pipelines not to  
23 prison but to construction sites, job  
24 sites, and having our workforce trained  
25 adequately so that they can get on these

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           sites, pass these tests that are offered  
3           for apprenticeships and union jobs, but  
4           also a pipeline into City jobs, because  
5           those are good jobs as well. How are we  
6           working on that? My understanding, just  
7           to give you a heads-up on what I heard,  
8           you can correct that, that we're having  
9           trouble getting kids to take CTE courses  
10          in high school.

11                   MR. HACKNEY: So I'll break out  
12          that question in two parts in terms of  
13          some big picture pieces that we're doing  
14          and then around our community schools, I  
15          think we have some things to highlight  
16          that we have done.

17                   So in terms of the big picture  
18          piece that we've done around CTE -- and  
19          that's career and technical education --  
20          that we're working with -- we have served  
21          as a convener working with the District  
22          and with labor. About a month and a half  
23          ago, two months ago, we met with -- we  
24          brought in CTE principals to meet with  
25          labor leaders around what are some of the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           issues and about how do we communicate  
3           more effectively with the District there  
4           as well to put those folks in the same  
5           room, because -- and I can tell you that  
6           the principals especially were very  
7           excited, because they've never been in a  
8           room with the labor leaders like that in  
9           order to have these conversations about  
10          what are the things that need to happen  
11          in the high school level to make sure.

12                    The other thing that's  
13           happening -- and I know they'll probably  
14           speak to this later between -- on the  
15           Mayor's side -- is with the Managing  
16           Director's Office and Commerce office is  
17           a workforce development group that is  
18           looking at that, and I know the District  
19           and the CTE office and our office is a  
20           part of that work as well, to look at how  
21           do we make sure that our young people do  
22           have opportunities given the CTE  
23           programs.

24                    And then in terms of the  
25           recruitment, it's always just, you know,

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           working with the District, but I think  
3           our young people need to see that  
4           opportunity at the end of the road. And  
5           so I think the more effectively we work  
6           with bringing these opportunities to the  
7           school from the work that we're doing in  
8           MOE but also in partnership with MDO and  
9           Commerce, when people begin to see that,  
10          then the students and their families will  
11          also see that CTE is a viable career  
12          opportunity.

13                         I know --

14                         COUNCILMAN JONES: So the  
15                         President said about answering direct  
16                         questions, and I get it and you're  
17                         highlighting what you're doing. Do we  
18                         have open slots for CTE?

19                         MR. HACKNEY: Yes.

20                         COUNCILMAN JONES: What is that  
21                         gap?

22                         MR. HACKNEY: I don't have the  
23                         District's data in front of me right now  
24                         with how many open CTE slots there are  
25                         across the City.



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILMAN JONES: So I need  
3 that --

4 MR. HACKNEY: Okay.

5 COUNCILMAN JONES: -- as a  
6 coordinated effort. And then how we then  
7 strategize on marketing to that kid or  
8 that lady in the barber shop, beauty  
9 salon to say this is a career path, a  
10 career option. Because we know that CTE  
11 students outpace general study students  
12 in a number of categories, in attendance,  
13 in climate issues, meaning they don't get  
14 in fights, the graduation rate is great,  
15 and then at the end of the day, they're  
16 making money. And we have toured  
17 Randolph, and I appreciate that. We have  
18 toured it with PECO. We've toured it  
19 with Rebuild. And we want to make a  
20 direct pipeline. I know there are great  
21 schools like Dobbins as well, not leaving  
22 them out, but I want to be able to do  
23 like Fleet Management has done, take a  
24 couple of kids, put them right in there.  
25 And they won awards, national awards and

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           scholarships. And these kids were  
3           regular kids. They got a welding program  
4           up there.

5                        So I need to see the  
6           coordination and then the results of how  
7           many. Just like we talk about other  
8           departments, we know about goals and  
9           aspirations, but at the end of the day,  
10          we're measured on the math. That's the  
11          number one course.

12                       MR. HACKNEY: So we'll work on  
13          that coordination piece and get that  
14          information to you, but can we share some  
15          of the things that -- especially within  
16          our community schools that are happening?

17                       COUNCILMAN JONES: My bell  
18          rung. I can't ask you anything else  
19          anyway, so go ahead, take as long as you  
20          need.

21                       MS. GOBRESKI: Actually, all  
22          three of the high schools in the  
23          community schools initiative have CTE  
24          programs. The Administration appreciates  
25          how important this is and how important

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 it is to connect students to  
3 opportunities and make sure we're  
4 strengthening the schools that they  
5 attend because of all of the facts that  
6 you said.

7 We've actually been doing a lot  
8 of work to recruit, work with individual  
9 students and teachers, to recruit  
10 students to specific programs and expose  
11 them to opportunities. We've brought  
12 union folks in to talk to students. We  
13 actually drove students up to do an  
14 application. We worked with the survey  
15 department, because we have six students  
16 this summer going into paid internships.  
17 They landed two-year paid internships,  
18 coming out of those internships, with  
19 eligible to apply for the engineering at  
20 two.

21 So we are working directly and  
22 creating opportunities, because it's  
23 really important that students see these  
24 opportunities, they get connected. We're  
25 actually creating a list of timelines and

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2       pipeline information around the labor  
3       issues so that -- and we have staff  
4       working directly with students, and our  
5       coordinators are putting on workshops and  
6       working using their individual  
7       relationships with students to make sure  
8       we -- this is a very high priority for  
9       our office.

10                   COUNCILMAN JONES: I just want  
11       to just say it's all in the math, because  
12       if two students made it to Fleet and got  
13       wonderful results, we probably needed 40  
14       students to go to Fleet to make a  
15       difference, because you have to bring  
16       programs to scale in order for them to  
17       have that impact at the neighborhood  
18       level. And we know that you want to do  
19       this, and we want to help you do this,  
20       but what we have to -- when it's time for  
21       you to ask us for the money, we got to  
22       pony up. When it's time for us to ask  
23       for the math, you have to pony up.

24                   MR. HACKNEY: Thank you.

25                   COUNCILMAN JONES: Thank you,

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Mr. President.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 The Chair recognizes

6 Councilwoman Gym.

7 COUNCILWOMAN GYM: Thank you

8 very much, Council President.

9 COUNCIL PRESIDENT CLARKE:

10 You're welcome.

11 COUNCILWOMAN GYM: I had just  
12 one quick question about just a little  
13 bit of demographics on pre-K. You said  
14 that 94 percent of the 67 or 68 providers  
15 are minority or women-owned. What  
16 percentage are owned by people of color  
17 specifically? Do you break that out?

18 MS. STRASSER: No. We don't  
19 have that broken out.

20 COUNCILWOMAN GYM: Can we find  
21 out?

22 MS. STRASSER: Yes. Yes.

23 COUNCILWOMAN GYM: And do you  
24 have a wait list for families that are  
25 currently on pre-K?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MS. STRASSER: We do have  
3 families on the wait list.

4 COUNCILWOMAN GYM: How many?

5 MS. STRASSER: We have almost  
6 700 families that completed enrollment --  
7 I mean applications, but haven't  
8 enrolled, some of whom are waiting for  
9 slots to open up in the provider that  
10 they prefer.

11 COUNCILWOMAN GYM: Okay. So we  
12 have 2,000 enrolled currently and up to  
13 700 potentially on a wait list?

14 MS. STRASSER: We have 2,000  
15 contracted slots. We have 1,880 children  
16 enrolled.

17 COUNCILWOMAN GYM: Okay. So we  
18 have 120 --

19 MS. STRASSER: Approximately,  
20 yes. We're enrolling kids every day.

21 COUNCILWOMAN GYM: Okay. So a  
22 couple of other questions to follow up on  
23 my colleague on CTE, Councilman Jones.  
24 Is the Mayor's Office of Education  
25 tracking the number of actual programs

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that exist in the School District per  
3           school on CTE?

4                       MR. HACKNEY: No, we're not  
5           tracking that information, but we can get  
6           that information.

7                       COUNCILWOMAN GYM: I think we  
8           need to, because one of the things that  
9           we found out, for example, with bilingual  
10          programs is that it's not only that  
11          there's a gap in the enrollment, it's  
12          that if gaps grow, then programs close.  
13          And we are hearing kind of anecdotal  
14          information that CTE programs are  
15          starting to close in the District because  
16          of lack of enrollment, and while I am  
17          kind of -- I'm sympathetic and I  
18          understand those situations. What I am  
19          concerned about is that if we aren't  
20          actually tracking those programs and not  
21          getting immediately in touch with the  
22          principals to understand better why  
23          students aren't enrolling, what the  
24          problems are, and maybe getting some  
25          feedback from the teachers themselves

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           about what they saw as the shortcomings  
3           of the program, we can very quickly kind  
4           of lose control of something that's just  
5           going to be a numbers-based initiative.  
6           We'll be on the losing end of it.

7                         When I think what we can bring  
8           to the conversation is more analysis and  
9           strategic assistance before things get to  
10          a situation where a principal says I have  
11          no choice, I've got five students  
12          enrolled in a program, I'm not keeping it  
13          open, when there could be a lot of  
14          factors that go into that. So we could  
15          work with you on that.

16                        MR. HACKNEY: Okay. Thank you.

17                        COUNCILWOMAN GYM: And I think  
18          it would be great, though, to get a good  
19          handle on the number of CTE programs that  
20          existed last year, the number that are  
21          expected to be in operation for September  
22          just so we can get tracking on that.  
23          That will help.

24                        One of the things that we've  
25          also noticed around the CTE enrollment is



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that we've had a lot of questions about  
3           the school fair, for example. Because  
4           the school fair is not run by the  
5           District and because it's run by an  
6           outside operator, the feeling is is that  
7           there's been some concern about whether  
8           the School District is able to fully  
9           highlight its own -- the benefits of its  
10          own programs without being in full  
11          control of the school fair. It used to  
12          be run by the CTE office actually, but  
13          now because it's run by a third-party  
14          operator, it mixes up private schools and  
15          charter schools and religious schools in  
16          with the public schools mix. And I don't  
17          know if you've had any conversations  
18          about this internally with the District  
19          or to see about how to bolster the  
20          presence of District schools at the  
21          school fair.

22                       MR. HACKNEY: In terms of  
23                       direct conversations with the District on  
24                       that, I have not. I know that recently  
25                       that they have worked to try to highlight

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           CTE, career and technical education  
3           programs, and also during the high school  
4           fair, that those schools are  
5           traditionally grouped together. But just  
6           being more explicit about that work I  
7           think is something that I can work with  
8           you and working with -- and talk to the  
9           District about.

10                   COUNCILWOMAN GYM: Yeah. I  
11           think that would be great. I mean, we  
12           had complaints from -- for example, like  
13           South Philadelphia High School would be  
14           right next to Science Leadership Academy,  
15           and that that would not be a real easy  
16           way to highlight what South Philadelphia,  
17           as you know, has like been able to  
18           improve and what it's trying to build  
19           upon, not only just whether it compares  
20           to SLA or can pick off. And a lot of  
21           kids, they walk in, it's like hundreds of  
22           schools. It's hard to process it out,  
23           and if you're just wandering through, the  
24           kid for SLA, the kid for South Philly  
25           High, the kid for, you know, Gwynedd

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Mercy or, you know, any of these other  
3 kinds of schools are just going to be  
4 really different across the board.

5 MR. HACKNEY: Yes.

6 COUNCILWOMAN GYM: Okay. One  
7 of our big questions has been the ways in  
8 which -- I'm excited about the community  
9 schools program. I'd like to see a  
10 stronger and -- I understand that you  
11 want to be responsive to the individual  
12 needs of schools, but I'd also love to  
13 see like a real stronger claiming of  
14 areas that we know are going to be needed  
15 in all schools and in particularly high  
16 need schools, but one area that we've  
17 been really looking at is around mental  
18 health supports and issues of  
19 trauma-informed care. I think it's a  
20 buzz word that's really moving around,  
21 but there hasn't been a targeted level of  
22 resources that's actually moving through.

23 So have you had any  
24 conversations with the District about  
25 possibly billing services like social

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           workers in schools through Medicaid by  
3           way of CBH and DBHS and, if so, what --  
4           like can your office help clear a path to  
5           make that happen?

6                       MR. HACKNEY: That is a heavy  
7           lift and it's something that we are  
8           actually -- we speak regularly with the  
9           District, but also on the City side with  
10          MDO's Office, our office to how do we  
11          address those issues around schools. We  
12          know that it is a high priority. When  
13          the Mayor meets with principals on a  
14          regular basis, this is an issue that  
15          comes up in every meeting. And so we  
16          know -- in addition to our community  
17          schools, but especially in our community  
18          schools, we want to make sure that we are  
19          trying to clear a path or at least figure  
20          out a system that would better support  
21          children in those schools but also  
22          supporting the schools as well, because  
23          it does take a lot of time and resources  
24          away from instruction, and so we want to  
25          make sure that we can do that to support

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 the schools but, most importantly,  
3 support the children.

4 COUNCILWOMAN GYM: So who needs  
5 to be at the table to make that happen?

6 MR. HACKNEY: I think the  
7 people that we named in terms of the  
8 District on the City side, but I think  
9 there's also -- because people are  
10 becoming more sensitive to the areas  
11 around the impact of trauma on our  
12 children and our communities and how it  
13 manifests itself in schools, having more  
14 buy-in and more people in -- the  
15 involvement of the members of this room  
16 would help support that work as well.

17 COUNCILWOMAN GYM: Yeah.  
18 Because I was just at Southwark School  
19 and one of their big requests is to be  
20 able -- they have one counselor for 800  
21 students. Now, granted, they have a  
22 number of resources that they're trying  
23 to use like City Year and other types of  
24 things to round out what is clearly a  
25 massive gap in staffing, but I know that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           to the extent that if they -- if the  
3           resources are not there at the District  
4           level, what can we do at the community  
5           schools level that can help support them  
6           meet their actual needs that they clearly  
7           articulate and that their families  
8           articulate?

9                       MR. HACKNEY: I'll let Susan  
10          address this one.

11                      MS. GOBRESKI: This issue comes  
12          up a great deal, as you've heard. There  
13          is actually an existing working group  
14          that's getting started. Because of the  
15          complex nature of this, we think this is  
16          going to take longer to work. There are  
17          some things that are a little bit more  
18          low-hanging fruit, but we're working  
19          closely with CBH, DBHIDS, the Managing  
20          Director's Office, Health and Human  
21          Services. We've actually started  
22          discussing what are the issues that we're  
23          seeing. We are talking about community  
24          schools as an opportunity to learn  
25          lessons that can then also be applied

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 over a larger set of schools, because  
3 this issue is not certainly limited to  
4 the schools that have been identified.

5 Furthermore, we've also been  
6 interviewing counselors to ask them what  
7 kind of supports they would identify in  
8 addition to additional guidance  
9 counselors. And so we've been talking to  
10 them. We've actually started doing  
11 outreach to help increase the number of  
12 social work interns, which is actually a  
13 resource that people believe would be  
14 valuable. So providing more capacity at  
15 that level as well as doing this deeper  
16 dive and targeted approach to learn how  
17 we can start to change some of the  
18 practice in a way to get a handle on  
19 this. But it's also a complex issue.  
20 There are a lot of also partner providers  
21 who are interested in lending some of  
22 their expertise around the  
23 trauma-informed education. So that's a  
24 good thing as well, and we're starting to  
25 see more people step into that.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN GYM: And are you  
3 having some folks at the working group --

4 COUNCILMAN GREENLEE:  
5 Councilwoman, I think we're a little  
6 bit --

7 COUNCILWOMAN GYM: Yes. My  
8 last question.

9 Just are you able to include  
10 some of us at the working group table?

11 MS. GOBRESKI: Sure. Be happy  
12 talk to you about it.

13 COUNCILWOMAN GYM: Thank you.

14 COUNCILMAN GREENLEE: Thank  
15 you, Councilwoman.

16 COUNCILWOMAN GYM: Thank you.

17 COUNCILMAN GREENLEE:  
18 Councilwoman Blackwell.

19 COUNCILWOMAN BLACKWELL: Thank  
20 you very much.

21 Last year before we got  
22 started, we had 15,000 youngsters in  
23 quality pre-K. How many do we have  
24 today?

25 MS. STRASSER: We believe that



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 we have 17,050.

3 COUNCILWOMAN BLACKWELL:

4 17,050, okay. It was mentioned earlier  
5 that principals are very happy to hear  
6 about the CTE attention and all of that.

7 So where would they deal with labor?

8 Would it still be in just 12th grade?

9 Are you going to change? How will they  
10 interact with labor, at what point in a  
11 child's career?

12 MR. HACKNEY: Our hope, in  
13 terms of the conversations that we were  
14 having with labor when we had the meeting  
15 with the principals, is increased  
16 involvement on what are the occupational  
17 advisory committees at each school.  
18 Within each school and each CTE program,  
19 each program must have an occupational  
20 advisory committee, and our hope is that  
21 there would be increased participation on  
22 those committees. And that was one of  
23 the things that the principals asked for  
24 and it was brought up in that session  
25 that day, and so it's putting the people

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 in the room to have those conversations.

3 I think we all share very  
4 similar goals in terms of wanting to  
5 increase the number of children that not  
6 only go into CTE programs but also find  
7 an actual pipeline into employment. And  
8 so it's how do we put those folks in the  
9 same room from our office perspective and  
10 the terms of the role that we can play in  
11 helping to bridge those gaps in those two  
12 entities having those conversations.

13 COUNCILWOMAN BLACKWELL: Well,  
14 we're also concerned that when children  
15 graduate, they are called  
16 pre-apprentice -- that they're not called  
17 pre-apprentice but they're apprentices,  
18 our youngsters. Are we there?

19 MR. HACKNEY: I cannot speak to  
20 that that we're there yet. I think  
21 that's in terms of -- I can't speak to  
22 that to say that we're there yet, no.

23 COUNCILWOMAN BLACKWELL: Who  
24 can?

25 MR. HACKNEY: I would

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 probably --

3 COUNCILWOMAN BLACKWELL: Is it  
4 a labor question? Is it an education  
5 question? Because we are serious about  
6 our youngsters getting these positions  
7 with all the jobs and all that we're  
8 asking for with our institutions. We  
9 want our apprentice kids to get jobs, and  
10 part of that question is, if you have  
11 these 20 teachers and they're  
12 card-carrying labor people, where are  
13 they? Who are they? How does that fit  
14 in? If you got card-carrying labor  
15 people, why can't kids get jobs?

16 MR. HACKNEY: Right. I don't  
17 have the answer to that right now, but  
18 that is something that I will take back  
19 and see if we can get an answer for you.

20 COUNCILWOMAN BLACKWELL: Yes,  
21 because we are -- this issue is one of  
22 the main points and one of the main  
23 issues we're dealing with in our schools  
24 and in our neighborhoods. You're  
25 affecting all Penn, Drexel, Brandywine,

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           all of this. All of these programs and  
3           all of this funding is affected by this  
4           question, because we're insisting that  
5           youngsters are apprentices when they  
6           graduate and that they're employed. So  
7           this is not a "we can deal with it in  
8           September." This is a now issue, because  
9           we've got this whole city tied up and  
10          held up, and this is one of the issues  
11          doing it. So we look forward to having  
12          this rectified.

13                         Thank you.

14                         COUNCILMAN GREENLEE: Thank  
15          you, Councilwoman.

16                         Councilman Domb.

17                         COUNCILMAN DOMB: Thank you,  
18          Councilman Greenlee.

19                         And good afternoon. Two  
20          comments -- actually, two questions and  
21          one comment. I want to follow  
22          Councilwoman Blackwell and Councilman  
23          Jones' comments about CTE. This past  
24          year I went to 25 schools, but two of the  
25          highlights were Dobbins with their food

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           program and Randolph, especially the  
3           welding program and the fact that their  
4           students put the solar roof in the gym.  
5           It's pretty impressive. And Edison, by  
6           the way, too. Edison had a good culinary  
7           program there also.

8                         But to expand that, my question  
9           is the following: Coding in high school,  
10          this movement I understand to teach  
11          coding in high school, can you tell me  
12          where that stands? Because we talk about  
13          technology, and we all know the economic  
14          multiplier of job creation on technology  
15          is five jobs. For every job in  
16          technology, five more jobs are created.  
17          So where do we stand with coding in high  
18          school?

19                        MR. HACKNEY: So in terms of  
20          coding in high schools and if we're  
21          speaking specifically to the School  
22          District schools, that question will  
23          probably -- I don't have that  
24          information. We can look into it. I  
25          know in some of our schools that it is

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           taking place. We were just at Cramp  
3           Elementary School yesterday, and there's  
4           a teacher who has been doing coding there  
5           for a number of years actually and a  
6           number of students that -- I think he was  
7           starting down in the first grade now, to  
8           the point that kids have been doing  
9           coding since the first grade at Cramp.

10                        So we know that they're  
11           happening in pockets, but in terms of  
12           what is the District's effort, we would  
13           either have to get that information or  
14           those questions would be better asked of  
15           the District.

16                        COUNCILMAN DOMB: Can you find  
17           out from the District? Because what I'd  
18           like to see is a coding course  
19           requirement in high school so that  
20           everyone has to go through coding. It's  
21           an important -- in the future it's very  
22           important. It will help those people to  
23           get jobs and take them out of poverty.  
24           So if you could get back to us on that,  
25           I'd appreciate it.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MR. HACKNEY: Yeah. I'm a big  
3 fan. Yes. No problem.

4 COUNCILMAN DOMB: Second  
5 comment, Cristo Rey, which I know is a  
6 private school, they have a great  
7 program. And basically for those who  
8 don't know about their program is, every  
9 student 9th to 12th grade works one day a  
10 week in a job. One day a week. Last  
11 year they graduated -- I think 92 percent  
12 of their students graduated high school.  
13 These are kids who are in poverty. And  
14 100 percent went on to college.  
15 Unbelievable. They work one day a week,  
16 9th, 10th, 11th, 12th, one day a week.  
17 How do we transfer -- and I've talked to  
18 the District about this, but maybe you  
19 could help. How do we transfer that  
20 great experience into the public schools?  
21 Because there's a big disconnect with  
22 business and schools. Not just in  
23 Philadelphia; this is a nationwide  
24 problem. We don't teach people in  
25 schools what they need in the business

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 world.

3 MR. HACKNEY: In terms of how  
4 do we do that in the Cristo Rey model, I  
5 mean, we actually have an intern in our  
6 office and I've had one since I've been  
7 here, and so it is a great model and it's  
8 one of those things in terms of how do  
9 you replicate a model like that and then  
10 to what scale.

11 The Cristo Rey model works for  
12 what it is at its size. In terms of  
13 expanding a model like that, that's a  
14 conversation I would like to have -- I  
15 mean, we could have and see how we can  
16 explore that but in doing it in  
17 partnership with the District in terms of  
18 their willingness and ability to do a  
19 program like that.

20 COUNCILMAN DOMB: Is that  
21 something you can pursue next year with  
22 the District?

23 MR. HACKNEY: It's a  
24 conversation that I can have with them.  
25 I would be glad to have that



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 conversation.

3 COUNCILMAN DOMB: Okay. That's  
4 different than pursue.

5 MR. HACKNEY: Because --  
6 understand.

7 COUNCILMAN DOMB: Okay. Thank  
8 you very much. Thank you.

9 COUNCILMAN GREENLEE: Thank  
10 you, Councilman.

11 Councilwoman Sanchez.

12 COUNCILWOMAN SANCHEZ: Thank  
13 you.

14 I know that this is a different  
15 role for the Mayor's Office of Education,  
16 because you're running programs, but  
17 there is an expectation that some of the  
18 policy issues that we discuss here, it's  
19 also part of the portfolio, because I  
20 know the CTE discussion is going to  
21 continue to rise.

22 I want to talk a little bit  
23 around technical assistance, teacher  
24 subsidy around quality, and some of the  
25 back office stuff. Many of us advocated

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that we increase the allocation to \$4  
3           million to help with technical  
4           assistance, and this is critically  
5           important in light of the fact that we  
6           still know that 35 providers are not  
7           considered high quality yet. So what  
8           technical assistance, money, otherwise,  
9           are we offering those providers? How  
10          many teachers do we have enrolled in some  
11          of the certification quality training  
12          programs, and what kind of back office  
13          support investments are we making for the  
14          small providers, going back to  
15          Councilwoman Parker's point?

16                   MS. STRASSER: So part of UAC's  
17          responsibility is -- I'm taking your last  
18          question first -- is working directly  
19          with the growth providers to provide  
20          business supports for them to improve  
21          their business practices and giving them  
22          some economies of scale.

23                   We are working with Success by  
24          6, I mentioned. Sixteen of the growth  
25          providers are enrolled with Success by 6

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 at United Way, and they're working  
3 directly with them to help them  
4 transition from STAR 2 to STAR 3.

5 COUNCILWOMAN SANCHEZ: So how  
6 much of the Philly pre-K money are we  
7 investing in helping them?

8 MS. STRASSER: Not as much as  
9 we had intended this year because we are  
10 limited due to the litigation with --

11 COUNCILWOMAN SANCHEZ: We  
12 allocated \$4 million.

13 MS. STRASSER: More than that,  
14 actually.

15 COUNCILWOMAN SANCHEZ: So how  
16 much of that is actually getting to the  
17 providers to help them build that  
18 quality?

19 MS. STRASSER: It's being  
20 withheld right now due to the litigation  
21 around the --

22 COUNCILWOMAN SANCHEZ: But last  
23 year's allocation is last year's  
24 allocation. So we don't intend to use  
25 all of our training money for the

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 providers that we already committed to?

3 MR. HACKNEY: So due to the  
4 litigation around --

5 COUNCILWOMAN SANCHEZ: Please  
6 don't use the litigation. I'm talking  
7 about this year what we allocated last  
8 year.

9 MR. HACKNEY: We have  
10 withheld --

11 COUNCILWOMAN SANCHEZ: So when  
12 was that decision made to withhold money  
13 and how is that going to impact the 35  
14 providers that right now under this case  
15 stuff is considered not high quality? I  
16 mean, essentially are we setting up these  
17 folks to fail?

18 MR. HACKNEY: No. Our goal is  
19 not to set them up for failure, but --

20 COUNCILWOMAN SANCHEZ: So why  
21 won't we invest the money in them?

22 MR. HACKNEY: Because we -- I  
23 think Anna Adams from Budget is going to  
24 explain the spending.

25 (Witness approached witness

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 table.)

3 COUNCILWOMAN SANCHEZ: Anna,  
4 don't give me a financial decision when  
5 this is a policy relative for everyone,  
6 because I'm not --

7 MS. ADAMS: Anna Adams, Budget  
8 Director.

9 I'm not going to talk about the  
10 policy decisions because that's not in my  
11 world, but I am going to explain what  
12 we're doing about the reserves that we've  
13 put aside, which is I think what Otis was  
14 referring to.

15 Because of the litigation,  
16 which tomorrow is the next round of  
17 litigation, we have put aside money in  
18 reserve in FY17 and FY18 until the  
19 litigation was resolved. We assume it's  
20 going to be resolved in our favor, and at  
21 that point we'll be able to release the  
22 funds, but while it's pending, we as an  
23 Administration have made a decision to  
24 put some of the funds that we previously  
25 set aside for community schools and pre-K

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 in reserve, and that includes some of the  
3 dollars that they were just referring to.

4 COUNCILWOMAN SANCHEZ: That is  
5 a huge problem for us. We very much  
6 publicly articulated the need to invest  
7 in these centers who in many cases needed  
8 very little to move through this  
9 continuum. And so at no point have I  
10 heard us publicly say we're not investing  
11 in those centers. I understand the issue  
12 of reserves moving forward, but we made  
13 an allocation last year to invest in the  
14 centers to move them along. And so there  
15 is no money going into that? That  
16 decision was made.

17 MS. ADAMS: I think they can  
18 talk about the policy decision, but I  
19 think the focus was about seats this year  
20 and that that was the primary focus.

21 COUNCILWOMAN SANCHEZ: Well,  
22 that goes back to my original argument  
23 around we're focused on seats and there  
24 were many different attributes to this.  
25 So I guess what I'm going to ask is, what

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           of the technical assistance money  
3           allocated in the previous fiscal year has  
4           been disbursed? How much support are we  
5           giving around teacher subsidy,  
6           particularly training? Many of us had an  
7           interest in using capacity at Community  
8           College and others. And the back office  
9           stuff. And if the answer is zero, then  
10          that's fine. Then how much of that money  
11          is then going to be reallocated back to  
12          that as opposed to the slots piece later  
13          on?

14                   MS. ADAMS: And we can get all  
15                   that to you. We can get it into a chart  
16                   and send that to you.

17                   COUNCILWOMAN SANCHEZ: That's a  
18                   huge decision. I'm really disappointed  
19                   to hear that. Again, I have been a  
20                   strong supporter of us taking our K-1's  
21                   and 2's and making them 3 and 4's. You  
22                   have used that as one of the selling  
23                   points around how you move 2's to 3's,  
24                   and then we make a policy decision that  
25                   we're not going to make any investments

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           in what you're not considering high  
3           quality. I think that's a huge policy  
4           shift.

5                        COUNCILMAN GREENLEE: Thank  
6           you, Councilwoman. Point taken  
7           certainly.

8                        Councilwoman Parker is not  
9           there.

10                      Councilwoman Gym.

11                      COUNCILWOMAN GYM: Yes. Thank  
12           you very much.

13                      A couple of quick questions. I  
14           know that you talked about the 700  
15           families who are trying to connect into  
16           the PHLpreK. One of the things that I  
17           think is really important, especially in  
18           these times, is that some of the families  
19           may need assistance getting documentation  
20           and those types of things. And are there  
21           any steps that the City is taking or are  
22           we hosting any of them to help reach  
23           needy kids by holding workshops that help  
24           parents like attain birth certificates,  
25           get their vaccinations or any other



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           materials that sometimes can be barriers  
3           for the poorest families to participate  
4           in pre-K and also because we know that  
5           it's really important for families to  
6           have documentation right now.

7                       MS. STRASSER: We haven't  
8           specifically conducted any workshops, but  
9           our office has worked with over 4,000  
10          families through calling those families,  
11          talking to them and assisting them in  
12          providing documentation to support their  
13          eligibility for pre-K.

14                      The staff at -- the pre-K staff  
15          at the Mayor's Office of Education has  
16          been tremendously aggressive in working  
17          with families directly on the phone,  
18          accepting applications in person. We've  
19          been using extensive translation services  
20          so that we're clearly reaching different  
21          populations of the City, so --

22                      COUNCILWOMAN GYM: But talking  
23          to people on the phone is fundamentally  
24          different from helping them actually get  
25          a birth certificate or helping them

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           connect and get vaccinations or whatever  
3           it is that they need. So could we or  
4           have you thought about the possibility of  
5           any kind of events or workshops?

6                       MR. HACKNEY: In terms of --  
7           and I hinted to this earlier. We've  
8           learned a lot from this first year  
9           rollout, and so those are issues in terms  
10          around when we talk about -- whether it  
11          be immigrant communities or people that  
12          may have -- and/or people that might have  
13          issues getting documentation, how do we  
14          better support those families. Those are  
15          pieces that we're looking at with how do  
16          we engage those communities better, who  
17          are the trusted messengers that we need  
18          to contact first, and then bring people  
19          into a safe space to have those  
20          conversations about how we can bring more  
21          families to participate into the  
22          Philadelphia pre-K. So that is something  
23          that we're well aware of, and we are  
24          looking to address in this upcoming  
25          round.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN GYM: Okay. I  
3 mean, that's helpful. At the end of the  
4 day, I think a lot of families recognize  
5 they don't have documentation. They need  
6 help getting there, and it's sort of  
7 similar to like expungement clinics or  
8 other things that we've done to actually  
9 make -- to make the connection between  
10 the providers and the individuals. I  
11 think it makes a big difference, and we  
12 can talk about that.

13 MR. HACKNEY: I mean, what we  
14 realize in doing this work is that in  
15 terms of the -- it's not just doing the  
16 program, but the level of resources and  
17 supports to help whether it be families  
18 or providers get to where we need them to  
19 be. So that is something that we are  
20 working on and building to to make sure  
21 that we can meet those needs.

22 COUNCILWOMAN GYM: And can you  
23 talk a little bit about turnover of  
24 principals at the community schools?  
25 There's some -- one of the things we are

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           trying to track in the District is  
3           stability, and in particular we know that  
4           stability around leadership has a big  
5           impact. There are a number of schools  
6           across the City, MLK, for example, has  
7           seen some significant turnover in  
8           leadership. I know that that's not your  
9           school or a community school, but if you  
10          anticipate turnover with principals at  
11          the community schools, what is your  
12          office -- what is the Community School  
13          Office doing to kind of assure and  
14          maintain capacity during the transition  
15          and empower students and parents and  
16          families to have an active voice through  
17          the transition process?

18                   MR. HACKNEY: That is something  
19                   that was a question or conversation that  
20                   we had with the District early on to make  
21                   sure that we could maintain continuity  
22                   and making sure that that is part of the  
23                   process for as a -- part of the principal  
24                   search. So if there is a change in  
25                   leadership in the building, that that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           would be an active part of the criteria,  
3           asking the principal about the community  
4           school, making sure that they understand  
5           that the schools we have selected are  
6           community schools, and their willingness  
7           to participate.

8                         So the District is in full  
9           support of that, making sure that we do  
10          maintain that relationship that we have  
11          between the City and the District around  
12          those particular schools.

13                        COUNCILWOMAN GYM: The one  
14          thing that I felt like we've noticed is  
15          that we actually need to have a very  
16          direct sit-down between the District  
17          leadership and the communities themselves  
18          actually at the schools. So this is one  
19          area where I think one of your community  
20          schools has been a little bit more active  
21          around, but they actually asked for a  
22          sit-down meeting with the Superintendent,  
23          with the leadership, with Eric Becoats,  
24          for example. And I guess part of it is  
25          saying that if the conversation goes

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           between the Mayor's Office of Education  
3           and 440, that that's leaving out the  
4           communities who are trying to maintain  
5           their engagement through the transition.

6                   MR. HACKNEY: Right. And if  
7           we're -- because I'm thinking of one  
8           school in particular where -- at one  
9           particular SRC meeting, I reached out to  
10          one of the leaders in the group and I  
11          gave them my contact. I said, please  
12          let's sit down and have a meeting. So  
13          I'm willing to reach out to them again to  
14          see if they're willing to do that and if  
15          we need to bring some other people to the  
16          table.

17                   COUNCILWOMAN GYM: Okay. Thank  
18          you.

19                   COUNCIL PRESIDENT CLARKE:  
20          Thank you, Councilwoman.

21                   The Chair recognizes  
22          Councilwoman Parker.

23                   COUNCILWOMAN PARKER: Thank  
24          you, Mr. President.

25                   Let me follow up on a question

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that I asked last year regarding a  
3           directory of CTE programs for the City of  
4           Philadelphia. And I know I asked this of  
5           your department, but then I remember the  
6           School District saying, wait, we have  
7           something.

8                         You tell me. Between your  
9           office along with the District is there  
10          sort of a one-stop shop directory of all  
11          CTE available programs in the City? And  
12          if you have it online, give us the  
13          address directly. And can you also make  
14          sure that we have a hard copy of it.  
15          Because that is something that we can be  
16          promoting in our role.

17                        You heard Councilman Johnson  
18          earlier talk about just helping to ensure  
19          that we're working to help you with  
20          marketing, and we should be giving out  
21          that information.

22                        MR. HACKNEY: The School  
23          District High School Directory has all of  
24          the schools with all of the CTE programs  
25          listed. So we could reach out --

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN PARKER: And it's  
3 sort of just one section for CTE  
4 programs?

5 MR. HACKNEY: For the citywide  
6 admit programs, they are listed  
7 separately. The high school directory --  
8 and it's been a minute since I looked at  
9 it. I'd have to check it again, but it  
10 is broken out by citywide admit, magnet  
11 schools, neighborhood schools. So those  
12 pieces are outlined, and then within each  
13 CTE -- with each school that has a CTE  
14 program, those programs are also  
15 highlighted as well.

16 COUNCILWOMAN PARKER: So let me  
17 make a very specific ask given this very  
18 unique time, particularly with what's  
19 happening with Rebuild, this conversation  
20 about work with the City. If we can have  
21 one specific directory that is separate  
22 from what you just described, even if  
23 someone is doing a cut and paste, of  
24 every school in the City of Philadelphia  
25 that offers some sort of CTE program,



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that they be in a directory and that we  
3           as District Councilmembers and other  
4           organizations can promote this as the  
5           one-stop shop sort of directory for CTE  
6           programs.

7                       MR. HACKNEY: Yes. We can get  
8           that for you.

9                       COUNCILWOMAN PARKER: Thank  
10          you.

11                      COUNCIL PRESIDENT CLARKE:  
12          Thank you, Councilwoman.

13                      The Chair recognizes  
14          Councilwoman Quinones-Sanchez.

15                      COUNCILWOMAN SANCHEZ: I'm  
16          going to be brief. I know you want to --  
17          are we cutting to break after this?

18                      COUNCIL PRESIDENT CLARKE:  
19          Well, we have a number of witnesses.

20                      COUNCILWOMAN SANCHEZ: I just  
21          wanted to just on the community schools  
22          component of this -- and I know that  
23          Susan mentioned the issue of the  
24          after-school situation, because that's a  
25          question that's come up, and I notice

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that in the plans, there were a lot of  
3           common themes. I wanted to talk a little  
4           bit around the issue of behavioral health  
5           in particular as it relates and what, if  
6           anything, in the development of these  
7           plans -- and, again, we've had staff  
8           participate in the discussion. What is  
9           going to change, modify at the  
10          school-based level around behavioral  
11          services as a result of the creation of  
12          the plans?

13                   MS. GOBRESKI: Yeah. There's  
14           going to -- it's going to run on two  
15           tracks. One is this larger work group  
16           around some of the systems work that  
17           needs to happen, the discussions that  
18           need to happen identifying specific  
19           issues and resolving those.

20                   The other issue are things like  
21           creating trauma-informed practice and  
22           supporting some of the work that both the  
23           District is doing but also running a  
24           complementary strategy.

25                   So the example we would give is

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           doing trauma-informed education for not  
3           just the staff, which would be the  
4           District's responsibility, but for the  
5           community partners that are providing  
6           services, for the after-school provider,  
7           even for things like community members.

8                   COUNCILWOMAN SANCHEZ: So how  
9           is resources going to change or be  
10          modified based on your plan from the  
11          behavioral health sector?

12                   MS. GOBRESKI: Maybe I'm --  
13          could you ask the question in a different  
14          way?

15                   COUNCILWOMAN SANCHEZ: That was  
16          a big theme, and it was for the Mayor.  
17          It was one of his biggest frustrations.  
18          We all heard it. What has the plan  
19          helped us impact in terms of how is it  
20          going to change or modify those services  
21          at the school-based level?

22                   MR. HACKNEY: In terms of our  
23          approach, because of the complexity of  
24          the issues, I mean, we're working with  
25          other City offices around those in

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           partnership with the District about how  
3           we can better align services and support  
4           them.

5                       As a former principal, I really  
6           wish it was that easy to figure this out.

7                       COUNCILWOMAN SANCHEZ: I know,  
8           but one of the reasons the School  
9           District has never been able to tackle  
10          this is because it's City, right? It's  
11          Behavioral Health. So the whole idea,  
12          one of the biggest points around  
13          community schools is like it's us. And  
14          so their hands are always tied around  
15          that. So we were hopeful that this was  
16          going to get us to a place where we can  
17          disrupt that a little bit and help.

18                      MR. HACKNEY: And we just  
19          rolled out the plan. So in terms of --  
20          when we think about the timeline of how  
21          we get this work done was, interviewing,  
22          doing surveys and getting to the point  
23          where we actually identified --

24                      COUNCILWOMAN SANCHEZ: We knew  
25          going in that that was an issue, folks.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Don't tell me you're going to wait for  
3 this plan. We knew behavioral health --  
4 as a principal, you know that has been an  
5 issue.

6 MR. HACKNEY: But it's still  
7 being very prescriptive to -- or  
8 subscriptive to that particular school.  
9 So the one set of issues in one school,  
10 even around mental behavioral health, are  
11 not the same as in other schools. So we  
12 want to look at, well, what are the core  
13 issues, what are the drivers within some  
14 of those communities. Some may be very  
15 similar, but then when you really get  
16 down to the granular level, it may be  
17 very different. So what you would see  
18 at -- some issues at a Dobbins High  
19 School would be very different than a  
20 South Philadelphia High School, because  
21 they serve very different populations.  
22 Some issues are shared, but then when you  
23 get down to the granular level and look  
24 at what does that school need around  
25 mental and behavioral health and also the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           readiness of the staff, where they are,  
3           they're going to be in different places  
4           around certain resources. So we have to  
5           figure out where those schools are for a  
6           starting point, and then looking not just  
7           at the staff in partnership with the  
8           District but also, as Susan alluded to,  
9           to the providers and people that we bring  
10          in that it is exactly right for that  
11          particular community.

12                        COUNCILWOMAN SANCHEZ: So  
13          that's something that's really simple. I  
14          mean, to me is -- again, we can't  
15          continue to plan to plan. Are we going  
16          to give principals some ability to choose  
17          some of their providers that they  
18          currently don't have? That's real  
19          simple. It's real simple for you to say  
20          to Behavioral Health, this is a theme  
21          that we went in, understanding there was  
22          an issue. What are some of the  
23          flexibilities and authority that we're  
24          going to give to principals to change  
25          what's going on in their building? The

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           ability to select -- because that's one  
3           of the biggest complaints. The Mayor  
4           heard it over and over. Are we or are we  
5           not? I mean, that's going to help change  
6           and drive what they do in their schools.

7                       MR. HACKNEY: And when you say  
8           give the principals the ability to  
9           select --

10                      COUNCILWOMAN SANCHEZ: Or the  
11           committee. The school-based committee  
12           stuff that you've come up with for me  
13           is -- that's low-hanging fruit. Either  
14           principals can select the providers in  
15           their buildings or not, and the community  
16           school process was supposed to create an  
17           environment by which we were going to  
18           help do what the District isn't able to  
19           do on its own.

20                      MR. HACKNEY: And it is, and  
21           it's something that we're just not trying  
22           to rush through. We want to get it  
23           right. Like everything what you're  
24           asking of us is something that we want to  
25           get right and in getting the information

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           and getting the buy-in from those schools  
3           and those communities, so that way, we  
4           can bring those services.

5                   COUNCILWOMAN SANCHEZ: Making  
6           decisions around changes is one thing.  
7           Saying that one of the protocols  
8           community schools will have is that we  
9           will create a process by which these  
10          folks can be selected in the different  
11          process.

12                   MR. HACKNEY: Yes.

13                   COUNCILWOMAN SANCHEZ: Well,  
14          either that's going to happen next year  
15          or it isn't. If you're going to keep  
16          telling me that a different set of eyes  
17          has to do a different assessment,  
18          everybody knew going into this process,  
19          even the Mayor --

20                   MR. HACKNEY: So in terms of  
21          those schools being able to make that  
22          choice, that is part of our plan in terms  
23          of our philosophy, our approach to how  
24          it's done, is engaging those school  
25          communities so they can select those



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 providers.

3 COUNCILWOMAN SANCHEZ: So just  
4 as we talk about CTE, just as we talk  
5 about diversifying unions, if we don't  
6 use our hammer, which is you're not going  
7 to get -- bad providers are not going to  
8 be allowed to continue in these services,  
9 we're not going to change things. And so  
10 to me that was low-hanging fruit. In  
11 community schools, we're going to give  
12 this community school board the authority  
13 to change and select providers based on  
14 school-based needs. Either we can or we  
15 can't, and how long is it going to take  
16 us to get there?

17 MR. HACKNEY: We just -- in  
18 terms of if we can or we can't right now.  
19 I mean, it's a goal of ours in order to  
20 do that. It is a goal.

21 COUNCILWOMAN SANCHEZ: Okay.

22 Thank you.

23 Thank you, Council President.

24 COUNCIL PRESIDENT CLARKE:

25 Thank you.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN SANCHEZ: Can I  
3 ask a couple more then? Are we breaking?

4 COUNCIL PRESIDENT CLARKE: But  
5 they're gone after break.

6 COUNCILWOMAN SANCHEZ: Well, I  
7 mean, I'm sure we're going to do  
8 re-calls.

9 COUNCIL PRESIDENT CLARKE: Do  
10 you want them to hang around?

11 COUNCILWOMAN SANCHEZ: No, no.  
12 I mean, I'm hungry too.

13 COUNCIL PRESIDENT CLARKE:  
14 They're eager to leave.

15 MR. HACKNEY: I cleared my  
16 schedule for the day.

17 COUNCIL PRESIDENT CLARKE: All  
18 right. Thank you, Councilwoman.

19 We're going to take a recess  
20 until 2:15.

21 MR. HACKNEY: Thank you.

22 (Short recess.)

23 (Witnesses approached witness  
24 table.)

25 COUNCIL PRESIDENT CLARKE: Good

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 afternoon.

3 MR. DiBERARDINIS: Good

4 afternoon.

5 COUNCIL PRESIDENT CLARKE: How

6 are you? Please proceed.

7 MR. DiBERARDINIS: Ready?

8 COUNCIL PRESIDENT CLARKE: Yes.

9 MR. DiBERARDINIS: All right.

10 Good afternoon, Council President Clarke

11 and members of Council. I am Mike

12 DiBerardinis, Managing Director of the

13 City of Philadelphia, and with me today

14 are Brian Abernathy, First Deputy

15 Managing Director, and David Torres,

16 Administrative Services Director. Also

17 with me are senior members of our

18 leadership team.

19 The proposed Fiscal Year 2018

20 Operating Budget for the Managing

21 Director's Office is \$133,188,000, with

22 \$46,430,000 derived from the Grants

23 Revenue Fund, \$138,550 derived from the

24 Water Operating Fund, and \$86,620,000

25 derived from the General Fund.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Our General Fund allocation  
3 reflects an increase of about \$877,000  
4 over Fiscal Year '17 estimated obligation  
5 levels. This increase is largely  
6 intended to support the development of an  
7 out-of-school-time strategy, continued  
8 Vision Zero development and planning, as  
9 well as a substantive study of the --  
10 subsidence study of the Eastwick  
11 neighborhood.

12 In Fiscal Year 2018 and beyond,  
13 the MDO will continue to place high  
14 priority on coordinating activities  
15 across operating departments to advance  
16 broader Administration initiatives.  
17 Specifically, the MDO will be focusing on  
18 advancing policy initiatives aimed at  
19 enhancing early success, promoting equity  
20 and opportunity for all our citizens,  
21 improving public safety, developing a  
22 diverse workforce, and delivering  
23 effective and efficient government to the  
24 public. I would like to highlight a few  
25 of the key initiatives today.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 First, MDO will launch a new  
3 out-of-school-time strategy designed to  
4 provide low-income and at-risk children  
5 with high quality out-of-school-time  
6 experiences. The MDO proposes to invest  
7 \$180,000 in FY18 to fund a full-time  
8 manager and three program improvement  
9 coaches, as well as a data system. One  
10 initial focus of this strategy will be to  
11 ensure that children have success to  
12 evidence-based literacy programs that  
13 will support the goals of the Read by 4th  
14 campaign and the Kenney Administration's  
15 historic investments in pre-K and  
16 community schools.

17 Additionally, over the next  
18 three years, the MDO will implement a  
19 workforce development program titled  
20 "City As Model Employer." This  
21 initiative aims to create clearer  
22 pathways for temporary and seasonal  
23 workers into permanent, full-time  
24 positions. This initiative will focus on  
25 engaging individuals with barriers to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           employment, including disconnected youth  
3           and young adults, formerly incarcerated  
4           individuals, and adults lacking necessary  
5           workforce skills and credentials. The  
6           MDO will support seven departments in a  
7           pilot year of this initiative. They  
8           include Fleet, Streets, Water, CLIP,  
9           Airport, Free Library, and Parks and  
10          Recreation, with the goal of sharing best  
11          practices across agencies and building  
12          the infrastructure required to take the  
13          strategy to scale.

14                   The MDO will also continue to  
15          support the Rebuilding Community  
16          Infrastructure initiative by ensuring  
17          that these physical improvements are made  
18          with strong community and Council  
19          engagement, a focus on promoting growth  
20          with equity, and making sure that the  
21          projects are fully inclusive with strong  
22          diversity participation at all levels.

23                   In FY18 and beyond, the MDO  
24          will continue to work with the Finance  
25          Director's Office and the Chief

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Administration Officer to advance and  
3           administer a citywide performance  
4           management system. We will also continue  
5           to focus on criminal justice reform and  
6           continue working with our partner  
7           agencies and members of Council towards  
8           achieving an overall 34 percent reduction  
9           in the jail population by the end of  
10          FY19. Thanks to the work of the City and  
11          our partners through the MacArthur grant,  
12          we are pleased that to date we have seen  
13          an 18 percent reduction in the jail  
14          population.

15                         MDO, through the Office of  
16          Transportation and Infrastructure  
17          Systems, will be working closely with the  
18          Streets Department and other regional  
19          stakeholders to implement the  
20          recommendations of the Vision Zero Task  
21          Force in order to improve the safety of  
22          our transportation network for all users.  
23          We will also be working on a multi-agency  
24          transportation action plan focused on  
25          advancing opportunity and access,

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           particularly to improve mobility for  
3           underserved populations, along with  
4           equity, health, safety, and  
5           sustainability goals.

6                         In addition to these exciting  
7           initiatives, the MDO will continue to  
8           advance other vitally important projects  
9           aimed at improving the delivery of  
10          efficient and effective City services.  
11          We will continue to work towards  
12          enhancing environmental sustainability  
13          through Zero Waste and Litter Cabinet,  
14          continue support for further implementing  
15          the Water Department's Green Cities,  
16          Clean Waters strategy and the relaunched  
17          Greenworks plan.

18                        We will continue to target and  
19          coordinate human services and other City  
20          resources towards addressing the complex  
21          challenges of lead exposure, opioid  
22          addiction, and behavior in shared public  
23          spaces citywide. We will be reviewing  
24          and better coordinating the City's  
25          anti-violence strategies, including



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Focused Deterrence, Youth Violence  
3           Reduction Partnership, Healing Hurt  
4           People, and CeaseFire. And we will also  
5           be continuing to improve accessibility  
6           for immigrant populations by promoting  
7           training of language access and cultural  
8           competency within City government, as  
9           well as the development of action guides  
10          to better serve immigrant communities.

11                       Perhaps most importantly, the  
12          MDO will strive to ensure that all  
13          operating departments in the City  
14          government are providing quality service  
15          every day to every neighborhood. We will  
16          also strive to make sure Philadelphia  
17          City government is responsible and  
18          accessible to everyone, and we will  
19          continue to work to make our city the  
20          most civically engaged in America in  
21          order to help us accomplish these goals.

22                       Thank you for the opportunity  
23          to testify today. My staff are here with  
24          me, and we are happy to answer any  
25          questions you may have.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you very much. Good afternoon.

4 MR. DiBERARDINIS: Good  
5 afternoon.

6 COUNCIL PRESIDENT CLARKE: I  
7 just had a couple of questions. Section  
8 41, Page 35 of the details, it shows a  
9 \$40 million budget in Grants Revenue Fund  
10 from the William Penn Foundation for the  
11 purposes of Rebuild. Of that 40 million,  
12 you have 39.4 as budgeted in Class 200,  
13 professional services. Can you kind of  
14 walk me through what that's about, and is  
15 there a grant agreement letter on that 40  
16 million or is this speculative?

17 MR. ABERNATHY: It is  
18 speculative.

19 COUNCIL PRESIDENT CLARKE: It  
20 is speculative?

21 MR. ABERNATHY: It is  
22 speculative.

23 COUNCIL PRESIDENT CLARKE: So  
24 we don't have a deal yet?

25 MR. ABERNATHY: No, we do not.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 And it is in Class 200, with the  
3 assumption that the project user  
4 structure is agreed upon with Council.

5 COUNCIL PRESIDENT CLARKE: Say  
6 that again.

7 MR. ABERNATHY: It is in Class  
8 200, with the assumption that there's a  
9 project user agreement with Council. And  
10 so it would be a contract with outside  
11 providers.

12 COUNCIL PRESIDENT CLARKE:  
13 Okay. I'm not sure I understand that.

14 MR. ABERNATHY: So the --

15 COUNCIL PRESIDENT CLARKE:  
16 Bring the mic a little closer to you.  
17 Maybe I'm not hearing.

18 MR. ABERNATHY: And I'm sorry.  
19 Brian Abernathy, Deputy Managing  
20 Director.

21 The structure that we are  
22 proposing for Rebuild includes a project  
23 user with non-profits. We'll issue an  
24 RFQ for those non-profits.

25 COUNCIL PRESIDENT CLARKE: So

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 this is for the end users?

3 MR. ABERNATHY: Correct.

4 COUNCIL PRESIDENT CLARKE: All  
5 right. So \$40 million would be what  
6 exactly?

7 MR. ABERNATHY: I don't think  
8 we've gotten to that level of detail.

9 COUNCIL PRESIDENT CLARKE:  
10 Would it be fee for services?

11 MR. ABERNATHY: It would be for  
12 projects and projects specifically.

13 COUNCIL PRESIDENT CLARKE:  
14 Okay. All right. I just want to make  
15 sure I understand.

16 There was another letter -- I  
17 actually sent a letter to Ms. Westerman  
18 about the 4.5 William Penn contribution,  
19 and I got a response, but in that  
20 response -- and I was always concerned  
21 about this, even utilizing the  
22 Conservancy, because the money didn't go  
23 through the traditional process and you  
24 never got a sense -- although I was happy  
25 to cut the ribbon up there with Ryan

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Howard on the baseball field in Hunting  
3           Park and tossed the football to Mike  
4           Vick. You know, it was pretty cool,  
5           right? But the reality is in terms of  
6           the revenues, the City put dollars in,  
7           matching dollars. I never had a sense of  
8           the contractual relationship between the  
9           entities. I mean, who actually reviewed  
10          the contract in terms of participation  
11          for professional services, lawyers, all  
12          the things associated with the  
13          professional services part of the  
14          contract. What were the numbers in terms  
15          of the construction of the development up  
16          there? And I got back some numbers that  
17          were not good, and this is one of the  
18          concerns, and I talked about that to the  
19          Conservancy, because in fact they did do  
20          work. But running it through these  
21          different types of financing mechanisms,  
22          they basically don't have to adhere to  
23          any of the guidelines established by the  
24          government, participation. I don't even  
25          know that they did prevailing wages. You

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           have no sense of that, which was why it  
3           was a red light, when the early version  
4           of this proposal was to give all the  
5           money to Conservancy and Library  
6           Foundation.

7                         How much more of the William  
8           Penn money, if any, since the 4.5 had  
9           minimal scrutiny, will be utilized in a  
10          fashion that doesn't have the level of  
11          requirements that we do with the City  
12          dollars?

13                        MR. ABERNATHY: So the entire  
14          program we are expecting to have very  
15          strict requirements on participation  
16          levels for professional services, for  
17          participation levels on construction  
18          contracts, and for the diversity of the  
19          workforce. Like you, I think we have the  
20          same concerns, and one of the pillars of  
21          this program is to really improve  
22          diversity and inclusion. And we will  
23          need to be able to monitor those and we  
24          will need to be able to hold folks  
25          responsible, including kicking

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           contractors off of jobs if they don't  
3           meet the expected levels and being able  
4           to put people back on those jobs in a  
5           quick way. That will be done through EOP  
6           agreements and with monitoring from an  
7           outside agency to make sure that we are  
8           meeting those levels.

9                        COUNCIL PRESIDENT CLARKE:

10          Okay. So basically William Penn and  
11          there's a significant match that a lot of  
12          people don't know about. They just don't  
13          give us the hundred million dollars. We  
14          apparently have to, my understanding, is  
15          to raise 300 to get the 75, or whatever  
16          that number is, and then -- or maybe less  
17          than that, and then there's another match  
18          that's required. We have to raise  
19          private money to get the additional  
20          dollars. Most people don't know. We had  
21          the press conference. I was standing  
22          there taking credit.

23                       MR. DiBERARDINIS: Yeah, but  
24          the 75 is --

25                       COUNCIL PRESIDENT CLARKE: Tell

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 me about how --

3 MR. DiBERARDINIS: There's 25  
4 match, and that's contingent on us  
5 fundraising outside foundation, state --  
6 federal is a question, but foundation,  
7 state, and other sources. So there is a  
8 challenge match to the hundred million,  
9 which is 25 million. We're very  
10 confident we will raise the additional  
11 dollars.

12 COUNCIL PRESIDENT CLARKE:

13 Okay. To get the second portion?

14 MR. DiBERARDINIS: Right, to  
15 get the remaining 25.

16 COUNCIL PRESIDENT CLARKE: And  
17 of that 300, the grant application, at  
18 least what I saw, had in it essentially  
19 establishing the basis for the award, the  
20 existing programs that we have done in  
21 the City of Philadelphia in terms of  
22 large-scale projects, NTI, using the  
23 existing process, procurement,  
24 expenditures, oversight, the whole nine  
25 yards, which was in the document, not all



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           the new proposals, and we were awarded  
3           that based on that.

4                       Is there any requirement by  
5           William Penn to do this new process? I'm  
6           trying to understand. I guess my  
7           question is -- actually, Councilwoman  
8           Bass asked the question first --

9                       MR. DiBERARDINIS: The last --

10                      COUNCIL PRESIDENT CLARKE: --  
11           like why isn't this run through the  
12           Department of Parks and Recreation? Why  
13           are we creating this whole new entity  
14           when the money from William Penn was  
15           given to us based on the existing program  
16           structure?

17                      MR. DiBERARDINIS: So the  
18           accountability, ultimate accountability,  
19           in terms of operationalizing the program  
20           will be in the Managing Director's Office  
21           and all the -- because the City  
22           departments that are most involved in  
23           this project in addition to Park and Rec,  
24           the Water Department should be a big  
25           player in this as well as other City

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           agencies that we need to coordinate, the  
3           Office of Sustainability. So we're not  
4           taking it out of the accountability from  
5           those operating departments. So  
6           ultimately the responsibility for  
7           performance --

8                        COUNCIL PRESIDENT CLARKE: Is  
9           it creating a whole new -- this Rebuild,  
10          it's like a whole new department. Why do  
11          we need that?

12                       MR. DiBERARDINIS: That's the  
13          first part of this, because we need at  
14          least it to be -- in my view, it can't be  
15          a single department. It needs to be --  
16          we need to have sort of the authority to  
17          manage the multiple departments that will  
18          be in the program. And it's not just  
19          Parks and Rec. In addition to that, it's  
20          the Library and at least three or four  
21          other City agencies.

22                       COUNCIL PRESIDENT CLARKE:  
23          Right, but all that is under the Managing  
24          Director's Office currently.

25                       MR. DiBERARDINIS: Right, but

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 in order to --

3 COUNCIL PRESIDENT CLARKE: So  
4 is Rebuild an extension of the Managing  
5 Director's Office, like Deputy Managing  
6 Director?

7 MR. DiBERARDINIS: It is  
8 because it gives us the influence and  
9 authority to run and to direct all the  
10 many operating departments that will be  
11 involved.

12 The second part of your  
13 question --

14 COUNCIL PRESIDENT CLARKE:  
15 Gives you the authority?

16 MR. DiBERARDINIS: Well, we  
17 already have the authority. My point is  
18 but we want to have that under the  
19 Managing Director's Office and not have  
20 the Park and Rec Department out moving it  
21 by themselves and the Libraries out --

22 COUNCIL PRESIDENT CLARKE: I  
23 understand all that, but that's currently  
24 under your portfolio, right?

25 MR. DiBERARDINIS: Right, but

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           the way we have -- that's why we kept the  
3           program in the Managing Director's Office  
4           and not down into the individual  
5           departments.

6                        I think the second part of your  
7           question is why do we use -- why are we  
8           proposing project users? I'm checking in  
9           to see if I'm right about that second  
10          part of the question.

11                       COUNCIL PRESIDENT CLARKE:  
12          Well, my original question, which we  
13          moved beyond that on paper, was -- you  
14          know, I don't even want to rehash that,  
15          because there were concerns about using  
16          the Conservancy and the Library  
17          exclusively. You all have moved past  
18          that.

19                       MR. DiBERARDINIS: We have.

20                       COUNCIL PRESIDENT CLARKE: And  
21          I'll wind this up because I know it's  
22          getting close to over my time. I know my  
23          colleagues are looking at me saying,  
24          you've been over your time a long time  
25          ago.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 With respect to project users,  
3 initially it was the proposal for the two  
4 non-profits and then now there could be  
5 multiple non-profits. Is there a reason  
6 why it's only non-profits versus  
7 for-profits or joint venture  
8 participation between the non-profit and  
9 a for-profit? Is there a reason for  
10 that?

11 (Witness approached witness  
12 table.)

13 MS. WESTERMAN: Hi. Nicole  
14 Westerman, Executive Director of Rebuild.

15 We believe it's non-profit  
16 entities that have a mission that aligns  
17 with this work. So we're looking for  
18 entities that have a history and/or have  
19 plans to work with these communities and  
20 work in these important civic assets over  
21 many years. So generally it's  
22 non-profits that have missions that align  
23 with the work of the stewardship, the  
24 community engagement, and the capital  
25 improvements.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCIL PRESIDENT CLARKE: All  
3 right. See, this is where you mess me  
4 up. So we all know that there are only a  
5 couple of non-profits that have worked on  
6 recreation centers and libraries, right?

7 MR. ABERNATHY: Yes.

8 COUNCIL PRESIDENT CLARKE: So  
9 I'm saying if you say the basis for this  
10 is organizations that have a history of  
11 doing this, it's kind of like saying you  
12 eliminate a whole lot of people by virtue  
13 of what you establish as the criteria for  
14 participating. I know in my district,  
15 I'm sure in others, they have developed  
16 CDCs that have built 400, 500 units of  
17 housing, but did they build a recreation  
18 center? Probably not. So that's kind of  
19 limiting. And the skeptical person will  
20 say, well, you're writing an RFP so it's  
21 only one group that can actually be the  
22 respondent.

23 MR. ABERNATHY: Council  
24 President, let me clarify, and I  
25 apologize if there was confusion. I

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           don't think -- it is the experience on  
3           the size of the projects, not necessarily  
4           the type of project. So we want to make  
5           sure that they have construction  
6           experience. There's a host --

7                        COUNCIL PRESIDENT CLARKE:

8           Because your answer was totally different  
9           than that, which caused me concern,  
10          Ms. Westerman. You said had a history of  
11          stewardship and all of the things with  
12          this type of activity. There's only like  
13          two groups that have done that.

14                       MR. ABERNATHY: So what is  
15          important throughout this process is that  
16          there is a connection to the sites that  
17          they are working on. Now, there's a host  
18          of --

19                       COUNCIL PRESIDENT CLARKE:

20          Meaning in the neighborhood?

21                       MR. ABERNATHY: In the  
22          neighborhood. And so to your point, that  
23          could be a CDC.

24                       COUNCIL PRESIDENT CLARKE: So  
25          what neighborhood is the Conservancy in?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MR. ABERNATHY: I'm sorry?

3 COUNCIL PRESIDENT CLARKE: What  
4 neighborhood is the Conservancy in? The  
5 other organizations, they have to be in  
6 the neighborhood. The Conservancy, what  
7 neighborhood are they in?

8 MR. ABERNATHY: The Conservancy  
9 is a citywide organization with an  
10 interest in parks and recreation  
11 facilities across the City, just like the  
12 Library Foundation is a non-profit  
13 organization with a citywide interest  
14 with libraries.

15 COUNCIL PRESIDENT CLARKE: So  
16 they don't have to be in a particular  
17 neighborhood because they're citywide?

18 MR. ABERNATHY: They are --

19 COUNCIL PRESIDENT CLARKE: See,  
20 you're establishing this two-tier  
21 process. That's why, frankly speaking, I  
22 have a problem with it. It's like it's  
23 different rules for the Conservancy and  
24 the Library Foundation.

25 So they're citywide, and I'm



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           sure you can identify some development  
3           entity that's citywide, right? So do  
4           they have to be from the neighborhood or  
5           can they be citywide and just kind of  
6           float around?

7                       MR. ABERNATHY: They have to  
8           have an interest in the sites that  
9           they're working on. And so that  
10          interest -- so, again, the Conservancy  
11          has a citywide interest in parks and  
12          recreation facilities. And that interest  
13          could be about any specific site. A CDC  
14          may have an interest and a working  
15          relationship with the neighborhood in  
16          which they serve, which are primarily  
17          neighborhood based.

18                      I certainly understand your --

19                      COUNCIL PRESIDENT CLARKE: So  
20          suppose they have an interest in some  
21          place else. They have the development  
22          and construction capacity and somebody  
23          from South Philly says, well -- I'm not  
24          going to mention the name, but we might  
25          want to develop something in North

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Philly. Are they limited or prohibited  
3           because they're not from North Philly,  
4           but yet -- I'm just telling you, you're  
5           writing these rules, they're like apples  
6           and oranges and there's two sets of  
7           criteria, and that's really troublesome.

8                       MR. ABERNATHY: Sure, and I  
9           think we're open to continuing a  
10          conversation. Because I do understand  
11          the concern. It certainly isn't our  
12          intent to create two separate processes,  
13          and we're happy to have that conversation  
14          and as we go forward with the  
15          legislation, work through it and address  
16          those concerns.

17                      COUNCIL PRESIDENT CLARKE: All  
18          right. I know this is the beginning, but  
19          I got to --

20                      MR. ABERNATHY: I totally get  
21          it.

22                      COUNCIL PRESIDENT CLARKE: I  
23          got to establish a record.

24                      MR. ABERNATHY: Understood.

25                      COUNCIL PRESIDENT CLARKE: On

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 the record, we're asked these questions,  
3 and then from your responses, it appears  
4 to be two-tier criteria.

5 MR. ABERNATHY: Again,  
6 certainly not our intent, but if we need  
7 to clarify some things, we certainly  
8 will.

9 COUNCIL PRESIDENT CLARKE: I do  
10 a lot of things that people don't like  
11 and it wasn't my intention, but, you  
12 know --

13 MR. ABERNATHY: Understood.

14 COUNCIL PRESIDENT CLARKE: --  
15 it comes out that way.

16 MS. WESTERMAN: May I offer  
17 just one other example? Mount Airy USA  
18 has an involvement in the current  
19 renovation of the Lovett Library, and  
20 that's because they are there in the  
21 neighborhood. They plan to be involved  
22 in that facility. So it makes sense for  
23 them to take some ownership over that  
24 project.

25 COUNCIL PRESIDENT CLARKE: But

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 they can only do it up there?

3 MS. WESTERMAN: If they had  
4 plans to help in a facility in another  
5 part of the City, that's great.

6 COUNCIL PRESIDENT CLARKE: It's  
7 not prohibited?

8 MS. WESTERMAN: Absolutely not.

9 COUNCIL PRESIDENT CLARKE:  
10 That's what I'm trying to get at.

11 MS. WESTERMAN: We're looking  
12 for --

13 COUNCIL PRESIDENT CLARKE: And  
14 with respect to my part of my original  
15 question, the non-profit versus  
16 for-profit, is there a reason why  
17 non-profit Mount Airy USA can't form a  
18 partnership, a joint venture partnership,  
19 with, say, Perryman? And that's not  
20 being discussed, by the way. But is  
21 there a reason, a legal reason? I  
22 understand that you come from a certain  
23 background.

24 Mike, you were a park guy.

25 Brian, you've kind of been all

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           over. You used to actually be in here.  
3           But is there a legal reason why that  
4           can't happen?

5                       MS. WESTERMAN: Well, I would  
6           say that one priority is to ensure that  
7           these facilities are continuing to serve  
8           the communities and are open to the  
9           public in the long term. So it would --

10                      COUNCIL PRESIDENT CLARKE:  
11           Excuse me. Not to cut you off. My time  
12           is -- I'm way over my time. Won't they  
13           be owned -- I know you guys are laughing  
14           at me. I'm sorry.

15                      Won't these facilities be owned  
16           by the City of Philadelphia?

17                      MS. WESTERMAN: Yes. That's  
18           correct.

19                      COUNCIL PRESIDENT CLARKE: You  
20           keep saying that they will continue to  
21           serve the public.

22                      MS. WESTERMAN: Yes.

23                      COUNCIL PRESIDENT CLARKE:  
24           They're going to be owned by the City.  
25           They will be City facilities with City

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 workers in them.

3 MS. WESTERMAN: They will be  
4 owned and operated by the City.

5 COUNCIL PRESIDENT CLARKE:  
6 That's another question. I'll come back  
7 on that.

8 MR. DiBERARDINIS: Owned and  
9 operated by the City.

10 COUNCIL PRESIDENT CLARKE: All  
11 right. So this notion that you want to  
12 make sure that it continues to service  
13 the people, it's going to be City owned.

14 MR. ABERNATHY: To your  
15 non-profit/for-profit question, how about  
16 we get back to you with a reasonable  
17 answer? Because I think it is a more  
18 complicated conversation to have, and I  
19 think it's an important one to have, and  
20 we'll be ready to have it at the next  
21 hearing as well.

22 COUNCIL PRESIDENT CLARKE:  
23 We've established a process offline. So  
24 people who are looking at this, don't  
25 think that we don't talk. We're working

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           briefings, the whole nine yards, and  
3           we'll get to a point where we reach a  
4           conclusion. But, again, I have to  
5           establish a record.

6                       MR. ABERNATHY: And it's a very  
7           reasonable question that you deserve an  
8           answer for.

9                       COUNCIL PRESIDENT CLARKE: All  
10          right. Okay.

11                      I'm sorry for dominating the  
12          conversation, to my colleagues.

13                      The Chair recognizes Councilman  
14          Greenlee.

15                      COUNCILMAN GREENLEE: Thank  
16          you, Mr. President. We know you have  
17          special privileges there, sir. We  
18          appreciate that.

19                      Good afternoon, everybody. I  
20          know there's going to be a lot of  
21          questions on Rebuild, so if I can  
22          temporarily go into a different direction  
23          on a couple things.

24                      First, I have to give out the  
25          annual shout-out to Tom Conway and CLIP

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 for the great job they do.

3 I'll get that out of the way,

4 Tom. Okay?

5 (Applause.)

6 COUNCILMAN GREENLEE: Secondly,

7 on the out-of-school-time issue, could

8 you discuss that just a little bit more?

9 Are we talking about actual programs or

10 are you giving assistance to existing

11 programs? What are we talking about?

12 MR. DiBERARDINIS: In the

13 government alone, in the three or four

14 appropriate departments, Park and Rec,

15 Library, DHS-funded projects, we spend

16 about \$40 million a year in programs, and

17 they're good programs. They're across

18 the City. They really do a lot of good.

19 We are very interested in, however,

20 focusing the early, 1st to 4th grade, on

21 early literacy, because we think it picks

22 up on the universal pre-K and focuses

23 some of that work -- some of that money

24 we're already invested in -- in a fairly

25 smart initiative with a measurable



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 outcome.

3 Part of the first year of this  
4 project will be to make sure that the  
5 design and the programmatic elements of  
6 the Department -- of the program actually  
7 work. So we'll be working in ten schools  
8 and a handful of recreation centers --  
9 well, ten sites all together and a  
10 handful of recreation centers, schools,  
11 and libraries to actually perform the  
12 program with all its elements and then  
13 test to make sure that children are  
14 actually improving their reading  
15 capabilities and their reading skills.  
16 So it takes what we have, invests a  
17 little more money, focuses the investment  
18 for an outcome that's an essential  
19 outcome for success in the middle and  
20 high school years, and that's reading at  
21 the 4th grade level.

22 There's already an existing  
23 campaign in the City that sort of has its  
24 base in the Library, but also has  
25 connections with scores of non-profits

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 and community organizations all over the  
3 City.

4 COUNCILMAN GREENLEE: So you're  
5 kind of coordinating the results?

6 MR. DiBERARDINIS: Right. So  
7 this is an effort to build the highest  
8 quality practice in programs that are  
9 already existing to support and give kids  
10 a chance to succeed, and we're working  
11 really closely with the School District  
12 in this effort.

13 COUNCILMAN GREENLEE: Okay.  
14 Thank you.

15 MR. DiBERARDINIS: I hope that  
16 answered -- got to the heart of your  
17 question.

18 COUNCILMAN GREENLEE: It does.

19 One other issue. I think  
20 former Councilman Kelly unofficially  
21 handed me the baton of Animal Control.  
22 So on that issue, I know there's been the  
23 ongoing effort to try to eventually make  
24 Philadelphia the no-kill city. Has that  
25 progressed in any way, and could you talk

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           about the facility, the adequacy of the  
3           facility too?

4                   MR. DiBERARDINIS: I'll let  
5           Brian take the details, but we are  
6           investing in the facility, and our  
7           survival rate is really good and it  
8           compares well, even at this point, with  
9           other cities around the country.

10                   COUNCILMAN GREENLEE: It does?

11                   MR. DiBERARDINIS: Yeah.

12                   COUNCILMAN GREENLEE: Could you  
13           get statistics showing that?

14                   MR. DiBERARDINIS: Yeah.

15                   COUNCILMAN GREENLEE: Brian, I  
16           saw you trying to get Dave to do that,  
17           but whatever.

18                   MR. ABERNATHY: We're actually  
19           going to have the director of the  
20           facility, Vince Medley, take the  
21           question.

22                   COUNCILMAN GREENLEE: Good.

23                   (Witness approached witness  
24           table.)

25                   COUNCILMAN GREENLEE:

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Afternoon. How are you?

3 MR. MEDLEY: Good afternoon.

4 Good afternoon, Chair, Council President,  
5 and distinguished Council. My name is  
6 Vincent Medley. I am the Executive  
7 Director of the Animal Care and Control  
8 Team of Philadelphia.

9 COUNCILMAN GREENLEE: Okay. We  
10 were just talking about the facility  
11 particularly and just -- the Managing  
12 Director mentioned statistics to show how  
13 you compare with other cities. I know  
14 there's a lot of people just concerned  
15 that this has the highest priorities that  
16 it can be given with all the other things  
17 that are going on in the City of  
18 Philadelphia. So I don't know if you can  
19 comment on that a little bit.

20 MR. MEDLEY: Yeah. I  
21 appreciate that question. And so to  
22 answer the first part of your question,  
23 how we compare to other cities, we  
24 compare very favorably. There are  
25 certain formulas that in our industry are

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           important, the Asilomar Accords. We have  
3           a formula that -- the ASPCA has a formula  
4           that measure life-saving programs, and  
5           you mentioned no-kill. The reality is is  
6           that that's a variable number. We have  
7           about an 80 percent life-saving  
8           percentage for all of last year. This  
9           year we're somewhere around 89 percent.  
10          That's because of a lower intake and  
11          because we are in the winter months. And  
12          so we think that that will probably go  
13          down, but that number is -- in terms of  
14          nationally, there is probably maybe in  
15          terms of large cities, San Antonio,  
16          Texas, San Francisco, we compare very  
17          favorably. We're probably top five. We  
18          haven't compared -- I don't have their  
19          most recent numbers, but 89 percent is  
20          basically a no-kill number.

21                   COUNCILMAN GREENLEE: Okay.  
22           Any statistics, written thing you can get  
23           to the President for us would be greatly  
24           appreciated just so we can look at those  
25           numbers. I appreciate it. Thank you.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Thank you, Mr. President.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 The Chair recognizes

6 Councilwoman Parker.

7 COUNCILWOMAN PARKER: Thank

8 you, Mr. President.

9 And good afternoon. Let me  
10 just quickly start 30 seconds. Ditto,  
11 Councilman Greenlee, for Tom Conway, and  
12 I promised I wouldn't josh him and start  
13 talking about his age and length of  
14 service and all of that, but, you know,  
15 we thank you and the workers for  
16 everything that you do in our community.  
17 But I also saw Town Watch Integrated  
18 Services here and needed to say to you a  
19 special thanks too, the conflict  
20 resolution and all of the anti-violence  
21 work in our neighborhood. Where the  
22 police don't go, sort of where the  
23 schools don't go, you all find a way to  
24 make it into the grooves, and we value  
25 that too and wanted to say that for the

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 record.

3 Let me just start by saying  
4 from the beginning of this conversation  
5 about Rebuild, I think that members of  
6 this Council have been unified in  
7 declaring that diversity and inclusion in  
8 all aspects of the process is the number  
9 one priority. And with this in mind from  
10 the beginning, I know when I viewed this,  
11 I viewed this as a vehicle. I  
12 immediately thought about workers, and I  
13 want you to know the reason why I went to  
14 the workforce capacity is I began to  
15 think who can afford to pay to live in  
16 houses in neighborhoods in my district  
17 and those throughout the City of  
18 Philadelphia. So it made good economic  
19 sense for me.

20 With that being said, it was a  
21 way to put African Americans and other  
22 people of color and women sort of on the  
23 path to self-sufficiency via construction  
24 jobs and ultimately diversifying the  
25 building trades. You know that my

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           colleagues and I, we all supported a  
3           resolution that was passed specifically  
4           making recommendations that we hope the  
5           Administration would consider while  
6           working with this body along with the  
7           building trades to address some of those  
8           concerns.

9                         And with that in mind, I want  
10          you to walk me through the point of entry  
11          for the person who is watching on  
12          television now. They are interested in  
13          getting involved with Rebuild through  
14          work. So they are 18 years or older.  
15          They are a resident of the City of  
16          Philadelphia and they want to gain  
17          access. Where are they going to go in  
18          their neighborhoods to be considered  
19          recruited a part of this Rebuild process?  
20          So, one, that's the point of entry and  
21          where was it going to be and who is going  
22          to manage that process and what will the  
23          data look like? Because if we talk about  
24          multiple sites, Rebuild sites, I don't  
25          know how you manage recruitment at every



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           site that's doing Rebuild work in the  
3           City of Philadelphia. I would rather see  
4           the data accurate.

5                        So with that in mind, how many  
6           sites are you thinking about within the  
7           City of Philadelphia for actual  
8           recruitment? And the questions that  
9           people -- now this is the criteria for  
10          whether or not I'm eligible. CAP, and  
11          it's listed in your presentation, which  
12          is one of the neighborhood-based  
13          pre-apprenticeship programs with a very  
14          proven track record. They ask five  
15          questions of their participants: Are you  
16          a Philadelphia resident? Are you 18 or  
17          older? Do you have a high school  
18          diploma, a driver's license, and will you  
19          pass the drug test? And if there are  
20          people who don't meet one of those  
21          requirements, if they don't pass the drug  
22          test, if they need help accessing the  
23          driver's license, they connect people so  
24          nobody is sort of left out here.

25                        I want you to talk to us about

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 that.

3 In addition to that, I want to  
4 note for the record, because this has  
5 been a little frustrating for me, while I  
6 advocate for neighborhood-based  
7 pre-apprenticeship programs, I want to be  
8 very clear that I have in no way, shape  
9 or form discussed them as the silver  
10 bullet to diversifying the building  
11 trades and standing alone. What I've  
12 said I will not do is allow anyone to act  
13 as if that is not a crucial layer in this  
14 discussion. So CTE, as Councilwoman  
15 Blackwell has been very fervent about  
16 advocating for, that as a pipeline, but  
17 for people who are out of school and  
18 they're sort of 20 and up, the  
19 neighborhood-based pre-apprenticeship  
20 program is extremely valuable to them.  
21 And then for those who are ready to go  
22 directly into an apprenticeship program,  
23 they need to have a vehicle. And for  
24 those who are skilled and they should  
25 already be working on the job, except

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           they're working in a non-union capacity,  
3           it has to be an expedited process for  
4           them.

5                        So in layman's terms, explain  
6           it for the general public how you  
7           perceive this process will work.

8                        MS. WESTERMAN: Thank you,  
9           Councilwoman. As you know, there's a  
10          memorandum of understanding that's being  
11          negotiated between the City of  
12          Philadelphia and the building trades, and  
13          I am excited to report to you that the  
14          draft MOU that you have seen specifically  
15          addresses a number of the issues that  
16          you've talked about. So one issue is  
17          making sure that we are recruiting in the  
18          neighborhoods where these jobs are  
19          needed. So we need to be recruiting  
20          through organizations such as faith-based  
21          organizations that have relationships  
22          with the people who need these jobs. So  
23          recruiting is specifically noted as an  
24          issue in the draft MOU.

25                        A second issue that you

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           referenced is qualifications, and the  
3           draft MOU also commits to metrics about  
4           who is being recruited, who gets into the  
5           program, who graduates from the program,  
6           and then who successfully becomes an  
7           apprentice. So one of the elements of  
8           the current draft MOU is an entry point  
9           following recruiting from the  
10          neighborhoods through Philly Works so  
11          that there is a relatively objective --  
12          so there is an objective process for  
13          qualifications.

14                    What we're committing to, what  
15          the City is committing to as part of that  
16          process, is understanding that if there  
17          is a person who is trying to get into  
18          this program and they are missing  
19          something that will be required for an  
20          apprenticeship, such as a driver's  
21          license, we are committing to making sure  
22          that we are helping that person to get  
23          over those barriers. If it's  
24          transportation to training or to a job  
25          site every day, we're committed to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           helping to overcome those barriers, other  
3           issues such as if supplemental literacy  
4           and math skills.

5                        So the MOU is conceived as a  
6           partnership where the building trades are  
7           committing to the metrics, to technical  
8           skills, and we're committing to these  
9           other supports.

10                      I also wanted to specifically  
11           address your question about multiple  
12           points of entry, understanding that there  
13           are people already out there who have the  
14           skills to be an apprentice today. The  
15           current draft of the MOU also talks about  
16           testing to allow those people to come  
17           into an apprenticeship or a journeyperson  
18           position today without having to go  
19           through an apprentice-ready process.

20                      COUNCILWOMAN PARKER: I'll come  
21           back on my second round, but one of the  
22           things -- and you mentioned MOU on  
23           several occasions. When we come back  
24           around, I want to talk about  
25           enforceability. Okay? Thank you.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Thank you, Mr. President.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilwoman.

5 The Chair recognizes Councilman  
6 Domb.

7 COUNCILMAN DOMB: Thank you,  
8 Council President.

9 Good afternoon. Just a few  
10 questions I wanted to ask you. This  
11 piggybacks on Councilman Greenlee's  
12 question, I think, the out-of-school-time  
13 strategy program, which is \$180,000. We  
14 spend -- or I should say we invest \$40  
15 million in other programs. Have we done  
16 any kind of evaluation of those programs  
17 to see from an outside source as to are  
18 we getting a good return on that \$40  
19 million investment?

20 MR. DiBERARDINIS: In part,  
21 this initiative will do that. It won't  
22 look at all -- let me say, I ran for  
23 maybe the last 15 years elements of these  
24 programs, and to the extent there's sort  
25 of quality evaluations, we do, and we do

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           some before -- pre and post program  
3           surveys. That's about the best that we  
4           do. There's a lot of money to do  
5           quantitative analysis.

6                     In this instance, this  
7           out-of-school-time program will do that  
8           quantitative analysis. We'll be able to  
9           track, as the program grows and sets up,  
10          progress towards reading. And that's not  
11          the only goal of the program, but that  
12          will be one of the fundamental outcomes  
13          that we're looking for.

14                    So it begins to move us from  
15          sort of a qualitative sort of analysis to  
16          a quantitative analysis. So it's a big  
17          step for us and using some of that --  
18          portion of that money, existing program  
19          money, to drive the initiative forward.

20                    COUNCILMAN DOMB: So are you  
21          saying the analysis is for the 180 new  
22          program? But I'm talking about the 40  
23          million we already invest. Is there any  
24          analysis done by any kind of --

25                    MR. DiBERARDINIS: There's

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           certain qualitative analysis of those  
3           programs. We can get that to you. I  
4           would say, you know, they're sort of  
5           user -- how does the child feel, how did  
6           the parents feel. It's not that sort of  
7           rigorous of an analysis, but we have that  
8           for programs across the system. This is  
9           a little different. I mean, we're going  
10          up a whole notch or two on what our  
11          aspirations are and what we'll be  
12          measuring for.

13                   COUNCILMAN DOMB: Okay. And I  
14          also want to mention, you talk about the  
15          workforce development, that the MDO is  
16          going to implement a new workforce  
17          development strategy. I just want to  
18          make sure when we're talking about these  
19          200 potentially new jobs, that you layer  
20          in what I've been talking about, which is  
21          the overhead of the 87 percent for  
22          benefits and the City overhead, which on  
23          the L&I bill was 37 percent. I just want  
24          to make sure it's not just -- we got to  
25          get this through, because in your



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           numbers, we have a lot of people -- I  
3           think we have 66 employees in the MDO's  
4           Office making over 100 in salary, which  
5           is really just with benefits 187 and with  
6           the City overlay, it's 224. When you  
7           look at it in those numbers, you make  
8           different decisions than just as a  
9           \$100,000 salary.

10                   MR. DiBERARDINIS: I think I  
11           understand. Is there a question?

12                   COUNCILMAN DOMB: So my concern  
13           is, are we going to be burdening the City  
14           with those extra people? Because just  
15           don't look at the salaries. Look at the  
16           benefits and all the other things that go  
17           with it.

18                   MR. DiBERARDINIS: These will  
19           not be newly funded jobs. These will be  
20           vacancies that exist within the civil  
21           service system.

22                   COUNCILMAN DOMB: Okay. Last  
23           question for this round. I think in the  
24           General Fund in 2011, the Managing --  
25           this is when you weren't there probably,

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 right? But at that time, there was 16  
3 million allocated for the Managing  
4 Director's Office and now we're  
5 allocating 39 million. Any reason why  
6 that increase was so dramatic?

7 MR. ABERNATHY: Yes. So in the  
8 prior Administration, the Managing  
9 Director's Office had a very different  
10 function. It functioned essentially as  
11 the Chief Administrative Office does  
12 today. It managed Procurement, Public  
13 Property, HR, Fleet, OIT. The Managing  
14 Director's Office today manages all of  
15 the operating departments across the City  
16 and contains multiple programs throughout  
17 the City, and it -- when Mayor Kenney  
18 came into office, we essentially  
19 recreated the Managing Director's Office  
20 into that strong chief operating officer.

21 COUNCILMAN DOMB: So it took on  
22 more departments basically?

23 MR. ABERNATHY: Yes, sir.

24 COUNCILMAN DOMB: Okay. Thank  
25 you. Thank you very much.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Thank you, Council President.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 The Chair recognizes Councilman  
6 Jones.

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

9 And good afternoon.

10 MR. DiBERARDINIS: Good  
11 afternoon.

12 COUNCILMAN JONES: I'm going to  
13 move away from Rebuild. I think they  
14 have that covered. I want to say, first  
15 of all, we give Tommy Conway a shout-out,  
16 but I want to recognize all of the  
17 hard-working professionals that are under  
18 your aegis and how responsive they've  
19 been to our office.

20 I don't know about you guys,  
21 but I get good response from them.

22 So I want to give all of you a  
23 shout-out.

24 I want to focus on criminal  
25 justice. The President appointed a

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Special Committee on Justice Reform, and  
3           we've had the opportunity to work with  
4           the Office of Criminal Justice and Judge  
5           Lerner and Julie, and we've been pleased  
6           with that relationship. The Judge offers  
7           a wealth of information about the system.

8                         But however and nevertheless,  
9           what I'd like to see is, are we putting  
10          our money where our big dreams are and  
11          are we beginning to appropriate in a  
12          three-year level for the things that the  
13          MacArthur Foundation are going to talk  
14          about, the things that this Council are  
15          going to talk about? And I want you to  
16          respond in three particular topics. You  
17          might want to ask Judge Lerner to join  
18          you. But day reporting centers,  
19          alternatives to incarceration. We have  
20          6,500 men and women up on State Road, and  
21          we want to reduce that number.

22                        The second thing is GPS  
23          technology by way of house arrest and  
24          making sure people are where they're  
25          supposed to be at the time of their

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 confinement.

3 And then how are we budgeting  
4 for those things this year, next year,  
5 and the following years to achieve those  
6 worthwhile goals?

7 (Witness approached witness  
8 table.)

9 JUDGE LERNER: Good afternoon.

10 My name is Benjamin Lerner. I'm the  
11 Deputy Managing Director for Criminal  
12 Justice, and thank you for those  
13 questions.

14 First of all, with regard to  
15 day reporting centers, as you know, we,  
16 under your leadership, have been involved  
17 in an important dialogue about exactly  
18 what we want our day reporting centers to  
19 be in terms of the population to be  
20 served and the services to be offered  
21 there. And we have some information  
22 about various day reporting centers in  
23 other jurisdictions, and I believe that  
24 we're at the point now where we have  
25 promised to invest the necessary funds to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           do a very careful study of Philadelphia's  
3           particular situation and our particular  
4           needs, compare that with the options  
5           available and the options that are  
6           demonstrated in other jurisdictions as  
7           well as ones that may not have been tried  
8           and come up -- and also take a look at  
9           what the different alternatives would  
10          cost and then come up with a systemwide  
11          recommendation that will involve not only  
12          Council and the Administration but all  
13          the criminal justice partners about what  
14          we want our day reporting centers to be  
15          and who we want them to serve.

16                   As far as GPS, largely through  
17          the MacArthur initiative, we are  
18          significantly increasing the number of  
19          electronic monitoring devices available.

20                   COUNCILMAN JONES: Isn't that  
21          250? See, I'm using the veteran move  
22          that the President does to get it on the  
23          record. So is that 250 more?

24                   JUDGE LERNER: I think Julie  
25          has the exact numbers.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 (Witness approached witness  
3 table.)

4 MS. WERTHEIMER: Julie  
5 Wertheimer, Chief of Staff, Criminal  
6 Justice.

7 So the first batch of monitors  
8 that's coming through, actually they  
9 replace outdated technology. There's  
10 going to be a second wave later on in the  
11 grant. The first batch is 240, I  
12 believe. You were very close.

13 COUNCILMAN JONES: I'll take  
14 that. And the next batch will be?

15 MS. WERTHEIMER: Let me see if  
16 I can pull that number for you. It's not  
17 planned for this fiscal, so I don't have  
18 that on hand at the moment, but we'll get  
19 that to you.

20 COUNCILMAN JONES: Fair enough.  
21 The other thing, so we've  
22 appropriated money for a study to look at  
23 day reporting centers.

24 So we're not, Mr. President,  
25 going to implement that in this cycle,

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           but it will be ready with good  
3           information as to what type, where for  
4           the next budget cycle. So we're spending  
5           money now.

6                   COUNCIL PRESIDENT CLARKE: I  
7           already promised somebody that it was  
8           going to happen now.

9                   COUNCILMAN JONES: Well, that's  
10          why we try not to promise people.  
11          Under-promise, over-deliver.

12                   COUNCIL PRESIDENT CLARKE: I  
13          should know better, right? No.  
14          Actually, Councilman, it was not a  
15          promise, but we did have a good meeting  
16          with Judge Skipper and Judge Allen and  
17          they wanted to talk about the likelihood  
18          of the possibility -- and they were  
19          excited about the opportunity.

20                   COUNCILMAN JONES: So I would  
21          also ask you guys -- and this is more  
22          towards you -- Donald Trump --

23                   JUDGE LERNER: That's more  
24          toward me, you said?

25                   COUNCILMAN JONES: No, no, no.



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 In the Washington Post said that we are  
3 going to -- they are going to take a hard  
4 look at all of the Department of Justice  
5 recommendations and pretty much wipe them  
6 off the face of the earth.

7 Now, in light of that, where do  
8 we stand on those 70-plus recommendations  
9 and in light of what happened in  
10 Ferguson, Baltimore, and other cities,  
11 where is our commitment to implementing  
12 those recommendations?

13 MR. ABERNATHY: So to your  
14 point, the Trump Administration is  
15 looking at consent decrees across the  
16 country. Philadelphia is under no  
17 current consent decree across any of our  
18 programs.

19 The Department of Justice  
20 recommendations were made because we  
21 asked them to make them. We were  
22 proactive in that conversation. We're  
23 committed to continuing to implement  
24 them. We've already implemented over 90  
25 percent, and we're going to continue to

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 move forward.

3 COUNCILMAN JONES: Well, that's  
4 great news. So I'm going to leave  
5 that -- so whoever is dealing with 311,  
6 on my next round that's where I'm going.  
7 All right.

8 Thank you, Mr. President.

9 COUNCIL PRESIDENT CLARKE:  
10 Thank you, Councilman.

11 The Chair recognizes  
12 Councilwoman Bass.

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

15 And I wanted to talk Rebuild,  
16 and I had some questions. How are you?

17 MR. DiBERARDINIS: Good. Thank  
18 you.

19 COUNCILWOMAN BASS: So I had  
20 some specific questions, and I just  
21 really wanted to be clear. And if you  
22 could give me the answer but also  
23 identify in some of these questions  
24 exactly where we can get the information  
25 in writing, because I want to make sure

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 that we have the documentation behind it.

3 When we go back to the  
4 conversation about project users and CDCs  
5 were added into the mix, which we were  
6 very excited about, but then there were  
7 some thresholds that were put in and then  
8 there were some changes to that. So I  
9 just really want to be clear about what  
10 the requirements are in terms of  
11 participation as a project user, whether  
12 it be CDCs, whether it be the two  
13 non-profits, the Conservancy and the Free  
14 Library Foundation. I just really want  
15 to be clear about what we're asking of  
16 those who want to apply to participate.

17 MS. WESTERMAN: Thank you,  
18 Councilwoman. So what we think is  
19 essential for the project user role is an  
20 entity that has experience implementing  
21 significant capital projects, entities  
22 that have an established track record  
23 and/or plans for diversity and inclusion  
24 both for their own organization and for  
25 contracting and for workforce, and have a

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           successful track record for managing  
3           governmental or grant funds and an  
4           ability to raise additional funds, I  
5           would say, is --

6                        COUNCILWOMAN BASS: Is there an  
7           amount on those government funds?

8                        MS. WESTERMAN: We have  
9           included in the proposed legislation, we  
10          have proposed a suggested threshold of  
11          \$1.5 million.

12                      COUNCILWOMAN BASS: I just want  
13          to be clear, because I saw a couple  
14          different numbers, so I just want to make  
15          sure I'm using the correct data. Okay.  
16          Go ahead.

17                      MS. WESTERMAN: So what we have  
18          laid out in the proposed legislation is  
19          that project experience very  
20          importantly -- and I just omitted it, but  
21          very importantly, experience engaging  
22          with the community and/or plans, engaging  
23          in a meaningful way with residents and a  
24          broad cross-section of the community;  
25          capacity building of organizations such

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           as friends of groups and recreation  
3           Advisory Councils.

4                   COUNCILWOMAN BASS: So we're  
5           asking that of the project users?

6                   MS. WESTERMAN: We are.

7                   COUNCILWOMAN BASS: So we're  
8           asking them to help develop capacity?

9                   MS. WESTERMAN: So --

10                  COUNCILWOMAN BASS: Or the  
11           organizational structure of -- like  
12           Advisory Councils and so forth?

13                  MS. WESTERMAN: Exactly. So  
14           what we're envisioning is entities that  
15           have had or will have a relationship that  
16           involves engaging with the community and  
17           building the capacity of residents to  
18           support and program that facility.

19                  Fiscal responsibility I already  
20           talked about. As you know, the Inspector  
21           General and the Integrity Office are  
22           proposing a compliance monitoring program  
23           for all Philadelphia beverage tax funds.  
24           So all project users would need to be  
25           able to comply with that program. And I

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           already talked about diversity and  
3           inclusion, track record and plans for  
4           their own organization contracting and  
5           workforce.

6                       MR. ABERNATHY: And,  
7           Councilwoman, just to add on, all of that  
8           is in writing in Exhibit-B of the  
9           legislation that was proposed.

10                      COUNCILWOMAN BASS: Okay.  
11           Another thing I just wanted to be clear  
12           on. Originally when we talked about  
13           project selection and the scope of work,  
14           District Councilmembers were not  
15           necessarily in the loop. It was the  
16           Conservancy or the Free Library  
17           Foundation along with the Administration  
18           and then along with the District  
19           Councilmembers. So there were like four,  
20           as I understand it, four different  
21           entities that would help make that  
22           decision about what the site selection  
23           would be. Is that correct? No?

24                      MR. DiBERARDINIS: No. I think  
25           what we proposed to City Council is that

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 we would present -- sort of look at the  
3 data, look at the existing conditions,  
4 history of investment sort of --

5 COUNCILWOMAN BASS: So maybe  
6 that was your internal process, though,  
7 but you would present that to Council?

8 MR. DiBERARDINIS: Right. So  
9 then we would present here's the data,  
10 here's the conditions of the buildings,  
11 here's the systems that need attention.  
12 We would present that list to you and  
13 say, give us your top ten projects that  
14 you'd like to do. Hopefully we would be  
15 very close in our sort of conversation.  
16 Maybe we'd have to negotiate around the  
17 edges. And then that would become the  
18 project list for the first year of the  
19 program.

20 COUNCILWOMAN BASS: But we've  
21 changed that, and I just want to be  
22 clear. So as I understand it, what we  
23 have changed that to is that the District  
24 Councilmembers working with their  
25 communities will have the final sign-off

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 after whatever matrix you provide --

3 MR. DiBERARDINIS: Right.

4 COUNCILWOMAN BASS: -- is

5 provided, that the District Council and

6 again working with the folks in their

7 communities, the Advisory Councils and

8 the like would have the final say so on

9 these projects; is that correct?

10 MS. WESTERMAN: What we've

11 proposed is that in that process that

12 Mike just described, when the first year

13 or two years of projects are identified,

14 that each Council District member signs

15 off on that and the Administration signs

16 off so that there's a mutual agreement on

17 the projects.

18 COUNCILWOMAN BASS: Okay. So

19 then the District Councilperson does not

20 have the final sign-off? So if we have

21 the final sign-off, then we're able to

22 determine, okay, I can say Happy Hollow

23 Recreation Center is going to be the

24 recreation center. You may think that,

25 let's say, Prematty (ph) Playground is



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           more of a priority. And so in that sort  
3           of instance, how do we determine what the  
4           final determination is going to be? As I  
5           understood it from the past, I thought we  
6           had come to an agreement that the  
7           District Councilperson, when they're  
8           working with the folks from their  
9           community, would have the final sign-off  
10          on which projects in which order and what  
11          the scope of work was.

12                       MR. DiBERARDINIS: We're close.  
13          I mean, I think there's not a lot of  
14          distance between what we're saying and  
15          what you're saying. I do think there's  
16          some distances, though.

17                       So we would present based on  
18          the data sort of 10 or 15 projects in  
19          your district. You would review that  
20          list, analyze that list, consult with any  
21          organization or individuals you need to  
22          consult with. We would then hopefully  
23          decide on what are the top ten projects  
24          and the order with you, and then if that  
25          negotiation is successful, it would be a

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           sign-off and a commitment from you and us  
3           to do those projects in the first year or  
4           two of the program.

5                   COUNCILWOMAN BASS: And if it  
6           is not successful, if we have a  
7           disagreement? That's what I'm trying to  
8           figure out. What is the process then?

9                   MR. DiBERARDINIS: So, look,  
10          let me try to answer that.

11                   COUNCILWOMAN BASS: We are  
12          hopeful that it will -- listen, in a  
13          perfect world, all of this will be  
14          successful. Everyone --

15                   MR. DiBERARDINIS: You and I  
16          have sat in a room and negotiated  
17          agreements on --

18                   COUNCILWOMAN BASS: Yes, we  
19          have.

20                   MR. DiBERARDINIS: -- on the  
21          edges. So I think -- we would hope that  
22          that kind of conversation, we could come  
23          to some agreement with you and with all  
24          the District Council folks. It is a  
25          continuation of an existing practice with

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           the Administration and Park and Rec or  
3           Libraries negotiating for your dollars  
4           and your commitment and our dollars and  
5           our commitment to specific projects in  
6           each councilmanic district. So we hope  
7           that -- it's a very limited world. Our  
8           expectation is that will be a very  
9           limited world, but one that we're  
10          committed to negotiating successfully  
11          with each Councilperson in their  
12          districts. And then hopefully then at  
13          that point, we would sign off with you on  
14          these are the projects that we're  
15          committed to working with you and with  
16          the community to complete in whatever  
17          period of time, hopefully a short -- you  
18          know, an expedited and quick design,  
19          build, and construction program.

20                   COUNCILWOMAN BASS: I know you  
21           keep using "hopefully," and we're hopeful  
22           as well, but I guess the point that I'm  
23           making and the question I'm really asking  
24           is that there needs to be some decisions  
25           made in terms of if we cannot come to an

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 agreement, an arrangement in terms of  
3 what project is prioritized over another,  
4 how do we move beyond that? And so I do  
5 think we need a concrete answer.

6 I know I'm out -- am I out of  
7 time?

8 COUNCIL PRESIDENT CLARKE:  
9 Yeah.

10 MR. DiBERARDINIS: I would like  
11 to continue that discussion with you.

12 COUNCILWOMAN BASS: Say again.

13 MR. DiBERARDINIS: I think we  
14 would be very interested in continuing  
15 that element of the discussion with you  
16 and others who are interested.

17 COUNCILWOMAN BASS: I'll come  
18 back around. Thank you.

19 COUNCIL PRESIDENT CLARKE:  
20 Well, okay. But whatever the agreement  
21 is, it should be in the legislation. All  
22 right?

23 MR. ABERNATHY: Agreed.

24 COUNCIL PRESIDENT CLARKE:  
25 There's like these conversations, these

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 side agreements, but if it's not in the  
3 bill, it doesn't exist.

4 MR. ABERNATHY: Council  
5 President, we agree.

6 COUNCIL PRESIDENT CLARKE:  
7 Thank you.

8 The Chair recognizes Councilman  
9 Green.

10 COUNCILMAN GREEN: Thank you,  
11 Council President.

12 Good afternoon. I want to  
13 follow up on some of the questions that  
14 Councilwoman Parker made in reference to  
15 the memorandum of understanding. I  
16 looked through this a couple different  
17 times. I don't wear reading glasses yet,  
18 but I didn't look at this closely. And  
19 there were references made to the fact  
20 that -- she said, if I'm quoting her  
21 correctly, walk me through this, the  
22 neighborhood outreach. And so I see a  
23 lot of broad language in the MOU, but  
24 what's the more detailed neighborhood  
25 outreach that's going to be part of the

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MOU? Unless that's an additional draft I  
3 haven't seen yet.

4 MS. WESTERMAN: Hi, Councilman.

5 So --

6 COUNCILMAN GREEN: And if you  
7 could reference to the specific page that  
8 you're reading from from the MOU.

9 MS. WESTERMAN: Certainly. So  
10 on the MOU on Page 3.

11 COUNCILMAN GREEN: Are you  
12 talking about 4(a)?

13 MS. WESTERMAN: Yes. So 4(a),  
14 the parties will work cooperatively to  
15 identify candidates. That paragraph also  
16 references the CareerLink --

17 COUNCILMAN GREEN: CareerLink  
18 system.

19 MS. WESTERMAN: -- system,  
20 right. And (b) talks about broad  
21 community-based communication and  
22 information. And so by that, we're  
23 envisioning that's how we reach out to  
24 faith-based institutions and other  
25 community organizations that have

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 relationships with the folks who need  
3 these jobs.

4 COUNCILMAN GREEN: But you read  
5 a statement, but then you gave some  
6 additional information, which is much  
7 more detailed than this very broad  
8 conversation or broad statement here in  
9 the memorandum of understanding, and I  
10 think -- I know from my perspective -- I  
11 can't speak for other Councilmembers, but  
12 considering the history we have in the  
13 City of Philadelphia going back to when  
14 my dad worked for the Department of Labor  
15 and we had the Philadelphia Plan under  
16 Art Fletcher, we've been talking about  
17 this stuff for a long time. And so these  
18 broad visionary concepts and ideas and  
19 concepts are great, but we need something  
20 detailed, especially when we're talking  
21 about asking -- and we did pass  
22 legislation through the sugar-sweetened  
23 beverage tax to provide dollars for  
24 Rebuild. These broad conversations and  
25 broad strokes of good measures are

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 concerning.

3 I mean, in addition, she also  
4 made reference to the fact of enforcement  
5 in a memorandum of understanding. Now,  
6 as an attorney, I've drafted various  
7 documents where you can put enforcement  
8 guidelines in any document, but in this  
9 document I don't see the enforcement  
10 mechanism. Now, once again, I'm just  
11 looking at what I believe is the latest  
12 draft. There may be future drafts, but  
13 just based on this document, which you're  
14 making reference to and when people made  
15 reference to enforcement, I don't see  
16 that in this document.

17 MS. WESTERMAN: Yeah. I would  
18 agree that this is not an operational  
19 plan for how we achieve everything that  
20 is in the MOU, and we're very anxious to  
21 get to that operational plan.

22 COUNCILMAN GREEN: Now, is that  
23 operational plan something that you  
24 anticipate being part of the legislation?

25 MR. ABERNATHY: I think we're



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           open to that conversation, and certainly  
3           prior to the passage of legislation, we'd  
4           provide Council that operational plan and  
5           make sure that you're comfortable with  
6           it.

7                        COUNCILMAN GREEN: I also want  
8           to continue -- we've spent a lot of time  
9           talking about workforce. I think we need  
10          to focus on how we provide additional  
11          opportunities to have people to go  
12          directly into the trades, but an issue  
13          that we've talked about and I've raised  
14          in the past is, what are we doing to  
15          increase the number of minority union  
16          contractors in the City of Philadelphia?

17                        Now, in our conversations,  
18          we've talked about that, and you've had a  
19          chance to visit one of the Capital  
20          Consortium meetings and we talked about  
21          the possibility of using dollars through  
22          the William Penn Fund, some of the  
23          William Penn Foundation dollars, in order  
24          to provide loan loss reserves or loan  
25          guarantees for contractors, especially

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           contractors of color, that are going to  
3           go through the Rebuild program. Is that  
4           a possibility, and how do we detail that  
5           type of process from an operations  
6           perspective?

7                        MS. WESTERMAN: So our proposal  
8           is to take advantage of a robust series  
9           of providers in Philadelphia of capital,  
10          such as Finanta, Enterprise Center, PIDC.  
11          These are providers of capital to  
12          businesses, including minority-owned  
13          contractors. They are anxious to  
14          participate in Rebuild as well, and we're  
15          looking forward to having their capital  
16          and also their technical assistance  
17          expertise contribute to the program.

18                       We know that in some cases,  
19          that capital is not cheap, so we want to  
20          make sure that the capital that -- if the  
21          capital is not out there today that will  
22          be needed for minority- and women-owned  
23          contractors to participate in Rebuild in  
24          the kinds of ranges that we are talking  
25          about, then we are committed to tackling

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that, and exactly what you talked about,  
3           a loan loss reserve, is one mechanism for  
4           doing that or a loan guarantee could be  
5           something that could help those providers  
6           of capital get over that barrier.

7                        COUNCILMAN GREEN: I'll close  
8           on this and I'll come back. This kind of  
9           goes back to Councilwoman Parker's  
10          question, but I want to focus this from a  
11          small business perspective. So if I am a  
12          neighborhood-based business on Washington  
13          Avenue or Washington Lane, Stenton Avenue  
14          or Woodland Avenue and I have a small  
15          business that has the capacity to work on  
16          a recreation center or a library or do  
17          landscaping in a park or some other type  
18          of investment, how do I participate in  
19          the Rebuild initiative?

20                       MS. WESTERMAN: So one thing is  
21          obviously finding out who those  
22          businesses are is really, really  
23          important. So we're hoping to work  
24          closely with you and other Councilmembers  
25          and access your networks of businesses.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 We have also released a request for  
3 proposals for a consultant who is  
4 familiar with the construction industry  
5 in Philadelphia and also familiar with  
6 the challenges experienced by minority  
7 and women contractors, and we're hoping  
8 for that consultant to also help us  
9 expand that network of businesses and  
10 help to constantly get out there and seek  
11 these businesses and help them understand  
12 the contracting possibilities with  
13 Rebuild.

14 We want to be providing a set  
15 on supports that have a unified single  
16 front door to make it easy for businesses  
17 to access supports, like bonding,  
18 insurance, capital, and technical  
19 supports and mentoring. So we want to be  
20 out with Councilmembers. We're planning  
21 to reach out through organizations such  
22 as the Chambers of Commerce and other  
23 neighborhood organizations to try to seek  
24 out businesses in every way that we can.

25 COUNCILMAN GREEN: Okay. Last

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           question. Now, the Rebuild initiative  
3           has been in discussion for some time.  
4           Has there been any public outreach  
5           initiatives that Rebuild has done to  
6           businesses to let them know as opposed to  
7           waiting until later but doing it earlier  
8           to kind of get them aware of the  
9           opportunities?

10                   MS. WESTERMAN: We did not want  
11           to get ahead of the legislative process  
12           and reach out to businesses before we  
13           could rely on some of the information  
14           that we would want to provide to them.

15                   COUNCILMAN GREEN: I'll see you  
16           the next round.

17                   COUNCIL PRESIDENT CLARKE:  
18           Thank you, Councilman.

19                   The Chair recognizes  
20           Councilwoman Reynolds Brown.

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

23                   I am joining the Rebuild  
24           chorus, okay, to follow up on a couple of  
25           questions raised by my colleagues. Let's

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           start with the most recent question  
3           around enforcement, the status of the  
4           enforcement process and when we as  
5           Councilmembers can anticipate that plan.

6                       MS. WESTERMAN: Thank you,  
7           Councilwoman. We think that there are a  
8           couple layers to enforcement. So one  
9           piece is in the qualifications that would  
10          be -- that we have proposed for project  
11          users, you will see a number of  
12          requirements related to diversity and  
13          inclusion. So any entity that would want  
14          to serve as a project user for Rebuild  
15          would have to commit to the workforce and  
16          contracting participation goals of  
17          Rebuild, and they would also have to be  
18          willing to use -- to agree to the terms  
19          of the contract that would commit them to  
20          following through with a plan for  
21          achieving those contracting workforce  
22          participation goals.

23                      So when a project user applies  
24          for a grant to work on a specific site,  
25          they would not only have to show the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           businesses and the workforce  
3           participation ranges that they will  
4           achieve, but they will have to lay out a  
5           plan that we can all review and make sure  
6           that it is credible before we sign off on  
7           a grant application.

8                         Once a grant application is  
9           approved, we're proposing to contract out  
10          monitoring so that you don't have to rely  
11          on the Administration for the accuracy of  
12          the information. We want you to have a  
13          third party to rely on to monitor  
14          contract participation and workforce  
15          participation. And very importantly, we  
16          want that scope of work to be not passive  
17          monitoring, not just standing at the  
18          sidelines with a checklist and then  
19          sending us a piece of paper later. We  
20          want a monitor who is very proactive in  
21          helping project users, contractors, and  
22          consultants to achieve their workforce  
23          and contracting goals.

24                        COUNCILWOMAN BROWN: If you  
25          could stop right there. With the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           contract monitors, the third party, will  
3           there be one? Will there be multiple  
4           opportunities? What's the answer to that  
5           question?

6                   MS. WESTERMAN: So definitely  
7           multiple opportunities over the  
8           anticipated seven-year term of Rebuild,  
9           and we would expect to -- because we're  
10          hoping to have a lot of projects going at  
11          the same time, definitely may need more  
12          than one monitor just to deal with  
13          project volume.

14                   COUNCILWOMAN BROWN: So that's  
15          a different answer to a different  
16          question. In the early rollout of this,  
17          will there be multiple opportunities in  
18          the early rollout, say the first 24  
19          months, to have multiple contract  
20          monitors? I heard the answer that there  
21          will be multiple contract monitors over  
22          seven years. That's a different  
23          question. I'm talking about at the early  
24          rollout.

25                   MS. WESTERMAN: I think we're



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 open to that conversation.

3 COUNCILWOMAN BROWN: Okay. And  
4 let me just say for the record, I do  
5 appreciate -- you all have heard a number  
6 of concerns raised by members. You've  
7 made some tweaks and some incremental  
8 changes to our concerns, but it's clear  
9 that we still -- that that -- when you  
10 measure the two, we still have a lot of  
11 concerns. So we appreciate that you're  
12 hearing us, but we got one time to get  
13 this right, and we don't want to be in I  
14 wish I coulda, shoulda stage five, six,  
15 seven, eight years from now, because then  
16 that's a reflection on us not doing our  
17 due diligence like more than a laser  
18 beam, a surgical knife to get this right.  
19 Okay?

20 Now, my last -- my bell hasn't  
21 rung yet. In our smaller briefing  
22 sessions, you indicated or questions were  
23 raised about the track record for your  
24 primary non-profits when it comes to  
25 board composition and when it comes to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           how well they do in allowing opportunity  
3           for MBE/WBEs, and your honest answer was  
4           they really don't have an acceptable  
5           track record, but you are willing to help  
6           them come along so that they can do  
7           better. Because it goes back to that old  
8           adage, the best predictor of future  
9           behavior is past behavior, and if they  
10          don't have a past track record of being  
11          fair and even when it comes to board  
12          composition and allowing their contractor  
13          to look like people in Philadelphia, give  
14          us some level of assurance that these two  
15          non-profits, coupled with the others,  
16          will get it right and do it right.

17                   MR. ABERNATHY: If they don't  
18                   make changes?

19                   COUNCILWOMAN BROWN: Yes.

20                   MR. ABERNATHY: They won't be  
21                   project users.

22                   COUNCILWOMAN BROWN: And that  
23                   will be reflected in the documents they  
24                   submit?

25                   MR. ABERNATHY: I think we can

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           reflect it in the contracting that we put  
3           forward. So I think we can make it  
4           legally binding through our contracting  
5           process.

6                        COUNCILWOMAN BROWN: Okay.

7                        MR. ABERNATHY: But diversity  
8           is important, and if they can't meet  
9           diversity goals, they should not  
10          participate in the program.

11                      COUNCILWOMAN BROWN: At every  
12          level.

13                      MR. ABERNATHY: At every level.

14                      COUNCILWOMAN BROWN: Boardroom  
15          to the front line.

16                      MR. ABERNATHY: Yes, ma'am.

17                      COUNCILWOMAN BROWN: Okay. All  
18          right, then.

19                      Thank you, Mr. President.

20                      COUNCIL PRESIDENT CLARKE:

21          Thank you, Councilwoman.

22                      The Chair recognizes Councilman  
23          Johnson.

24                      COUNCILMAN JOHNSON: Thank you,  
25          Council President.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Thank you, Michael.

3 How you doing, Brian?

4 Hey, Nicole.

5 MS. WESTERMAN: Hi, Councilman.

6 COUNCILMAN JOHNSON: I have a  
7 couple of questions regarding the issue  
8 of youth gun violence, public safety.

9 So under the Managing  
10 Director's public safety program  
11 objective, it specifically says  
12 objectives are reviewing anti-violence  
13 programs, developing a citywide approach  
14 to reducing violent crime, and ensuring  
15 that the public and private stakeholders  
16 are working collaboratively together, and  
17 it talks about putting together a  
18 comprehensive plan. And so I just want  
19 to get an idea of what is the timeframe  
20 of that plan and where we're at in terms  
21 of making sure that we have a plan to  
22 execute. Because under it, under Program  
23 Objective, I see that there is a plan to  
24 complete the Vision Zero Task Force,  
25 right, which will be done by FY17.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 And so, again, my theme is  
3 looking at the issue of youth gun  
4 violence, making sure it's a priority. I  
5 was told earlier that this is the  
6 priority from the Mayor's standpoint, but  
7 it's the MDO's Office that's tasked with  
8 the execution. So we know on the Mayor's  
9 level, Opioid Task Force to focus on  
10 issue of opioids. Litter, Vision One.  
11 So I want to know when is the timeframe  
12 for this task force to be implemented?  
13 Because obviously we see youth gun  
14 violence taking place every day.

15 And then the second part of  
16 that question is specifically I want to  
17 know the amount of money budgeted for the  
18 Focused Deterrent program for 2017 as  
19 well as 2018, because I think part of the  
20 mission that I heard early on, that  
21 Focused Deterrent would be expanded.  
22 That was some conversation during the  
23 mayoral process. So I want to know where  
24 are we in terms of budget priorities  
25 moving forward on Focused Deterrent.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Same thing with CeaseFire. In  
3 New York, CeaseFire to date since 2013  
4 has committed -- they have committed 22.5  
5 million from 2013 to FY18. And we  
6 started in 2011 and we budgeted  
7 roughly -- and it's not even coming from  
8 the City of Philadelphia. It's coming  
9 from federal grant dollars. So we really  
10 don't have any skin in the game when it  
11 comes to directly focusing on CeaseFire,  
12 but funding for CeaseFire from federal  
13 funding went from 985,000 to 682,000. So  
14 do we look at filling that gap and, most  
15 importantly, expanding that program or  
16 evaluating the effectiveness so we can  
17 continue to focus on youth gun violence  
18 from a proactive standpoint?

19 So it's basically twofold.  
20 When are we going to get the Youth Gun  
21 Violence Task Force plan? And then, two,  
22 the other component is looking at those  
23 specific programs that's already doing  
24 work of addressing the issue of youth gun  
25 violence. And I want to add Future Track

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 as well, budget for 2017 and FY18 for  
3 Future Track as well.

4 MR. ABERNATHY: And,  
5 Councilman, I'll take the last question  
6 first. What I'd like to do is provide to  
7 the Chair the budget for all of our  
8 violence prevention programs just so you  
9 can see the scope of all of our programs,  
10 and I think that -- and then we can have  
11 further conversation if you have  
12 additional questions.

13 COUNCILMAN JOHNSON: Sure. Can  
14 you provide it to myself as well?

15 MR. ABERNATHY: Yes, sir.

16 So on your first question on  
17 kind of where are we on violence  
18 reduction and what that plan looks like,  
19 I think we have taken a page out of what  
20 the Opioid Task Force, the Task Force on  
21 Public Behavior -- or Behavior within  
22 Public Spaces and intend to apply the  
23 same concepts to violence prevention.

24 Violence prevention, I have  
25 learned, is a bit more complicated

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           system, and I think there's also a lack  
3           of understanding of what each department  
4           is doing. So the Police Department is  
5           working on things such as school  
6           violence. You have PAL. In the prisons,  
7           you have a number of programs behind the  
8           walls as well as reentry programs outside  
9           of the walls. You have a host of  
10          non-profit partners that are doing lots  
11          of different things, as well as DHS and  
12          all of their juvenile programs as well.

13                    I would argue that over the  
14          past several years, those programs have  
15          existed by themselves and of themselves  
16          and there hasn't been a string that has  
17          tied them all together, and we need to  
18          tie that string all together and we need  
19          to create a vision for the City and not a  
20          vision for various non-profits, and we  
21          need to do that together. I think  
22          realistically --

23                    COUNCILMAN JOHNSON: So what's  
24          the status of that organizing all the  
25          stakeholders and the various agencies?



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MR. ABERNATHY: So I would  
3 expect to see something this summer.

4 COUNCILMAN JOHNSON: This  
5 summer?

6 And I want to ask one other  
7 component to add on to that. Who are  
8 those participants right now that's a  
9 part of that process?

10 MR. ABERNATHY: So certainly it  
11 is the departments that are involved. So  
12 Police, Prisons, criminal justice system.  
13 I'd like to include City Council in that  
14 conversation as well. And, quite  
15 frankly, the table needs to be expanded  
16 to make sure that all of our non-profit  
17 partners are also part of that  
18 conversation.

19 I think one of the things that  
20 started with the collaborative in the  
21 Nutter Administration but never came to  
22 fruition was building a table to have  
23 conversations, what works, what doesn't  
24 work, what model might be adjusted to  
25 work better, is there something that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Focused Deterrence is doing in South  
3           Philly that CeaseFire could replicate in  
4           North Philly, what is that tie-in and how  
5           is that information shared. And then  
6           there is a lot of informal sharing, but  
7           creating a formal process where everyone  
8           is at the table I think is vital in order  
9           for our long-term success.

10                   COUNCILMAN JOHNSON: So this  
11           will be done by the summer, so you're --

12                   MR. ABERNATHY: It will start  
13           by the summer.

14                   COUNCILMAN JOHNSON: It will  
15           start. So technically we haven't started  
16           the process yet?

17                   MR. ABERNATHY: We have started  
18           the process internally. So we've begun  
19           conversations with internal departments,  
20           but we have not expanded that as far as I  
21           would like and as far as we need, and I  
22           think that kick-off will be sometime this  
23           summer.

24                   COUNCILMAN JOHNSON: This  
25           summer, okay. And, again, I'm going to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           continue to keep pushing the  
3           Administration. Like this is urgent.  
4           This is now. We had three homicides  
5           yesterday in North Philadelphia. Every  
6           other day I'm going to a funeral,  
7           speaking on behalf of either members of  
8           City Council or as the Councilmember in  
9           terms of my district or consoling some  
10          type of family. And up until this point  
11          in time, I've really been trying to say  
12          let's be collaborative, let's be  
13          partners. I mean, I see other things  
14          that are a priority. I mean, at the end  
15          of the day -- and I think if other cities  
16          like New York can step up to the plate,  
17          Chicago no matter how much issues they're  
18          having regarding crime and violence, they  
19          hired 33,000 young people as a part of  
20          their youth employment programs for their  
21          summer jobs. We're at something like 18,  
22          if that's even the number. And so, I  
23          mean, I'm pushing the Administration to  
24          begin looking at aggressively, right, how  
25          to be proactive.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 I think everybody is sincere  
3 around the table, but there has to be a  
4 singular focus. And my main thing is  
5 separate from youth violence and violence  
6 prevention, we're talking about gun  
7 violence, young people carrying guns who  
8 are murdering each other on a day-to-day  
9 basis in this city. And honestly, I got  
10 to be up front and say this. I just  
11 don't feel that there's a level of  
12 urgency right now. I mean, opioids, you  
13 got a task force. People been getting  
14 high in my neighborhood since I've been a  
15 kid, but now they got all the type of  
16 attention, it's like a national issue in  
17 this budget, resources for that type of  
18 issue. You got Vision Zero, which is  
19 entire, saying we'll be finished this by  
20 FY17, and the same thing with the litter  
21 campaign.

22 So all I'm just asking -- and  
23 I'll be willing to work as a partner, but  
24 at the same time, we need to make this  
25 just a quicker -- like even the summer is

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           a little too late, if you want me to be  
3           honest with you, because he'll be going  
4           into like his third year of his first  
5           mayoral term and we're just getting to  
6           address this issue, where homicides are  
7           down but shootings are up. And we're  
8           talking about kids.

9                        So I wanted to put that on the  
10          record in terms of how we move forward,  
11          and I look forward to you providing me  
12          the money that's provided to all of the  
13          violence prevention but also specifically  
14          youth gun violence resources that the  
15          Administration is supporting for FY18,  
16          but specifically Focused Deterrent,  
17          CeaseFire, Future Track, PYN,  
18          Philadelphia Youth Network, and why  
19          aren't we utilizing organizations like  
20          PAAN, who are like on the ground, in the  
21          streets, in our community and making sure  
22          that they're a part of the conversation?  
23          If they are, I look forward to seeing how  
24          we can utilize them even more.

25                       MR. ABERNATHY: And all of that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           is taken well. And just to clarify, PAAN  
3           is a strong partner and is our primary  
4           provider for the Youth Violence Reduction  
5           Project.

6                   COUNCILMAN JOHNSON: I know,  
7           but I want to look at the funding that  
8           PAAN receives, because I do remember two  
9           Administrations ago when I was in City  
10          Council, you had a Mayor that invested  
11          heavily in them. Then another  
12          Administration came and said, you know  
13          what, we're going to shift all the  
14          resources to Town Watch Integrated  
15          Services, and they began doing the same  
16          work and kind of cut the legs from under  
17          PAAN. So they can be partners, but they  
18          can have a budget where at the end of the  
19          day, the work that they're doing could be  
20          magnified if their budget was increased.  
21          And I'm not just advocating for just one  
22          program, but we got to get to a point  
23          where we're investing on the front end  
24          and putting boots on the ground.

25                   MR. ABERNATHY: Understood and

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 appreciate it.

3 COUNCILMAN JOHNSON: All right.

4 MR. DiBERARDINIS: And you

5 mentioned Future Track. So we're working

6 with Streets to create job opportunities

7 for out-of-school youth. Opportunity

8 youth is a big part of that program and

9 of the work we're trying to do within the

10 operating departments. It's not directly

11 an anti-violence initiative, but it's the

12 investment. It's the early investment.

13 COUNCILMAN JOHNSON: Thank you.

14 COUNCIL PRESIDENT CLARKE:

15 Thank you, Councilman. Thank you. Very

16 important issue.

17 By the way, there's a request

18 that's coming -- may not ask -- for some

19 money for a reward for the three

20 individuals that were killed yesterday.

21 I understand the Housing Authority has

22 put up some money, and I believe they are

23 going to or have already asked for

24 somewhat of a match for an award for

25 information on those three homicides.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Councilwoman Blackwell.

3 COUNCILWOMAN BLACKWELL: Thank  
4 you. Thank you very much.

5 Good afternoon, gentlemen.

6 MR. DiBERARDINIS: Good  
7 afternoon.

8 COUNCILWOMAN BLACKWELL: I rise  
9 to say that I agree with everyone who has  
10 spoken, and it seems that what all of us  
11 are trying to say is that we know the  
12 groups, we know the issues we're involved  
13 with, and we really believe that we  
14 should have them mainstay in who does the  
15 work, because we know what the issues  
16 are. And I specifically have said that  
17 because I've been talking for several  
18 months now about where we are and what's  
19 in South and West with Brandywine and  
20 Penn and Drexel and others, you know.  
21 We're still meeting with USP. And it's  
22 going to make a big difference to us who  
23 is involved in projects. I mean,  
24 everybody from the monitors to people who  
25 are being -- who are dealing with the



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           projects, because as you all know, the  
3           monitors have chosen to give the folks  
4           who pay them what they want as opposed to  
5           servicing the community.

6                     And so we are very serious  
7           about what happens, because we're at a  
8           time in our city where life changes. In  
9           my district, it changes. I'm going to  
10          have gentrification and folks gone if we  
11          don't fight for jobs and inclusion, and  
12          we're serious about that. We'd like  
13          to -- every elected official wants input.  
14          Every elected official wants folks to  
15          invest in their area, but they also  
16          realize that they have to service the  
17          people who put them there and they have  
18          to feel that their future is still tied  
19          to the communities where they and their  
20          parents and their children live.

21                    And so we're really serious  
22          about our inclusion into who does what in  
23          our districts, because it will mean  
24          survival for our communities and our own  
25          survival as we move forward. And,

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           frankly, we're pretty much all together.  
3           We have different issues, but when it  
4           comes to community inclusion, community  
5           involvement, people doing these projects  
6           who we know and have worked with and know  
7           are trying to do the right thing, we're  
8           really all united. And we all know how  
9           serious this is, how serious the  
10          investment is, and ultimately we're going  
11          to be tied together when it comes to  
12          getting this done.

13                        So I wanted to put my two cents  
14           in that too, because we're very, very  
15           serious and want to do our part to get  
16           these things done.

17                        Thank you, Mr. President.

18                        COUNCIL PRESIDENT CLARKE:

19           Thank you, Councilwoman.

20                        The Chair recognizes Councilman  
21           Clarke. This is my second round. I'm  
22           going to be quick. I'm going to be real  
23           quick. I'm sorry. Because I abused my  
24           last round.

25                        Real quick. At the earlier

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           hearing, I guess it was the Capital, we  
3           were talking about outreach and  
4           neighborhood participation, and we  
5           referenced the Advisory Councils, those  
6           people that have been around forever and  
7           done all the hard work over the years,  
8           and it was said that they were in the  
9           documents. And you know me. We checked.  
10          They're never mentioned in any of the  
11          documents. All right?

12                   MR. DiBERARDINIS: Well --

13                   COUNCIL PRESIDENT CLARKE:

14          Mr. Director, you said, oh, no, they're  
15          in there. I'm not even asking you to  
16          respond, unless you just want to.

17                   MR. DiBERARDINIS: No, no. Go  
18          ahead.

19                   COUNCIL PRESIDENT CLARKE: The  
20          Rebuild -- we haven't talked a lot about  
21          this. I believe in the agreement there  
22          was a provision in the budget, assuming  
23          we are successful, that I think it was 40  
24          employees that we were going to hire  
25          internally to be a part of the Capital

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Program's --

3 MR. DiBERARDINIS: Right.

4 COUNCIL PRESIDENT CLARKE: --

5 team. And we haven't really talked about  
6 it. And I understand that we're waiting  
7 for the proceeds, but are we far along in  
8 establishing the process?

9 MR. DiBERARDINIS: To the  
10 extent we can without the funding,  
11 there's been -- Park and Rec is setting  
12 up and sort of in a preliminary way. So  
13 they'll be prepared to sort of move  
14 quickly once we win in the courts. If  
15 and when that happens, we'll be ready to  
16 go.

17 COUNCIL PRESIDENT CLARKE:

18 Right. Okay.

19 And then one last issue. In  
20 the provision, one of the ordinances, it  
21 talks about conveying with either a lease  
22 or some sort of conveyance of property,  
23 and then actually in terms of a sublease,  
24 it could subsequently be either a  
25 sublease or a sale. I guess you were

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           around. Councilwoman Blondell Reynolds  
3           Brown, myself, and a number of members  
4           that are here, we passed an ordinance, a  
5           Charter change, that required the  
6           replacement for all parkland. Is that  
7           reflected in the document?

8                       MR. DiBERARDINIS: Well, only  
9           if it goes out at permanent use. So,  
10          yeah. The ordinance is a good ordinance.  
11          I think it really has served the City and  
12          its public land, public spaces well, but  
13          that provision goes into effect when the  
14          public land takes on a different non-sort  
15          of public use. So that's a narrow  
16          definition of when it goes into effect,  
17          and I don't think anything that we're  
18          proposing in the Rebuild would trigger  
19          any permanent change in use of the  
20          facility.

21                      COUNCIL PRESIDENT CLARKE:  
22          Okay. All right. Because I know that  
23          was hard fought to get that provision in  
24          there. Okay. All right. I'm done.

25                      COUNCILWOMAN BROWN: Council

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 President?

3 COUNCIL PRESIDENT CLARKE: Yes.

4 Councilwoman Brown.

5 COUNCILWOMAN BROWN: Hard

6 fought means eight years.

7 COUNCIL PRESIDENT CLARKE: We

8 started when we were like, what, 16?

9 The Chair recognizes Councilman  
10 Jones.

11 COUNCILMAN JONES: Thank you,  
12 Mr. President.

13 Just real quick. 311, when did  
14 we decide to -- let me ask that as a  
15 question. Is 311 open on the weekend?

16 MR. ABERNATHY: No, it is not.

17 COUNCILMAN JONES: And when did  
18 we shift?

19 MR. ABERNATHY: That decision  
20 was made actually in the Nutter  
21 Administration.

22 COUNCILMAN JONES: So we  
23 haven't had 311 on a weekend and nobody  
24 missed it?

25 MR. THORNTON: August of 2009.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILMAN JONES: Come on up.

3 (Witness approached witness  
4 table.)

5 COUNCILMAN JONES: So how do we  
6 deal with -- so we only deal with  
7 emergency inquiries now? Who takes the  
8 load of those calls? How many were  
9 there? There was a Department of  
10 Communication where no matter where you  
11 were, I could go through dispatch and  
12 find you. They stopped that policy?

13 MR. THORNTON: My name is Tim  
14 Thornton. I'm the Director of Philly  
15 311.

16 And since 2009, calls like that  
17 have been answered at -- there's a  
18 switchboard still on the -- I guess it's  
19 the 7th floor of City Hall, and they  
20 still would get an emergency call like  
21 that.

22 COUNCILMAN JONES: So --

23 MR. THORNTON: And they  
24 basically do radio dispatch, from what I  
25 understand. They take a few calls.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILMAN JONES: What was our  
3 volume of 311 calls over the weekend  
4 before we closed it?

5 MR. THORNTON: I don't have the  
6 data for that, but I do see the calls we  
7 take on the weekends. So like --

8 COUNCILMAN JONES: How many --

9 MR. THORNTON: So a typical  
10 right now, a typical busy day would be  
11 about 2,000 calls during the daytime  
12 between 8:00 and 8:00, and then we see  
13 another 400 or 500 calls through the  
14 middle of the night. And then we have  
15 some new technology that allows us to  
16 answer calls and transfer them to people.  
17 So about 20 percent of those calls get  
18 satisfied and the rest call us back in  
19 the morning. And the mobile app and the  
20 web app now take about 20 percent of  
21 our -- and they can be entered around the  
22 clock.

23 COUNCILMAN JONES: So if I  
24 understood you correctly, we have a  
25 mechanism now where if 100 calls come in,



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           somehow you codify the level of emergency  
3           and then transfer them?

4                       MR. THORNTON: We can answer --  
5           right now there's four common questions.  
6           They tend to be about a transfer to  
7           courts. People are wondering about --  
8           there's an arrest over the weekend and  
9           they call 311, and we can transfer that  
10          call.

11                      There's an abuse hotline that  
12          we can transfer the call. There's a  
13          homeless, and then there's also some  
14          calls to local police. So if you call  
15          in, we have enough --

16                      COUNCILMAN JONES: So those are  
17          prompts?

18                      MR. THORNTON: Those are  
19          prompts, and then we actually dial the  
20          number for you. And we keep working on  
21          that technology. We got some improved  
22          technology and we keep trying to get at  
23          more of those.

24                      COUNCILMAN JONES: So  
25          fortunately for me, I have their cell

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 phone numbers and I will wake them up.

3 Have we gotten any feedback  
4 from the public about the system in  
5 general?

6 MR. THORNTON: Well, we have a  
7 survey that I've put in place over a year  
8 now. We have over 2,000 comments, and  
9 not one comment has been about that.  
10 There's quite a few comments about how we  
11 have to close tickets better, how we have  
12 to communicate better. There's a lot of  
13 dissatisfaction around the way things are  
14 closed that we're working on, but we  
15 haven't got a complaint yet about the  
16 hours, believe it or not.

17 COUNCILMAN JONES: Well, I'm  
18 one.

19 MR. THORNTON: Well, you --

20 COUNCILMAN JONES: So let me  
21 tell you what happened. I was making a  
22 routine call. I didn't want to disturb  
23 you, Brian. I was going to let you  
24 sleep.

25 MR. ABERNATHY: Councilman, you

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 are always welcome to disturb me.

3 COUNCILMAN JONES: I say, I  
4 know I'll call 311, and to my surprise,  
5 you were gone. And so I had to -- not  
6 you, but it was actually the Water  
7 Commissioner, and fortunately -- and when  
8 I said this earlier, your staff have been  
9 responsive. We had a water main break on  
10 Fox Street, tons of water going through  
11 people's businesses. They were  
12 Johnny/Jannie on the spot. So I get that  
13 kind of responsiveness, so I have not had  
14 to use you.

15 But since these prompts are  
16 working, I'm going to have to review  
17 those prompts and see if we might make  
18 suggestions on other places to transfer  
19 folk, because we get calls on the weekend  
20 about fallen trees or those kinds of not  
21 life-threatening emergencies but pain in  
22 the rear-end constituent issues that they  
23 have to deal with when a tree falls down.

24 MR. THORNTON: We'd love to  
25 come see you and talk about that.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Between that --

3 COUNCILMAN JONES: I'm going to  
4 train my staff too. See, they should  
5 have told me when they went down there.  
6 So I appreciate that as well.

7 MR. THORNTON: Thank you,  
8 Councilman.

9 COUNCILMAN JONES: So we'll  
10 take a look at the prompts and see if we  
11 can't add a few, if that's not a problem.

12 MR. THORNTON: Right. Be easy  
13 to do.

14 COUNCILMAN JONES: Thank you,  
15 Mr. President.

16 COUNCIL PRESIDENT CLARKE:  
17 Thank you, Councilman.

18 The Chair recognizes  
19 Councilwoman Sanchez.

20 COUNCILWOMAN SANCHEZ: Thank  
21 you.

22 Good afternoon.

23 (Bell rung.)

24 COUNCIL PRESIDENT CLARKE: That  
25 was your start time.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN SANCHEZ: Real  
3 quickly, just can you describe to me, you  
4 have five administrative functions and  
5 policy divisions. What's the difference  
6 between Community and Culture and  
7 Community Services?

8 MR. ABERNATHY: Community and  
9 Culture looks at things like the Office  
10 of Arts and Culture, at Parks and  
11 Recreation, at the Libraries. Community  
12 Engagement looks at 311, Town Watch  
13 Integrated Services, Office of Community  
14 Engagement and Volunteer Services and  
15 really is about those departments that  
16 touch constituents.

17 COUNCILWOMAN SANCHEZ: That's  
18 important to note. And maybe -- I don't  
19 know if it's in the big budget binders.  
20 I didn't remember. Is there an updated  
21 org chart that's provided in there?

22 MR. DiBERARDINIS: We can  
23 provide it.

24 COUNCILWOMAN SANCHEZ: Just so  
25 we know the reporting.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 A question real quickly around  
3 311. I know that Mayor Kenney when he  
4 was Councilman really strongly pushed for  
5 that, and I know we've made significant  
6 improvements. At what point will we be  
7 able to data share around actual  
8 locations? I know we get reports, and  
9 we've been talking about the difference  
10 between the 311 reports that give us  
11 actual service requests versus location.  
12 Is there a point where we're going to be  
13 able to do the location piece?

14 And, by the way, we try to  
15 follow protocols and put everything  
16 through 311, even when we take it in.  
17 I'm just wondering at what point do we  
18 get data interface.

19 MR. THORNTON: Yeah. I think  
20 we can do that now. I really think  
21 between -- we put the 311 data out there  
22 that doesn't have a lot of location data,  
23 but there's other stuff that IT has put  
24 in place that would allow us to do that.  
25 So we can -- right now we produce reports

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           for you by zip code and by Council  
3           District, but we can do better with some  
4           of the geo data we have now. So I'd love  
5           to meet with you and show you that.

6                        COUNCILWOMAN SANCHEZ: Okay.  
7           Yeah. I want to get to a place where we  
8           can look at that.

9                        At what point is, as we move to  
10          performance-based budgeting, is the 311  
11          data request interfacing with the budget?  
12          And so to give you an example, we have  
13          15,000 potholes. As we go to  
14          performance-based budgeting, how is one  
15          going to inform the other to make sure  
16          we're budgeting for what we have  
17          outstanding?

18                      MR. THORNTON: Yeah. I think  
19          that's very doable. We're not doing that  
20          yet. Right now we're meeting with our  
21          partners, the Streets Department and L&I,  
22          and looking at the most common things  
23          that are going on and seeing if we can  
24          make them better. So really it's been  
25          about making the tickets better, but I

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           think that's the next evolution, is how  
3           the funding goes. It would make a lot of  
4           sense based on those tickets.

5                        COUNCILWOMAN SANCHEZ: And what  
6           is going to be the role of the Managing  
7           Director's Office in making those two  
8           coalesce?

9                        MR. DiBERARDINIS: I think when  
10          you look at the service delivery systems  
11          in the City, we're at the center of that.  
12          So we're going to have to be intimately  
13          involved in working through 311 and  
14          creating measures and data, what are the  
15          measures -- what do the departments feel  
16          is most important to their mission, sort  
17          of collecting data on those set of  
18          functions and services they provide, and  
19          then figuring out, looking at the budget  
20          and are we getting our money's worth and  
21          are we providing a quality service.

22                        So we're moving sort of  
23          persistently. I wouldn't say quickly,  
24          but persistently and continuously across  
25          that plain to get us to a point where we



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           could -- the three - Budget and Finance,  
3           Office of Administration, and MDO - can  
4           have a common system of measurements,  
5           measures and data collection and then  
6           budget in place.

7                        COUNCILWOMAN SANCHEZ: So right  
8           now the departments that are piloting  
9           performance-based budgeting, which by the  
10          way we're excited to see work, there  
11          isn't a correlation between the data  
12          request and some of those performance  
13          measures?

14                       MR. ABERNATHY: Yes. So  
15          performance management is moving from the  
16          Chief Administrative Officer into the  
17          Managing Director's Office beginning in  
18          FY18. As Budget worked to develop  
19          performance metrics around program-based  
20          budgeting, the Office of Performance  
21          Management worked with them to help  
22          develop those very clearly. They'll  
23          continue to do that as we roll out the  
24          next wave. They will also be looking at,  
25          as they identify challenges within

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           departments, is there an opportunity to  
3           do deep dives and real process  
4           improvement change as well with the  
5           resources they have.

6                   MR. THORNTON: I would just say  
7           one other thing is that a lot of the  
8           performance metrics around budgeting,  
9           they're not all around 311. So lots of  
10          them are around the efficacy of the  
11          department, and then if the department is  
12          doing a good job, theoretically it gets  
13          funded. So that's been also a big part  
14          of that effort, is to make sure that the  
15          metrics are around the performance of the  
16          department and, wherever possible, we tie  
17          the 311 data.

18                   COUNCILWOMAN SANCHEZ: And let  
19          me tell you, this Administration is much  
20          more in tune to constituent services, and  
21          we greatly appreciate that. I just want  
22          to at some point, I want to be able to  
23          say that the budget priorities reflect  
24          some of the calls that are coming in from  
25          our constituents. And so at some point,

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           those datasets got to come together, and  
3           if we can at least begin to look at that  
4           together, then we can say what are some  
5           of the priorities. And that's why I want  
6           to get to a more granular level of what  
7           are -- if there are patterns of certain  
8           service calls in the district around  
9           certain neighborhoods as we're doing some  
10          of this planning, neighborhood planning,  
11          I think it's more informative.

12                       MR. THORNTON: We look forward  
13          to doing that together with you.

14                       COUNCILWOMAN SANCHEZ: All  
15          right. Thank you.

16                       And then as it relates to --  
17          one of the reasons I'm asking this is as  
18          we make -- as departments make capital  
19          investments, we want to see if there's a  
20          correlation between need and capital  
21          investments, and I don't know at what  
22          point all those things are going to  
23          intersect. I asked Mr. Carroll last week  
24          around how do we decide which sidewalks  
25          get done, and as we increase this, who is

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           making those decisions. Are we  
3           overlaying with Water Department data  
4           around needs? Because coming from a  
5           community development perspective, I find  
6           a lot of the times that I invest is  
7           around coordinating stuff, and we're now  
8           at a place where we have so many  
9           different data fronts and it would be  
10          nice to pull that all together at one  
11          point. It's a conversation we're having  
12          around Rebuild, what's the priority,  
13          what's not a priority based on what  
14          matrix, and your matrix may not have the  
15          shared values with my matrix. And at  
16          least if we can get to that place, I  
17          think we need to work towards that  
18          direction. And so right now I can't  
19          relate any of my 311 stuff specifically  
20          with community development initiatives,  
21          and at some point we need to get that.

22                        So what do you foresee from the  
23                        Managing Director's Office, how soon can  
24                        we kind of --

25                        MR. DiBERARDINIS: I think

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           right now what's driving a lot of our  
3           thinking is really 311 and how do we -- I  
4           mean, Rebuild and how do we connect to  
5           Green City, Clean Waters, how do we  
6           connect to sort of the programming  
7           elements in the neighborhood, how do we  
8           connect the pedestrian and children  
9           safety. I mean, all of those -- there's  
10          a ton of connecting -- possibilities of  
11          us to connect our services and our  
12          resources for higher effect.

13                    I would say right now -- and  
14          Brian might have more to add to that, but  
15          sort of to the extent we're thinking  
16          broadly across the department around  
17          those kind of coordinated services is  
18          through Rebuild and sort of where we are  
19          currently with the thinking around that.

20                    COUNCILWOMAN SANCHEZ: My time  
21          is up.

22                    COUNCIL PRESIDENT CLARKE:  
23          Thank you, Councilwoman.

24                    The Chair recognizes  
25          Councilwoman Bass.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN BASS: Thank you,  
3 Mr. President.

4 COUNCIL PRESIDENT CLARKE:  
5 You're welcome, Councilwoman.

6 COUNCILWOMAN BASS: So back to  
7 Rebuild. So a couple of questions. One  
8 of the questions that we have -- that I  
9 have is clearly around minority  
10 participation in Rebuild. So I had asked  
11 the question sometime ago about diversity  
12 on the workforce and what would the  
13 workforce of Rebuild look like on day  
14 one. And so I had asked the  
15 Administration the question, will there  
16 be diversity? Will it look like  
17 Philadelphia on day one? And I was told  
18 no. And I asked, well, what about at the  
19 end of year one, would it look like  
20 Philadelphia?

21 No.

22 Well, what about year two? And  
23 I was told no. And I said, all right,  
24 well, what about year three?

25 And they said, well, maybe, you

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           know, halfway through, which is roughly  
3           three and a half to four years through  
4           the project that we would see diversity  
5           on these work sites.

6                         And so I wanted to know if  
7           that's still part of the plan. Is that  
8           still acceptable to the Rebuild team,  
9           that it would have little to no diversity  
10          on these sites -- this is what I got from  
11          the Administration. So I want to know if  
12          you are sticking with that assertion.

13                        MR. ABERNATHY: I think we're  
14          being realistic and practical in our  
15          approach. Look, I'm not going to defend  
16          the trades track record in their  
17          diversity and inclusion. I can't defend  
18          them. But I also recognize that on day  
19          one as we create a new process and new  
20          enforcement mechanisms and a new emphasis  
21          on this effort, that on day one we're not  
22          going to have a workforce that is as  
23          diverse as you want and certainly not one  
24          as diverse as we want either.

25                        COUNCILWOMAN BASS: Do you see

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           it as being halfway through the project  
3           that we'll see diversity and acceptable  
4           levels?

5                       MR. ABERNATHY: I think I can  
6           get back to you on a specific timeline.  
7           I think that's a fair question that I  
8           can't answer today, but I think we need  
9           to be able to answer that.

10                      COUNCILWOMAN BASS: I think  
11           that the idea that we would have a  
12           workforce that wouldn't look like the  
13           neighborhoods in which this work is being  
14           done is completely unacceptable and  
15           something that I just cannot support any  
16           way, shape or form. If we don't have  
17           diversity on the work sites and at the  
18           same time we have -- just as an example,  
19           and I know Mike is the former -- excuse  
20           me, Mr. Managing Director. As the former  
21           Chair of Parks and Recreation, you and I  
22           had a conversation about Vernon Park and  
23           the lack of diversity that was at Vernon  
24           Park, which is at Germantown and Chelton  
25           where I have a group of guys from the



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           neighborhood standing across the street  
3           with whatever certifications, whatever  
4           training, whatever processes they've been  
5           through and saying, I can do that, I can  
6           participate, I live here, I live in  
7           Germantown. Meanwhile, we have a truck  
8           that pulled up from New Jersey or from  
9           Delaware or further doing the work, and  
10          there's no thought, it seems, to -- or  
11          not enough thought to keeping those  
12          dollars local, circulating that money  
13          locally here in Philadelphia. And I  
14          would say if we're not going to be ready  
15          to have diverse workforces on day one or  
16          year one, then we need to figure out what  
17          that number is and start then. That's  
18          when we need to start this project. And  
19          as the Chair of Parks and Recreation for  
20          Council, there's nobody who would like to  
21          see Rebuild happen more than me. I mean,  
22          everybody wants to see it happen, don't  
23          get me wrong, but I think that this is  
24          something that's really needed, really  
25          wanted, and we would all like to see it

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           happen. But I just cannot continue to  
3           have a workforce that does not reflect  
4           the demographics of the area, of the  
5           neighborhood, of the City of  
6           Philadelphia. We just cannot continue to  
7           have that happen.

8                         So I would really like to get a  
9           better timeline from you in terms of what  
10          that diversity looks like and when it  
11          will happen, and I think that should be  
12          our starting date for Rebuild. If we  
13          cannot achieve that on or near day one or  
14          a reasonable amount of time thereafter,  
15          then that's when we need to start.

16                        MR. ABERNATHY: And it's  
17          appreciated, Councilwoman. I don't want  
18          to sit here today and make a commitment  
19          that we can't live up to. The  
20          diversification of the trades and the  
21          racial diversity of our construction  
22          industry has been an issue that everybody  
23          in this room has worked on for decades,  
24          and I don't want to sit here and say on  
25          day one of this project, whether it's in

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           six months or one year or in two years,  
3           that problem is going to be resolved.  
4           That would be a lie to you, and I'm not  
5           going to make that commitment.

6                        COUNCILWOMAN BASS: I don't  
7           want you to say it if it's not true, but  
8           at the same time, I don't want to even  
9           contemplate doing a project that's not  
10          going to be reflective of Philadelphia.

11                       We've done it and we've been  
12          promised and, oh, it's coming and, oh,  
13          it's going to be fixed and, oh, it's  
14          going to be great when it's done, and  
15          meanwhile the ribbons get cut and the  
16          buildings get built and people are  
17          standing on the sidelines and not able to  
18          participate. And we see it. We see it  
19          in our neighborhoods. We see it in the  
20          fact that people don't have  
21          opportunities. They cannot participate  
22          economically.

23                       There is a building boom in the  
24          City of Philadelphia right now and we  
25          have people who are sitting on the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           sidelines. And so we're counting on the  
3           Administration to make sure that people  
4           have an opportunity to participate  
5           economically in what's happening in their  
6           own neighborhoods. It's only fair. It's  
7           the right thing to do.

8                       MR. ABERNATHY: I agree.

9                       MS. WESTERMAN: If I may add,  
10          Councilwoman, we're working with the  
11          Commerce Department now on a master EOP  
12          for Rebuild. In the framework of that  
13          master EOP and using data, we would like  
14          to work with Councilmembers to develop  
15          interim annual targets. But, more  
16          importantly, the project users need to be  
17          held accountable for achieving their  
18          commitments and they need to be providing  
19          plans for how they're going to achieve  
20          the commitments, and we want to look at  
21          those plans and then be monitoring in  
22          realtime and not have any ability to say,  
23          oh, oops, now we have this report from  
24          what was happening on the site three  
25          months ago and now it's too late to do

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           anything, where we need realtime  
3           monitoring.

4                        But the one other thing I  
5           wanted to mention is given this --  
6           although for us this scale of Rebuild is  
7           big, in the context of the Philadelphia  
8           construction industry it's relatively  
9           small. So we're really hoping that the  
10          kinds of practices that we're talking  
11          about can be a pilot adopted by other  
12          institutions and developers around  
13          Philadelphia, and that will really have a  
14          more meaningful impact on the diversity  
15          of the trades.

16                      COUNCILWOMAN BASS: That will  
17          be helpful, and the idea that we would be  
18          doing something that would resonate and  
19          that would continue on and be able to be  
20          used throughout projects throughout the  
21          City of Philadelphia and throughout the  
22          region is critically important. So there  
23          is a lot of work to be done on Rebuild,  
24          but there's so much more work happening,  
25          whether you look at the School District

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           or private industry and so many other  
3           areas, and we need to make sure that all  
4           of those sites look like Philadelphia.

5                        I can't tell you the last time  
6           I went by a site that had a full amount  
7           of diversity, and it's troubling. It's  
8           troubling. I encourage you and anybody  
9           who is listening, drive by a construction  
10          site and take a look. And we had an  
11          incident or an issue with a library  
12          that's being renovated in my district  
13          right now that had absolutely no  
14          diversity. And, again, just absolutely  
15          shameful. So we worked on the issue and  
16          we were able to get diversity on the  
17          site, but it took work, and it shouldn't  
18          have to take work in 2017 to make this  
19          happen. It's the right thing to do.

20                        Thank you.

21                        COUNCIL PRESIDENT CLARKE:

22          Thank you, Councilwoman.

23                        The Chair recognizes

24          Councilwoman Parker.

25                        COUNCILWOMAN PARKER: Thank

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 you, Mr. President.

3 I want to go back to the issue  
4 of workforce and diversity. All of what  
5 I am about to say we can accomplish prior  
6 to any legislation being passed just in  
7 the midst of the conversation.

8 One of the issues that has  
9 constantly come up as a barrier to  
10 entry -- you heard me mention them  
11 earlier -- was that we talked about high  
12 school diploma, either GED equivalent  
13 and/or transportation. My ask of you is,  
14 has the City and/or Rebuild been in  
15 contact with PennDOT and/or the Office of  
16 Education and have you talked about some  
17 sort of structure that you will use to  
18 direct people to as they're coming  
19 through the recruitment process?

20 MS. WESTERMAN: Yes. Thank  
21 you, Councilwoman. One of the things  
22 that we want to emphasize is, there's so  
23 many organizations doing great work to  
24 prepare people for work, such as  
25 PowerCorps. And so what we want to do is

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           make sure that we are not reinventing the  
3           wheel to the extent that it doesn't need  
4           to be reinvented, but trying to leverage  
5           those resources and then wrap around them  
6           to fill in any gaps that may exist.

7                         We have not yet reached out to  
8           PennDOT, but it's our commitment to  
9           systematically identify the barriers for  
10          people from getting -- from passing that  
11          apprentice exam, getting that apprentice  
12          position, and then eliminating those  
13          barriers.

14                        COUNCILWOMAN PARKER: So let  
15          me, one, say I understand what you're  
16          saying about those agencies, but when we  
17          have intergovernmental cooperation and  
18          planning, it is important that the City  
19          of Philadelphia have a direct dial and  
20          that the state be well aware of our  
21          efforts in what we are doing and that  
22          they themselves have allocated resources  
23          from a staff perspective to help to  
24          address these issues. If not -- you talk  
25          about the CareerLinks. If you want to



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 see a state log that is backed up, look  
3 at unemployment insurance. Okay?

4 Unemployment insurance and/or just  
5 overall unemployment, period, and people  
6 trying to get enrolled in the system.

7 So that's one issue I wanted to  
8 talk about. The next issue is, September  
9 30 of 2015 started this required ten-hour  
10 OSHA training, right? And obviously it's  
11 the result of crisis, and we came  
12 together and we created this requirement.  
13 I don't in any way, shape or form suggest  
14 that we sort of go around it. It's  
15 important and it is needed, but it costs  
16 \$80 a person. So when we're talking  
17 about barriers to entry, I'm talking  
18 about the regular person in the  
19 neighborhood who is trying to get into  
20 this process.

21 Five hundred dollars to just  
22 buy the tools that are needed in the  
23 apprenticeship program and then an  
24 additional \$80 to take this course. As  
25 we're working on building that, we got to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           figure out how we're going to pay for it.  
3           Someone else listening may think this is  
4           the weeds, but these are tangible  
5           barriers that people have encountered.  
6           And I don't want you to comment on it. I  
7           just want you to make notes of it and  
8           address it. My next question is more  
9           important.

10                        When you hear people -- and  
11           we've all heard the frustration of people  
12           about -- and include all of this as --  
13           you've heard me say it before and members  
14           of Council and it's included in the  
15           resolution that we passed not long ago,  
16           the frustration that Philadelphians feel  
17           when they drive through a construction  
18           site and they don't see their people  
19           working. So that's not new. You've  
20           heard it, we know it, and they feel it.

21                        The issue for us is, what kind  
22           of data are we collecting, not just for  
23           those firms, because we have a PLA now.  
24           Is that a \$3 million threshold that the  
25           City had, projects for 3 million and

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           above are union, 3 million and below sort  
3           of open shop, merit, however. Am I  
4           correct with that assessment?

5                       MS. WESTERMAN: Yes.

6                       COUNCILWOMAN PARKER: With that  
7           being said, what kind of data are we  
8           collecting from those who are below,  
9           doing work, getting contracts, below the  
10          \$3 million threshold? And the reason why  
11          I ask this question is because there is  
12          just as much frustration from those firms  
13          that may not even be doing City work.  
14          They're doing work on houses. I don't  
15          have Councilwoman Blackwell's problem or  
16          Councilman Johnson's problem with the  
17          burgeoning of development, but every  
18          little slither of land that you can get  
19          your hands on to build a house, people  
20          do. When you drive past those sites too,  
21          you see it imported, workforce that also  
22          is not based or comprised of  
23          Philadelphians. And as a matter of fact,  
24          quite often it's frustrating to see our  
25          immigrant population strongly taken

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           advantage of by many of these contractors  
3           because they know they need the dollars.  
4           They look at levels of education and they  
5           know folks want to work, and they're not  
6           paying them prevailing wage, they're not  
7           getting any healthcare, and they're not  
8           getting access to any retirement  
9           security. So we're allowing work to be  
10          done in the City of Philadelphia that is  
11          not putting our people on the path to  
12          self-sufficiency. And for me, that is  
13          what Rebuild should do, and I'm  
14          recommending that we're going to do  
15          something legislatively, but I am of the  
16          belief that the City should be asking all  
17          firms, all firms, not evaluating the  
18          quality of them but any firm benefiting  
19          from doing business in the City, they  
20          need to tell us not just how much they're  
21          paying, but do they offer retirement  
22          security and are they offering healthcare  
23          and/or sick leave to their workforce so  
24          we will know who has the opportunity to  
25          do business in our city. Because it's

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 just as much a frustration from that  
3 perspective.

4 The Ninth District is the  
5 United Nations, socioeconomically,  
6 ethnically. We have people from all  
7 walks of life. And I hate it when I see  
8 people pitting the have not's versus the  
9 have a little's, because that's what  
10 begins to happen. We shouldn't allow  
11 that.

12 Thank you, Mr. President.

13 COUNCILMAN GREENLEE: Thank  
14 you, Councilwoman.

15 Councilman Green is not here.

16 Oh, I'm sorry. I didn't see  
17 you over there. Okay. Councilman Green.

18 COUNCILMAN GREEN: Thank you,  
19 Councilman Greenlee.

20 Going back to my earlier  
21 questions regarding Rebuild. I'll be a  
22 little bit brief, because I know we've  
23 had a lot of conversation regarding  
24 Rebuild.

25 Ms. Westerman, my understanding

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           is that the reason why you were not doing  
3           outreach to various contractors  
4           throughout the City of Philadelphia that  
5           could possibly participate in Rebuild was  
6           that you were waiting for the  
7           legislation; is that correct?

8                       MS. WESTERMAN: Thank you,  
9           Councilman. I want to clarify slightly  
10          just to say we have been trying to meet  
11          with both entities like The Enterprise  
12          Center that work a lot with minority and  
13          women-owned businesses and we have also  
14          been trying to meet with a number of  
15          owners of minority and women-owned  
16          businesses as well to learn as much as we  
17          can about what it is like to try to work  
18          as a contractor in Philadelphia. So  
19          we're learning as much as we can. We  
20          don't -- but in that process, we don't  
21          want to make commitments about work  
22          potential yet until the legislative  
23          process plays out.

24                      COUNCILMAN GREEN: But just  
25          like with the pre-K initiative where

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           there was outreach to various  
3           organizations on what was a construct of  
4           what was coming, I don't see why we could  
5           not and still can have those type of  
6           conversations in communities to give them  
7           a perspective of this is the general  
8           parameters of Rebuild, this is the type  
9           of work that possibly would be available  
10          because this is the nature of the project  
11          that we're working on to get people  
12          prepared for this work assuming the  
13          legislation gets passed.

14                       MS. WESTERMAN: We would  
15          absolutely welcome the opportunity to do  
16          that, especially in cooperation with  
17          Councilmembers and --

18                       COUNCILMAN GREEN: I guess from  
19          my perspective, I don't understand the  
20          waiting when you can provide the  
21          information to small business owners,  
22          especially business owners of color that  
23          could participate, in order to get them  
24          ready for this initiative. Too often  
25          when we look at contracts or

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           opportunities with the City of  
3           Philadelphia, a lot of the small  
4           businesses, especially businesses of  
5           color, are not able to take advantage of  
6           these opportunities because, one, they  
7           get information, they've got to apply  
8           within like a day or a week or two weeks,  
9           and for many when they are probably the  
10          most proficient person in their company  
11          or business that provides a service,  
12          they're also the human resources person,  
13          the environmental technician, the  
14          revenue, marketing and they have multiple  
15          different hats, they don't have the  
16          opportunity to jump on every initiative  
17          as it comes up, because they're trying to  
18          concurrently service their current  
19          customers and maybe get additional work  
20          with those customers they currently have.

21                    So I would just implore the  
22                    Administration, especially from the  
23                    Rebuild perspective, to do more outreach  
24                    to at least give people a better  
25                    understanding of what is Rebuild so you



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           have a number -- I'll venture to find a  
3           number of small businesses that have on a  
4           macro level heard of Rebuild, but have no  
5           real perspective of what opportunities  
6           may be available. I mean, you don't have  
7           to have everything in writing down to all  
8           the T's and all the I's dotted before you  
9           can tell people these are the things  
10          we're talking about and these are the  
11          possible opportunities that you can take  
12          advantage of. Because it's not just for  
13          Rebuild. We're also talking about how we  
14          bring more businesses of color into the  
15          general procurement system. That's why I  
16          supported best value.

17                   MS. WESTERMAN: Point taken,  
18          Councilman. We'll work on a timeline. I  
19          think because we are proposing a project  
20          user structure that will require an RFQ  
21          process, we'll have some time to reach  
22          out to the community. We'll make sure we  
23          work on that with you and also with the  
24          assistance if we do award a contract to a  
25          consultant that is specifically tasked

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           with helping us with the diversity of  
3           construction contracts.

4                   COUNCILMAN GREEN: I just don't  
5           want to be next March, April, May we're  
6           having the same conversation that I've  
7           been having now for two years.

8                   Thank you.

9                   COUNCILMAN GREENLEE: Thank  
10          you, Councilman. Perfect timing there.

11                   Councilman Johnson.

12                   COUNCILMAN JOHNSON: Thank you,  
13          Mr. Chair.

14                   I just wanted to do a follow-up  
15          on the issue of youth violence and youth  
16          gun violence. So just to be clear,  
17          Brian, the numbers for Focused Deterrent,  
18          the numbers for CeaseFire, the numbers  
19          for Future Track and all the other youth  
20          violence programs that receive funding  
21          from the City of Philadelphia, that's the  
22          information you're going to provide to  
23          me?

24                   MR. ABERNATHY: Yes.

25                   COUNCILMAN JOHNSON: I just

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           wanted to be clear, because I wanted to  
3           actually get the Focused Deterrent  
4           numbers now. Is it possible I can get  
5           that number now?

6                     MR. ABERNATHY: Today it's  
7           130,000.

8                     COUNCILMAN JOHNSON: 130,000?

9                     MR. ABERNATHY: Yes.

10                    COUNCILMAN JOHNSON: How much  
11           was it last -- is 130,000 for FY17?

12                    MR. ABERNATHY: And it's  
13           130,000 FY18. The Police Department is  
14           prepared to support the expansion of  
15           Focused Deterrence. That in part needs  
16           to be in conjunction with the District  
17           Attorney's Office.

18                    COUNCILMAN JOHNSON: So it's  
19           130 for '17, 130 for '18. So how are we  
20           expanding? Are you saying that the  
21           District Attorney's Office and the Police  
22           Department are going to take portions of  
23           their budget to go to -- for Focused  
24           Deterrent to expand?

25                    MR. ABERNATHY: The Police

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Department is prepared to expand with  
3           current resources, so adjusting their  
4           budgets. I began having that  
5           conversation with the District Attorney a  
6           few months ago. Obviously there are some  
7           challenges having that conversation  
8           today.

9                        COUNCILMAN JOHNSON: We  
10           understand.

11                       So I want to follow up on that,  
12           because obviously it started in the  
13           Second Councilmanic District, but the  
14           issue is bigger than just that part of  
15           South Philadelphia, and it does beg the  
16           question separate from the Police  
17           Department and District Attorney's  
18           Office, the 130K is allocated from what  
19           department right now?

20                       MR. ABERNATHY: It's the  
21           Managing Director's Office.

22                       COUNCILMAN JOHNSON: Managing  
23           Director's Office. So I guess if this is  
24           a priority, how come the Managing  
25           Director's Office kept it at 130K going

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           into the next fiscal year? There's no  
3           increase at all is basically what you're  
4           telling me and there's a possibility that  
5           the District Attorney's Office and the  
6           Police Department is going to expand  
7           their budgets, but that's not nothing  
8           concrete.

9                        So, Mr. Managing Director, is  
10           there a reason why?

11                       MR. ABERNATHY: To be clear,  
12           the Police Department would not expand  
13           their budget, but essentially reallocate  
14           existing resources. That was the request  
15           of the District Attorney as well.

16                       COUNCILMAN JOHNSON: So I'm  
17           going to be more direct. How come the  
18           Managing Director's Office didn't expand  
19           Focused Deterrent with your own budget?  
20           Why is it still 130 going from FY17 to  
21           FY18, which the Administration talked  
22           about expanding this program while he was  
23           on the trail, if you want to be more  
24           specific. I think the Mayor did talk  
25           about it and that he wanted to expand it.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MR. ABERNATHY: And to be  
3 clear, we can't expand without the  
4 District Attorney's support. This is  
5 really a program that's run by the  
6 District Attorney in partnership with the  
7 City and the Police Department. And,  
8 again, we are prepared and willing to  
9 expand Focused Deterrence, but it has to  
10 be in partnership with the District  
11 Attorney. And if the District Attorney  
12 isn't prepared to do that, I think we --  
13 which I'm not saying that they are not  
14 prepared to do that, to be clear. I  
15 think they have a number of issues that  
16 they're trying to work through right now,  
17 but it is something that has to be done  
18 in partnership with the District  
19 Attorney.

20 COUNCILMAN JOHNSON: So the  
21 reasoning is you're not going to put the  
22 money into it until you find out who the  
23 new District Attorney person is if they  
24 want to move forward with it?

25 MR. ABERNATHY: I think if the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           District Attorney today or if that office  
3           came to us and said we're ready to  
4           expand, we would figure out the  
5           resources.

6                        COUNCILMAN JOHNSON:   Okay.  
7           That's just odd, because I know the Mayor  
8           said he wanted to expand it, and for him  
9           not to put it inside his budget moving  
10          forward based upon waiting to see if a  
11          person gets elected, that's just kind  
12          of --

13                      MR. ABERNATHY:   I understand.

14                      COUNCILMAN JOHNSON:   --  
15          strange.  And he's the leader.  So really  
16          they will fall too for him, because the  
17          District Attorney's Office comes to us  
18          for their money.

19                      MR. ABERNATHY:   I understand.

20                      COUNCILMAN JOHNSON:   Correct?

21                      MR. ABERNATHY:   I understand.

22                      COUNCILMAN JOHNSON:   So I want  
23          to go to AVR.  So under program  
24          objectives, we all know AVR focuses on  
25          preventing homicides of young people

1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 between the age of 17 to 24. So in  
3 Fiscal Year 2016, there were 45 of them,  
4 right?

5 MR. ABERNATHY: Yes.

6 COUNCILMAN JOHNSON: In Fiscal  
7 Year 2017, there is no data at all. So  
8 like who is tracking this information  
9 from 2016 to 2017?

10 MR. ABERNATHY: As you know,  
11 PAAN is our partner for YVRP. Certainly  
12 PAAN has gone through a leadership  
13 change, that we are working with them to  
14 make sure that they are better able to  
15 track their data and provide the  
16 resources that we're expecting them to  
17 provide under their contract. And so  
18 hopefully we can provide better data as  
19 we go forward.

20 COUNCILMAN JOHNSON: That's  
21 another -- and I want to go back. I know  
22 Brian and I know Mike, but on this issue,  
23 again, it's important. You're talking  
24 about young people, 17 to 24, most  
25 vulnerable to be shot and/or murdered,



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           and we have an organization that we're  
3           partnering with and we have the  
4           Administration saying we don't have any  
5           data for this particular year. And,  
6           again, I'm going to stay on top of this  
7           as long as I can to make sure that this  
8           is a priority, and to say we don't have  
9           any data is unacceptable.

10                       My next question is, out of  
11           YVRP's budget, it's \$4.6 million  
12           allocated to the District Attorney's  
13           Office, the courts, Urban Affairs  
14           Coalition. Can you provide what specific  
15           programs are supported by the \$4.6  
16           million? Is that what you want to be a  
17           part of what you provide me?

18                       MR. ABERNATHY: Yes, it will  
19           be. And to be clear, Councilman, we do  
20           have data that we can provide. We did  
21           not have data at the time that this  
22           budget was prepared.

23                       COUNCILMAN JOHNSON: Okay. I  
24           just want to be clear, again, just for  
25           the Administration, that this is an

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           issue, and I've been here for about four  
3           years and a lot of hot-budget issues come  
4           down here. We all get busy on focusing  
5           on those issues, but at the end of the  
6           day, we still will never have a great  
7           city if we have young people dying in the  
8           streets of Philadelphia. We're growing.  
9           We're doing a whole lot of construction,  
10          development, but every time I go home, I  
11          see a homicide in the streets of  
12          Philadelphia, and I'm just tired of being  
13          sick and tired of why this isn't the  
14          number one priority here in the City of  
15          Philadelphia. I know it's complex. I  
16          know there's a lot of cultural nuances  
17          that we have to deal with. We talk about  
18          poverty, we talk about cultural norms in  
19          terms of how people operate, the street  
20          mentality, but that still doesn't mean  
21          that it shouldn't be high on top of our  
22          priority. And I sure enough know that if  
23          a city like New York can invest in it and  
24          you got a city like Boston can invest in  
25          it and Chicago, in spite of all the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           things that they're going through, our  
3           budget should reflect that. I mean, it's  
4           no other way around it, and I'm going to  
5           stay on it consistently until we start  
6           finding some answers. And that's the  
7           charge from my constituents who are  
8           staying on top of me saying what are we  
9           doing to prevent the level of youth gun  
10          violence.

11                    I don't want to hear -- and I'm  
12          not speaking from the Administration  
13          standpoint, but I don't want to hear  
14          people say, oh, we got to change the  
15          laws. I think one of the papers said,  
16          oh, one thing that can save black on  
17          black violence is the gun laws. We know  
18          we're up against the gun laws, but we  
19          know statistics show if you invest with  
20          resources on the front end, right, it has  
21          a significant role in preventing youth  
22          gun violence on the back end.

23                    So I think it's time for us to  
24          ramp up and step up as a city. That's  
25          all.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Thank you very much, Brian.

3 Thank you, Michael

4 DiBerardinis.

5 COUNCILMAN GREENLEE: Thank  
6 you, Councilman.

7 Councilwoman Sanchez.

8 COUNCILWOMAN SANCHEZ: Yes. I  
9 want to talk a little bit around some of  
10 this contracting discussion, and I know  
11 we talk about diversity. Earlier today  
12 there was a couple of questions about it.  
13 I guess from the Managing Director's  
14 perspective, how is it that we are going  
15 to -- and I said this earlier -- use our  
16 hammer and disqualify people so that  
17 people understand that we're really  
18 serious about this diversity issue? One  
19 of the concerns is we keep talking about  
20 this, but in the meantime, Streets  
21 Department, Water Department, they  
22 continue to contract with people. They  
23 don't meet their numbers. And it's  
24 almost as business as usual.

25 What is it that we're going to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           do -- we can have the Rebuild  
3           discussion's future and the other  
4           capital. What are we going to do to send  
5           a message that we're serious?

6                       MR. DiBERARDINIS: Well, I'm  
7           curious and I'd like to understand the  
8           specifics. Now, what my world is park  
9           and rec generally historically, but  
10          within the Streets Department, I don't  
11          know --

12                      COUNCILWOMAN SANCHEZ: No.  
13          You're the Managing Director. I want  
14          from the Managing Director's perspective.  
15          This is an issue that the Mayor has put a  
16          lot of political equity on. As we build  
17          out whatever program, what is the message  
18          that we're sending to departments who  
19          continue to contract with folks not  
20          meeting numbers? What are we doing and  
21          when are we going to start disbarring  
22          people so when we build up, it gets done?  
23          Mr. Lazer talked this morning that no one  
24          has gotten disbarred in this  
25          Administration. How are people getting

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           away with just best efforts and those  
3           issues? I mean, when are we going to  
4           like --

5                       MR. DiBERARDINIS: So I think  
6           from my perspective, if anybody -- if you  
7           didn't perform well in the park and rec  
8           project, we would disqualify or throw the  
9           contractor off the site. It took --  
10          within the capital system, it took  
11          probably a year and a half or two to get  
12          all that mess cleaned up and get somebody  
13          back on this site. At least that's my  
14          personal experience.

15                      COUNCILWOMAN SANCHEZ: But that  
16          fear of it's going to -- because we're --  
17          we have competing interests, right?

18                      MR. DiBERARDINIS: I'm not  
19          backing off your question.

20                      COUNCILWOMAN SANCHEZ: I know,  
21          but we have competing interests because  
22          we're so delayed on all our projects,  
23          right? So the excuse is if I stop this  
24          contractor -- and they know that, you  
25          know. And so you have someone that the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Water Department contracts with, that the  
3           Streets Department contracts with, that  
4           we're now looking at our Capital Office.  
5           What is the message from the Managing  
6           Director's Office, department to  
7           department? If we don't disbar people,  
8           the "trust me" is not going to work.

9                         MR. ABERNATHY: Councilwoman, I  
10           think that is exactly right. I think the  
11           challenge as we look at these issues,  
12           disbarment is hard.

13                        COUNCILWOMAN SANCHEZ: It's  
14           hard because of the way our contracts  
15           read.

16                        MR. ABERNATHY: I agree.

17                        COUNCILWOMAN SANCHEZ: So part  
18           of the conversation when I was working  
19           with Rebecca -- and I know they still  
20           have a procurement team. Part of the  
21           discussion that we're having is, a lot of  
22           that is bureaucratic, and ultimately if  
23           we can't pull the trigger, if we can't  
24           figure out legally language to pull the  
25           trigger quickly and not utilize it, we're

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 going to keep continuing to have this  
3 conversation.

4 MR. ABERNATHY: I think that's  
5 one of the important visions around what  
6 best value should be, is about holding  
7 contractors accountable for their past  
8 performance and if they don't perform,  
9 they shouldn't get new contracts.

10 COUNCILWOMAN SANCHEZ: But the  
11 terminology is lowest responsible bidder,  
12 right?

13 MR. ABERNATHY: Lowest  
14 responsive responsible bidder, yes.

15 COUNCILWOMAN SANCHEZ: So  
16 what's a responsible bidder if you're  
17 non-compliant on five other contracts?

18 MR. ABERNATHY: And, again,  
19 this is why I think the Administration --  
20 I'm going to feign ignorance to some  
21 degree, because contracting is not where  
22 we are, but the Managing Director's  
23 Office and all of our departments, it's  
24 been made very clear that this is a  
25 priority and that we have to do better



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           and we have to hold contractors  
3           accountable. But in order to do that, we  
4           need to make some changes. One of those  
5           changes is best value. In order to hold  
6           contractors responsible for their past  
7           performance, it is very difficult to do  
8           under our current Charter, which is why  
9           we proposed the Charter change.

10                   COUNCILWOMAN SANCHEZ: So my  
11           thing is, we're spending all this energy  
12           building capacity around Rebuild, but  
13           there's a \$10 billion Five Year Plan. So  
14           what is it that we're doing before we  
15           issue a new contract to someone who is  
16           just -- it's the same contractors, guys.  
17           I wish we were talking about dozens of  
18           people. It's the same 30, 40 actors, you  
19           know. Like how we fight crime, we spent,  
20           you know, all this energy. Six percent  
21           of the people commit six percent of the  
22           crime and we just lock up everybody, you  
23           know.

24                   MR. CARROLL: Mike Carroll,  
25           Deputy Managing Director for Office of

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Transportation and Infrastructure.

3 So I can't speak a lot about  
4 the Water Department. My experience is  
5 mostly with the Streets Department.

6 There's a couple factors  
7 that -- I think if you look across the  
8 board with the Streets Department, the  
9 numbers really aren't that bad, but there  
10 are problems that are focused in specific  
11 areas. And so -- I mean, you might talk  
12 about there's 30 or 40. There's really  
13 five to ten big contractors that do a lot  
14 of the big projects.

15 COUNCILWOMAN SANCHEZ: Some of  
16 us will argue it's how we send out these  
17 RFPs. We bundle them in a way that we  
18 only get four or five people to respond.

19 MR. CARROLL: When we put the  
20 contracts together and we're trying to  
21 get them to hire the subs, there's a few  
22 issues that come up, because there are  
23 capital requirements that come into play  
24 with respect to bonding and insurance  
25 that a lot of those smaller firms and the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           newer firms can't really meet. That's  
3           one set of issues. The other set of  
4           issues is for specific types of  
5           activities, there aren't a lot of  
6           subcontractors to work with. And we  
7           could talk about consulting, professional  
8           services, which is even more severe in  
9           certain ways than the --

10                   COUNCILWOMAN SANCHEZ: But when  
11           we let somebody submit -- in order for  
12           them to meet their EOP plans, we let them  
13           submit that they're going to do joint  
14           venturing and sub with minorities, and  
15           then we turn around and we say there's  
16           insurance and bonding requirements. If  
17           you're a prime saying that you're going  
18           to do a joint venture with a minority  
19           because you're going to build capacity  
20           and get to your old EOP numbers, why  
21           aren't we requiring them to ensure that  
22           that bonding and insurance is in place?

23                   MR. CARROLL: And that is  
24           something that we can look into. I think  
25           we also have an opportunity to try and

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           take a look at the requirements  
3           themselves, because it may be that we can  
4           work with some of these firms so that  
5           those requirements are not the same.

6                   COUNCILWOMAN SANCHEZ: I think  
7           we just require it. I mean, I think we  
8           over-think this, folks. It's our money.  
9           We're the buyer. The contract reads the  
10          way we want it to read. The projects  
11          read the way we want it to read. We put  
12          out the RFP. We determine the timeline.  
13          We develop the process for selection. We  
14          do all of this, and it's like we set  
15          ourselves up for failure.

16                   MR. CARROLL: One of the  
17          issues, though, with you having like four  
18          or five contractors is they want to pass  
19          that cost back onto us when we go for  
20          these projects. So we have to kind of  
21          figure out how much we're asking for, how  
22          much we're going to have to pay for the  
23          project, how much the budget is for the  
24          project. And so there are some  
25          limitations in the way that we can

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           approach them and add the requirements if  
3           they're saying that they're going to  
4           charge us 10 or 15 percent more for the  
5           bids that they're putting out.

6                        So I agree. We do have the  
7           ability to write the contracts.

8                        COUNCILWOMAN SANCHEZ: As  
9           department heads, one of the things I've  
10          learned as we talked about procurement  
11          reform, as department heads, the  
12          departments design the scope, and as  
13          department heads, you have a portfolio  
14          that is high intensity contracting,  
15          right? If you don't insist that your  
16          departments de-bundle this in a way that  
17          you can manage it, we're going to keep  
18          having the same conversation.

19                       MR. CARROLL: Understood.  
20          Understood.

21                       COUNCILWOMAN SANCHEZ: So to me  
22          is -- and I asked this question. We had  
23          this conversation before -- is, how big  
24          are we making it? How many of these  
25          consultants are we hiring around

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           designing this when we design the scope  
3           of services? And who is looking at those  
4           matrix? Who makes those kind of  
5           decisions? Because I feel like we're  
6           going to keep dancing around this. And I  
7           just feel like we have a Mayor that's  
8           really committed to this, but I don't  
9           know if the departments are hearing what  
10          the Mayor is saying.

11                       MR. CARROLL: We are. We are.

12                       COUNCILWOMAN SANCHEZ: If the  
13           contracts continue to leave the building  
14           looking the same way and being awarded to  
15           the same actors, then we're not  
16           listening.

17                       MR. ABERNATHY: And I think to  
18           your point, Councilwoman, I don't  
19           disagree. I do think the Charter  
20           requirements are an obstacle to what we  
21           are facing, and I do believe that best  
22           value will take a huge step into helping  
23           us to move towards a solution. It is not  
24           the silver bullet.

25                       COUNCILWOMAN SANCHEZ: Assuming

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           that we agree on what the best value  
3           matrix is. Because as you know, the best  
4           value matrix that was submitted to this  
5           Council was not one that was shared  
6           values, because we talked about local  
7           bidding, and local bidding was given a  
8           very small percentage on the scale of  
9           things. And so best value is not an all  
10          answer. And I'm supportive of it because  
11          I think it is another tool in the  
12          toolbox, but ultimately, you know, if I  
13          have asked you today what are your  
14          minority participation numbers compared  
15          to the previous Administration, I'm  
16          almost scared to get the number, right?  
17          Because it's about the same. We haven't  
18          moved the needle even though that's all  
19          we've talked about for the last 18  
20          months.

21                   MR. ABERNATHY: And I do think  
22                   to your point, this is something that is  
23                   a priority of the Administration and  
24                   something that the Mayor actually spoke  
25                   to all Commissioners about on Friday. It

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           is something that we have to do better  
3           on, and I think -- I'm happy to work  
4           through your ideas and figuring out  
5           exactly what that may be. And if we need  
6           to do things differently, I'm happy to do  
7           things differently.

8                        COUNCILWOMAN SANCHEZ: I need  
9           that to be a performance matrix for all  
10          your departments as we talk about  
11          performance-based budgeting. And people  
12          need to lose contracts. People need to  
13          get fired. I mean, ultimately we're  
14          serious or we're not serious.

15                      MR. ABERNATHY: Understood.

16                      COUNCILWOMAN SANCHEZ: Just  
17          like when we have the pension discussion.  
18          You lose \$148 million in value, somebody  
19          better get fired. You know, it's not  
20          like trust me, we will get better the  
21          next time around.

22                      MR. ABERNATHY: Understood.

23                      COUNCILMAN GREENLEE: All  
24          right? Thank you, Councilwoman.

25                      Before I recognize Councilwoman



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Blackwell, let me propose something here.  
3           We have five people still teed up for the  
4           Managing Director. We have the City Rep  
5           waiting, but we're also supposed to have  
6           today Commerce. And I know people are  
7           going to have to start leaving.

8                         We have a little bit more time  
9           on May 8th, Monday, May 8th for Commerce.  
10          I'm assuming there'll be some questions  
11          for Commerce. At least one member who  
12          has already left said that he had  
13          questions for Commerce. So I'm going to  
14          suggest so the Commerce Director just  
15          doesn't have to keep sitting here any  
16          longer than he's already sat here that we  
17          move to May 8th.

18                        Anybody have a question for  
19          that?

20                        There he is. You were  
21          comfortable back there, but, you know.  
22          You second that motion? Okay.

23                        Anybody have a problem with  
24          that?

25                        COUNCILMAN GREEN: Point of

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 information.

3 COUNCILMAN GREENLEE:

4 Councilman Green.

5 COUNCILMAN GREEN: So Monday,

6 May 8th, I have that we have L&I and

7 SEPTA that morning?

8 COUNCILMAN GREENLEE: It's L&I,

9 SEPTA, and Community College now.

10 COUNCILMAN GREEN: Community

11 College it looks like it's 1 o'clock and

12 we're doing call-backs. So will Commerce

13 be during the 1 o'clock time period?

14 COUNCILMAN GREENLEE: No.

15 We're putting Commerce where the

16 call-backs are.

17 COUNCILMAN GREEN: All right.

18 Right at 1 o'clock?

19 COUNCILMAN GREENLEE: Yeah.

20 And we're hoping, if we can start on

21 time, Mr. President, we can get that and

22 get it in some kind of reasonable

23 timeframe, because I think we're going to

24 be well into the evening it looks like.

25 Okay?

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Everybody good with that? Very  
3 good. Thank you.

4 Councilwoman Blackwell.

5 COUNCILWOMAN BLACKWELL: Thank  
6 you.

7 We've been talking a lot today  
8 about inclusion in our districts as well  
9 as especially for Rebuild. And let me  
10 say that after going through all that  
11 I've already talked about today and  
12 thinking and praying and talking to  
13 people, I've learned that it's a matter  
14 of political will. We can have inclusion  
15 if we decide we're going to do it. It is  
16 a matter of political will.

17 It is not true that we can't  
18 find minorities who can do it. We've  
19 been talking about it. Am I correct?  
20 This is a matter of political will. I've  
21 talked to people doing the work. I've  
22 talked to the billionaires like Gerry  
23 Sweeney. It, my colleagues, is a matter  
24 of political will.

25 If we decide we're going to

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           have minorities included in this, if we  
3           decide on equity, it will happen. If we  
4           decide on parity, it will happen. If we  
5           continue to let ourselves be told we just  
6           can't find them, they just don't exist,  
7           it's like the CTE programs where the  
8           teachers in the school system all are  
9           card-carrying union people and yet kids  
10          will graduate and not be able to get  
11          jobs.

12                        It, my friends, is a matter of  
13          political will. And so we have to decide  
14          that we're not taking -- as you said, if  
15          we can't get there, then hold up until  
16          we're ready to move forward.

17                        Thank you, Mr. Chairman.

18                        COUNCILMAN GREENLEE: Thank  
19          you, Councilwoman.

20                        Councilman Jones.

21                        COUNCILMAN JONES: Amen.

22                        I didn't want to follow that,  
23          but just a clarification. The Criminal  
24          Justice Office informed me, Julie did,  
25          that the good news is that we're going to

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 get 700, right?

3 Come on up, Julie.

4 It's more than what we  
5 anticipated for GPS technology, and we're  
6 excited about it. So why don't you  
7 correct the --

8 (Witness approached witness  
9 table.)

10 MS. WERTHEIMER: Julie  
11 Wertheimer.

12 So the first round of  
13 purchasing -- and this is actually within  
14 the First Judicial District. So they can  
15 speak better to it during their hearing.  
16 But it's 700 wireless and 100 landline  
17 units to replace existing outdated units,  
18 and those are mostly for pretrial  
19 services use. The second round will be  
20 the 240 we discussed, and that's mostly  
21 for probation violators.

22 COUNCILMAN JONES: And the  
23 reason I'm excited, it's not like I hit  
24 the lottery or anything, but when you  
25 talk about 700 opportunities for people

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           not to be incarcerated and you look at  
3           six-month to a year stays, that 6,500  
4           census up on State Road has a real  
5           opportunity to be reduced. And I just  
6           want to thank you guys for -- you've  
7           shown great endurance today, but I wanted  
8           to say something that we're working on  
9           together, and I'm thankful for the  
10          involvement of the Judge and you guys on  
11          that.

12                       MR. ABERNATHY: And we thank  
13           your support. You've been an incredible  
14           partner throughout this entire effort.

15                       COUNCILMAN JONES: I just do  
16           what Julie tells me.

17                       MR. ABERNATHY: So do I.

18                       COUNCILMAN JONES: Thank you,  
19           Mr. Chair.

20                       COUNCILMAN GREENLEE: Thank  
21           you, Councilman.

22                       Councilwoman Bass.

23                       COUNCILWOMAN BASS: Thank you,  
24           Mr. Chairman.

25                       So I have a couple more

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           questions. So just looking at the number  
3           of contracts that will be issued during  
4           the Rebuild process, do we have some sort  
5           of an idea in terms of how many different  
6           contracts will be issued, how many  
7           different vendors to provide outside  
8           services? And I'm thinking specifically  
9           of things that we really do already here  
10          in the City of Philadelphia. So whether  
11          it's a monitor who is going to be looking  
12          at the diversity, whether it's outreach  
13          projects, because I know that David is  
14          going to be -- David Gould will be doing  
15          outreach projects, but beyond that, that  
16          there will be another layer of folks who  
17          will be getting contracts to actually do  
18          additional outreach into the community  
19          and a number of other things that again  
20          the City of Philadelphia currently does,  
21          but will now contract out to providers to  
22          make Rebuild happen. And I guess one of  
23          my concerns is that out of \$500 million,  
24          I'm wondering how much is actually going  
25          to go out through these different -- how

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           much is going to be actually in  
3           construction and how much is going to go  
4           to these different services, providers,  
5           organizations that will provide things  
6           that in some cases we can do here in  
7           Philadelphia?

8                       MS. WESTERMAN:    So one  
9           clarification.  When it comes to  
10          community engagement, what we know and  
11          what we've talked about a little bit  
12          earlier is that there are so many people  
13          who have been doing this work in the  
14          neighborhoods for years, members of  
15          friends of groups, members of recreation  
16          Advisory Councils, members of other  
17          groups.  And so the work of Community  
18          Engagement will be very much to work with  
19          those people who have already been doing  
20          the work and try --

21                      COUNCILWOMAN BASS:  So the  
22          Rebuild team will work directly with the  
23          Advisory Councils, the neighborhood  
24          groups and so forth?

25                      MS. WESTERMAN:  So our proposal



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 is the project users.

3 COUNCILWOMAN BASS: So the  
4 project users will work with -- okay.

5 MR. DiBERARDINIS: But the  
6 existing City staff in Park and Rec, in  
7 the Libraries who work with these folks  
8 year round will also be included in that  
9 process.

10 COUNCILWOMAN BASS: Okay.

11 MS. WESTERMAN: So to go to  
12 your other question of how much do we  
13 expect to be spent on construction,  
14 difficult to say today. I don't mean to  
15 be evasive. We have sort of moving  
16 targets. So we expect the program --  
17 we're hoping about seven years, and we  
18 expect there to be construction inflation  
19 over that time. We're hoping to get at  
20 150 to 200 sites over time. I will be  
21 honest and say we don't know how much  
22 today we would expect to spend on the  
23 workforce development and business  
24 supports proposals of Rebuild. So those  
25 are moving targets. But I would say an

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           estimate, a rough estimate without some  
3           major pieces, would be out of the \$500  
4           million, we would expect to spend \$425  
5           million on design and construction.

6                   COUNCILWOMAN BASS: Do we have  
7           a preliminary budget or document that  
8           would lay out what you're intending to  
9           spend and in what area?

10                   MS. WESTERMAN: We're happy to  
11           talk about sort of range of assumptions  
12           and scenarios, budget scenarios, yes. We  
13           sort of have a range of --

14                   COUNCILWOMAN BASS: So you do  
15           have a document that lays out how the  
16           money will be spent, roughly? And I know  
17           that these things aren't concrete.

18                   MS. WESTERMAN: We have, I  
19           would say, a range of scenarios given a  
20           number of variables, and we would love to  
21           discuss those with you.

22                   COUNCILWOMAN BASS: Okay. All  
23           right. The Rebuild Design Excellence  
24           Program, which is not the current program  
25           obviously, the design that we do when we

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           do a playground, rec center, whatever.  
3           So there's a new process that would be  
4           employed, the Design Excellence Program,  
5           and is that something that is going to be  
6           done in-house? Is that something that's  
7           going to be done by RFP, or how is that  
8           going to be done?

9                       MS. WESTERMAN: What we're  
10          actually proposing is just to add kind of  
11          a piece to the existing Art Commission  
12          process. So as I'm sure you know, the  
13          Art Commission would have to approve each  
14          Rebuild project anyway. So our  
15          suggestion -- and we're open to  
16          recommendations, but our suggestion is to  
17          have a special subcommittee of the Art  
18          Commission that would include some  
19          regular members of the Commission but  
20          also bring in some outside expertise,  
21          potentially national experts in design,  
22          to provide some objective perspective to  
23          make sure that the designs of these  
24          facilities are really matching our  
25          ambition for how important these

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 facilities are.

3 COUNCILWOMAN BASS: There was  
4 some question or concern in terms of if  
5 the Art Commission actually did have the  
6 responsibility for approving playgrounds  
7 and recreation centers. I talked to some  
8 folks in Park and Rec and there was some  
9 back and forth, and at the end of the  
10 day, I think that the idea was that the  
11 Art Commission approving these facilities  
12 is not a part of -- would not be a part  
13 of Rebuild or is not something that's  
14 done on a regular. So do you know that  
15 to be accurate or is that something that  
16 we can look into? I guess to sort of  
17 shorten the process, if it's possible, if  
18 it's one less step of going through the  
19 Art Commission for a rec center that  
20 otherwise wouldn't be going through the  
21 process --

22 MS. WESTERMAN: We'll be  
23 sure --

24 COUNCILWOMAN BASS: -- that's  
25 something we can look into.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MS. WESTERMAN: We'll be sure  
3 to look into that and get back to you.

4 COUNCILWOMAN BASS: Okay.

5 COUNCILMAN GREENLEE: Thank  
6 you, Councilwoman. I second that motion.  
7 I mean, if we could take one step out and  
8 if it hasn't been done before, why now, I  
9 guess is the question.

10 Thank you, Councilwoman.

11 Councilman Green.

12 COUNCILMAN GREEN: Thank you,  
13 Councilman Greenlee.

14 We've kind of spent a lot of  
15 time talking about this issue, and I  
16 think the reason why there's been so many  
17 questions and comments regarding this  
18 issue regarding Rebuild and participation  
19 is because this is an issue that's been  
20 going on long before this Administration  
21 and long before many of the people in  
22 this body were elected to these seats.  
23 But I think -- and I said this before and  
24 I'll say it again -- this is an  
25 opportunity for a Maynard moment to

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 address this issue.

3 And I guess one of the  
4 questions I want to ask is that as you're  
5 going through the actual procurement  
6 process through the program providers, be  
7 it Fairmount Park Conservancy, Free  
8 Library Foundation, other smaller  
9 entities, who will be in, let me say, in  
10 the room or just part of the process when  
11 actual procurement is going to be  
12 occurring for those businesses to do the  
13 work?

14 MS. WESTERMAN: So our proposal  
15 is once a project user is qualified  
16 through a request for qualifications  
17 process, they submit a grant application  
18 to work on a specific site. They're  
19 proposing team members that they would  
20 have had to select through an open and  
21 transparent competitive process using  
22 professional standards and criteria. So  
23 then it is on us, the Administration, and  
24 Councilmembers to evaluate those grant  
25 applications. So it's our proposal that

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           a representative of City Council  
3           participate in that grant application  
4           review process. And so we have the  
5           ability to look at those team members to,  
6           some of the earlier conversations, look  
7           at the track record of contractors and  
8           design consultants, see how they have  
9           performed, if they've worked on previous  
10          City work and evaluate the team.

11                        So we would propose -- so if  
12          it's a Parks project, we need  
13          representatives of Parks and Rec in that  
14          review process, we would like to have a  
15          Rebuild representative in that process,  
16          and we'd like to have a City Council  
17          representative in that process.

18                        COUNCILMAN GREEN: So through  
19          that process of that grant selection  
20          process and reviewing the team, who is  
21          going to be doing the ongoing monitoring  
22          to make sure at the job sites that that  
23          team reflects the original grant  
24          application request?

25                        MS. WESTERMAN: So the

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 third-party monitor that we talked  
3 about --

4 COUNCILMAN GREEN: That's the  
5 RFP process? So they are not only going  
6 to be responsible for trying to bring in  
7 diverse groups, they're also responsible  
8 for monitoring?

9 MS. WESTERMAN: I'm sorry.  
10 This would be a separate contract. So  
11 the RFP that we issued recently is to  
12 help make sure that contracts -- this  
13 consultant would provide information to  
14 make sure the contracts are --

15 COUNCILMAN GREEN: A diverse  
16 group. But you're going to do another  
17 RFP for an entity to do --

18 MS. WESTERMAN: For monitoring.

19 COUNCILMAN GREEN: For  
20 monitoring?

21 MS. WESTERMAN: Specifically  
22 for monitoring.

23 COUNCILMAN GREEN: And has that  
24 scope of service been drafted? That RFP  
25 will go out sometime, I'm assuming,



1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 sometime in the future? Is that what I'm  
3 hearing?

4 MS. WESTERMAN: That's correct.

5 COUNCILMAN GREEN: Okay. Have  
6 you started to have some conversation or  
7 outreach with any entities that have the  
8 background and expertise to do that  
9 monitoring?

10 MS. WESTERMAN: We have not yet  
11 done that. We have been in touch with  
12 entities that have experience in that  
13 work, such as UAC, the Urban Affairs  
14 Coalition.

15 COUNCILMAN GREEN: So have they  
16 given you best practice on how to make  
17 sure that monitoring is done in a way  
18 that's sufficient to make sure that  
19 what's submitted and what's actually done  
20 are one and the same?

21 MS. WESTERMAN: That is work  
22 that we need to spend more time on.

23 COUNCILMAN GREEN: Is it a  
24 matter of resources in Rebuild? Because  
25 I often hear that's something we need to

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 spend more time on, we need to get to.

3 I'm just asking the question.

4 MS. WESTERMAN: So I just want

5 to make sure that when we issue an RFP

6 for monitoring services, that the scope

7 of work reflects exactly what you said.

8 So we need realtime monitoring. We need

9 proactive monitoring that involves

10 helping contractors, project users, and

11 consultants achieve their contracting and

12 workforce goals, and we need to be then

13 following through on all of the

14 contract's mechanisms to enforce.

15 MR. ABERNATHY: And to your

16 point, Councilman, no. The resources

17 will not be an issue when it comes to

18 monitoring or through diversity and

19 inclusion.

20 COUNCILMAN GREEN: Okay. I

21 guess my concern is not so much the

22 desire and the will of you or the

23 Administration. I mean, when I say "the

24 Administration," the Mayor, the Mayor's

25 Office. It's more so at the department

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           level. What happens often in this issue,  
3           we saw it with the Convention Center,  
4           Convention Center expansion, the Eagles  
5           stadium, and the Phillies stadium. There  
6           is a desire and goal to do certain  
7           things, but then because of time  
8           pressures, then things get pushed back,  
9           goals get relaxed, because the time  
10          pressure of getting it done by a certain  
11          period of time always supersedes the need  
12          to achieve certain goals. And that's why  
13          I keep bringing up this whole concept of  
14          a Maynard moment, because we're in a  
15          situation based on many years of this  
16          type of situation, going back to Art  
17          Fletcher days, the Philadelphia Plan, all  
18          the way to now, is always all delivery of  
19          speed, we'll get there some time in the  
20          future, we'll get there. And I think  
21          part of the frustration and why there's  
22          been so many questions regarding this  
23          issue is that people are at a perspective  
24          that we can't keep pushing forward to  
25          future outcomes. And at this point from

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           the perspective that people need some  
3           realistic assurances that this is not  
4           going to be next time, but it's going to  
5           be this time. And if that's a  
6           perspective where certain contracts,  
7           issues for various departments to make  
8           the message known to the department heads  
9           that certain bills that come across the  
10          Council don't get voted through, don't  
11          get passed in order to make that message  
12          felt to department heads, maybe that  
13          needs to occur. I mean, if you go back  
14          to during the Street Administration when  
15          we went from MBEC to OEO and we brought  
16          into City Council, during budget hearings  
17          and testimony, Baltimore's Law Department  
18          where they had a similar entity and the  
19          person or the head of that department at  
20          that time, basically what he said and  
21          explained to us was that there were  
22          certain issues, certain contractors that  
23          thought things were going to be the same  
24          as they've always been. The head of the  
25          MBEC equivalent in Baltimore and part of

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           the Law Department said we have certain  
3           contractors, they thought things would  
4           always be the same way. He then told at  
5           that time Mayor O'Malley that these  
6           entities should be debarred or not  
7           receive certain contracts, and that  
8           generally took that initiative to do it.

9                       Those contractors then went to  
10          the Mayor, Mayor O'Malley, and said,  
11          well, why are certain things occurring, I  
12          need you to stop this. And Mayor  
13          O'Malley said, no. My department head  
14          said this, and this is what we're going  
15          to do. And as a result of that, it  
16          started to change the dynamic in  
17          Baltimore in reference to inclusion.

18                      That's the same type of  
19          perspective that needs to occur here in  
20          the City of Philadelphia, that we don't  
21          get into a situation where, well, we'll  
22          do it next time because we've got to get  
23          this project done because we only have a  
24          short amount of time, short amount of  
25          money, short period of perspective to get

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           this project initiative completed. And  
3           so I think the concern and issue that  
4           people have is that they don't want to  
5           say that time happened again this time.

6                   COUNCILMAN GREENLEE: Thank  
7           you, Councilman.

8                   COUNCILMAN GREEN: Thank you.

9                   COUNCILMAN GREENLEE:  
10          Councilwoman Bass.

11                   COUNCILWOMAN BASS: Thank you.

12                   And I agree with my colleague.  
13          As I said earlier, if we don't have -- if  
14          we're not ready, we need to wait until we  
15          get ready.

16                   I have a question. So just  
17          going to the Rebuild team. How many  
18          people do we have on staff right for the  
19          Rebuild team, roughly?

20                   MS. WESTERMAN: Right now we  
21          are six.

22                   COUNCILWOMAN BASS: Do you see  
23          that as growing? Are there going to be  
24          additional additions, do you think?

25                   MS. WESTERMAN: So we either, I

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           think, need to grow somewhat or we need  
3           to work with the Parks and Rec Department  
4           and the Free Library to augment resources  
5           specifically, for example, to be doing  
6           the kind of monitoring that Councilman  
7           Green was referencing. So making sure  
8           that the commitments that are made by  
9           project users are actually being followed  
10          through on. So checking contracts,  
11          following up on the construction site,  
12          doing all the financial reporting, all of  
13          that work will take some resources.

14                    COUNCILWOMAN BASS: Okay. And  
15           who on your team is responsible for sort  
16           of like the construction knowledge?  
17           Because this is a construction project.

18                    MS. WESTERMAN: Kira Strong.  
19           She's our Deputy for Design and  
20           Construction, and she joined the City a  
21           few months ago, coming to us from the  
22           People's Emergency Center.

23                    COUNCILWOMAN BASS: And you  
24           said you weren't sure in terms of the  
25           hires if there's going to be additional

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           hires or if they were going to be -- or  
3           if you were just going to work through  
4           Parks and Recreation. What's your  
5           current budget for Rebuild staff,  
6           roughly?

7                       MS. WESTERMAN: I'm sorry. I  
8           don't have that information on hand.  
9           I'll get that to you.

10                      COUNCILWOMAN BASS: Okay.

11                      I just want to make sure I have  
12           everything covered.

13                      I think that's it. Thank you.

14                      COUNCILMAN GREENLEE: Thank  
15           you, Councilwoman.

16                      If there are no other --  
17           Councilwoman Reynolds Brown.

18                      COUNCILWOMAN BROWN: Always  
19           questions raised by colleagues trigger  
20           subsequent questions.

21                      So can any one of you at the  
22           table speak to a couple of examples where  
23           you have indeed de-bundled contracts  
24           around Rebuild and who designs the scope  
25           of services for the RFPs that are being



1 4/4/17 - WHOLE - BILL 170195, ETC.  
2 released?

3 MS. WESTERMAN: So we have not  
4 yet had the opportunity to de-bundle any  
5 contracts. The consulting RFP that I  
6 referenced earlier will help us to do  
7 that, to make sure that project users  
8 have information about minority and  
9 women-owned contractors and their  
10 availability and capacity so that we're  
11 able to construct contracts that are  
12 tailored to that capacity.

13 I'm sorry. I lost -- I just  
14 forgot the second part of your question.

15 COUNCILWOMAN BROWN: Who writes  
16 the scope of services?

17 MS. WESTERMAN: Oh, sorry.  
18 Thank you. So that's a great question.  
19 Because there is a little bit of chicken  
20 and egg here. So what we have today is,  
21 we have a very rough sense of the  
22 physical needs at each site because of  
23 the great staff in the Parks and Rec  
24 Department and the Free Library. So they  
25 know their facilities, and over a couple

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           of months they helped us understand sort  
3           of what are basic physical needs at each  
4           facility.

5                       Clearly as sites are identified  
6           for Rebuild, that needs to be validated,  
7           verified, and then we think that it's a  
8           very sort of functional view of physical  
9           needs. So it's obviously not yet taking  
10          into account the needs and desires of the  
11          community. So that community engagement  
12          process needs to begin in order to more  
13          clearly define the scope of work.

14                      So we're expecting this might  
15          be a two-step process where a project  
16          user begins community engagement,  
17          identifies the scope of work, gets to  
18          schematic design, and then gets a second  
19          bite at the apple to then go ahead and  
20          construct -- finish design, get to  
21          construction documents, and execute the  
22          improvements.

23                      COUNCILWOMAN BROWN: I'm not  
24          sure I followed that completely, because  
25          that was a lot of content to absorb. So

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 let me attempt to ask it differently.

3 Some RFP was released. I

4 haven't seen it. I only know that the

5 scope of services were so grandiose that

6 it appeared like an elephant to eat to

7 those who it was released to. So I need

8 to have clearer details to be more

9 thorough, but in that example that I

10 learned of a couple of weeks ago, that

11 appeared to be an opportunity to

12 de-bundle the huge contract to allow more

13 MBEs and WBEs to be a part of the

14 monitoring aspect of this. So I need to

15 get the details and get back to you. But

16 in hearing it, it signaled to me here's

17 an opportunity to de-bundle at the door,

18 period.

19 MR. ABERNATHY: And,

20 Councilwoman, maybe it makes sense for us

21 to sit down with you and talk through the

22 RFP and what our intent was.

23 COUNCILWOMAN BROWN: Okay.

24 That would be helpful. So we'll add that

25 to that list to that pending meeting.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MR. ABERNATHY: Yes, ma'am.

3 COUNCILWOMAN BROWN: Okay.

4 Thank you.

5 Thank you.

6 COUNCILMAN GREENLEE: Thank  
7 you, Councilwoman.

8 Councilwoman Sanchez.

9 COUNCILWOMAN SANCHEZ: I'll be  
10 brief, because I know -- are we going to  
11 recess after this?

12 COUNCILMAN GREENLEE: We have  
13 the City Representative; that's it.

14 COUNCILWOMAN SANCHEZ: Real  
15 quickly in terms of the working process,  
16 in lieu of the fact that we're going to  
17 have multiple project users, who is going  
18 to come up with the pre-qualification for  
19 those scope of services, and when can we  
20 expect to see a draft?

21 MR. ABERNATHY: Are you meaning  
22 what do you expect the qualifications for  
23 the project users to be? So that list is  
24 actually provided in Exhibit-B of the  
25 legislation.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN SANCHEZ: Is in --

3 MR. ABERNATHY: In the current  
4 bill that's proposed to Council.

5 COUNCILWOMAN SANCHEZ: There is  
6 a project scope?

7 MR. ABERNATHY: There is a list  
8 of qualifications for the project users.

9 COUNCILWOMAN SANCHEZ: So in  
10 that, are we going to ask people to  
11 finance and potentially de-bundle  
12 projects? Because I know you asked for  
13 finance capacity.

14 MR. ABERNATHY: Our expectation  
15 is that, yes, we will be de-bundling  
16 projects.

17 COUNCILWOMAN SANCHEZ: Okay.  
18 Good enough.

19 All right. Thank you.

20 COUNCILMAN GREENLEE: Thank  
21 you. Thank you, Councilwoman.

22 No other further questions --

23 MR. DiBERARDINIS: Could I just  
24 have one final --

25 COUNCILMAN GREENLEE: No. No;

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 go ahead. I'm sorry.

3 MR. DiBERARDINIS: This has  
4 been a very important discussion for us.  
5 I think we all -- and I think the  
6 aspiration and in fact the imperative of  
7 Council relative to inclusion and  
8 diversity in this work and that we change  
9 sort of the way things have happened  
10 historically, we are in direct sort of  
11 unity and close on those ideals that we  
12 know we need to meet. How we get there  
13 is the conversation I think we have to  
14 have, continue to have with Council like  
15 this. This has been illuminating to me  
16 today. I think I speak for the staff and  
17 the City leadership that's here. This  
18 has been an illuminating discussion and  
19 one that will advance our work and will  
20 make our work better and hopefully  
21 support in the long run us getting to  
22 where we all want to go. So I want to  
23 thank everybody here.

24 COUNCILMAN GREENLEE: Thank  
25 you. And I know everybody looks to have

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 that further discussion too. Okay.

3 Thank you. Thank you all very much.

4 Thank you to all the staff that hung in

5 there. It wasn't even three hours.

6 Our last -- we're going to take

7 a slight break and then we'll finish up

8 with the City Representative.

9 (Short recess.)

10 COUNCILMAN GREENLEE: Okay.

11 Why don't we get started, please. Thank

12 you. We have one more department today.

13 Ms. Hess, please. Thank you and your

14 staff, thank you for your patience and

15 hanging in there.

16 Please identify yourself. We

17 have your written testimony. Whatever

18 remarks you'd like to make and then

19 whatever questions we have. Thank you.

20 MS. HESS: Thank you, and good

21 evening now, right? Good evening,

22 Councilman Greenlee and members of City

23 Council who are hanging in there with us.

24 So thank you so much. I am Sheila Hess

25 and I am just so humbled to be the City

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Representative. And joining me here  
3           today are my colleagues, First Deputy  
4           City Representative Margaret Hughes and  
5           our Deputy City Representative Elka  
6           Battle-Murillo. I am pleased to provide  
7           testimony on the Office of City  
8           Representative's Fiscal Year 2018  
9           Operating Budget.

10                         And so the mission of the  
11           Office of City Representative, we are to  
12           promote and market Philadelphia as a  
13           world-class destination for our tourists,  
14           our visitors, and businesses and work to  
15           improve the residents' quality of life.  
16           The City Representative's Office, we  
17           attend civic, business, public events on  
18           behalf of the Mayor. We are a liaison  
19           with the international delegations to  
20           promote the City for business and  
21           leisure. The Office also produces  
22           special events. We create and provide  
23           ceremonial documents. We provide the  
24           gifts of recognition and honor  
25           dignitaries.



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 So our plans for the Fiscal  
3 Year 2018. The Office of City  
4 Representative, we refer to ourselves as  
5 OCR, excels at building strategic  
6 partnerships with all various City  
7 departments and even non-profits to  
8 increase the outcomes and sources of our  
9 combined work. So one example is a very,  
10 very strong partnership we have with  
11 Welcome America, Inc., and that is to  
12 support the 4th of July Festival at the  
13 events and to produce the iconic July 4th  
14 Celebration of Freedom Ceremony. This  
15 year it is the 25th anniversary. We will  
16 be bringing back a naturalization  
17 ceremony, which is quite special. The  
18 partnership also includes co-producing  
19 the Philly Holiday Festival and new in  
20 2016 was the Philly Holiday Tree Lighting  
21 Celebration with the fantastic base, all  
22 free of charge to the public and  
23 family-friendly events.

24 So in Fiscal '18, the OCR  
25 assumes complete responsibility, new this

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           year, for the ceremonial flag-raising  
3           held outside of City Hall or indoors to  
4           celebrate the many immigrant populations  
5           of our city and promote Philadelphia as a  
6           welcoming city.

7                         Approximately 40 ceremonial  
8           international flag-raising and  
9           receptions are scheduled during this  
10          year, Fiscal Year '18, and that is in  
11          close collaboration with the Office of  
12          Immigrant Affairs. And that is going to  
13          help the City as a global destination and  
14          a place of choice for new residents and,  
15          most importantly, as a first World  
16          Heritage City in the United States.

17                        In the third quarter of Fiscal  
18          Year '17, OCR was transitioning the  
19          Philadelphia Marathon to the Managing  
20          Director's Office, which will produce the  
21          annual event within a series of various  
22          City running events. This shift will now  
23          enable the Office of City Representative  
24          to fully absorb the new flag-raising  
25          calendar, as well as producing new

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           innovative events, such as the  
3           Philadelphia Commission for Women's State  
4           of Women and Girls Summit that was just  
5           held on Friday and was a great success.  
6           And we want to thank Councilwoman  
7           Blondell Reynolds and Sanchez, who were  
8           very instrumental in making that happen.

9                         We also partnered obviously  
10           with the Office of Public Engagement to  
11           make that event what it was. So an  
12           emphasis on reaching more neighborhood  
13           residents and immigrants is a key goal  
14           for the OCR in the new events under  
15           consideration.

16                        And with furthering our efforts  
17           to impact the City's diverse  
18           neighborhoods and all the communities,  
19           OCR will again partner with Parks and Rec  
20           and the Office of Immigrant Affairs to  
21           help produce the second annual  
22           Philadelphia International Unity Cup as  
23           it expands. OCR will produce the  
24           Festival of Nations, and that was a  
25           fantastic event we received where we

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           welcomed the teams and the soccer fans to  
3           a championship game in November and we  
4           coordinated the on-field activities with  
5           a parade representing the different  
6           populations and acknowledging the teams  
7           and their heritages.

8                         Other international efforts,  
9           OCR works closely with the Department of  
10          Commerce and also with the Citizen  
11          Diplomacy International, and that is  
12          where we're able to host international  
13          dignitaries and diplomatic envoys  
14          attracted to business opportunities and  
15          cultural exchanges within the City of  
16          Philadelphia. The City Rep's Office  
17          effectively and successfully serves in an  
18          ambassadorial role on behalf of the Mayor  
19          and the citizens of Philadelphia in  
20          assuring that traveling dignitaries,  
21          heads of states, and international  
22          business representatives are met with  
23          proper protocols and with all due honor  
24          and respect. And this aligns with our  
25          OCR strategy of promoting and marketing

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           our city in the best light possible since  
3           these international delegations are  
4           influential in bringing more visitors to  
5           Philadelphia and engaging more directly  
6           in business opportunities right here.

7                        So our office will continue to  
8           identify events that have the potential  
9           to boost the local economy, improve  
10          economic opportunities for  
11          Philadelphians, and an emphasis on  
12          promoting Philadelphia's hospitality and  
13          tourism industry. Now, that is a growth  
14          of hospitality and tourism sector that  
15          will enable job creation, jobs that often  
16          start at an entry level that residents  
17          without a high school diploma can access  
18          and even gain family-sustaining wages.  
19          The City Rep's Office serves -- I serve  
20          on five boards currently whose  
21          organizational mission are tied to  
22          tourism and hospitality, and that's just  
23          another vehicle for ensuring that the  
24          City supports this growing and robust  
25          sector.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 So at the community level, a  
3 strategic goal for OCR's work is engaging  
4 communities in the production of diverse  
5 events that may serve as neighborhood  
6 marketing tools and promote the  
7 commercial corridors. These efforts will  
8 also help support similar Commerce  
9 Department efforts to increase the  
10 economic vibrancy of our neighborhood  
11 commercial areas, and related to those  
12 efforts is the essential role that the  
13 City Rep's Office is serving as Mayor  
14 Kenney's representative to the community  
15 at-large, carrying the Administration's  
16 principles of inclusion, service, and  
17 collaboration to achieve the highest  
18 quality outcome and experiences for both  
19 our residents and our visitors.

20 In event production, OCR will  
21 enhance and expand its existing roster,  
22 including a variety of signature annual  
23 events such as our recent PAL Day at City  
24 Hall. We had our recent Saint Patrick's  
25 Day Wear Green, Give Green. We have our

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           upcoming this month Take Our Daughters  
3           and Sons Workday and the Police and Fire  
4           Living Flame Memorial Service and the  
5           Mayor's Centenarian Celebration in May.  
6           And we can't forget our Pre-K Move-Up  
7           with the Mayor's Office of Education  
8           partnership in June.

9                        So OCR will continue to grow.  
10          We're going to support the existing  
11          internal and external partnerships such  
12          as our great relationship with the United  
13          Negro College Fund where we worked with  
14          their event for the Mayor's Masked Ball,  
15          the Subaru Cherry Blossom Festival that  
16          will take place tomorrow as a press  
17          conference, and partnering with the  
18          Office of Creative Arts and Culture with  
19          the Philadelphia Philly Celebrates Jazz  
20          event.

21                       Another goal of OCR this year  
22          is to increase its outreach to more  
23          diverse audiences and to continue  
24          connecting with our residents, non-profit  
25          organizations, businesses, City

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           departments, and other entities through  
3           its longstanding communications program,  
4           especially in creating mayoral ceremony  
5           documents that acknowledge national  
6           observances, outstanding public service,  
7           and organization accomplishments, as well  
8           as provide the gifts of recognition,  
9           enhance business attraction, and serve to  
10          promote the City. All of our events  
11          produced are planned to prevent a low  
12          impact to City services and obviously  
13          done with the most efficient and  
14          effective process to reduce costs.

15                 The core work of the department  
16          will be enhanced this year as a new  
17          strategic plan will soon be developed  
18          with our colleagues that are here today  
19          through the assistance of the Office of  
20          Performance Management. OCR expects this  
21          process to provide staff with a valuable  
22          tool for our goals, our direction, and  
23          strategy in ensuring that our department  
24          expands its capacity to fulfill the  
25          mission of promoting the City and serving



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 our residents and visitors.

3 We continue to be visible,  
4 engaged, and connect and build those  
5 relationships. We look forward to  
6 working with each of you in Council in  
7 the year ahead to find new ways to  
8 enhance the positive experiences here in  
9 the City of Philadelphia among our  
10 residents, and your constituents, have in  
11 our city to grow opportunities for our  
12 shared prosperity and fun events. We are  
13 honored to hear your thoughts and  
14 responses to the OCR plans for the coming  
15 fiscal year, and we thank you so much for  
16 your time, support, and all that you do  
17 for our city.

18 Thank you.

19 COUNCILMAN GREENLEE: Thank  
20 you, Ms. Hess. Thank you for all you and  
21 your office does.

22 Just very quickly, you talked  
23 about a little bit -- I don't know if you  
24 said anything exact, though -- about the  
25 net economic benefit of what your office

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           does. Is there any actual or approximate  
3           figure that you can --

4                       MS. HESS: There isn't an  
5           approximate figure, but we work extremely  
6           closely with the Philadelphia Convention  
7           and Visitors Bureau and Visit  
8           Philadelphia where we see the increase in  
9           the hotels and the numbers from the  
10          restaurants and businesses and shops for  
11          businesses, you know, for attire,  
12          whatever the case may be, and  
13          merchandise, but I do not have an exact  
14          number.

15                      COUNCILMAN GREENLEE: Okay.

16                      MS. HESS: But it has  
17          increased. That's all I know. It has  
18          definitely increased.

19                      COUNCILMAN GREENLEE: Well,  
20          that sounds good.

21                      The events on the Parkway, you  
22          mentioned Welcome America, but the rest  
23          of -- like say Made in America, the NFL  
24          Draft that's coming, that's not under  
25          your office. That's under the Office of

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Special Events, I believe?

3 MS. HESS: Well, it depends.

4 So the Wawa Welcome America is actually a  
5 separate entity. It's a private entity.  
6 They are a non-profit where it is headed  
7 by Jeff Guaracino, the President and CEO.  
8 So that previously and several years ago  
9 was housed under our office, but now we  
10 work extremely closely with Jeff and his  
11 team and still provide several roles and  
12 responsibilities for certain events from  
13 that program.

14 The NFL Draft is actually  
15 produced by PCVB. PHL Sports -- used to  
16 be Sports Congress, but they work very  
17 closely with the Office of Special Events  
18 from the logistics and permitting and  
19 everything that needs to be set up. So  
20 they do work with them.

21 COUNCILMAN GREENLEE: Kind of a  
22 combo thing.

23 MS. HESS: Yes.

24 COUNCILMAN GREENLEE: All  
25 right. Very good. Thank you.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 A whole lot of people want to  
3 ask questions. Maybe they all have nice  
4 things to say.

5 Councilman Jones.

6 COUNCILMAN JONES: Nice things  
7 to say.

8 We look forward to our  
9 neighborhoods Wawa Welcome America. We  
10 had an event sponsored by you guys at  
11 Tustin Playground, which hundreds and  
12 hundreds of kids, hundreds and hundreds  
13 of adults appreciated, because all of the  
14 activity heretofore was in your district,  
15 your ward.

16 COUNCILMAN GREENLEE: Well,  
17 there's nothing wrong with that,  
18 actually.

19 COUNCILMAN JONES: There's  
20 nothing wrong with that.

21 COUNCILMAN GREENLEE: It was a  
22 good idea, actually.

23 COUNCILMAN JONES: It's nice to  
24 see some of those Center City activities  
25 out there.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 MS. HESS: It was a great movie  
3 night.

4 COUNCILMAN JONES: Yeah, it was  
5 a great movie night.

6 MS. HESS: It was a great movie  
7 night. Lots of energy there.

8 COUNCILMAN JONES: Yeah. I  
9 forget what the movie was, but it was  
10 nice.

11 So a couple questions. You  
12 increased Class 200 by 200-something  
13 thousand, and it's to offset something or  
14 other that I wasn't really clear about.

15 MS. HESS: Yes. That was  
16 actually a grant that was awarded to a  
17 non-profit.

18 I'll pass this one on to  
19 Margaret, who is working with our  
20 non-profit.

21 MS. HUGHES: Good evening.  
22 Margaret Hughes.

23 That was a grant -- or a  
24 contract rather, professional class, as  
25 you noted, Class 250, that had previously

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           for many years prior to -- several  
3           Administrations ago it got started -- to  
4           a non-profit that helps promote tourism  
5           efforts in Old City, and for whatever  
6           reason, in Fiscal 2017, which was right  
7           now, was removed from our budget and was  
8           replaced through another mechanism  
9           through -- I believe the Budget Office  
10          handled it. But then they put it back on  
11          our budget for this coming fiscal. So  
12          that's a direct -- it's nothing really  
13          very new.

14                    COUNCILMAN JONES: So you guys  
15                    lost a couple of employees. I do know  
16                    where one of them went. But what is your  
17                    complement of staff now?

18                    MS. HESS: Our total staff now?  
19                    It's currently eight, but there's two  
20                    open positions that we're currently  
21                    working with Human Resources to fill.

22                    COUNCILMAN JONES: You're going  
23                    to fill those?

24                    MS. HESS: Yes.

25                    COUNCILMAN JONES: And the

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           reason I ask that is because I kind of  
3           have an insight to some of your world,  
4           working with others, but there is an  
5           important role you guys play and I'm  
6           hoping that that role expands. I know  
7           Melanie had this position in the Nutter  
8           Administration where she went out and  
9           recruited events. And I actually believe  
10          that is a valuable function for the City  
11          Rep's Office to do. So if it's the  
12          Lollapalooza Festival in Mississippi, you  
13          need to go and find how can we recruit  
14          that or an aspect like it to  
15          Philadelphia. And we are beginning to be  
16          recognized internationally, nationally,  
17          but you're the face of it and the  
18          welcoming things of it so that we can  
19          kind of get more people doing that.  
20          That's my first observation.

21                   My second observation is -- and  
22          this doesn't just deal with you. It  
23          deals with all of our departments. We  
24          don't know what we're worth. When  
25          Channel 6, Channel 10, Comcast goes out

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           and gets an event, they know exactly what  
3           a commercial is worth and so, therefore,  
4           they're able to charge -- you're going to  
5           see -- you're going to be before 50,000  
6           marching folk and the average income is X  
7           and, therefore, we're going to charge you  
8           Y for a commercial.

9                         What we have to get better in  
10           our formula is how much being in front of  
11           250,000 people screaming on the 4th of  
12           July is really worth to the sponsors, who  
13           then pass that cost on to the  
14           advertisers. If we could drill down on  
15           that, I think we can get -- I think we  
16           can be respected with people putting  
17           their money where their mouth is, but  
18           also get more revenue to do more things  
19           to expand our brand, if you would.  
20           That's just my observation.

21                         MS. HESS: I am so on board and  
22           the same -- thank you, Councilman Jones,  
23           for bringing that to our attention. We  
24           are like all eyes and ears for the City  
25           as well, constantly benchmarking and



1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           constantly looking to see what other  
3           events. We have to make sure that those  
4           events may work in another city, but here  
5           in the culture, knowing who our audience  
6           is, but we want to make sure that we'll  
7           also attract new people as well. But we  
8           need to be conscious right now. Knowing  
9           that the City services and security costs  
10          right now is very, very -- a high level,  
11          so we need to be conscious of that as  
12          well.

13                   COUNCILMAN JONES: We know what  
14          we're worth.

15                   MS. HESS: But, yes. Thank  
16          you. We will be bringing new things to  
17          the City.

18                   COUNCILMAN JONES:  
19          Lollapalooza.

20                   COUNCILMAN GREENLEE: I like  
21          that.

22                   MS. HESS: Duly noted.

23                   COUNCILMAN GREENLEE: Sounds  
24          good to me. Thank you, Councilman.

25                   Councilman Taubenberger.

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 COUNCILMAN TAUBENBERGER: Thank  
3 you, Mr. Chairman.

4 A comment from me, Ms. Hess. I  
5 really just want to say thank you to your  
6 staff and yourself, because you really do  
7 great work and I just wanted it noted  
8 from this Councilman and from my  
9 perspective, you're doing a fantastic  
10 job. Someone can always do better and I  
11 guess that's something you have to review  
12 yourself, but as I see it, working at the  
13 Unity Cup, that's a soccer game that the  
14 Mayor started -- soccer games, soccer  
15 event, I think that can eventually be on  
16 track to be known throughout the nation  
17 and maybe even the world.

18 MS. HESS: We want it to be  
19 replicated for sure.

20 COUNCILMAN TAUBENBERGER: You  
21 do just a wonderful job bringing ethnic  
22 communities together and those that love  
23 soccer. I had an opportunity to see  
24 several games. I was not there for the  
25 final game because of a conflict, but I

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           was there for the event that led up to  
3           the final game, and I thought that gave  
4           it a little international flare, a little  
5           culinary delight, and also to allow the  
6           ethnic groups to show off their culture,  
7           their dance and so on. And I think it's  
8           fantastic.

9                         Also travelers, when they come  
10          to the City of Philadelphia, we just  
11          recently had a group in from China with  
12          the arts, and of course our sister city  
13          in China as well was well represented.  
14          Once again, your office I think really  
15          stepped up and helped a great deal.

16                        I am also very involved in  
17          Frankfurt, Germany, sister city  
18          relationship, and that's something that  
19          those that live in Frankfurt, those are  
20          called Frankfurters, are very excited  
21          about with another delegation coming  
22          here. But, once again, your office has  
23          been very, very helpful. You are really  
24          the person that decorates the front door  
25          of the City of Philadelphia when you come

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           and set the tone. And even though it  
3           might not have anything directly in the  
4           budget that shows, but if we get one  
5           company from Europe to really make a  
6           major investment in the City of  
7           Philadelphia, that pays for your office  
8           for many, many years. So I think we're  
9           working on that. I think it has been  
10          done in the past, and I look forward to  
11          in my time in Council working with your  
12          office to make things even better.

13                   MS. HESS: Thank you so much  
14           for your kind words, and we also enjoy,  
15           as you know, working with you, Councilman  
16           Taubenberger, and your entire team.  
17           You're so supportive in everything that  
18           we do. So thank you very much.

19                   COUNCILMAN TAUBENBERGER: Thank  
20           you, and we're there for you, and thank  
21           you again.

22                   Mr. Chairman, thank you.

23                   COUNCILMAN GREENLEE: Thank  
24           you, Councilman. I acknowledge you are  
25           the biggest soccer fan here in City

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Council.

3 COUNCILMAN TAUBENBERGER: Thank  
4 you. I played many years. We should put  
5 a team together.

6 COUNCILMAN GREENLEE: No, I  
7 don't know about that.

8 Councilwoman Sanchez.

9 COUNCILWOMAN SANCHEZ: Thank  
10 you.

11 I also want to thank the entire  
12 team, and I know that you've really gone  
13 out of your way to promote some of these  
14 flag-raising and some of these events,  
15 and as you know, this means a whole lot  
16 to people and it's important. It's not  
17 just a symbolic event.

18 I just wanted to kind of add  
19 that in the previous Administration the  
20 last few years, we struggled a little bit  
21 around ensuring that some of the  
22 mainstream activities were diverse,  
23 diverse in their programming and their  
24 band selection. Philadelphia broke the  
25 record in the Parkway for the largest

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           number of people dancing salsa. All of  
3           that has been removed from some of those  
4           events. And so I want to offer up our  
5           office to kind of work with you on some  
6           of those things, but I think --

7                       MS. HESS: Thank you.

8                       COUNCILWOMAN SANCHEZ: -- that  
9           was some of the events, that kind of  
10          diversity on those mainstream events. So  
11          whether it was the 4th of July, you know,  
12          some of the other events, we've lost the  
13          ability to influence that and have that  
14          kind of diversity out there. So let me  
15          encourage you to be mindful as you're  
16          planning some of the events in the  
17          upcoming.

18                      MS. HESS: Yes. We are fully  
19          focused -- thank you, Councilwoman  
20          Sanchez -- on that initiative this year,  
21          especially being the new role that we're  
22          taking, working extremely closely with  
23          the Office of Immigrant Affairs. But  
24          everything we do is diversity, and  
25          including being that I was born with a

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           disability, including a lot more things  
3           as well with -- I know the earlier  
4           conversation with the disabled community.  
5           So we're talking true diversity in every  
6           factor with all that we do this year. So  
7           I will be calling on your team to support  
8           and help us, maybe be on a committee. So  
9           thank you.

10                   COUNCILWOMAN SANCHEZ: We'd  
11           love to help. We did in the past and  
12           then over the last few years, it just  
13           kind of has dropped off, and people have  
14           asked me. It's like, oh, we used to have  
15           a stage that had multiculturalism and  
16           some other stuff. Just whatever we can  
17           do to be helpful in that.

18                   MS. HESS: Great. Thank you.

19                   COUNCILWOMAN SANCHEZ: Thank  
20           you.

21                   COUNCILMAN GREENLEE: Thank  
22           you, Councilwoman.

23                   Councilwoman Blackwell.

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

1 4/4/17 - WHOLE - BILL 170195, ETC.

2 Good afternoon.

3 MS. HESS: Good afternoon.

4 COUNCILWOMAN BLACKWELL: Thank  
5 you all for what you do. I would like to  
6 mention, are we okay for the 13th and  
7 14th with regard to gifts for the Vice  
8 President of Liberia?

9 MS. HESS: We will be, yes.

10 COUNCILWOMAN BLACKWELL: Thank  
11 you. And then on the 27th and 28th, we  
12 have Sierra Leone and Togo here to try to  
13 make sure we do their flag. Thank you.

14 We have been -- as all of you  
15 know, we have the Mayor's Commission on  
16 African and Caribbean Immigrant Affairs  
17 and Echoes. Echoes we established in  
18 2000, and the Mayor's Commission 12 years  
19 ago, and we've still been trying to get  
20 flags. We've been writing since 2015,  
21 and we're still trying to get flags on  
22 the Parkway for Sierra Leone, Antigua,  
23 Barbuda, Democratic Republic of Congo,  
24 and Trinidad and Tobago. So we're asking  
25 if you would work with us to try to get



1 4/4/17 - WHOLE - BILL 170195, ETC.

2 our flags.

3 MS. HESS: Absolutely,

4 Councilwoman. I've become a flag

5 connoisseur lately in my new role. I've

6 learned the history of how the flags on

7 the Parkway were started, and I know

8 there are a total of 195 countries in the

9 world today and 193 of those are member

10 states of the United Nations. But

11 there's currently 109 flags on the

12 Parkway and they're in alphabetical

13 order, except for three, and the three --

14 there's a reason why, and I have all that

15 history, like I said, the knowledge I've

16 gained.

17 But right now with the Parkway

18 under construction and the cost of the

19 poles to install and determining out of

20 the total of 195 countries which ones get

21 added, so as our office receives

22 requests, we've been tracking them in the

23 database of like -- and then we're also

24 tracking to see how many of those

25 flags -- the countries are duplicates

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           more and more. So we have a waiting list  
3           of flags. We'll be working with Public  
4           Property as well, but we want to put  
5           together a cross sector of City and  
6           public and private folks to put together  
7           a task force to talk about this  
8           initiative. This is very, very  
9           important, and this is actually an  
10          identity of the City of Philadelphia, the  
11          beautiful Parkway with the diversity  
12          represented in the flags. So I would  
13          love to have someone from your office to  
14          be part of our committee to be part of  
15          this planning for next phases.

16                    COUNCILWOMAN BLACKWELL: Yes.  
17           Absolutely. We think it's so important.  
18           We thought we changed them a couple times  
19           a year. And I think it makes  
20           Philadelphia a special place when  
21           countries can look up and when they are  
22           here and when they come here and  
23           celebrate that they can see their flag on  
24           the Parkway. So I've been telling them  
25           each time -- we've been writing at least

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           since 2015, and I tell them it's coming,  
3           it's coming. So we hope --

4                   MS. HESS: If you can find  
5           space on the Parkway, we can make it  
6           happen.

7                   COUNCILWOMAN BLACKWELL: Well,  
8           I'm willing to -- it doesn't bother me if  
9           we start new space. So I don't care if  
10          we get to the Museum and turn, but I  
11          think that we should, because how can you  
12          say one country is better than another.

13                   MS. HESS: We completely agree.

14                   COUNCILWOMAN BLACKWELL: We  
15          ourselves represent 35 countries in  
16          Africa and more and more in the  
17          Caribbean.

18                   And so we are happy to do  
19          whatever it takes to support you, to  
20          support initiatives to come up with ideas  
21          that you think, if you want us to suggest  
22          where we think they may be. But I think  
23          it's great. I think it's important that  
24          everybody feels that they're as important  
25          as the next guy. But we're happy to be

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2 supportive in any way. We're happy to  
3 include someone on that commission.

4 MS. HESS: Terrific.

5 COUNCILWOMAN BLACKWELL: Thank  
6 you.

7 Thank you, Mr. Chairman.

8 COUNCILMAN GREENLEE: Thank  
9 you, Councilwoman.

10 Councilman Green.

11 COUNCILMAN GREEN: Thank you,  
12 Councilman Greenlee.

13 Although I do take some  
14 exception to the statement that  
15 Councilman Taubenberger is the number one  
16 football fan here in City Council. He  
17 likes Bundesliga, where I like Barclays  
18 Premier League. But that's a separate  
19 question for another day.

20 COUNCILMAN GREENLEE: All  
21 right.

22 COUNCILMAN GREEN: So thank you  
23 for your testimony. I just had a  
24 question. I wanted to follow up with you  
25 regarding a conversation I had with Meryl

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           Levitz last week. There are a number of  
3           initiatives that you're involved in as  
4           well as Visit Philadelphia and the  
5           Convention and Visitors Bureau regarding  
6           hospitality and tourism. However, on the  
7           business side, the Commerce Department as  
8           well as Select Greater Philadelphia and  
9           the Chamber of Commerce are engaged in  
10          business attraction activities, but from  
11          my perspective from what I've seen over  
12          the years, it really hasn't been a  
13          combination of both hospitality and  
14          business attraction, and I'm not sure if  
15          both sides know what other sides are  
16          doing. They may know from an anecdotal  
17          perspective, but not from this is an  
18          initiative that we're working on versus  
19          an initiative they're working on.

20                        So one of the ideas that we had  
21                        is trying to put together, we'll loosely  
22                        call it, a City Attraction Summit, which  
23                        is a meeting between the various entities  
24                        within the region that do attraction  
25                        activities either on the hospitality or

1           4/4/17 - WHOLE - BILL 170195, ETC.  
2           tourism side as well as on the business  
3           side, and I just want to get some  
4           perspective if that's something you may  
5           be interested in, that at least having a  
6           meeting where we can bring those  
7           different entities together so we can at  
8           least share information so people know  
9           what's going on from both hospitality,  
10          tourism, and business attraction  
11          perspective.

12                       MS. HESS: Thank you,  
13          Councilman Green. I think that is a  
14          terrific idea. In my previous role prior  
15          to City Representative, I was on the  
16          board for the Chamber of Commerce. So I  
17          was very actively engaged in talking to  
18          businesses who were thinking of coming to  
19          Philadelphia and trying to get them to  
20          come here. So to tie it in with business  
21          attraction, tourism, and hospitality I  
22          just think is brilliant. It's like a  
23          trifecta there, and I think that it's  
24          something that with my background and my  
25          knowledge and our close working

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2 relationship with Commerce and their team  
3 and Matt Cabrey from Select Philadelphia,  
4 I think we can start that get going now.

5 COUNCILMAN GREEN: Thank you.

6 MS. HESS: Thank you.

7 COUNCILMAN GREENLEE: Thank  
8 you, Councilman. We'll give you the  
9 biggest college basketball fan in here.  
10 How is that? You take that one?

11 COUNCILMAN GREEN: One day my  
12 Cavaliers will win.

13 COUNCILMAN GREENLEE: Okay.  
14 All right. Oh, Virginia Cavaliers. Very  
15 good. Okay.

16 Are there any other questions?

17 (No response.)

18 COUNCILMAN GREENLEE: Seeing  
19 none, Ms. Hess, all of you, thank you  
20 very much for coming. Thank you for  
21 your --

22 MS. HESS: Thank you for your  
23 time.

24 COUNCILMAN GREENLEE: -- long  
25 patience that you had here today.

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2 MS. HESS: Thank you so much.

3 Have a good night.

4 COUNCILMAN GREENLEE: You too.

5 This Committee will stand in  
6 recess until Wednesday, April 5th, 2017  
7 at 10:00 a.m., at which time we will  
8 reconvene right here in Room 400, City  
9 Hall.

10 Thank you.

11 (Committee of the Whole  
12 recessed at 5:55 p.m.)

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CERTIFICATE

I HEREBY CERTIFY that the proceedings, evidence and objections are contained fully and accurately in the stenographic notes taken by me upon the foregoing matter, and that this is a true and correct transcript of same.

-----  
MICHELE L. MURPHY  
RPR-Notary Public

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