

City Council Committee of the Whole
March 28, 2017

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COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, March 28, 2017
10:35 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN JANNIE L. BLACKWELL
COUNCILMAN ALLAN DOMB
COUNCILMAN DEREK S. GREEN
COUNCILMAN WILLIAM K. GREENLEE
COUNCILMAN BOBBY HENON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DAVID OH
COUNCILWOMAN CHERELLE L. PARKER
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA
COUNCILMAN AL TAUBENBERGER

BILLS 170195, 170196, and 170197
RESOLUTION 170213

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

A little levity always helps. This hearing is called to order. I recognize the presence of a quorum of Committee members. This is a public hearing of the Committee of the Whole regarding Bills No. 170195, 170196, 170197, and Resolution No. 170213.

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

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

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

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

Resolution No. 170213, resolution providing for the approval by the Council of the City of Philadelphia

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 of a Revised Five Year Financial Plan for
3 the City of Philadelphia covering Fiscal
4 Years 2018 through 2022, and
5 incorporating proposed changes with
6 respect to Fiscal Year 2017, which is to
7 be submitted by the Mayor to the
8 Pennsylvania Intergovernmental
9 Cooperation Authority (the "Authority")
10 pursuant to the Intergovernmental
11 Cooperation Agreement, authorized by an
12 ordinance of this Council approved by the
13 Mayor on January 3, 1992 (Bill No.
14 1563-A), by and between the City and the
15 Authority.

16 COUNCIL PRESIDENT CLARKE:

17 Thank you, Mr. Stitt.

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

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 Today we will hear testimony
3 from the Administration on the Five Year
4 Plan. The first person to testify from
5 the Administration is?

6 THE CLERK: Jane Slusser.

7 (Witnesses approached witness
8 table.)

9 COUNCIL PRESIDENT CLARKE: Good
10 morning. How are you?

11 MS. SLUSSER: Good morning.

12 COUNCIL PRESIDENT CLARKE: Good
13 morning.

14 MS. SLUSSER: Good morning,
15 Council President and members of the
16 Committee of the Whole. My name is Jane
17 Slusser, Chief of Staff in the Office of
18 Mayor Jim Kenney, and I'm here this
19 morning to provide testimony on
20 Resolution 170213, which considers
21 approval of the City's Five Year Plan for
22 Fiscal Years 2018 through 2022. I am
23 joined at the table by Rob Dubow, the
24 City's Finance Director, and Anna Adams,
25 the City's Budget Director, and other

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 cabinet members, commissioners, and
3 department heads are also here to answer
4 any questions you may have.

5 Thanks to your support in last
6 year's budget and Five Year Plan, we have
7 begun to make progress towards creating
8 an education system that will give all of
9 our students the academic tools to
10 succeed in the workforce through PHLpreK
11 and community schools. However, our work
12 is clearly not done.

13 Of the ten largest U.S. cities,
14 Philadelphia ranks first in poverty and
15 last in job creation, two statistics that
16 this Administration aims to reverse.
17 With a 26.4 percent poverty rate, we need
18 to continue to push to raise our
19 residents out of poverty, invest in
20 programs that uplift our most vulnerable,
21 encourage businesses and residents to
22 locate and remain in the City, and look
23 to improve our fiscal stability.

24 The key indicator of the City's
25 fiscal health, the fund balance, is

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 projected to account for only about 2
3 percent of revenues in FY18, at 87.5
4 million, dropping to a low of 1.5 percent
5 in FY20 and '21 before growing to 101.8
6 million, or 2.1 percent, in FY22. These
7 numbers fall far short of the City's
8 target of 6 to 8 percent of revenues and
9 significantly below the Government
10 Finance Officers Association's
11 recommendation of approximately 16
12 percent of revenues. Healthy fund
13 balances provide a cushion against
14 unexpected loss of revenues or increased
15 expenses and improve the City's ability
16 to weather economic downturns. As with
17 previous years, critical investments in
18 programs that will significantly improve
19 the lives of all Philadelphians, both in
20 the short and long term, are weighed
21 against the level of the City's reserves.

22 Therefore, each decision in the
23 FY18 Budget and Five Year Plan was
24 carefully made, thanks in part to the
25 introduction of program-based budgeting.

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2 This year the Administration has rolled
3 out program-based budgeting with 20
4 departments and will expand to all other
5 departments over the next four years.

6 This best practice budgeting tool allowed
7 the Administration to focus on data to
8 help inform the recommendations, such as
9 what will this investment do to move the
10 needle on the goals that the program has
11 set, will this program generate revenue
12 that could partially or fully offset the
13 cost, and how do the operating needs of
14 this program fit with capital
15 investments?

16 With narrow fund balances, the
17 proposed recommendations in this budget
18 and plan are those that we believe are
19 not only urgent and crucial, but are also
20 wise investments that will help improve
21 the delivery of key City services. By
22 and large, they are also relatively
23 modest investments.

24 The key investments of the
25 Administration's Five Year Plan are

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 centered on protection of Philadelphia's
3 most vulnerable populations. One of the
4 largest proposed investments is in foster
5 families, providing increased funding to
6 enable foster parents to better support
7 the children in their care. By investing
8 approximately \$17 million over five
9 years, in partnership with the
10 Commonwealth, which would contribute
11 approximately 80 percent of the total
12 amount requested, foster families would
13 receive almost \$36 daily for children in
14 their care, up from the current \$21.25
15 per diem they receive today.

16 As the current rate has failed
17 to keep up with inflation, we are hopeful
18 that increasing the rate will not only
19 support existing foster families, but
20 also encourage others that may have been
21 previously unable to become foster
22 parents because of their financial
23 situation. Adding an additional ten
24 lawyers to the Child Welfare Unit will
25 also help reduce an overly high caseload

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2 in protecting abused and neglected
3 children and youth.

4 The Plan also seeks to tackle
5 one of the major crises affecting the
6 opioid epidemic. The approximately 7.5
7 million investment over the Five Year
8 Plan will aim to reduce opioid
9 prescribing through a campaign to the
10 highest prescribing healthcare providers,
11 improve the distribution and use of
12 Narcan, the opioid overdose antidote,
13 increase public awareness about the
14 danger of prescription opioids, and
15 develop a realtime database to track
16 openings in addiction treatment
17 facilities. These investments are
18 critical to tackle the huge challenge
19 that led to approximately 900 deaths and
20 thousands of hospital visits attributable
21 to drug overdoses this last year.

22 Homelessness continues to be an
23 issue impacting multiple aspects of the
24 City, from Commerce to Human Services.
25 The Administration proposes adding over

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 \$1 million annually to the Office of
3 Homeless Services to pay for additional
4 funding for two best practice programs.
5 Fifty additional families will be able to
6 benefit from rapid rehousing, a proven
7 model that provides short-term rental
8 assistance services for families that
9 exit shelter each year, as well as an
10 additional 33 units of supportive housing
11 to assist individuals and families with
12 chronic illnesses, disabilities, mental
13 health issues, or substance abuse
14 disorders who have experienced long-term
15 or repeated homelessness.

16 The Plan also invests in
17 prevention of childhood lead poisoning,
18 with over \$900,000 annually for enhanced
19 efforts on education and enforcement, on
20 top of an additional \$230,000 provided
21 for the equipment and vehicles needed for
22 the program's development in FY17. The
23 major source of childhood lead poisoning
24 in the City is the accidental swallowing
25 of flakes of lead paint, causing serious

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 harm to their developing brains and
3 nervous systems. This investment will
4 help allow the Department of Public
5 Health to remediate lead in 300 homes
6 annually above the 170 homes currently
7 remediated. The City will also have
8 increased resources to hold landlords
9 accountable for exposing children to
10 lead, as well as to increase outreach and
11 education programs to prevent lead
12 exposure.

13 Investments in the Office of
14 Property Assessment are also proposed in
15 this Plan. By ensuring that OPA has full
16 staffing levels and consulting resources,
17 the Administration will ensure that OPA
18 will be able to continue to conduct
19 annual reassessments with greater
20 accuracy and help to defend the
21 assessments during the appeals process.

22 Investing in public safety
23 programs remains a priority in this Five
24 Year Plan and six-year Capital Program.
25 To combat the challenges of this

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 significant rise in EMS incidents over
3 the last ten years, the FY18 budget
4 proposes adding an additional five medic
5 units, including a total of 42
6 paramedics, as well as an additional 30
7 firefighters. This will allow the Fire
8 Department to better respond to
9 emergencies and improve overall staffing
10 levels to achieve better safety outcomes.
11 The Department also proposes to add
12 additional safety and training positions,
13 with four additional safety officers
14 requested for FY17 and an additional four
15 training officers in FY18, for a total of
16 \$950,000. These will help the Fire
17 Department have two safety officers
18 available per shift, to increase training
19 resources for emergency personnel. 12.1
20 million is also recommended in the FY18
21 Capital Budget for Fire Department
22 vehicles replacing some of the old,
23 outdated apparatus.

24 The Five Year Plan also
25 proposes an increase in funding to

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 support the activities of the Department
3 of Licenses and Inspections, both
4 directly in its budget and in other
5 departmental budgets. Adding additional
6 funds for demolition of an additional 525
7 properties annually, as well as 450,000
8 for professional services contracts, a
9 recommendation from the Special
10 Independent Advisory Commission for crane
11 expertise to develop an inspection
12 program for construction cranes and
13 purchasing on-call engineering services
14 to assist with collapse investigations.
15 The Administration also plans to continue
16 the rollout of eCLIPSE with additional
17 resources included in both the Capital
18 and Operating Budgets in both the Office
19 of Innovation and Technology and L&I
20 directly. The Operating Budget also
21 proposes adding six service
22 representatives and four building plan
23 examination engineers to improve customer
24 service, reducing average customer wait
25 time below 30 minutes and reducing the

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2 current plan review time by 25 percent.

3 OIT's budget also includes
4 additional funding for Cyclomedia and
5 LIDAR technology to enable L&I and other
6 departments to make use of these views
7 across Philadelphia of potential unsafe
8 properties that are difficult to view
9 from the ground.

10 The Capital Program also
11 includes two major transformative
12 investments. The program recommends \$174
13 million for the reconstruction and
14 resurfacing of streets, helping the City
15 reach the crucial goal of resurfacing 131
16 miles of streets annually within seven
17 years to ensure a state of good repair.
18 The program also recommends \$90 million
19 for the transformation of Penn's Landing
20 by connecting the waterfront to Center
21 City. This investment leverages
22 significant state and private funding and
23 not only creates a beautiful civic space
24 and economic hub on the waterfront, but
25 will generate tremendous economic

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 investment with an addition of 2,420
3 jobs.

4 To further stimulate the
5 economy, the Kenney Administration
6 remains committed to continuing to reduce
7 wage and business tax rates to make
8 Philadelphia a more attractive place for
9 businesses to locate and remain and
10 increase the number of jobs. By FY22,
11 the wage tax rate is projected to be
12 under 3.7 percent for residents and under
13 3.3 percent for non-residents, and the
14 BIRT rate will be at 6.1 percent, with
15 the first \$100,000 of gross receipts
16 exempted from the tax entirely. The BIRT
17 rate cuts and changes are consistent with
18 legislation previously adopted by City
19 Council, and these wage tax rates are the
20 lowest since the 1970s.

21 We are excited to propose a
22 Five Year Plan and Capital Program with
23 these investments. However, we still
24 have our work cut out for us. As was
25 announced last Thursday, the School

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 District projects a deficit beginning in
3 FY19 and reaching over \$900 million by
4 FY22. This significant deficit will
5 require the efforts of all the funding
6 partners and the various stakeholders to
7 produce a solution. Although the
8 District shows a positive fund balance in
9 FY18, the large negative balances in FY19
10 and onwards will force tough decisions.
11 We are committed to working with the
12 District and its stakeholders to examine
13 all options available.

14 Additionally, as this body is
15 aware, the City's pension fund is less
16 than 45 percent funded, and the City's
17 General Fund payment accounts for 15.5
18 percent of our total projected spend in
19 FY18. The need for reform could not be
20 clearer, and working with City Council
21 and our union partners we have a plan to
22 get the pension system to 80 percent
23 funded by FY31. Through reforms that
24 include increasing the contribution of
25 current employees, with more modest

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2 increases for employees in lower salary
3 brackets, and having new employees enter
4 a stacked hybrid that combines a defined
5 benefit plan and 401(k) type plan, along
6 with continuing the practice of adding
7 sales tax revenue over and above the MMO
8 and the Pension Board continually
9 improving the investment strategy to
10 increase returns as well as decreasing
11 fees, the Pension Board's actuary
12 projects an 80 percent funded level by
13 FY31.

14 It's also important to talk
15 about some of the challenges in the plan.
16 On April 5th, tomorrow -- or next
17 Wednesday, the Commonwealth Court will
18 hear oral argument in the litigation
19 challenging the beverage tax. And
20 although we are confident that the court
21 will uphold the order dismissing the
22 plaintiffs' complaint, we are being
23 cautious in our approach. The beverage
24 tax pays for the expansion of pre-K, the
25 creation of community schools, and the

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 ability to fund the \$300 million in debt
3 service needed for Rebuild. There is no
4 back-up plan to support these programs
5 without the tax. As the Administration
6 has consistently said and as City Council
7 is fully aware after your thoughtful and
8 lengthy deliberations last year, we
9 proposed the Philadelphia beverage tax
10 because there was no other feasible
11 revenue option.

12 To mitigate the financial risk
13 while litigation is pending, we are
14 placing revenue dedicated to the programs
15 in reserve to be released as soon as the
16 litigation is resolved. This means that
17 we do not plan to begin to borrow for
18 Rebuild, and the number of slots for
19 pre-K cannot expand beyond the current
20 2,000 funded today until after the City
21 wins in court.

22 There are also risks from the
23 Commonwealth and the federal government.
24 The Trump Administration's proposed
25 budget cuts would be devastating to

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 Philadelphia, with reductions in federal
3 spending affecting a variety of areas,
4 including low-income housing, emergency
5 management, law enforcement, fire
6 protection, public safety, health
7 programming, and numerous other critical
8 services. As Council has already heard
9 at previous hearings, the changes to the
10 Affordable Care Act could have
11 devastating consequences to thousands of
12 Philadelphians that have finally been
13 able to have access to health insurance
14 and the critical negative impact on our
15 health services across the City,
16 including our hospital emergency rooms.

17 The threat of a possible
18 reduction in funding from the
19 Commonwealth remains as well through a
20 variety of Senate and House bills that
21 propose funding restrictions based on our
22 and other counties following of the
23 constitutional requirement that a
24 criminal warrant be provided in order for
25 us to detain individuals on behalf of the

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 federal government. In putting together
3 this plan, the variety of scenarios that
4 could negatively impact our budget were
5 numerous, but until legislation is passed
6 by either the State Legislature or
7 Congress, it is almost impossible to
8 fully predict the impact. The
9 Administration has created a rapid
10 response working group that meets weekly
11 to explore these issues, and we will
12 continue to monitor legislation as it
13 moves through Harrisburg and Washington,
14 DC.

15 Thank you very much for the
16 opportunity to testify today, and we are
17 now happy to answer any questions that
18 you may have.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you very much for your testimony.
21 I'll start out with a few questions and
22 then turn it over to my colleagues.

23 In the latter part of your
24 testimony, you reference the litigation
25 strategies around the sugary drink tax,

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 sweet beverage, whatever you called it,
3 and you talked about what all of us
4 believe to be laudable programs. We're
5 real excited about pre-K and expansion in
6 the Rebuild program, community schools.
7 I think we have -- I think the Mayor and
8 I think I get to go along too a couple of
9 places, Dobbins. We're going to do a lot
10 of things, bottom line. But there was an
11 initiative that the Administration
12 supported in terms of signing on on the
13 borrowing, the preservation initiative
14 that was kind of a Council initiative
15 that some of us think is, to a large
16 degree, equally exciting, because it does
17 infuse a level of support for a
18 significant number of -- and although not
19 necessarily be vulnerable populations,
20 but if not addressed, they will
21 ultimately be vulnerable in terms of the
22 many houses across the City of
23 Philadelphia that are in disrepair and
24 continuing to decay from a structural
25 nature. And then I look in the Five Year

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2 Plan as mentioned like at Page 234.

3 So sometimes we in Council, we
4 want to know the priorities of the
5 Administration, is this a significant
6 priority with the Administration, because
7 I know it is with us, in terms of the
8 actual implementation.

9 So with that, can you kind of
10 tell me the revenue -- I asked the
11 question maybe a few weeks ago about what
12 kind of revenues were we collecting on
13 the real estate transfer tax, a tax
14 that's not being challenged in court.
15 Didn't have an answer at the time, and
16 I'm wondering where are we at with that
17 program and if you can kind of quickly
18 walk me through the timeline on the
19 borrowing and the implementation of that
20 program we think is very important.

21 And also can you talk to me --
22 and I know there has been some
23 discussions about second phase of that
24 program, which I know Councilwoman
25 Cherelle Parker is very interested in,

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 the potential for borrowing for
3 infrastructure improvement on households
4 at that population that doesn't -- always
5 kind of falls between the cracks, people
6 that don't make enough money for some of
7 the high-end stuff that's going on in the
8 City, but they are a little above the
9 federally mandated guidelines in terms of
10 getting support from the government for
11 housing, and we wanted to have that low
12 to no interest loan program to help
13 infrastructure and individuals' houses
14 across the City. If you can kind of talk
15 to me about that. I know it was a long
16 question.

17 MR. DUBOW: So I can talk about
18 the time -- Rob Dubow, Director.

19 I can talk about the timeline
20 for the borrowing, for the affordable
21 housing borrowing, and what we're doing
22 in the meantime.

23 So our current schedule is to
24 have the borrowing in July. That doesn't
25 mean that the program has to wait until

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 July. PAID at one of its recent meetings
3 passed a resolution allowing us to
4 reimburse costs that we incur now when we
5 issue those bonds. So we can start
6 ramping up the program now and then we'll
7 reimburse ourselves in July. So it's
8 starting now.

9 COUNCIL PRESIDENT CLARKE: So
10 we're ready to spend -- when you say
11 "now," are we ready to spend money now?

12 MR. DUBOW: Yeah. I actually
13 think some spending has already started.

14 COUNCIL PRESIDENT CLARKE: So I
15 guess my question is, are we ready to
16 implement? And I know this is a question
17 that's probably not necessarily at your
18 pay grade, as you're the finance guy, but
19 I guess I'm trying to get a sense of when
20 can people expect support for the actual
21 rollout of a program that can literally
22 address 5,000 households that are on the
23 backlog. I'm kind of unclear. I know
24 there was an issue about the timeline,
25 and you put me at a comfort level when

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 you told me about being able to spend
3 dollars now and get reimbursed to the
4 time of the borrowing, but I don't -- I
5 guess I'm kind of, when do we actually
6 start?

7 (Witness approached witness
8 table.)

9 MS. FADULLON: I'm Anne
10 Fadullon, Director of Planning and
11 Development.

12 So that program, the Basic
13 System Repair, Adaptive Mod, and
14 Weatherization programs, the home repair
15 programs, are run out of our department.
16 We're currently in the process of
17 staffing up. We have hired several
18 inspectors. We still need inspectors.
19 So if folks are qualified and they're
20 looking for a job, please contact the
21 Philadelphia Housing Development
22 Corporation. We also have the equipment
23 in place.

24 So the initial -- we've
25 contacted about 200 households that were

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 on the waiting list. We're scheduling
3 the inspections now. We anticipate
4 through April, May, June that over the
5 course of those months, probably in April
6 because we're ramping up, we'll do an
7 additional 200 inspections. We
8 anticipate by the end of about June,
9 we'll be up to 500, and based on those
10 inspections -- hopefully no reinspections
11 are needed -- we can actually start doing
12 those improvements in May.

13 COUNCIL PRESIDENT CLARKE: May?

14 MS. FADULLON: May.

15 COUNCIL PRESIDENT CLARKE: May
16 is start time?

17 MS. FADULLON: May.

18 COUNCIL PRESIDENT CLARKE: So I
19 want to make sure we schedule the press
20 conference.

21 MS. FADULLON: We are not -- I
22 just want to make sure that we're not
23 waiting for the bond issue. I think we
24 all were hoping things move quicker than
25 they do, but we are in the process of

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 getting ramped up. It did require us to
3 get additional vehicles, get additional
4 equipment for the inspectors, and hire
5 several more inspectors and get that --
6 all those systems in place, but that has
7 been -- that's underway and to the point
8 where we can now really start to roll
9 things out.

10 COUNCIL PRESIDENT CLARKE: What
11 about the contractor side?

12 MS. FADULLON: The contractor
13 side, we are working with them. We have
14 been meeting with the contractors to see
15 what their capacity would be to increase
16 the contracts. It will probably be
17 sometime in the summer when we increase
18 contracts, but that's not slowing us
19 down. We're just going to continue to
20 roll through the contractors that we
21 have. Not all of them were at the max
22 capacity of their contracts that we
23 currently allow, so we are going to
24 maximize everybody's existing contract
25 and then increase -- that will probably

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 happen in July when the bonds get issued,
3 the full increase of the contractor
4 amounts of those contracts.

5 COUNCIL PRESIDENT CLARKE: Wait
6 a minute. So what are we doing in May?
7 We have contractors that can start in
8 May?

9 MS. FADULLON: We have
10 contracts now, but there are certain
11 limits that -- it's a few hundred
12 thousand dollars that each contractor can
13 have under contract right now. We expect
14 to be able to expand that I think to a
15 million dollars once the bond issue
16 happens, but not every contract was
17 working up to that maximum currently, so
18 we are increasing what we can currently
19 in anticipation of increasing further
20 when the bond issues happen.

21 COUNCIL PRESIDENT CLARKE: So
22 you're saying -- I guess you're saying
23 that we're not -- I mean, because we did
24 pass this last year.

25 MS. FADULLON: Yes.

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 COUNCIL PRESIDENT CLARKE: In
3 June.

4 MS. FADULLON: Yes.

5 COUNCIL PRESIDENT CLARKE: So
6 we knew this was coming.

7 MS. FADULLON: Yes.

8 COUNCIL PRESIDENT CLARKE: So
9 are you telling me that we're now not at
10 a point where we have enough contractors
11 to accelerate the program? Because the
12 issue was not just to continue along the
13 same pace. The issue was the infusion of
14 cash would allow us to accelerate this
15 program quite aggressively.

16 MS. FADULLON: Right.

17 COUNCIL PRESIDENT CLARKE: So
18 I'm hearing -- maybe I'm hearing wrong --
19 that you're looking at the contractors
20 that you currently have, some who are not
21 at capacity, but there's a strong
22 likelihood that we will have to get
23 additional contractors and increase the
24 contract --

25 MS. FADULLON: We have an

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 RFQ --

3 COUNCIL PRESIDENT CLARKE:

4 Shouldn't we be like ready to do that
5 already?

6 MS. FADULLON: We do have an
7 RFQ that's out on the street to get
8 additional contractors, but we do believe
9 with our contractors we have, that they
10 have additional capacity. And so we've
11 been also working with the existing
12 contractors to make sure that when we are
13 able to expand the contracts, that they
14 have what they need in order to grow the
15 capacity with the contractors that we
16 have in place.

17 COUNCIL PRESIDENT CLARKE: All
18 right. So when you come back for your
19 department, I'm going to ask you a little
20 more detail, because I know this is the
21 Five Year Plan, so I don't want to get
22 too much in the minutia.

23 Mr. Dubow, with respect to the
24 amount of money collected, because I had
25 asked that question a month or so ago,

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 have we -- thank you, Ms. Fadullon.

3 MS. FADULLON: Sure. Thank
4 you.

5 MS. ADAMS: Hi. I'm Anna
6 Adams. I'm the City's Budget Director.

7 Transfer tax, are you asking
8 about how well we're doing in total on
9 transfer tax?

10 COUNCIL PRESIDENT CLARKE:
11 Yeah. I mean, we kind of like talk about
12 the sugary drink tax, understandably, how
13 much money we're collecting.

14 MS. ADAMS: So we actually have
15 revised downwards our projection on the
16 transfer tax this year, partly through
17 our outside consulting firm, IHS Market,
18 has looked at particularly on the
19 commercial side of our real estate
20 transfer tax is softening, in their
21 opinion. We are tracking it pretty
22 carefully, and so we reduced our estimate
23 in FY17 to 232 million. So far it's
24 coming a little ahead of that, but we're
25 still being fairly cautious because of

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2 kind of the softening in the commercial
3 market in terms of kind of the transfer
4 between things.

5 So we're not worried yet. We
6 just reduced our estimate, and so you see
7 that built into the Five Year Plan, but
8 it is built into our estimates right now.

9 COUNCIL PRESIDENT CLARKE: So
10 we don't know?

11 MS. ADAMS: So right now we are
12 assuming that the FY17 will bring in
13 about 232 million in transfer tax, which
14 is a little less than we had assumed when
15 we put the budget together. It's not --
16 I don't think we're worried, but it's
17 just something that we're being kind of
18 aware of.

19 MR. DUBOW: And it's not
20 impacting our ability to do the
21 borrowing, because the borrowing is
22 actually guaranteed by all the City's
23 revenues, not just this tax. This tax
24 just enabled us to do it by providing
25 additional revenues, but that won't have

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2 an impact on when we do the borrowing or
3 the size of the borrowing.

4 COUNCIL PRESIDENT CLARKE: All
5 right. I'll come back later and ask
6 about why we think the market -- because
7 in most people's eyes, the market is
8 booming, particularly on the residential
9 side, but I'll come back later on. I
10 can't park in my neighborhood because
11 it's like all these people keep moving
12 in. It's exciting.

13 Real quick, I'll ask this one
14 last question and then turn it over. Tax
15 liens, Page 274 details the Department of
16 Revenue's plan to securitize delinquent
17 tax revenues. Revenue will complete a
18 tax lien securitization program designed
19 to accelerate payments to the City,
20 change the behavior of taxpayers,
21 increase the percentage of real estate
22 taxes collected within the year due.

23 I got a couple of questions
24 around that. One is, how will this
25 potentially impact the Land Bank? As you

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2 know, there's been some concerns about
3 the Land Bank's process as it relates to
4 the Department of Revenue. And I don't
5 want to get into that because we're in an
6 upbeat mood, but there is a challenge as
7 it relates to the Revenue Department
8 perspective on how we should do this
9 versus the Council. And in terms of our
10 current process, what prevents us from
11 collecting the same manner as the
12 individuals who would purchase our liens?
13 I mean, is there a reason why we're doing
14 this? And I'm assuming there is because
15 we're looking at doing it, but can you
16 tell me what within our internal
17 department limits our ability to do this?

18 MR. DUBOW: So let me take the
19 first part. So the wording there really
20 should have said we are considering doing
21 tax lien securitization. We've gone
22 through an RFP process, looked at a
23 variety of proposals, and one of the
24 things that we're looking at specifically
25 is making sure that vendors build in the

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2 kind of protections that taxpayers have
3 now and that we're still able to do the
4 kind of work that we're doing with the
5 Land Bank. As you know, we're kind of on
6 the -- we have a tentative MOU between
7 Finance and the Land Bank. I think
8 technical staff for Council is looking at
9 it. We want to make sure all that is
10 protected, so that's part of the process,
11 and part of the reason that we are not
12 finished yet with the process is making
13 sure that we have all of that kind of
14 sorted out.

15 COUNCIL PRESIDENT CLARKE: The
16 Land Bank MOU?

17 MR. DUBOW: Yeah.

18 COUNCIL PRESIDENT CLARKE:
19 Because you know that's not been
20 concluded.

21 MR. DUBOW: That's right. I
22 think what I said is that your staff is
23 looking at --

24 COUNCIL PRESIDENT CLARKE: So
25 before we start passing the MOU to the

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 private sector, we probably need to
3 internally figure out how we're going to
4 do that.

5 MR. DUBOW: Right, but what we
6 want to make sure is that whatever is in
7 that final version of the MOU is
8 something that is still protected if we
9 move into a tax lien securitization.

10 COUNCIL PRESIDENT CLARKE:
11 Okay. And what role will we have in
12 that; i.e., Council? Because we don't
13 apparently have a role in Revenue's
14 decision and what they're doing, because
15 we get these MOUs and agreements and
16 people basically blow them off and
17 continue with the tax sale.

18 MR. DUBOW: So I think that's
19 part of what's in the MOU, making sure
20 that there's a role for the Land Bank in
21 picking out properties that they're
22 interested in and making sure that those
23 don't go to Sheriff Sale, correcting the
24 problem, really communication problem,
25 that led to the sale of those 20

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 properties. So that's part of what is
3 supposed to be built into the agreement.
4 That's part of the reason that we're
5 having technical staff look at it to make
6 sure that they're --

7 COUNCIL PRESIDENT CLARKE: How
8 do you -- I'm sorry to keep belaboring
9 the point, but this is my first
10 opportunity to get you in a public
11 discussion about this.

12 How are you going to do that
13 and ensure that the Land Bank, in terms
14 of their interest and getting properties
15 and putting together developable parcels
16 and the whole nine yards, will be in a
17 position to have that beyond the MOU?
18 Because MOUs apparently don't mean a
19 whole lot in some instances.

20 MR. DUBOW: And one of the big
21 things is making sure that there's one
22 spread sheet that lays out what should be
23 held. I think part of the confusion was
24 there were multiple spreadsheets moving
25 around and people didn't see the final

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 version of the spreadsheet. So just that
3 kind of process change I think will have
4 a big impact in making sure that you
5 don't see that kind of thing happen in
6 the future.

7 COUNCIL PRESIDENT CLARKE: All
8 right. I don't want to abuse my
9 privilege of having the mic.

10 The Chair recognizes Councilman
11 Jones.

12 COUNCILMAN JONES: Thank you,
13 Mr. President.

14 And welcome. I know you look
15 forward to this every year.

16 MR. DUBOW: All year.

17 COUNCILMAN JONES: Can't wait.

18 And thank you to all of the
19 professionals from the various
20 departments that have joined us today.

21 This Five Year Plan is a work
22 in progress, moving target always. I'm
23 excited about some of the priorities,
24 Ms. Slusser, that you are representing
25 from the Kenney Administration, whether

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 you're talking about more firefighters or
3 more beds for needy people. Those are
4 great endeavors.

5 What I really want to focus on
6 in my time of questioning is, in this
7 Five Year Plan, have we accounted for the
8 Trump effect and is there a Plan B? And
9 the reason I say that is, from my
10 calculations, from direct grants, we're
11 in jeopardy of \$67 million direct.
12 Sanctuary city holdbacks might be another
13 1.6 billion, and then from SB10 from the
14 state, we have no idea what that means by
15 way of state reimbursements in the area
16 of DHS, Health and other things that we
17 get reimbursed from by the state.

18 So my question becomes out
19 of -- and not to mention the state is
20 talking about a \$2 billion projected
21 deficit.

22 So I know we have our stuff
23 together, which is encouraging. I'm
24 excited about the fact that the City of
25 Philadelphia seems a lot more stable than

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 some of our federal and state partners,
3 but the question becomes, if Christmas
4 doesn't come, what do we do on Plan B?

5 MS. SLUSSER: So I think that
6 goes back to the rapid response group
7 that we have meeting regularly, whether
8 it is in response to proposals around
9 sanctuary city de-funding or really in
10 the Trump budget blueprint that was
11 proposed two weeks ago.

12 As we saw with the attempted
13 repeal of ACA, sometimes things don't go
14 according to plan. So we are constantly
15 assessing the impact of what those budget
16 cuts would mean or what certain pieces of
17 legislation would mean, what legal
18 avenues we have to fight back on some of
19 that, particularly around sanctuary
20 cities, and then looking through the
21 Trump proposed budget cuts, identifying
22 cuts, talking with our lobbyists about
23 what's most likely, talking about funding
24 that we receive that is also very
25 important to republican districts and

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 that might be less likely to end up on
3 the final chopping block and really just
4 continuing that constant reassessment.

5 But there are in many areas
6 where a cut from the federal
7 administration is something that the
8 City, with our fund balances, with our
9 revenue projections, would not be able to
10 supplement or make up for out of our own
11 budget. So that's something that
12 increases the importance of us lobbying
13 against getting having those cuts happen
14 and requires us also reaching out to
15 other folks across Pennsylvania who would
16 be equally hurt by those cuts and just
17 fighting back on those.

18 COUNCILMAN JONES: So our City
19 Solicitor did a real good job of
20 preparing us for having to deal with the
21 reality of the Trump effect. I probably
22 would not have asked this question today,
23 Mr. President, had Jeff Sessions not
24 stood up and warned us that they're
25 serious about it.

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2 When you and the Administration
3 briefed us about the possibility, I had
4 an opportunity to go up to the state and
5 deal with our counterparts in PCCD, and
6 they aren't even planning for the fact
7 that we might get hit with a loss of
8 TIGER grants, CDBG, LIHEAP, law
9 enforcement assistance such as
10 bulletproof vests, DNA, not to mention
11 reentry, and what happens to DHS and
12 others if they really tighten the screws
13 and make us not whole for the assistance
14 we give young people by way of foster
15 care.

16 So, you know, sometimes I don't
17 take certain threats seriously because
18 people threaten, but we can't help but --
19 I was encouraged that we were able to
20 defeat the Affordable Care slashing, but
21 that does not mean we will be able to
22 stop him on sanctuary cities.

23 So as we start to look at this,
24 I just want us -- let's hope and pray our
25 legal strategies work, our coalitions

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2 with other republicans that are moderate
3 and impacted by this, because sometimes
4 people don't understand Obamacare. They
5 didn't like it. There was a skit where
6 they said we don't like Obamacare, but we
7 love Affordable Care, not knowing the two
8 were the same. Sometimes people vote
9 against their own interests. So we have
10 to be prepared here to look at that. And
11 I see Rob Dubow and Ms. Adams aren't
12 smiling, so I'm assuming we are planning
13 for that.

14 Rob.

15 MR. DUBOW: So we are. As Jane
16 talked about, we have the group that
17 meets every Monday to kind of figure out
18 what's happened during the last week and
19 how to respond to it. At the same time,
20 because there are so many different
21 options for the way it could play out, we
22 don't have any kind of specific plans,
23 and in some of the worst-case scenarios,
24 there's no way governments can compensate
25 for what the federal government is

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 talking about.

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

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

7 Mr. Dubow, \$7.4 million is the
8 0.1 percent increase in real estate
9 transfer tax. So that's my capable
10 assistant.

11 MS. ADAMS: He just calculated
12 the 0.1?

13 COUNCIL PRESIDENT CLARKE:
14 Yeah. He's good. 7.4 million. So
15 that's the additional dollars. That was
16 the question I was trying to get.

17 MS. ADAMS: Oh, okay.

18 MR. DUBOW: Oh, I think we
19 thought you were asking how is the
20 projection coming in compared to that,
21 but now I understand.

22 COUNCIL PRESIDENT CLARKE: I
23 was talking about housing preservation
24 programs. So I was talking about that
25 money that was raised as a result of

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 that. But thank you.

3 The Chair recognizes Councilman
4 Green.

5 COUNCILMAN GREEN: Thank you,
6 Council President.

7 My initial -- good morning. My
8 initial line of questioning is also
9 similar to some of the questions that
10 Councilman Jones raised regarding some of
11 the issues and concerns we have at our
12 federal and state level.

13 I know it's hard to prepare for
14 the challenges that are being discussed
15 both in DC and also in Harrisburg, but I
16 guess one of my concerns is that as we
17 prepare for this protection of the City
18 and you talked about rapid response team,
19 I looked in the Budget and Brief and I
20 saw that we -- on Page 70 of the Budget
21 and Brief, the Law Department's budget
22 for, I guess, purchase of services has
23 been reduced by about \$1.2 million
24 compared to last year, and I understand
25 that was probably done putting together

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 the budgets in the fall, but with this
3 current administration and some of the
4 issues that have been raised by
5 Councilman Jones, is that number going to
6 be enough to deal with some of the legal
7 issues we're going to have to deal with
8 going forward, from an SB10, from an
9 SB76, some of the stuff that Attorney
10 Generals talked about? Are we going to
11 have enough dollars in the City budget to
12 have legal support through the purchase
13 of services? Because I see a lot of
14 litigation issues potentially on the
15 horizon, although we don't know what the
16 total amount may be. Do we have
17 sufficient funds to prepare for that?

18 MS. SLUSSER: So one of the
19 things that the Law Department has been
20 doing and that the Mayor's Office and
21 Policy and Legislation and
22 Intergovernmental Affairs has been doing
23 has been reaching out to other cities as
24 well. So when we talk about some of our
25 legal defense, part of that might be in

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2 concert with other cities, some of them
3 who may or may not have more money in
4 their coffers that we're able to tack on
5 to a group of cities. You've seen that
6 we've filed various amicus briefs that
7 were from litigation started on behalf of
8 other cities, states or counties.

9 The current contract that we
10 have around sanctuary cities with -- and
11 I can ask the Law Department to come up
12 or I can get you the information later
13 about the name of the firm -- is about
14 \$20,000, and we have another firm that's
15 doing some work pro bono. So one of the
16 things that has been inspiring for us and
17 helpful to our budget is the number of
18 lawyers and law firms that have wanted to
19 step up to be able to offer their
20 services and the ways in which we've been
21 able to join with other cities in those
22 efforts.

23 The only other thing that I
24 would flag that might be an issue in that
25 budget line item was the additional

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 funding that we got on the Philadelphia
3 beverage tax litigation, which came in
4 with some outside support from the Arnold
5 Foundation to support our litigation
6 costs, so it has allowed us to have some
7 savings there, so...

8 COUNCILMAN GREEN: I wanted to
9 follow up regarding this rapid response.
10 And is that a City-only type of
11 initiative or -- recently I was in DC for
12 the National League of Cities conference,
13 and that was actually the week that the
14 President came out with what is called
15 the skinny budget and saw the significant
16 cuts and almost elimination of Community
17 Development Block Grants, a lot of other
18 programs that a lot of jurisdictions
19 around the country really depend upon.

20 How is the City coordinating
21 with other large cities, either through
22 National League of Cities or even in the
23 Commonwealth of Pennsylvania through the
24 County Commissioners Association of
25 Pennsylvania, how are we coordinating

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 those efforts? Is that on a monthly
3 basis, twice a month? And is there any
4 organizations that collectively we can
5 work together? I know the Attorney
6 Generals Association -- well, a number of
7 Attorney Generals came together for
8 litigation the early part of this year.
9 What type of initiative do we have to get
10 some more context on this rapid response?

11 MS. SLUSSER: Yeah. So there's
12 definitely action happening at the City
13 level, and that tends to go through our
14 lobbyists who represent a number of other
15 cities. So we're able to pick up the
16 phone and understand what is New York
17 City doing, what might Pittsburgh be
18 doing around this and get a sense of
19 large cities and other cities within
20 Pennsylvania.

21 And I think that we've also
22 been ramping up our efforts to reach out
23 to other local municipalities,
24 particularly around sanctuary cities,
25 through the Managing Director's Office

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2 and through the Law Department. They've
3 been reaching out to talk with other
4 counties that didn't even know that they
5 were designated as a sanctuary city, but
6 understood that they had the same
7 constitutional requirements for criminal
8 warrants that we do.

9 So it has been issue by issue
10 and it has also been increasingly trying
11 to coordinate better with them to respond
12 to these things in a more, I think,
13 organized way as we start to understand
14 how things are coming, particularly out
15 of Washington and to a lesser extent out
16 of Harrisburg, and how we could respond
17 to that.

18 I think that looking at cities
19 nationwide. At the U.S. Conference of
20 Mayors at the beginning -- or middle of
21 January, it was a few days before the
22 inauguration, I don't think that they
23 had -- no city had a really good plan
24 about how they were going to respond to
25 this or coordinate with others, and two

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2 months from that point in time, there's a
3 better level of coordination, and I think
4 that the City has been trying to ramp
5 that up so that we know what other people
6 are doing as quickly as possible.

7 Going back to also sort of
8 communication with Councilmembers and
9 communication with our federal
10 delegation, that's also been something
11 that as soon as we have something new
12 coming out, we try to identify what are
13 the facts around this. When proposed
14 budget cuts come through, how do we
15 actually interpret that in the City
16 budget in terms of direct and indirect
17 cuts, and I think the Administration
18 reached out to let everyone know that we
19 were getting that together, still wading
20 through that, also figuring out what the
21 impact of those cuts, so that if we know
22 something is a couple million dollars,
23 how many hundreds of Philadelphians are
24 impacted by that and in what way.

25 COUNCILMAN GREEN: And I'll

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2 just close. I have some additional
3 questions.

4 I just think that going
5 forward, because this is a very unique
6 threat to the City of Philadelphia and we
7 need to do the best job that we can to
8 coordinate all of our efforts, both at
9 the local, state, and federal level. And
10 also other organizations like U.S.
11 Conference of Mayors, National League of
12 Cities, County Commissioners Association
13 of Pennsylvania have a lot of resources
14 that we could kind of communicate on a
15 regular basis with all these different
16 entities, and I hope you'll be doing that
17 going forward with City Council.

18 Thank you, Council President.

19 COUNCIL PRESIDENT CLARKE:

20 Thank you, Councilman.

21 With respect to the rapid
22 response team that Councilman Green
23 referenced, can you maybe include a
24 staffer or a member of Council on that?
25 Because ultimately we will have to change

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2 appropriations if in fact --

3 MS. SLUSSER: Yeah. And for
4 most -- what we've been doing so far has
5 been trying to reach out as quickly as
6 possible after new issues. So when we
7 say rapid response group, the group --
8 there's one group that meets regularly
9 around immigration. There's a completely
10 different group that we convene around
11 healthcare, a different group that we
12 convene around housing cuts. And so
13 sometimes that happens rapidly.

14 COUNCIL PRESIDENT CLARKE: The
15 sooner we know that if the rapid response
16 teams make a recommendation to change
17 some appropriations, the better.

18 MS. SLUSSER: Exactly.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you.

21 The Chair recognizes Councilman
22 Oh.

23 COUNCILMAN OH: Thank you very
24 much, Council President.

25 Good morning.

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 (Good morning.)

3 COUNCILMAN OH: I think at

4 least the first thing I'd like to say is

5 the issue of de-funding the City is

6 bipartisan. We have democrats who are

7 voting for and supporting de-funding

8 Philadelphia. In the General Assembly,

9 democrats from Philadelphia have voted

10 for de-funding the City, sanctuary city,

11 and democrats have abstained from voting

12 against it. I just want to make clear to

13 people that we had better focus on all

14 the elected officials who are supporting

15 de-funding the City.

16 In terms of the budget, is it

17 true that the Health Commissioner has

18 stated that he intends to deny 1,500 or

19 1,700 cigarette licenses?

20 (Witness approached witness

21 table.)

22 DR. FARLEY: Good morning,

23 Councilman.

24 COUNCILMAN OH: Good morning.

25 DR. FARLEY: Just to clarify

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 what the tobacco regulations are about.
3 As you know, smoking is a big killer in
4 Philadelphia, responsible for, by one
5 estimate, 2,000 deaths, another 3,500
6 deaths, and we have about twice as many
7 retailers per capita than other cities,
8 and retail outlets are the primary way
9 the tobacco industry markets to people
10 these days to market smoking. So the
11 regulations would simply put a cap on the
12 number of retailers, and in neighborhoods
13 where the number of retailers is very
14 high, not issue new permits. So all
15 existing permittees could, as long as
16 they stay within the law, continue to
17 renew their permits, but it would not
18 allow new permits in neighborhoods, which
19 are predominantly low-income
20 neighborhoods that have extraordinarily
21 high densities of outlets.

22 COUNCILMAN OH: Would that
23 number be 1,500 or 1,700 licenses?

24 DR. FARLEY: It ultimately --
25 and this may take over a period of years.

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 Through attrition, it may come down about
3 that number, yes, which would then put
4 Philadelphia in about the number of --
5 same number of retailers per capita as
6 other major cities.

7 COUNCILMAN OH: According to my
8 estimate, the City would estimate that to
9 be a loss of \$45 million per year. The
10 School District estimates that to be a
11 loss of 29.76 million per year if that
12 were done.

13 DR. FARLEY: What's that loss
14 from? There's a lot of economic impacts
15 of smoking itself.

16 COUNCILMAN OH: It would be 60
17 percent of the existing 2,800 licenses in
18 the City. I'm not arguing --

19 DR. FARLEY: You're calculating
20 based upon the permit fees?

21 COUNCILMAN OH: About the
22 \$2-per-pack cigarette tax that the state
23 authorized the City to implement to fund
24 the schools. That's what I'm talking
25 about.

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 MR. DUBOW: So the state also,
3 when it increased tobacco taxes
4 statewide, also added new legislation
5 that guaranteed the School District that
6 it would get \$58 million a year. So
7 regardless of what happens with these
8 licenses, the District will get that \$58
9 million.

10 COUNCILMAN OH: Provided that
11 legislation continues?

12 MR. DUBOW: Yes. Under
13 existing legislation, the District would
14 get that \$58 million.

15 COUNCILMAN OH: So have you
16 calculated that in the budget?

17 MR. DUBOW: I think the School
18 District's budget will assume the \$58
19 million, yes.

20 COUNCILMAN OH: So the School
21 District's budget is going to estimate
22 \$58 million per year from the cigarette
23 tax, and the City's contribution to the
24 schools, which has actually been the
25 cause of a number of our tax increases,

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 that doesn't come into play in the City's
3 budget?

4 MR. DUBOW: Correct.

5 COUNCILMAN OH: Okay. My
6 concern is that when I understand that
7 new licenses will not be granted, that
8 would mean that we would not grant a
9 license to a newly established business.
10 However, what I understand is that
11 existing businesses, when they apply and
12 they are late, their application is now
13 deemed a new application and in some
14 cases denied, and that a business that is
15 existing, should it sell to someone else,
16 their application would be a new license
17 and, therefore, those applications, if
18 we're looking at 1,500, would run the
19 risk of not being approved, so they could
20 not sell those licenses. I'm sure to
21 your purpose of better health. I'm not
22 arguing the health issue. I'm trying to
23 look at the money issue.

24 DR. FARLEY: Yeah. As far as
25 the timing of this, businesses are asked

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2 to renew their permits each year by
3 November 1st. And because of this
4 deadline coming up, we notified
5 businesses this year through letters in
6 October and December that they needed to
7 put in their applications by January 1st.
8 There were many that did. There were a
9 few that didn't. Because of this concern
10 about the fact that this was a new
11 regulation going into effect, we have now
12 extended the deadline for them to put in
13 their initial application up until
14 February 15th, and they can -- that could
15 be the initial application, and they
16 could complete it until the end of March.
17 So we think that these people had now
18 many months beyond the original due date,
19 and so that all of them that are
20 interested in renewing their permits have
21 had an opportunity to do so.

22 As far as the issue of
23 transferring tobacco sales permits,
24 that's something which is in The
25 Philadelphia Code, that a business cannot

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 sell a permit. So if a business goes out
3 of business and a new business wants to
4 come in, that is a new permit. If we
5 were to change that and allow businesses
6 to sell their permits, then we would
7 forever be in a situation where our
8 number of places marketing tobacco is so
9 much higher than other big cities.

10 COUNCILMAN OH: Thank you. I'm
11 sorry. I'm really just talking about
12 money right now. So thank you very much.

13 I don't -- I hope I'm not out
14 of time. Am I out of time?

15 Okay. They're going to give me
16 a little bit. Thank you very much,
17 Commissioner.

18 So the next question is
19 regarding the \$83 million for SEPTA. And
20 I fully understand that SEPTA needs to
21 leverage that money to get their state
22 and federal contributions. I will say
23 that we have tried in this body over many
24 months to try to get SEPTA to implement
25 an optional local hiring preference, as

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 allowed by the U.S. Department of Labor.
3 We have received incorrect responses back
4 and basically a failure to try to put in
5 a local hiring preference. The end
6 result may be that SEPTA chooses to hire
7 whomever they do, but they have ordered
8 their trains from Massachusetts, which
9 may be fine, but if we had a local hiring
10 preference option, perhaps the
11 Philadelphia manufacturer and their 350
12 workers and 5,000 vendors might have had
13 an opportunity better than what they
14 have.

15 Why don't we leverage, since
16 we're talking about the General Assembly
17 and the administration cutting off our
18 funds, why do we not leverage our \$83
19 million better so that we have a little
20 more say with SEPTA, particularly when it
21 comes to improving the Philadelphia
22 transportation infrastructure as opposed
23 to building infrastructure outside our
24 city?

25 MS. ADAMS: So the SEPTA -- the

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 contribution that we make to SEPTA in the
3 Operating Budget is heavily matched by --
4 COUNCILMAN OH: I know. So we
5 should be heavily leveraged.

6 MS. ADAMS: And so if we sort
7 of reduced our contribution, which I
8 don't think has ever happened before, it
9 would mean that all the other counties
10 would also and the state would also
11 reduce that.

12 COUNCILMAN OH: I think that's
13 a good idea, Council President. I think
14 we need more representation on the SEPTA
15 Board. We have so little representation.
16 If we don't give our portion of the
17 money, it affects the entire region that
18 is running our transportation system,
19 SEPTA, but I think it's a good idea. But
20 is that not a good idea?

21 MS. ADAMS: I think we strongly
22 believe in the importance of funding
23 SEPTA. The need is pretty high for a
24 variety of communities around the City to
25 be able to have access to public

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 transportation.

3 COUNCILMAN OH: Thank you very
4 much. I'm being told to move on. Thank
5 you.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you, Councilman.

8 The Chair recognizes Councilman
9 Domb.

10 COUNCILMAN DOMB: Thank you,
11 Council President.

12 And good morning.

13 (Good morning.)

14 COUNCILMAN DOMB: I think I
15 want to cover in this round at least the
16 three biggest issues for me, which are
17 sanctuary city, the pensions, and the
18 fund balance. And so one of my questions
19 on the pension -- and I'm in total
20 support of getting the pension fund
21 fixed, getting us to 80 percent.

22 Of the 15.5 percent of our \$4.3
23 billion which will be needed for
24 pensions, once it's funded at 80 percent,
25 what is the 15.5 reduced to?

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 MR. DUBOW: So if you look out,
3 the contribution peaks probably in about
4 '27, '28 and then starts to go down, but
5 I don't know what our full budget will be
6 then, so I can't tell you. It would be
7 significantly lower than 15 and a half
8 percent, though.

9 COUNCILMAN DOMB: What I'm
10 trying to get to is, we have a
11 dangerously low fund balance, dangerously
12 low, and this is an example of why we
13 shouldn't have a fund balance this low,
14 what's going on in the country right now.
15 Our fund balance, as Jane Slusser
16 commented, is at 87.5 million, I believe,
17 in the document, and you say it's a key
18 indicator of the City's fiscal health and
19 really should be 6 to 8 percent.

20 MR. DUBOW: Correct.

21 COUNCILMAN DOMB: So it really
22 should be \$240 to \$300 million.

23 MR. DUBOW: Right.

24 COUNCILMAN DOMB: And my
25 question is, if we can get in 13 years

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 this pension funded properly, of the
3 15.5, does that drop to 10 so these extra
4 5 points can go towards fund balance?

5 MR. DUBOW: Yeah. I mean, look
6 at it the other way. If you look 10, 15
7 years ago, it was 7 percent when it
8 was -- when we were funded about 77
9 percent. So I don't know whether it
10 would stay in that same proportion, but
11 assuming it did, you would have another 8
12 percent.

13 COUNCILMAN DOMB: And is there
14 any way to review the fund balance
15 realizing like -- to break it down,
16 somebody who makes \$50,000 a year, you're
17 going to have \$1,000 in savings. That's
18 what we have in the City of Philadelphia.
19 That's our percentages.

20 MR. DUBOW: That's right.

21 COUNCILMAN DOMB: Which is
22 pretty dangerous. Is there any way to
23 build that up? I know that we're
24 fighting for money all over the place,
25 but why don't we set a goal of having a

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 higher fund balance?

3 MR. DUBOW: We do have a goal
4 of a higher fund balance. I mean, each
5 year when we put the budget together,
6 we're looking at trade-offs between
7 investments that we think are crucial and
8 building the fund balance. So I think
9 that's really the reason it's not higher,
10 is that we need to make investments too.

11 COUNCILMAN DOMB: My last
12 question for this round. This has to do
13 with -- and I know it's normally not done
14 in government where we set goals, but I
15 believe we should set goals over the next
16 five years, three specific goals, which
17 tie in to your third paragraph in your
18 testimony, which says we're first in
19 poverty and last in job creation. We
20 should set a goal over the next five
21 years of trying to figure out as a team
22 together how do we take 100,000 people
23 out of poverty, how do we create 100,000
24 new jobs, and how do we bring 100,000 new
25 residents to the City and work together,

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 government and business, to accomplish
3 those goals. That to me would be a
4 success of the City if we accomplish
5 that. And all this stuff is good, but
6 those goals are the key, and hold
7 ourselves accountable to achieving those
8 goals, something that we don't normally
9 do. We need to be accountable for what
10 we do. Are you guys prepared to work on
11 that?

12 MS. SLUSSER: We agree.

13 COUNCILMAN DOMB: Is that a
14 commitment you're going to work on that?

15 MR. DUBOW: Yes, we will work
16 on that.

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

19 COUNCIL PRESIDENT CLARKE:
20 Thank you, Councilman. That response was
21 too quick. You need to hold them to
22 that, set up a meeting for tomorrow.

23 The Chair recognizes
24 Councilwoman Parker.

25 COUNCILWOMAN PARKER: Thank

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 you, Mr. President.

3 And good morning to each of
4 you.

5 Let me start, Mr. President, by
6 saying thank you for opening up with the
7 issue of the realty transfer tax and what
8 that -- aside from the \$60 million
9 investment relative to the BSRP's
10 backlog, but that \$40 million and what it
11 means to those neighborhoods who have now
12 been coined with the sexy term of middle
13 neighborhoods. But fortunately for us
14 we've been acting on putting tools into
15 the toolbox that can assist that
16 community for many years, and with that
17 in mind, I want you all to just help me
18 with a question that has been coming up
19 as we just completed our second in a
20 series of seven budget briefings and town
21 hall meetings throughout the Ninth
22 Councilmanic District.

23 Out of the 4.3 billion in
24 General Fund revenues, you note that 18.5
25 percent of those are collected from real

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 property, and when people see this, they
3 have asked where are the residential real
4 estate taxes collected in the City of
5 Philadelphia. And the reason why this
6 question comes up is because when we talk
7 about issues like tax lien securitization
8 and/or people see the sexy charts noting
9 the total amount of delinquent property
10 taxes that are owed in the City of
11 Philadelphia, they begin to say, why
12 aren't we collecting all of that money
13 and making investments in crucial
14 programs relative to Streets, L&I, CLIP,
15 SIP, and things like that that matter to
16 these communities.

17 So with that being said, has
18 the Administration worked with Revenue to
19 ever develop a chart or some -- here you
20 have for us, we see very clearly that
21 real property represents 18.5 percent of
22 revenues. Out of that 18.5 percent, do
23 we know how much is commercial, how much
24 is residential, and of that that is
25 residential, how much of that,

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2 particularly from the perspective of that
3 which is the delinquent on the
4 residential side, how many of those
5 homeowners are actually in payment
6 agreements right now, they have
7 arrangements? How many of those who are
8 delinquent when we start talking about a
9 dollar amount, how much of that is
10 actually uncollectible?

11 So I guess I'm saying that to
12 say the data and the numbers in and of
13 themselves don't tell the entire story.
14 Is it possible for you to put that data
15 together for us so we can report it to
16 the community?

17 MR. DUBOW: Yes. We will put
18 that data together. The last piece,
19 what's collectible and uncollectible, is
20 a little bit of an art in determining
21 that, so we'll have conversations with
22 you too about how to frame that.

23 COUNCILWOMAN PARKER: And
24 that's extremely important, because if
25 you see the chart in the Inquirer or the

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 Daily and you look at all of those taxes
3 that are delinquent and it looks as if
4 the City is just simply leaving that
5 money on the table, that makes a
6 disciplined taxpayer in the City of
7 Philadelphia very frustrated when they
8 think we're leaving dollars on the table.

9 MR. DUBOW: And one thing we'll
10 show you when we do that is both that the
11 collection rate on property tax has gone
12 up. It's over 93 percent. So the vast,
13 vast majority of people pay on time. And
14 we'll show you that the amount
15 outstanding has gone down substantially
16 in the last year as we've made progress
17 in collections.

18 COUNCILWOMAN PARKER: Okay.
19 Thank you.

20 Second question is relative to
21 the fund balance. Now, I looked where
22 you sort of give us a five-year overview,
23 and I read your comments when you noted
24 sort of a goal, 6 to 8 percent, but you
25 also look at GAO and I think -- did you

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 say 16 percent, that's what they
3 recommend? And, Rob, I guess this is
4 really for you because I think you have
5 the longest staying power out of the
6 panel.

7 MR. DUBOW: I don't know
8 whether that's a compliment.

9 COUNCILWOMAN PARKER: That's
10 institutional knowledge, Rob.

11 Tell us when, Rob, when you,
12 just sort of taking a stroll back through
13 history, when would you say, during what
14 era was our fund balance the healthiest?
15 We have five years that we've been
16 looking at. If you went -- is it a
17 10-year span or a 15-year span? Have we
18 ever been at that 6 to 8 percent?

19 MR. DUBOW: So while I was
20 here, I think the highest fund balance
21 was at the end of the Street
22 Administration at about maybe 270, 290
23 million and the total budget was probably
24 around 3.6, 3.7 then. So I think that's
25 probably the highest percent. Still not

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 where the GFOA is, but closer to

3 where our internal targets are.

4 COUNCILWOMAN PARKER: Our goal,

5 which you're saying is the 6 to 7

6 percent?

7 MR. DUBOW: Yeah.

8 COUNCILWOMAN PARKER:

9 Important.

10 If you can, again, we see five

11 years in what you have given to us. If

12 we can sort of take that stroll back,

13 because it shows us when we were healthy,

14 and we can put into context '08, '09

15 recession, you know, greater demand for

16 services and all of those things.

17 MR. DUBOW: What we can do, if

18 it would be helpful, is kind of do while

19 PICA has been in place, so that gives

20 enough history kind of what the fund

21 balance has been each year and what our

22 revenues were, so what fund balance was

23 as a percent of revenue by year.

24 COUNCILWOMAN PARKER: Final

25 question for this round is, I want to

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 talk about the investments in
3 neighborhoods that people have witnessed.
4 As we've gotten through the second
5 meeting -- and, again, we have five more
6 to go -- the greatest sort of round of
7 applause and excitement from the public
8 comes when we start talking about the
9 investment in Streets Department, the
10 actual resurfacing of their streets, when
11 we begin to talk about L&I, demolition of
12 vacant properties, you know, potential
13 for more inspectors to do work that helps
14 to stabilize areas, and when we talk
15 about CLIP and the Storefront Improvement
16 Program.

17 Tell us, if you will, relative
18 to SIP and CLIP, have we developed some
19 sort of rubric that will determine how
20 much of an investment that this will make
21 into actual neighborhood commercial
22 corridors? And we'll get into that when
23 Commerce comes, but from your
24 perspective, I'm talking about the 33
25 degree level sort of tell us about it.

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 MS. ADAMS: I mean, we do
3 have -- is SIP being the Storefront
4 Improvement Program? I just wanted to
5 make sure I understand that.

6 So, yeah. I think we do show
7 in Commerce's budget a little bit about
8 kind of the goals around some of the
9 commercial corridors and Storefront
10 Improvement Program. CLIP also has
11 specific goals that they put in the
12 budget, and so you can see all of those
13 in the Five Year Plan, but I think
14 probably their expertise would be more
15 helpful in answering kind of where they
16 are going, what they're doing next and
17 their plans forward.

18 COUNCILWOMAN PARKER: So let me
19 just add, I hope you heard the message in
20 that when you talk to the public, making
21 investments in tangible things that
22 they -- when they see their actual tax
23 dollars at work in their respective
24 neighborhoods, lofty policy goals,
25 extremely important to them, but they get

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 a chance to feel what it's like to drive
3 down a smooth street and not have their
4 tires ruined. And I'm trying to just
5 hint, CLIP, SIP, Streets, L&I, we're
6 trying to talk. Okay? Thank you.

7 MS. ADAMS: Absolutely.

8 COUNCIL PRESIDENT CLARKE:
9 Thank you, Councilwoman. Councilwoman, I
10 just want to, for the record, when you
11 talked about, I guess, the Street years
12 when there was this significant fund
13 balance, it was in large part due to
14 Brown, Blackwell, and Greenlee, who were
15 also members of the Council during that
16 period of time. So you guys got to get
17 credit for that too. All right? Thank
18 you.

19 The Chair recognizes Councilman
20 Henon.

21 COUNCILMAN HENON: Thank you,
22 Council President.

23 COUNCIL PRESIDENT CLARKE:
24 You're welcome.

25 COUNCILMAN HENON: Good

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 morning. I think it's still morning
3 here, right?

4 This is truly the favorite time
5 of the year for me. I love the budget
6 process, and I think this is where we all
7 earn our money, because we have the
8 opportunity publicly with public
9 involvement to engage and prioritize for
10 our neighborhoods, just as Councilwoman
11 Parker was just talking about.

12 I just have a couple quick
13 questions on BIRT, and we'll get into it
14 with in the Finance Department when you
15 come up in the budget.

16 On Page 51 of the Five Year
17 Plan, there's a chart that compares the
18 projections for growth of the BIRT base
19 in last year's Five Year Plan to
20 expectations for this year and
21 projections for the new Five Year Plan.
22 Can you explain what assumptions were
23 made that projected the 3.29 percent FY17
24 projections of last year and what is
25 happening now that leads you to believe

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 that BIRT will see a zero change?

3 MS. ADAMS: So we work with an
4 outside consultant called IHS Market, who
5 help us kind of look at the national
6 economy, the regional economy, the state
7 economy, and help us kind of put together
8 these projections.

9 In FY16, we came in
10 significantly over our projections. And
11 so part of our kind of assumption in FY17
12 is that some of this is a timing issue
13 that '17 -- we didn't want to be overly
14 aggressive in '17 assuming that we could
15 kind of maintain that high level of
16 growth that we achieved in '16. And so
17 that's why we kind of show kind of a flat
18 change from '16 to '17. And then as you
19 can see, we kind of grow significantly in
20 '18 to kind of sort of get back up again
21 where we think we will be.

22 The BIRT tax is honestly one of
23 the hardest revenues for us to forecast.
24 It's based on corporate profits, which
25 can swing really widely from year to

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 year, and every year I think this is one
3 of -- this is like kind of the hardest
4 one that we come in and project, and we
5 don't find out until the end of the
6 fiscal year how well we're doing. So
7 this year we didn't find out until August
8 or September how well the BIRT was doing
9 after the fiscal year has already closed.

10 And so it's definitely one of
11 our sort of riskiest taxes, and so we try
12 and be a little cautious in our
13 current-year projections on that one. So
14 that's why kind of the '17 number is
15 flat.

16 COUNCILMAN HENON: Is it being
17 cautious of the projections or
18 collections?

19 MS. ADAMS: It's cautious on
20 projections. It's based on -- so it's a
21 complicated tax in the fact that sort of
22 two years worth of tax is being
23 collected, and it's really heavily based
24 on corporate profits. And there's a lot
25 of things that affect corporate profits,

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 both on kind of a national level and a
3 regional level, as well as kind of
4 business decisions that they're making
5 kind of throughout the year. And so it's
6 just a really difficult one for us to
7 get.

8 It's not a collections issue.
9 It's how well the economy is doing, how
10 well a business is doing.

11 COUNCILMAN HENON: It goes to
12 the Council President's point of I think
13 the general public not having any real
14 like involvement or knowledge of line by
15 line on our budget here, that the economy
16 is booming right now. I mean, we see
17 cranes and everything like that, which is
18 encouraging, but, I mean, that's a
19 relatively significant difference in a 3
20 point something projection or assumption
21 and it being flat, but --

22 MS. ADAMS: And also as a
23 business invests, their profits could be
24 a little lower because they're making
25 kind of -- they reduce some of their

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 profits to make some investments. So
3 it's always really hard to get the timing
4 of how well the BIRT is going to do on a
5 year-to-year basis.

6 COUNCILMAN HENON: There's no
7 doubt. And you talked about the
8 assumptions and projections for FY18.
9 There is a pretty sharp increase from
10 being flat.

11 MS. ADAMS: Exactly.

12 COUNCILMAN HENON: An increase
13 in the 5.88 growth coming off of a
14 year --

15 MS. ADAMS: Yeah.

16 COUNCILMAN HENON: -- that we
17 just had. How do you go from zero to
18 five?

19 MS. ADAMS: And that's kind
20 of -- it's sort of a catch-up. The IHS
21 Market -- and I can send you some
22 analysis that they did for us to put
23 together these projections, if that's
24 helpful, but they assume that there's
25 going to be a significant expansion in

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 corporate profits that affect this year
3 of this tax. I mean, it's an FY18 tax,
4 so it's sort of based on what happens
5 this calendar year, and they strongly
6 believe that there'll be a significant
7 expansion kind of nationwide in corporate
8 profits. And so this is how this
9 significantly impacts this projection.

10 But I'll send you -- I can send
11 you their write-up and their analysis on
12 this.

13 COUNCILMAN HENON: That would
14 be fine. We'll get to that. It's just
15 such a drastic turn, because you have
16 almost a 9 percent increase over two
17 years of the BIRT, which seems to be
18 like, well, this is great. I mean, let's
19 lower our unemployment rate and let's
20 have us dig ourselves out of poverty
21 incrementally and put people back to
22 work.

23 So with the corporate increase,
24 I'm hoping that it would be an increase
25 in our wage tax, because they'll be

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 hiring instead of -- I mean, I think you
3 in your Five Year Plan had indicated
4 that, I mean, production is good. I
5 think the pay scales are going up. So
6 that adds to our wage increase. We'd
7 like to actually see people increased. I
8 mean, we can't control that in our own
9 budget, but I'm hoping that the message
10 out there is that as corporate --

11 MS. ADAMS: Profits rise.

12 COUNCILMAN HENON: -- profits
13 rise, the hiring of people in the City of
14 Philadelphia rises as well.

15 MS. ADAMS: I think IHS had
16 sort of assumed that actually it also
17 means higher wages. So, I mean, as
18 corporate profits rise, maybe they pay
19 people more.

20 COUNCILMAN HENON: And it's
21 reflected in the Five Year Plan. So, I
22 mean, you certainly reflected that. I
23 just hope that the indicators for this
24 increase comes to fruition come July and
25 we have a better sense of where we are

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 for the rest of the year.

3 Thank you.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilman.

6 The Chair recognizes

7 Councilwoman Reynolds Brown.

8 COUNCILWOMAN BROWN: Thank you,

9 Mr. President. Good morning. Thank you

10 for that compliment. I reflected too on

11 who was here during the Street years.

12 Good morning.

13 (Good morning.)

14 COUNCILWOMAN BROWN: Welcome to

15 the 2017 marathon. Let me first say

16 thank you for putting in a tangible

17 dollar amount to advance the work we

18 still need to do around lead and knowing

19 that that's been a poison for us,

20 literally and figuratively, for the last

21 five years. So I'm pleased to hear that

22 that has moved to the top of the chain.

23 Councilwoman Parker has given

24 great conversation, discussion around the

25 fund balance, and a number of colleagues

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 have spoken to the impact we will for
3 sure see from Washington, DC. So with
4 that in mind and the anticipated or at
5 least the talked about rumor that the
6 current President intends to slash, cut
7 or eliminate the federal budget for the
8 Minority Business Development Agency,
9 please speak to or talk to how and what
10 Commerce, Procurement, and the Office of
11 Economic Development will be doing in
12 anticipation of this loss.

13 (Witnesses approached witness
14 table.)

15 MS. SLUSSER: Harold Epps is
16 hiding.

17 MS. HARPER: Good morning,
18 Councilwoman.

19 COUNCILWOMAN BROWN: Good
20 morning. I cannot imagine that table
21 without Harold Epps.

22 Good morning.

23 MR. EPPS: Good morning.

24 COUNCILWOMAN BROWN: So the
25 question is, we hear the rumors, which

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 may become real, regarding the fed's
3 announcement that they intend to
4 eliminate the Minority Business
5 Development Agency at the federal level.
6 How and what have you all anticipated in
7 response to that potential reality?

8 MR. EPPS: As --

9 COUNCIL PRESIDENT CLARKE: Just
10 state your name for the record.

11 MR. EPPS: Harold Epps,
12 Director of Commerce for the City of
13 Philadelphia.

14 As Chief of Staff Slusser said,
15 we've evaluated a lot of options. We
16 have not settled on any one, because
17 we're absolutely unsure as to the degree
18 that those assumptions will become
19 reality. I will tell you that if they
20 are the worst case, then it will
21 devastate that office.

22 COUNCILWOMAN BROWN: What
23 percentage of your budget comes from the
24 feds?

25 MR. EPPS: Which budget?

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 COUNCILWOMAN BROWN: The
3 Commerce.

4 MR. EPPS: The CDBG part of the
5 budget is the part that comes from the
6 federal government, and I don't know that
7 percentage offhand. We'll get you that
8 answer.

9 MS. HARPER: Councilwoman, I'd
10 like to add that --

11 COUNCIL PRESIDENT CLARKE:
12 State your name.

13 MS. HARPER: Iola Harper,
14 Office of Economic Opportunity.

15 Victoria Hosendorf, who is the
16 Director of MBDA for this region, is part
17 of our advisory council. She and I have
18 had a number of conversations. That
19 office provides technical assistance.
20 They provide access to contracts on a
21 corporate level. They provide help and
22 assistance with bonding and insurance.
23 And so we've met with MBDA along with the
24 two certification agencies, EMSDC and
25 WEBAC (ph), to talk about how possibly

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 the technical assistance that's provided
3 through that office would also be able to
4 be provided through these other agencies
5 in the event that MBDA becomes a
6 non-entity because of federal funding
7 cuts.

8 We are also working very
9 closely with them. We have a
10 certification roundtable where we meet
11 with all of the agencies to look at what
12 services each agency is offering so that
13 at some point if this becomes a reality,
14 we'll be able to look at how to service
15 those businesses through the services
16 that are available from other economic
17 development agencies.

18 COUNCILWOMAN BROWN: How old is
19 that partnership?

20 MS. HARPER: Well, we started
21 the certification roundtable when I
22 started. So we had our first meeting
23 about two months ago, and we're going to
24 meet on a quarterly basis. That's our
25 office's way of lifting up the agencies

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 that support the Office of Economic
3 Opportunity.

4 MR. EPPS: Councilwoman, I have
5 now been informed that CDBG makes up
6 about 50 percent of the Commerce budget.

7 COUNCILWOMAN BROWN: Fifty
8 percent?

9 MR. EPPS: Fifty, five-zero.

10 COUNCILWOMAN BROWN: Okay.

11 Mr. President.

12 COUNCIL PRESIDENT CLARKE: Are
13 you good?

14 COUNCILWOMAN BROWN: I'm a bit
15 stunned; that's all.

16 COUNCIL PRESIDENT CLARKE: It's
17 going to be a long budget season.

18 COUNCILWOMAN BROWN: Yeah.

19 Okay. So whenever -- I'll
20 leave it there.

21 Thank you, Mr. President.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you, Councilwoman.

24 The Chair recognizes

25 Councilwoman Blackwell.

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2 COUNCILWOMAN BLACKWELL: Thank
3 you, Mr. President.

4 Yes, I'm surprised that that is
5 50 percent too.

6 We are all really working hard
7 and interested in pre-K, and we want to
8 make sure that there's some system for us
9 to judge how -- we just had hearings last
10 week even on black males who graduate
11 from high school and their ability to go
12 to college. We need a system from pre-K
13 to 4th and then high school that judges
14 the education received by young people,
15 because we can't continue to say --
16 things don't change if we don't have a
17 way of hearing where we are and judging
18 the progress of our young people. We
19 want to mention that.

20 We wanted to mention two other
21 things. One is, we are very happy for
22 funding housing for rapid rehousing and
23 temporary rental assistance, but we keep
24 hearing a lot about this preventive
25 program in New York. We'd like to have

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2 more information for where we are on that
3 or on how maybe we can work with that
4 next year.

5 And, number three, and my last
6 point is, we have, all of us, have people
7 from time to time who deal with
8 disabilities, and we continue to call the
9 Mayor's department, and when we call
10 them, they do a wonderful job and come to
11 us and do whatever they can, but they
12 don't seem to have a real department. So
13 we are asking you to look at that. Give
14 these folks some people to work with,
15 make it a real department. And get back
16 to us on those. So they're my three
17 issues.

18 MS. SLUSSER: I'm sorry. What
19 was the last one there? I couldn't hear.

20 COUNCILWOMAN BLACKWELL:
21 Mayor's Commission on Disability.

22 MS. SLUSSER: Okay.

23 COUNCILWOMAN BLACKWELL:
24 They're my three issues. So you all -- I
25 don't have to have an answer today, but

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2 I'd like to during this process.

3 MS. SLUSSER: I can answer a
4 little bit on the Mayor's Commission on
5 Disabilities as the folks from Supportive
6 Housing and Pre-K come up for that.

7 So you're correct, and over the
8 last year, we've moved that office under
9 the Office of Diversity and Inclusion in
10 order to, just within this year's budget,
11 provide some more support, but that has
12 also enabled us to take a look at what
13 those types of offices and commissions
14 look like across the nation and see that
15 ours is not at the same level of funding
16 or staffing as other places. So one of
17 the proposals that will be in the Mayor's
18 Office budget is for an additional
19 staffer to support the Office of
20 Disabilities and also some additional
21 funding to help support their work,
22 because Charles is one person and we want
23 to give him more support.

24 COUNCILWOMAN BLACKWELL: I
25 know. You have a person who is already

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2 disabled and we kill him. But I have
3 some detailed information. I'll make
4 that available and suggestions as to what
5 we can do.

6 MS. SLUSSER: Yeah.

7 COUNCILWOMAN BLACKWELL:

8 Thanks.

9 Ms. Hersh, I did not need you
10 to talk about what you need for your
11 department.

12 MS. HERSH: I was just going to
13 tell you what we have. I just wanted
14 to -- I'm Liz Hersh. I'm the Director of
15 the Office of Homeless Services. Thank
16 you, Councilwoman, for being such --

17 COUNCILWOMAN BLACKWELL: Yeah.
18 We want to be helpful. I don't want to
19 come and ask you about what you get and
20 don't get. We know that you do all yours
21 and more.

22 MS. HERSH: Thank you.

23 In answer to your question
24 about the Homebase program, which is the
25 model that they use in New York City to

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2 prevent homelessness, we don't have the
3 wherewithal to fully implement that
4 program here in Philadelphia at this
5 time. What we are trying to do is take
6 their risk assessment and apply that to
7 our prevention programs, and that
8 essentially looks -- it's data informed
9 and it looks at who is most likely to
10 come into shelter if they don't get
11 prevention services. So we are looking
12 at implementing using that risk
13 assessment to guide -- prioritize really
14 who gets homelessness prevention
15 services.

16 COUNCILWOMAN BLACKWELL: We
17 trust you. We know you do the best with
18 what you get. Thank you.

19 MS. HERSH: Thank you.

20 COUNCILMAN HENON: Thank you,
21 Councilwoman.

22 The Chair recognizes Councilman
23 Jones.

24 COUNCILMAN JONES: Thank you,
25 Mr. Chair.

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2 One of the things a Five Year
3 Plan allows us to do is project into
4 future fiscal years and get ready for
5 expenditures or priorities that are years
6 to come. One of them is based on the
7 recommendations of the MacArthur
8 Foundation on changing how we do criminal
9 justice, looking with an eye towards
10 reducing the population in our prisons on
11 State Road and changing the methodology
12 that we do corrective action for
13 individuals that run afoul of the law,
14 take care of the victims that are hit by
15 that. And what I want to know is, the
16 preliminary findings both from the
17 MacArthur Foundation and the Philadelphia
18 City Council's Committee on Justice
19 Reform are moving towards in the same
20 direction is three basic things. One of
21 them is GPS technology as an alternative
22 to incarceration where individuals are
23 monitored through those technologies and,
24 therefore, we reduce our costs for my
25 frugal members of Council from 130 or

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2 roughly a day -- and I'll get beat up
3 about that number -- down to maybe
4 two-thirds of that. So if that
5 investment is made this year and the
6 following years, how would that be
7 projected out, A?

8 B, how we look at options like
9 day reporting centers. And I understand
10 there may be some money for a study.
11 Councilwoman Blackwell was a trailblazer
12 in attempting to get that type of
13 facility in her district. It was met
14 with fear. It was met with NIMBY and
15 things like that. But I think we're at a
16 point where when former President Barack
17 Obama walks into a facility and says we
18 need to do something different, that the
19 general public is ready to receive that.

20 And then, finally, what we're
21 going to do to train staff for that new
22 type of restorative justice model. We
23 have a good solid -- I love going to the
24 prison graduation of new officers every
25 year, but if a probation officer, a

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2 prison guard, and a social worker had a
3 baby, it would be that new type of
4 professional that dealt with criminogenic
5 behavior in a different way.

6 So the question again is, are
7 we shifting and putting in the budget now
8 for those things that we anticipate based
9 on those joint recommendations?

10 MS. ADAMS: So it's sort of a
11 multi-pronged answer, I think. So we are
12 always -- so the way that we budget in
13 the Prison, like there's obviously the
14 Prisons budget itself and there are a few
15 key expenses in the Prisons budget. One
16 is obviously related to food, and that's
17 a significant contract for our inmates.
18 We also have a large healthcare contract,
19 and these are big contracts that are
20 actually going to be put out to bid this
21 year. These factor into kind of also how
22 high that census is, and the census right
23 now is doing well. I think we were -- I
24 think I have the --

25 COUNCILMAN JONES: 6,500.

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2 MS. ADAMS: Yeah. We were at
3 6,657 on Monday.

4 MS. SLUSSER: 6,616 this
5 morning.

6 MS. ADAMS: This morning? Oh,
7 nice. Okay.

8 So it's going in the right
9 direction. I think what we're trying to
10 figure out is the balance between the
11 census going down, which should lead to
12 savings, which we're really hoping that
13 will lead to savings, especially in
14 things like overtime and other big costs,
15 but also things like healthcare costs are
16 growing at the same time. So we're
17 trying to balance that in the Prisons
18 budget this year.

19 We have these contracts that
20 are going out, and we are going to
21 analyze what those costs come back at,
22 and that's, I think, one of the biggest
23 drivers to the cost this year.

24 COUNCILMAN JONES: Maybe you
25 didn't understand my question. The

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2 MacArthur Foundation and our Committee on
3 Criminal Justice want to do things
4 differently in an effort to join you to
5 reduce that population. Three key things
6 they want to talk about - GPS ankle
7 bracelet technology, an investment in
8 that; a study to look at whether day
9 reporting centers, alternatives to
10 incarceration, are warranted and where --

11 (Witness approached witness
12 table.)

13 COUNCILMAN JONES: There she
14 is. That's who I need. There we go.
15 There we go. My criminal justice expert.
16 Hi, Julie.

17 MS. WERTHEIMER: Julie
18 Wertheimer, Office of Criminal Justice,
19 Managing Director's Office.

20 So to your point, Councilman,
21 in the Managing Director's Office budget
22 planned in kind of the lump sum -- lumped
23 into our MacArthur matching efforts is
24 money for a feasibility study for the day
25 reporting center, that we are working on

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2 a draft of an RFP for but of course would
3 not go into until the fiscal year,
4 assuming this budget is approved. The
5 day reporting center RFP is going to
6 evaluate what kind of population or
7 populations we should serve given the
8 change in census at PDP, whether it's
9 pretrial, probation, those returning or a
10 combination of both, and what kind of
11 services they would most benefit from.

12 We don't have things reflected
13 for that in the Five Year Plan because we
14 don't know what they are yet, and that's
15 the purpose of the feasibility study.

16 With regards to GPS, the First
17 Judicial District is better positioned to
18 speak to this during their own agency
19 hearing, but for the most part, right now
20 the first stage is basically to change
21 over the technology rather than expand
22 the use of it, mainly because right now
23 the monitors they have are still landline
24 based. So this is going to a new
25 technology that doesn't necessarily

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2 require a landline.

3 COUNCILMAN JONES: So yes, yes,
4 and yes, right?

5 MS. WERTHEIMER: Yes.

6 COUNCILMAN JONES: Finally, my
7 question, Mr. Chairman -- and thank you
8 for indulging me, sir -- is gun violence,
9 and this is on behalf of Kenyatta Johnson
10 who is not here, but I would be remiss if
11 we didn't ask that.

12 So agencies like PYN -- I call
13 them violence interceptors -- is
14 something that we want to see emphasized.
15 Whenever unfortunately there is one act
16 of gun violence, there is usually another
17 shortly to follow, and we want to look at
18 a PYN model or agencies like that and
19 want to get a sense of how many do we
20 fund every year and whether or not
21 they're having an impact. So ideally
22 when something happens in the
23 neighborhood, a rapid response team goes
24 out to try to stop the bleeding
25 figuratively, stop the retaliation

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2 actually, and whether or not we're
3 planning that kind of process. And I see
4 our Police Commissioner Ross on his way.

5 So that's my final question,
6 Mr. Chair.

7 COUNCILMAN HENON: Thank you,
8 Councilman.

9 The Chair recognizes Councilman
10 Green.

11 COUNCILMAN JONES: He didn't
12 answer.

13 (Witness approached witness
14 table.)

15 COMMISSIONER ROSS: Rich Ross,
16 Police Commissioner.

17 So, Councilman, obviously we
18 would enjoy programs like that. You know
19 we have CeaseFire in the 22nd District.
20 As you know, there are some cities like
21 New York and LA that employ that pretty
22 well and significantly. I don't know
23 that we would ever have the funding
24 that -- New York just put out, I think,
25 \$20-something million on the street, and

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2 LA has done that for a number of years as
3 well. But having those people on the
4 street, they have an ability to connect
5 with folks in the way that we can't, and
6 you're absolutely right as well as your
7 colleague Kenyatta Johnson in that trying
8 to stave off that retaliation is what we
9 try to do, is what we try to get in front
10 of. And having those voices out there
11 that resonate in a way that mine or
12 anybody in this uniform never will is
13 something that will help us.

14 Obviously it requires
15 significant funding, which is what you're
16 talking about, but it's something that we
17 support to the degree that we can find
18 the money to do so.

19 COUNCILMAN JONES: I just
20 wanted to find out if we are funding any
21 existing programs, PYN, stuff like that.
22 Not to be answered now because I'm going
23 to yield to my colleagues, but as we come
24 back, I want to know is there a group of
25 those things in your budget orbit that

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2 are addressing specifically gun violence
3 and, as I call them, violence
4 interceptors.

5 COMMISSIONER ROSS: Okay.

6 COUNCILMAN JONES: Thank you.
7 Thank you, Mr. Chair -- Mr. President.

8 COUNCIL PRESIDENT CLARKE:
9 Thank you, Councilman.

10 The Chair now recognizes
11 Councilman Oh -- was it Green? I'm
12 sorry. That's what happens when you walk
13 out of the room. You lose your place.

14 Councilman Green. I'm sorry.

15 COUNCILMAN GREEN: Thank you,
16 Council President.

17 I just want to reiterate the
18 comment that Councilwoman Blackwell made
19 regarding the Mayor's Office of
20 Disabilities. I had hearings in my
21 Committee on Disabilities last year
22 regarding the inadequate funding we have
23 for that office. My staff has been
24 analyzing and meeting with advocates from
25 throughout the City of Philadelphia about

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2 what other cities spend in that office.
3 I know additional resources are going to
4 be provided from a people perspective,
5 but I'm also very curious to see how much
6 dollars will be provided to that office.
7 So I look forward to getting our budget
8 books in detail so I can see exactly how
9 those funds are allocated.

10 I want to touch base on some of
11 the questions that Councilman Domb raised
12 regarding the pension fund. I commend
13 the Mayor and his entire Administration
14 with their goal of trying to get our
15 pension fund at the level of funding to
16 make it fully funded.

17 Some of the questions I have,
18 one question in particular, what is the
19 rate of return that we're looking at in
20 order to achieve that? Because looking
21 at the information I've seen -- and I
22 know with the stacked hybrid plan as well
23 as additional funding from the sales tax
24 going in, but what's the rate of return
25 we must meet in order to get that level

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2 of funding within 13 years?

3 MR. DUBOW: Sure. We're
4 assuming 7.7 percent return.

5 COUNCILMAN GREEN: So it's the
6 assumed rate of return --

7 MR. DUBOW: Correct.

8 COUNCILMAN GREEN: And I guess
9 my concern is, considering what the
10 market has been like for the past number
11 of years, we've had a very strong market.
12 There's a period of time where the market
13 is not going to be as strong as it has
14 been, and so considering that and looking
15 at trends historically, do you think even
16 at that 7 percent rate of return we'll be
17 able to get to fully funding in 13 years?

18 MR. DUBOW: We do. I mean, for
19 the last, I guess, year to date, we're at
20 about 8.5 percent, and what the actuary
21 really assumes underneath it is there
22 will be years when you exceed the
23 assumption and years when you don't make
24 it, but then on average, you'll get
25 there. So our assumption is that we

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2 will.

3 We also think if we don't,
4 let's say we average 7 and a half percent
5 and we're funded at 75 percent instead of
6 80, that that's real progress and that's
7 an achievement too.

8 COUNCILMAN GREEN: Also, in the
9 Five Year Plan -- and I've pushed
10 legislation in this body and have been
11 advocating regarding some of the issues
12 and some of the benefits of medical
13 marijuana. My understanding is that once
14 medical marijuana is fully implemented in
15 the Commonwealth, that will bring in
16 about \$150 million and that by 2020, it
17 should be about a \$2 billion industry in
18 the Commonwealth of Pennsylvania and the
19 Commonwealth will be about 9.2 percent of
20 the national market.

21 Has there been any type of
22 analysis done in reference to the Five
23 Year Plan what impact medical marijuana
24 will have in our local budget?

25 MR. DUBOW: There has not, but

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2 I'm assuming the next question will be
3 can we do that analysis.

4 COUNCILMAN GREEN: Yes.

5 MR. DUBOW: And we'll look at
6 that.

7 COUNCILMAN GREEN: Okay. Also,
8 I have some other questions in reference
9 to performance-based budgeting. And just
10 real quickly, in looking at some of the
11 information I've seen regarding
12 performance-based budgeting, we're
13 looking at trying to be accountability
14 and data-driven decision-making, and
15 we're using this as a way of having a
16 return on investment. And so will that
17 be factored in to next year's budget
18 process as you go through the fall? I
19 know we're only looking at a small number
20 of departments this year. I know over
21 the course of four years, we'll get to
22 the entire City, but as departments come
23 in the fall and you're looking at the
24 return on investment, are you going to
25 factor in that perspective in reference

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2 to allocating funding going forward for
3 next year's budget?

4 MS. ADAMS: Yeah. We're
5 actually going to be tracking things
6 hopefully on a quarterly basis as long as
7 there's sort of -- some of the data
8 points you can only track on an annual
9 basis, but as much as we can. And then
10 we meet with departments throughout the
11 year and we'll be talking to them about
12 how well they're doing against the goal,
13 especially if we've given them additional
14 funding that then represented that we're
15 going to improve some performance.

16 So it will definitely factor
17 into decision-making. It's not going to
18 be the only factor in our
19 decision-making, because obviously there
20 are things that come up that affect how
21 well they're doing that isn't just purely
22 sort of based on whether you've got
23 enough resources. It could be HR issues,
24 it could be IT issues, it could be some
25 other complicated issues, an external

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2 factor that we hadn't considered, but
3 it's definitely going to be part of our
4 decision-making, and we're hoping that
5 having the data will allow us to make
6 those better decisions.

7 COUNCILMAN GREEN: And one
8 final question, because I know my time is
9 up. How did you come up with the
10 performance-based metrics for those
11 departments? Like, for example, for L&I
12 versus Public Health, how were those
13 numbers derived?

14 MS. ADAMS: So we worked in
15 partnership with each department. Each
16 department obviously has to own their
17 measures. It's not something that we in
18 the Budget Office just want to dictate to
19 anybody. But we worked also with the
20 Managing Director's Office. There's a
21 Performance Management Unit within the
22 Managing Director's Office, and we worked
23 alongside each cabinet member of the
24 department too and we worked sort of in
25 collaboration.

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2 We provided some examples of
3 what other cities have been using to sort
4 of give some best practices. We also try
5 to make sure that the measures that the
6 departments were looking at we could
7 collect, we had the data to be able to
8 collect that, and that you could kind of
9 easily track it on an annual basis at
10 least, because there are some major
11 outcomes that we'd love to be able to
12 have to see how well we're doing against
13 some big impacts. It's not something
14 that you can annually track.

15 So we worked in partnership.
16 Some of the measures you'll see in better
17 shape than other measures, partly it's
18 because it's kind of work in progress.
19 So we'll be working with departments to
20 improve them, to refine them. We may
21 make tweaks as we see that we didn't get
22 to what we really needed to get to to
23 really understand what was going on with
24 their activity. But it was very much a
25 partnership effort. The departments --

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2 we really kind of wanted the departments
3 to decide how they wanted to be
4 evaluated, and then we worked with them
5 on what those targets should be.

6 COUNCILMAN GREEN: I look
7 forward to receiving our budget books in
8 detail so I can compare especially those
9 departments under performance-based
10 budgeting with prior years.

11 Thank you, Council President.

12 COUNCIL PRESIDENT CLARKE:
13 Thank you, Councilman.

14 I actually want to jump in real
15 briefly. I forgot about the second round
16 where I get to participate in also.

17 A couple of quick questions.
18 We briefly referenced this. I think
19 Councilman Domb talked about the fund
20 balance, and as you know, over the years,
21 Rob, I'm a fund balance guy, and I
22 understand that particularly given the
23 diminishing support from the state and
24 the federal level, we've had to increase
25 our expenditures on the local level

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2 because we simply have to take care of
3 our people, a strategy that unfortunately
4 sometimes people in the state and the
5 federal level feel no obligation to do.
6 But it has obviously affected our credit
7 rating.

8 Is there like a conversation
9 with Moody's? Because they've downgraded
10 our rating to a degree, but we've chosen
11 to basically continue to take care of our
12 needs. And long term in terms of our
13 credit rating being lower, it clearly can
14 affect our ability to borrow. Is there a
15 strategy to increase our revenue stream?
16 Because I've seen years along we've just
17 kind of like moved the chess pieces and
18 we don't really grow our revenue base, so
19 to speak. It's like we make -- even the
20 points where we make more money as a
21 city, we like spend more money. At some
22 point do we kind of like stop spending
23 money?

24 MR. DUBOW: So I guess there
25 are a few questions in there. Let me

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2 kind of go back to the beginning about is
3 there a conversation with Moody's. We
4 have ongoing conversations with all of
5 the rating agencies. So we're in
6 constant communication with them. So,
7 for example, as soon as the Five Year
8 Plan comes out, we brief each of them on
9 the plan and what we're doing, where
10 we're making investments, and one of
11 their primary concerns -- and they put
12 this in the write-ups -- is our fund
13 balance. And you actually raised a real
14 by good point about what happens with our
15 fund balance, is that typically -- we
16 talked about the Street Administration.
17 When fund balance gets high, the next
18 thing you see is kind of a race to spend,
19 and then it gets -- it goes down almost
20 immediately.

21 COUNCIL PRESIDENT CLARKE:

22 That's what politicians do. I know it's
23 our fault. It's not you all's fault. I
24 mean, it's politicians. We haven't seen
25 a program that we don't like yet. But I

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2 guess --

3 MR. DUBOW: But part of it is
4 we're a city with a high level of
5 poverty. We're a city and a county. So
6 we have a lot of needs, and even though
7 we have spends in a way that keeps our
8 fund balances lower than they should be,
9 we also don't meet all our needs. So
10 every year when we're putting our budget
11 and our Five Year Plan together, it's
12 figuring out those trade-offs.

13 So I don't think that
14 completely answers your question, but I
15 think that's where we are.

16 COUNCIL PRESIDENT CLARKE: You
17 know, every year I always talk about
18 this, increasing the revenue base, and
19 unfortunately over the last year because
20 of the aggressive nature of the other
21 governments, we've been on the defense,
22 and I guess my question is, do we have a
23 clear strategy of increasing our revenue
24 base or do we just kind of hope that it
25 happens? I mean, it could be -- we talk

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2 about job creation. At the end of the
3 day, I come from the school that the best
4 social service program is a good job.

5 So do we focus our strategy on
6 creating jobs and making sure that
7 everybody is obviously prepared for those
8 jobs that we create or do we have a
9 strategy where we put our investment
10 towards education for the jobs that are
11 in the City of Philadelphia?

12 When you reference eds and
13 meds -- and I always talk about this --
14 that's probably, other than the
15 government, probably -- and it might be
16 more than -- the most significant
17 employer in our city. Do we say our
18 investment is going to go towards
19 creating educational programs for people
20 to take those jobs? I mean, and I'm not
21 talking about a doctor, I'm not talking
22 about a registered nurse, but I'm talking
23 about all those many, many thousands of
24 support jobs that are in hospitals and
25 universities. Do we focus our strength

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2 on that?

3 I'm just like trying to get a
4 clear sense of what is our strategy going
5 to be as opposed to plugging the dike
6 every time because we find ourselves in
7 these fiscal challenges.

8 MR. DUBOW: And I think it's a
9 combination of things. There are some
10 things that are kind of relatively short
11 term, like the Penn's Landing investment
12 that should create lots of jobs --

13 COUNCIL PRESIDENT CLARKE: You
14 think that's short term?

15 MR. DUBOW: Well, as opposed to
16 what I'm about to say which is long term,
17 which is something like the pre-K
18 investment, which is something that will
19 have an impact over decades as opposed to
20 over five to six years.

21 COUNCIL PRESIDENT CLARKE:
22 Okay.

23 MR. DUBOW: So I think there
24 are a number -- and there's the tax
25 reduction program that's also designed to

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2 help make us more attractive, like the
3 changes in the BIRT that have 60,000
4 fewer businesses have --

5 COUNCIL PRESIDENT CLARKE: The
6 hundred thousand exemption you're talking
7 about?

8 MR. DUBOW: Yes.

9 COUNCIL PRESIDENT CLARKE: And
10 has that worked?

11 MR. DUBOW: Yeah. I mean,
12 there are far fewer businesses that pay
13 now, which means that they have more
14 money to hire people. So I think it's a
15 whole bunch of strategies that have to
16 work together. It's probably something
17 that when Commerce comes, they'll be --
18 in their hearing they'll be better able
19 to address, but I do think it's a number
20 of things together.

21 COUNCIL PRESIDENT CLARKE: You
22 know, I hear you. I mean, Commerce is
23 going to talk about what they're going to
24 talk about, but this is at the elected
25 level. I'm just saying. At the end of

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2 the day, the electeds get to determine
3 the policy and the direction of our
4 revenues and expenditures. I mean,
5 that's just the simple reality. So I'm
6 saying at some point, we got to make a
7 decision. Like you talk about short
8 term. The Penn's Landing, the short term
9 is construction, and then we have to hope
10 that those buildings that are -- the
11 speculative construction of buildings,
12 that's kind of long term. I'm talking a
13 little more shorter term. I'm talking
14 about, like as an example, you can
15 identify a number of programs and other
16 job opportunities in the City that with
17 certain training people could be in a
18 position to take those jobs. They got
19 this new thing -- I'm like the technical,
20 but they got coding. So when I talk to
21 Mr. Hackney, he says, Yeah, we're
22 actually starting to teach the children
23 in school in lower grades coding. But I
24 understand that there's coding
25 opportunities, not just necessarily from

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2 a job but from creating a job for
3 yourself, an entrepreneurial class.

4 When I took a tour on Frankford
5 Avenue, on the upper floors of all of
6 those restaurants they got like all these
7 start-up businesses, and a lot of these
8 kids have like serious computer skills.

9 A lot of these adults have serious
10 computer skills. And is there a strategy
11 for people to create jobs? Because we
12 all know small business is the largest
13 sector of jobs in the country. So, I
14 mean, do we have like a shorter -- not
15 construction of a park, which is great,
16 and then hopefully they build some
17 buildings down there, but people come
18 down there and do whatever. But like
19 more of a shorter term.

20 MS. SLUSSER: So I think also
21 taking a look at something like pre-K
22 where you do have the long-term effects
23 over what that's going to look like over
24 a decade, but you also have a couple
25 hundred jobs that have already been

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2 created just by the funding of those
3 additional 2,000 seats. And I forget the
4 exact number that we had about what the
5 investment from early childhood education
6 in the neighborhood spending that comes
7 as a side effect of just having those
8 jobs there.

9 So I think that if you take a
10 look at the proposals made in last year's
11 budget, you had sort of big
12 transformational ideas, pre-K, community
13 schools, Rebuild. And this year looking
14 at this budget, it's the continuation of
15 those big programs that I think have
16 those immediate benefits and also the
17 longer-term benefits and also just sort
18 of the basic simple City services that
19 Washington or Harrisburg can ignore
20 because it's not their job, but if
21 there's holes in the street, every
22 Councilmember here is going to hear about
23 it, or if trash collection is not on
24 time, you hear about that. Senators
25 don't. Presidents don't.

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2 So I think that we've made a
3 focus on some of the investments this
4 year that do help sort of plug some of
5 those holes, because we're also
6 continuing those bigger picture goals
7 that we do believe will help create some
8 short-term and long-term economic growth.

9 COUNCIL PRESIDENT CLARKE:

10 Okay. And you may or may not be able to
11 get this. Can you get for us -- I'm
12 going to choose eds and meds, because I
13 believe that's the largest in the
14 foreseeable future, the most sustained
15 job opportunities in the City. Can you
16 get from wherever you would get it a list
17 of the categorization of those jobs? You
18 know, we don't even have to deal with the
19 doctors. That will take care of itself.
20 But all of the support jobs that are in
21 our universities, hospitals around. And
22 I know this may take some time. We got
23 two months.

24 MS. SLUSSER: I think Commerce
25 will be able to do that and also probably

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2 some stuff from the Managing Director's
3 Office and Office of Labor on workforce
4 development with Philly Works. So we can
5 get them to put some of that together.

6 COUNCIL PRESIDENT CLARKE:

7 Okay. And identifying those categories
8 and identifying the requirements in terms
9 of individuals employed in those jobs,
10 just so I can get a sense of, you know,
11 maybe we need to target -- because I see
12 the growth. Any time I go out to
13 Councilwoman Blackwell's district and I
14 cross over that river and I see, it's
15 like, man, it's like a whole other city
16 out there, you know. And I'm saying,
17 well, who is getting all these jobs, and
18 unfortunately it's probably not majority
19 Philadelphians, and if we can figure out
20 a way to get these people here, educated,
21 and employed, it would benefit us more
22 significantly. So that will be very
23 helpful if you get me that.

24 Thank you.

25 COUNCILWOMAN BLACKWELL:

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2 Question, Mr. President?

3 COUNCIL PRESIDENT CLARKE: Yes,
4 Councilwoman.

5 COUNCILWOMAN BLACKWELL: Many
6 people know. We've talked about it with
7 Rebuild and I have it with Brandywine,
8 Penn, Drexel, USP, and we're holding
9 all -- that's why I'm holding up all
10 these billions of dollars and, that is,
11 we want to make sure that our young
12 people in the CTE programs are included
13 and that they move forward, not as
14 pre-apprentices but apprentices, and that
15 we have 50 percent of the neighborhood
16 and at least 40 percent in terms of
17 actual numbers who have jobs for these
18 projects. So we're -- that is so
19 important. That's what all this is
20 about, and I'm hoping that everybody will
21 give a little so that these billions of
22 dollars can be spent. That's what it's
23 all about.

24 Everybody wants development,
25 but if you can't have people in your

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2 neighborhoods working, if you can't have
3 children become apprentices, then we have
4 big trouble.

5 So thank you, Mr. President,
6 for making that point.

7 COUNCIL PRESIDENT CLARKE:
8 You're welcome, Councilwoman. I know you
9 always have a strategy associated with
10 your development plans. Appreciate the
11 fact that you play serious hard ball on
12 that.

13 COUNCILWOMAN BLACKWELL: Thank
14 you.

15 COUNCIL PRESIDENT CLARKE:
16 Appreciate it. Thank you.

17 The Chair recognizes Councilman
18 Oh.

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

21 So I have the same questions
22 along the lines of the Council President.
23 Some of it we discuss every year, but I'd
24 just like to see if there's some progress
25 on it.

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2 I do agree with the Council
3 President. In light of the challenges
4 that this city faces and the withholding
5 of federal dollars, hundreds of millions
6 of dollars, the withholding of state
7 dollars, hundreds of millions of dollars
8 of the tax money that our citizens pay,
9 would be catastrophic to our city and to
10 our region and I think ultimately to the
11 entire state and to aggressively go after
12 this money and to try to explain to
13 people how problematic it would be, the
14 job loss, the universities, the research,
15 the companies, the medical services, the
16 technology, tourism, all those type of
17 things.

18 Is there an investment or an
19 effort by our city right now to try to
20 reach out to people to let them
21 understand, regardless of how you feel
22 about sanctuary cities, regardless,
23 withholding our money to our city, our
24 schools would be catastrophic for us?
25 And I don't know that you can recover

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2 from something like that.

3 MS. SLUSSER: Yes. I mean, I
4 do believe that we've been pretty
5 consistent in our conversation with
6 legislators and in our public messaging
7 that the correct response to a policy
8 dispute is not de-funding a city. That's
9 not the appropriate way to disagree over
10 a legal matter. And so we have continued
11 that in our conversation with legislators
12 to understand and have also tried to
13 highlight the ways in which many
14 different types of federal funding that
15 has been proposed as the -- those
16 proposed cuts are all -- how devastating
17 those would be.

18 But, again, going back to this
19 issue of sanctuary cities, it also is a
20 matter of how they decide to interpret
21 that and whether or not they're
22 successful in upholding what we believe
23 to be an unconstitutional mandate on us.

24 COUNCILMAN OH: The PICA wage
25 tax we know is going to sunset, and I

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2 know, Rob Dubow, that you're working on
3 something. Are we any closer to
4 resolving that problem?

5 MR. DUBOW: So kind of the
6 simplest option if we don't get new
7 legislation to extend PICA is to go back
8 to the structure that we had before PICA
9 was put in place, which would mean the
10 PICA tax would go away, but the wage tax
11 would go up to replace the amount of lost
12 PICA tax revenue.

13 COUNCILMAN OH: And we are able
14 to do that on our own?

15 MR. DUBOW: Yes, we are.

16 COUNCILMAN OH: Okay. How much
17 money is being taken off the streets of
18 Philadelphia from on-street parking
19 functions created by the General
20 Assembly, taken off the streets of
21 Philadelphia and being sent and spent in
22 townships and counties outside of our
23 city? Do you know that number?

24 MR. DUBOW: So I don't think
25 any of the money from parking enforcement

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2 goes to other jurisdictions. I think
3 that's red light camera revenue.

4 COUNCILMAN OH: Is it only red
5 light camera?

6 MR. DUBOW: Yeah, I think so.
7 That's shared statewide. I'm not sure of
8 the exact amount, but we can get you
9 that.

10 COUNCILMAN OH: Could you
11 provide to the Council President, if you
12 can, a detailed list of all the
13 legislation or authorization to the
14 Parking Authority to collect revenues in
15 the City of Philadelphia that is then
16 sent to accounts outside of our city,
17 sent and spent outside of our city?
18 Because I don't know what it is.

19 MR. DUBOW: That goes to other
20 counties, you mean?

21 COUNCILMAN OH: Yeah. Wherever
22 it goes. I don't know what it is,
23 because we don't have an ability to
24 understand that without getting that from
25 Harrisburg, I think.

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2 MR. DUBOW: We can get you
3 that.

4 COUNCILMAN OH: Thank you.

5 COUNCIL PRESIDENT CLARKE:
6 Thank you, Councilman.

7 The Chair recognizes
8 Councilwoman Parker.

9 COUNCILWOMAN PARKER: Thank
10 you, Mr. President.

11 I want to talk about the office
12 of OEO and the Five Year Plan showing
13 that we are adding a position at OEO that
14 will help us assist with the monitoring
15 and compliance of City and non-City EOPs.
16 And while I know Commerce, if they come
17 up to explain this, I know they'll do it
18 even more during our actual budget
19 process, but can you as an Administration
20 sort of give us an overview about what
21 this position will do but, more
22 importantly, what are you trying to
23 address? Sort of this is sort of overall
24 30,000 feet. Why are we hiring someone
25 to monitor the compliance with City and

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2 non-City EOP plans? So, for example, if
3 the position is going to assist in this
4 monitoring and compliance, how many
5 people do we have now and what's their
6 case look like?

7 (Witness approached witness
8 table.)

9 MS. HARPER: Sure. Iola
10 Harper, OEO.

11 That position was requested
12 because we are going to increase the
13 number of oversight committees that will
14 be convened around EOPs. This is in part
15 due to legislation that was introduced by
16 Councilwoman Blondell Reynolds Brown that
17 will trigger an oversight committee. I
18 don't know that we've settled on the
19 trigger amount yet. Historically our
20 oversight committees, the trigger amount,
21 the dollar amount that would have us set
22 up an oversight committee, was determined
23 internally and it was at \$50 million.
24 This legislation that I'm actually very
25 supportive of and happy to work with is

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2 going to create a trigger amount of what
3 I hope will be \$10 million. And what
4 will happen as a result of that is the
5 number of oversight committees that will
6 have to be convened will probably triple
7 and almost quadruple. All right? So
8 that means that an oversight committee is
9 a group of people who meet on a
10 pre-determined basis, could be monthly,
11 it could be quarterly. And so those
12 committees have to be convened. They
13 have to be organized. They have to be
14 staffed.

15 Right now our staff is 14, most
16 of whom are dedicated to various City
17 departments and who don't have the
18 flexibility to attend that number of
19 oversight -- that number of convenings of
20 oversight committees, so --

21 COUNCILWOMAN PARKER: I want to
22 stop you there and I want to say thank
23 you, because what you did was you just
24 echoed -- took up a lot of my time, but
25 what you did was, you just echoed what I

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2 hoped you would get on the record and,
3 that is, the legislation in and of itself
4 helps us to deal with the growing need
5 for the oversight and compliance. And
6 when Councilwoman Reynolds Brown moved
7 forward with this legislation, she
8 consistently talked about it moving us in
9 the direction and that this is definitely
10 a great start.

11 Mr. President, I have one more
12 question before we conclude. So I want
13 to thank you for your response.

14 The question is in regards to
15 CAMA, and it's on Pages 24 to 25 of the
16 Five Year Plan. We talk about that CAMA
17 could be implemented by the end of this
18 calendar year or beginning 2018. I just
19 wanted to know, do we know when this is
20 going to be completed? And tell me what
21 fiscal year. Because I don't remember.
22 We talked a lot about this last year, but
23 what fiscal year will CAMA actually
24 impact revenue collections for us on the
25 commercial side?

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2 MR. DUBOW: So what we have, I
3 think, as of -- within the last week, a
4 tentative agreement with a vendor to
5 manage CAMA. We had a little bit of a
6 setback in timing because the last vendor
7 actually left after months of
8 negotiations, so that set us back. So
9 we're kind of now at the start again of
10 implementing, which should take a couple
11 years. So it probably won't be used for
12 an assessment probably until FY21, which
13 means in '20, but -- I see the pain in
14 your face, which I understand. But that
15 doesn't mean we won't be doing full
16 reassessments every year. We'll be doing
17 those. This year we're just completing a
18 commercial reassessment. Every year
19 after this we'll be doing a full
20 reassessment. Not having CAMA means that
21 process won't be as efficient as we want
22 it to be. It will be clunkier, but we
23 can still do it, and we will each year.

24 COUNCILWOMAN PARKER:

25 Mr. President, I thank you for your

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2 leeway here, and the reason why this is
3 so extremely important, because, again,
4 I'm talking about the noise coming from
5 the ground up. When our constituents
6 hear about the amount of delinquent taxes
7 that are on the table in the City of
8 Philadelphia, they think about how AVI
9 has impacted residential taxes and then
10 they think about the fact that they've
11 been disciplined and they've been paying,
12 but where we haven't been able to, from a
13 technological perspective, ensure
14 consistently that the assessments of
15 commercial properties are as accurate as
16 those of residential.

17 So what I wanted you to do was
18 to sort of just clarify that for the
19 record. Because one of the issues that
20 I've heard, because you mentioned tax
21 lien securitization earlier today, and
22 Councilman Domb and I, we talked about
23 this not long ago, is that I would love
24 to see some sort of pilot where we focus
25 on securitization for commercial and/or

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2 industrial properties. And the reason
3 why I say that is because I think about
4 the report that Council did when I was in
5 Harrisburg which demonstrated the number
6 of residential owners in the City of
7 Philadelphia for properties in the City
8 of Philadelphia but they lived outside of
9 the City. So we weren't talking about
10 the majority of Philadelphians sort of
11 not paying their fair share, and I'm
12 really thinking about those long-term
13 residents of our city but those who view
14 Philadelphia property as an investment.
15 So if we were ever interested in some
16 kind of securitization -- and you tell
17 me, have you all considered that -- that
18 will focus on commercial and/or
19 industrial properties?

20 MR. DUBOW: So I think the
21 first lien sale we did two or three years
22 ago was all non-residential. So we
23 did -- that was kind of the first stab at
24 it. I think looking at kind of the --
25 having a larger impact requires more than

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2 just commercial and residential, but we

3 can --

4 COUNCILWOMAN PARKER: More than
5 commercial and industrial?

6 MR. DUBOW: Industrial, yeah.

7 But as we finish up the process of
8 selecting a firm and kind of building out
9 the program, we can give you more details
10 on kind of why we're doing what we're
11 doing and what exactly we've looked at.

12 COUNCILWOMAN PARKER: So for
13 the record, let me thank you and I want
14 to thank Councilman Domb clearly for his
15 advocacy in this area. It is an issue
16 that is of grave importance to residents
17 who have been paying their fair share for
18 a very long time and they sort of see the
19 flash of the delinquent taxes that are
20 owed to the City of Philadelphia and
21 somehow believe that money is being left
22 on the table, when they've been stealing
23 from Peter to pay Paul to make ends meet,
24 and I just wanted to make sure we got
25 that on the record.

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2 MR. DUBOW: Thank you.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilwoman.

5 The Chair recognizes Councilman
6 Taubenberger.

7 COUNCILMAN TAUBENBERGER: Thank
8 you, Council President.

9 COUNCIL PRESIDENT CLARKE:
10 You're welcome.

11 COUNCILMAN TAUBENBERGER: I
12 have a question for Mr. Dubow. And
13 actually I'm going to tell you ahead of
14 time, you don't have to answer it in
15 full, but if we can get the answer at
16 some point.

17 Much was talked about the loss
18 of federal grants or loss of federal
19 money through the state with the
20 legislation that's in effect or Executive
21 Order as it relates to the dispute on
22 sanctuary cities, and I think very
23 clearly that we have to be prepared for
24 that if it does happen.

25 Is it possible to get by

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2 department approximately how much would
3 be lost if these Executive Orders or SB10
4 in the state goes through? Is that
5 possible?

6 MR. DUBOW: The only thing we
7 can get you by department is how much
8 they receive, without speculating about
9 what might be lost.

10 COUNCILMAN TAUBENBERGER: Okay.
11 But the last question that I have on this
12 is, all of that possibly could be lost.
13 I mean, that's what's on the table if
14 this thing goes -- it's not on the table?

15 MS. SLUSSER: So in terms of
16 the various proposals from both the state
17 and the federal government, there are
18 different funds that were highlighted
19 yesterday by the Attorney General, and
20 that is the most specific that any of the
21 Executive Orders, both state or federal,
22 have gotten so far.

23 So we would be able to provide
24 a list of the federal funding that we
25 receive, but there's been great dispute

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2 around how that would be interpreted
3 potentially at the state level, and then
4 also at the federal level, that was the
5 first time anything was specifically
6 stated and there's also some potential
7 issues with that.

8 COUNCILMAN TAUBENBERGER: No.
9 I understand. I'm not asking you to
10 judge on the law, but I'm asking for --
11 because as Councilwoman Blondell Reynolds
12 Brown asked, and I was really floored by
13 the answer coming back from Mr. Epps,
14 that as much as 50 percent of the
15 Commerce Department is funded by grants.
16 That's a lot, because they do a great job
17 and we need them. So knowing what we're
18 getting into would be helpful to at least
19 plan. Thank you.

20 Mr. President, thank you.

21 COUNCIL PRESIDENT CLARKE:

22 Thank you, Councilman.

23 The Chair recognizes Councilman
24 Domb.

25 COUNCILMAN DOMB: Thank you,

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2 Council President.

3 A few more questions. I want
4 to follow up with Councilwoman Parker's
5 comments about OPA. First of all, you
6 should know that her district has some of
7 the best taxpaying people in the City.
8 They do a great job of paying their
9 taxes, her district.

10 But on the OPA, I know this
11 year we focused on commercial
12 assessments, and I'm not sure you have
13 the numbers yet, but I just wanted to
14 find out if there was any way possible
15 knowing exactly what we could anticipate
16 in extra dollars from the commercial
17 assessments for the next year.

18 MR. DUBOW: So there isn't. We
19 should know relatively soon. We're kind
20 of in the process of wrapping that up and
21 actually think the values are going to
22 start being posted the end of this week
23 online and then notifications will go out
24 in two or three weeks, and I think we
25 have a briefing set with Councilmembers

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2 later this week for when we have those
3 numbers.

4 COUNCILMAN DOMB: Is there any
5 idea? Is this 20 million, 50 million?
6 Any idea what the numbers are?

7 MR. DUBOW: I don't want to
8 speculate, because it wasn't our
9 intention to raise more money. It was
10 our intention to get the assessments
11 accurate.

12 COUNCILMAN DOMB: Of course.

13 Second question, I noticed your
14 consultant positions, you have \$500,000
15 for consultants, and my question is, is
16 that enough considering the amount of
17 properties we have and with the work
18 that's needed? Because clearly that's a
19 very good investment on our part.

20 MR. DUBOW: Yeah, we think it
21 is. We think it will give us -- they
22 were -- the consultants were a big help
23 in the assessment process. I think a lot
24 of what we did we tested with them to
25 make sure they were comfortable with it,

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2 and we think that they'll also be a big
3 help on the appeal process. And if it's
4 not, if we see that we need more help, we
5 can revisit.

6 COUNCILMAN DOMB: Okay. Let me
7 just mention something else I want to
8 address, what Council President Clarke
9 talked about, which is technology. I
10 just got the statistics, I think, last
11 week from the Bureau of Labor Statistics
12 nationwide, and they compare Philadelphia
13 to the top ten cities that are similar.
14 And so I always say the definition of
15 insanity is doing the same thing over and
16 over and expecting different results.

17 So in the past year,
18 Philadelphia has the second highest
19 unemployment rate of the major cities,
20 5.9. Only Detroit has 9.8, and even
21 Cleveland and Baltimore are lower than
22 us. On the median wage, we're the second
23 lowest in the country. We're at 48,000,
24 and Phoenix is actually lower and
25 Pittsburgh, Baltimore are all higher than

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2 us.

3 So going into that category, we
4 have an area called technology
5 Philadelphia. And, by the way, I was
6 extremely proud that the Mayor attended
7 the South by Southwest event in Austin.
8 I thought that was great, and he showed
9 his support. We had 250 people in
10 Philadelphia that are in the tech space
11 in Austin, Texas. We have about 14,000
12 jobs in tech. The economic multiplier
13 technology is five to one. For every job
14 we create in tech, we create five more
15 jobs. Clearly, that's an area where we
16 have to expand dramatically. New York
17 City has like 543,000 jobs in tech.

18 When we're looking at taking
19 people out of poverty and lowering
20 unemployment and raising wages, which
21 helps everyone, what more can we do --
22 I'm not sure this is a question for you
23 guys or Harold, but what can we do in
24 that technology area to support these
25 companies and expand this area

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2 dramatically? As Council President said,
3 on Frankford Avenue, the second floor,
4 you have all these young people, which is
5 phenomenal. We had about 100,000
6 millennials move here in the last ten
7 years. We need to support this
8 technology space.

9 (Witness approached witness
10 table.)

11 MR. EPPS: Again, Harold Epps,
12 Director of Commerce.

13 Councilman Domb, the Managing
14 Director, Mike DiBerardinis, and I
15 co-chair a comprehensive workforce
16 development initiative made up of the
17 government and the private sector, and I
18 got asked by one of your fellow
19 Councilmen the other day, what is the
20 number one lever we could pull for
21 unemployment improvement and poverty
22 reduction. My answer was workforce
23 development.

24 Yes, we have a very high level
25 of college degree attainment and

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2 retention, but we have the lowest
3 level -- I'm sorry. We have the highest
4 level of high school, one of the lowest
5 levels of two and four years. So we've
6 got to take the rest of our population
7 and give them the skills to get a job and
8 to become an entrepreneur.

9 We are keenly focused on the
10 workforce development, but as Mr. Dubow
11 said, it's going to take us some years
12 and probably decades to get the kind of
13 improvement we need, but we are fully
14 committed to it. If you came to one of
15 these meetings, you would be very pleased
16 with the progress we're making. We're
17 setting a strong foundation, but it's not
18 going to happen overnight. But I am very
19 confident we're headed in the right
20 direction, but it's going to be a slog.

21 And, by the way, I completely
22 agree with your statement about the
23 workforce, the job creation, and the
24 population growth, but it's going to take
25 us a few years to get there.

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2 COUNCILMAN DOMB: Okay. Thank
3 you.

4 Thank you very much, Council
5 President.

6 COUNCIL PRESIDENT CLARKE: Are
7 you done, Councilman? We might be
8 wrapping this up soon, so we'll get it
9 in. We might get out of school early
10 today.

11 The Chair recognizes
12 Councilwoman Reynolds Brown.

13 COUNCILWOMAN BROWN: Thank you
14 very much.

15 While we ask the Commissioner
16 for boards and commissions to come
17 forward, I want to follow up on
18 Councilman Green's questions around
19 the -- let me get this right -- the
20 program-based budgeting and the data
21 collection that will happen.

22 What I need to know is, will
23 that data capture, reflect diversity and
24 inclusion goals as well throughout that
25 program-based budgeting process?

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2 MS. ADAMS: We certainly can.
3 We've mostly been focusing on performance
4 of the activities, kind of tracking that,
5 but we can add anything related to
6 diversity and other aspects into those
7 performance metrics.

8 COUNCILWOMAN BROWN: So that
9 will be a formal ask.

10 MS. ADAMS: Okay.

11 COUNCILWOMAN BROWN: Because
12 that's an area that too many of us in
13 this Council care about. It should not
14 be overlooked, and it should resonate and
15 have as high a priority as other areas.
16 So thank you for that.

17 If we could ask our OEO officer
18 to please come back to the table as well.
19 What about our board and commissions? Is
20 Nina Ahmad here?

21 MS. ADAMS: Yes.

22 COUNCILWOMAN BROWN: I only
23 have five minutes.

24 (Witnesses approached witness
25 table.)

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2 COUNCILWOMAN BROWN: So to Ms.
3 Harper, let me say thank you for working
4 with my office and us trying to, as
5 partners, figure out how we find a number
6 that's comfortable for where we need to
7 be and where you think we ought to be
8 with regards to that particular bill.

9 MS. HARPER: You're welcome.

10 COUNCILWOMAN BROWN: And so an
11 elevator explanation on why we need to do
12 this so that it's clear for everybody why
13 this needs to happen.

14 MS. HARPER: Why the bill needs
15 to happen?

16 COUNCILWOMAN BROWN: Yes.

17 MS. HARPER: Because it
18 increases oversight on EOP projects
19 essentially. It puts more eyes on the
20 projects that are of concern to City
21 Council and, frankly, to citizens of the
22 City. And so it's a good thing when
23 we're able to have incremental monitoring
24 of a project as opposed to finding out
25 after the project is over that it did not

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2 in fact meet goals or that there were
3 some problems.

4 COUNCILWOMAN BROWN: Thank you
5 very much for the record.

6 So give us a tight explanation,
7 Ms. Ahmad, on where we are with boards
8 and commissions in terms of women
9 representation and people of color, how
10 many boards and commissions there are,
11 how many are completely filled, and where
12 you are in that process.

13 DEPUTY MAYOR AHMAD: Good
14 afternoon, Council President and
15 Councilmembers. So we have a few
16 commissions already operational.

17 COUNCILWOMAN BROWN: What's the
18 number?

19 DEPUTY MAYOR AHMAD: I'm
20 counting them. We have the Men's
21 Commission, we have the African American
22 Male Commission, we have the Millennial
23 Advisory Committee, we have the Asian
24 American Commission, and then we have --
25 what did I miss? Those are the

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2 commissions we have operational at the
3 moment.

4 COUNCILWOMAN BROWN: So that's
5 four or five. I lost count.

6 MS. SLUSSER: Councilwoman, are
7 you talking about all boards and
8 commissions that are appointed by the
9 Mayor?

10 COUNCILWOMAN BROWN: Yes, yes,
11 yes.

12 MS. SLUSSER: So Deputy Mayor
13 Ahmad has a number that fall under the
14 Office of Public Engagement. In terms of
15 the overall number of boards and
16 commissions, I don't have that number
17 offhand, but we can get that to you. But
18 I do have the number from our annual
19 diversity and inclusion report that
20 indicates the number of appointees that
21 we have appointed this year, the number
22 of those folks who have actually
23 disclosed their identities to us so that
24 we know what our breakdown looks like for
25 men and women, and that number, I have

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2 289 new board members who disclosed
3 information. I think that the actual
4 number is a little bit higher, so we'll
5 get that to you.

6 COUNCILWOMAN BROWN: Across how
7 many boards, though?

8 MS. SLUSSER: I will get
9 that -- across all boards to which the
10 Mayor appoints members. And so some of
11 those are dictated by term limits. So
12 there are some boards such as the Mayor's
13 Commission on African American Males or
14 the Women's Commission where those were
15 fully reappointed and there's other
16 boards where we've only had one or two
17 over the last year seats open up on those
18 boards. So the way that we've tracked
19 this as an administration has been the
20 overall number of appointees that the
21 Mayor has control over and making sure
22 that we have diversity in who those
23 appointees are. So I have -- are those
24 the numbers you're looking for?

25 COUNCILWOMAN BROWN: Please.

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2 MS. SLUSSER: I don't have the
3 breakdown by individual boards and
4 commissions. I have it overall.

5 COUNCILWOMAN BROWN: That's
6 helpful.

7 MS. SLUSSER: So it's 50.8
8 percent are men and 48.6 percent female,
9 which that number, we should be striving
10 to flip that because that's not
11 representative of the Philadelphia
12 population.

13 COUNCILWOMAN BROWN: I'm so
14 glad you said that.

15 MS. SLUSSER: We have 10.8
16 percent identified as Latino, 11 percent
17 identified as Asian, 37.5 percent as
18 African American, and 40.6 percent as
19 white. So as you can also tell, we need
20 to be bumping up that Latino number,
21 bumping up the African American number,
22 and lowering the number of white
23 appointees in terms of -- so that's an
24 opportunity for us as we look at our new
25 appointments to make sure that we're

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2 identifying where we're not appointing
3 folks that are reflective. But that also
4 does not include the people who are
5 already on those boards, because we
6 haven't had that opportunity to have them
7 disclosed because they weren't our
8 appointees.

9 COUNCILWOMAN BROWN: Got it.
10 Okay. The bell has rung. I'll honor it.

11 COUNCILWOMAN BLACKWELL:
12 Mr. President?

13 COUNCILWOMAN BROWN: So thank
14 you.

15 COUNCIL PRESIDENT CLARKE:
16 Councilwoman, if you have another
17 question. I mean, we have two people
18 teed up.

19 COUNCILWOMAN BROWN: So there
20 are X number of boards and commissions
21 that report to you, Ms. Ahmad?

22 DEPUTY MAYOR AHMAD: That's
23 correct. The ones I mentioned are the
24 ones that report to me.

25 COUNCILWOMAN BROWN: I see.

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2 And then the others --

3 DEPUTY MAYOR AHMAD: Are
4 outside. So, for example, LGBT Affairs
5 is to the Office of Inclusion and
6 Diversity.

7 COUNCILWOMAN BROWN: I see.

8 DEPUTY MAYOR AHMAD: And so
9 there's a few others that fall outside my
10 jurisdiction.

11 COUNCILWOMAN BROWN: Very well.
12 And those report to the Mayor, right,
13 Jane?

14 MS. SLUSSER: They actually
15 report to lots of different folks, but
16 they're appointed by the Mayor. So, for
17 instance, the Zoning Board or the Mayor's
18 appointees to the SEPTA board.

19 COUNCILWOMAN BROWN: Okay. I
20 know that it's a big animal and managing
21 it is hard, but it's important to put on
22 the record where we are when it comes to
23 making sure those boards look like
24 Philadelphia.

25 MS. SLUSSER: Yeah.

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2 COUNCILWOMAN BROWN: Thank you.

3 Thank you, Mr. President.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilwoman.

6 Councilwoman.

7 COUNCILWOMAN BLACKWELL:

8 Mr. President, yes, I just wanted to
9 follow up on this issue, because as many
10 of you know, we created Echoes of Africa
11 in 2000 and we created the Mayor's
12 Commission on African and Caribbean
13 Immigrant Affairs 12 years ago. So we're
14 open. If the Mayor would like to appoint
15 somebody, we're open. We had an affair
16 just this past weekend for Women's Month
17 at the University of Pennsylvania. But
18 when it comes to being active and doing
19 things, we're there. So we're open for
20 anyone who wants to come, anyone who
21 would like to have someone included. We
22 have already 35 African countries that
23 are part of our group, and we just wanted
24 all of you to know that we're there and
25 we're open for whatever inclusion you all

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2 would like. Thanks.

3 Thanks, Mr. President.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilwoman.

6 Real quick on that issue. With
7 respect to the boards and commissions, do
8 you have that categorized by each board
9 and commission in terms of the
10 participation, the female, minority, all
11 that or is that just an aggregate number?
12 Because there's some boards and
13 commissions that may be weighted --

14 MS. SLUSSER: More heavily one
15 way or the other.

16 COUNCIL PRESIDENT CLARKE: If
17 you had a board or commission on women's
18 affairs, it's probably going to be all
19 women.

20 MS. SLUSSER: It is.

21 COUNCIL PRESIDENT CLARKE: You
22 know what I mean?

23 MS. SLUSSER: Yeah. So at this
24 point, we're working towards improving
25 the database that we use to collect all

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2 this information, because one of the
3 things that's important for us as we're
4 making appointments is a lot of times
5 there's a board that requires -- you need
6 to have a lawyer, you need to have an
7 accountant, you need to have an engineer,
8 an architect. There's a specific sort of
9 job background and expertise that that
10 person needs to have, and as we're going
11 out and recruiting, we're trying to
12 recruit more women, more Latino
13 candidates, more African American
14 candidates if we know that that person is
15 an architect and for whatever reason is
16 not --

17 COUNCIL PRESIDENT CLARKE:

18 Well, architects are across the board all
19 races.

20 MS. SLUSSER: So if we have a
21 recommendation for somebody and we have a
22 new opening on a board, we're trying to
23 make sure that we can pull all of the
24 people who have the specifications for
25 that open board seat so that we have the

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2 more diverse group of candidates. As
3 we're recruiting them in one area, we're
4 able to also place them in others.

5 COUNCIL PRESIDENT CLARKE: But
6 I'm talking about you have these boards
7 and commissions, like I know some
8 colleagues recently created some boards
9 and commissions. Like, say, for
10 instance, it may be based on the specific
11 issue, it may be majority African
12 American, if not total, right? So that
13 may skew the numbers in the aggregate,
14 because you count that in the aggregate
15 with all the numbers. So the question
16 is, are there boards and commissions --
17 and while you're looking at the
18 individual boards and commissions as you
19 deal with the numbers in terms of the
20 diversity of the boards and commissions.

21 MS. SLUSSER: In terms of the
22 overall tracking right now, it's across
23 all boards and commissions that we
24 appoint to because of the way that we
25 legally need to be able to collect the

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2 data from them and the way that we need
3 to be able to track the disclosure of
4 that information, and that's a Law
5 Department question that I can get some
6 more information about why we can't
7 specifically track it to certain folks on
8 those commissions at this time, but we'll
9 be working to, as we try to improve the
10 database that we currently have, to track
11 who is on those boards and commissions in
12 the same way that we're improving the way
13 that we track who different employees are
14 and how they identify.

15 COUNCIL PRESIDENT CLARKE:

16 Okay. All right. Okay. Thank you.

17 The Chair recognizes Councilman
18 Green.

19 COUNCILMAN GREEN: Thank you,
20 Council President.

21 I had stepped out briefly when
22 Councilwoman Parker was asking some
23 questions regarding CAMA, and I just
24 wanted to make sure I understand for the
25 record that this is going to be delayed

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2 additional time?

3 MS. SLUSSER: Yes.

4 MR. DUBOW: Yes. There were
5 two parts to the answer. One was when
6 we'll be doing regular assessments and
7 the other was when CAMA will be used for
8 those assessments. So within the last
9 week, we've reached a tentative agreement
10 with the vendor who will implement CAMA
11 for us. That was delayed because the
12 prior vendor, after months of
13 negotiation, kind of pulled out and went
14 to work on a different project. So we're
15 really kind of starting the
16 implementation process with the vendor
17 now, but that won't stop us from doing
18 full assessments each year, really
19 beginning once the commercial
20 reassessment is done within the next week
21 or two. So we'll be doing those
22 assessments. It won't be as efficient as
23 it would have been if we had CAMA. It
24 will be clunkier, but we'll still be
25 doing them.

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2 COUNCILMAN GREEN: So when you
3 say not as efficient, what type of
4 financial impact will that have on the
5 City?

6 MR. DUBOW: I don't think that
7 will have an impact on where the
8 assessments wind up. It might mean that
9 things like -- one of the issues we have
10 is that when an appeal is resolved, it
11 sometimes takes longer than we'd like for
12 that information to get from BRT over to
13 Revenue. Those kind of issues will
14 probably still be around until CAMA is in
15 place, but I don't think there's a
16 financial hit.

17 COUNCILMAN GREEN: So you're
18 saying it's going to impact us from an
19 efficiency of transfer of information,
20 but will it impact the City from its
21 ability to successfully defend
22 assessments for commercial properties?

23 MR. DUBOW: No, it will not.

24 COUNCILMAN GREEN: Okay. So,
25 Mr. Dubow, I'm going to just ask you a

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2 question since you've been here for some
3 time. When did we first start --

4 MR. DUBOW: That's a recurring
5 theme.

6 COUNCILMAN GREEN: -- the CAMA
7 discussion? When did we first start the
8 CAMA discussion?

9 MR. DUBOW: Well, there was
10 discussion of CAMA, I think, back in
11 probably in the Street Administration.
12 So it's been a discussion for a long
13 time.

14 COUNCILMAN GREEN: Right. So
15 when did we start the contracting process
16 for CAMA?

17 MR. DUBOW: It's kind of
18 multiple answers there. There was a
19 whole different initiative to try to get
20 to CAMA that kind of got right to the end
21 and then kind of fell apart in a prior
22 Administration back when it was BRT
23 rather than OPA.

24 COUNCILMAN GREEN: Right.

25 MR. DUBOW: In terms of looking

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2 at doing CAMA this time, probably started
3 kind of serious contracting process
4 probably about a year, year and a half
5 ago in terms of getting out an RFP and
6 negotiating with a potential vendor.

7 COUNCILMAN GREEN: How does
8 that compare to other cities?

9 MR. DUBOW: I think most other
10 large cities have a CAMA in place.

11 COUNCILMAN GREEN: Right. And
12 I'm assuming your research and your work
13 in City government, we've looked at other
14 cities and since the majority of other
15 cities already have CAMA in place, just
16 like the majority of other cities have
17 best value, what was the time process
18 generally it has taken those cities to
19 implement CAMA?

20 MR. DUBOW: So the timeframe
21 has usually been in the kind of -- from
22 the point where we are now, probably like
23 two, two and a half years.

24 COUNCILMAN GREEN: Right, but
25 we're restarting again. So, I mean, and

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2 other cities also have transferred over
3 multiple administrations. It just seems
4 like this issue keeps coming up. And
5 I've asked these questions. I know
6 Councilman Domb has asked these
7 questions. And we are leaving money on
8 the table in our inability to get this
9 done properly.

10 MR. DUBOW: We are still going
11 to be doing assessments every year.
12 We're doing the commercial reassessment,
13 so we're not leaving money on the table.

14 COUNCILMAN GREEN: Now,
15 hopefully.

16 MR. DUBOW: Right.

17 COUNCILMAN GREEN: I mean, I
18 guess my concern and frustration is that
19 going to -- in the last Administration,
20 well, CAMA is coming, CAMA is coming,
21 it's going to address issues. Now we're
22 in this Administration and we're having
23 another setback. And I understand your
24 perspective saying it's not going to
25 impact us, except for transfer of

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2 information from an efficiency
3 standpoint, but I have been concerned in
4 reference to getting this implemented to
5 make sure we have the revenues that we
6 need in the City of Philadelphia
7 considering all of the looming federal
8 and state issues and concerns and also
9 the issues with the School District going
10 forward in the coming fiscal years. It's
11 a major issue that we need to prioritize
12 and get it done properly.

13 MR. DUBOW: And we are
14 committed to doing that. We were as
15 frustrated as you are when the vendor
16 walked away. It's not something that we
17 could have controlled. That was what
18 that delay was. And we want to do it
19 right, and that's why it's going to take
20 a little time from now to get it in
21 place, because we want to make sure it's
22 done correctly.

23 COUNCILMAN GREEN: So when that
24 vendor walked away, I'm assuming at some
25 point -- I mean prior -- let me step

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2 back.

3 At the point that that vendor
4 walked away, had there been any actual
5 contractual obligations between that
6 vendor and the City of Philadelphia?

7 MR. DUBOW: No.

8 COUNCILMAN GREEN: So it was
9 just negotiations back and forth?

10 MR. DUBOW: Correct.

11 COUNCILMAN GREEN: No letter of
12 intent, no documents signed, no --

13 MR. DUBOW: Correct.

14 COUNCILMAN GREEN: --
15 obligatory aspects?

16 MR. DUBOW: That's right.

17 COUNCILMAN GREEN: And you
18 selected that initial vendor that backed
19 away how?

20 MR. DUBOW: I'm sorry?

21 COUNCILMAN GREEN: How did you
22 come across that particular vendor? I'm
23 sure there's other vendors you could have
24 looked at. Why that vendor?

25 MR. DUBOW: Went through an RFP

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2 process.

3 COUNCILMAN GREEN: RFP process?

4 Okay.

5 It just seems like this issue
6 is an ongoing albatross around the City
7 of Philadelphia that we for some reason
8 cannot get fixed. Now, I'm hoping that
9 we're going to go through commercial
10 assessments and it's not going to impact
11 us except for efficiency between transfer
12 of information between departments, but
13 you don't really provide a lot of comfort
14 considering the number of years that this
15 issue has been going on. I mean, I
16 literally moved from that chair over here
17 to this chair here and we're still
18 dealing with the same issue.

19 MR. DUBOW: Yeah. I think one
20 of the big differences now is that we are
21 at a place where we have this tentative
22 agreement. So we have a vendor, one of
23 the leading vendors in the industry, who
24 is now going to be working with us to
25 make sure this gets put in place, and

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2 they have a track record of success.

3 COUNCILMAN GREEN: Okay. Well,

4 I'll have additional questions come up

5 during the budget process. Thank you.

6 COUNCIL PRESIDENT CLARKE:

7 Thank you, Councilman.

8 And the Chair recognizes

9 Councilman Domb.

10 COUNCILMAN DOMB: Thank you,

11 Council President.

12 I want to follow up to my

13 colleague Councilman Green's question on

14 the OPA for a minute.

15 I guess there's really two ways

16 of measuring values, one is through CAMA

17 and one is manually through appraisers.

18 And so assuming we're not going to have

19 CAMA until 2020 or 2021, on the

20 residential side -- I just want to put it

21 out there -- if OPA feels they need to

22 hire more appraisers, they should come to

23 us and tell us what they need so we can

24 properly assess.

25 MR. DUBOW: And we actually --

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2 you'll see in the budget this year one of
3 the things that we've been doing over the
4 last year is making more progress in
5 terms of hiring appraisers, and so that's
6 been a good development too.

7 COUNCILMAN DOMB: Okay.
8 Because I look at us as like a Board of
9 Directors. So in 2014, the value of real
10 estate in the City was 134 billion, of
11 which 91 billion was billed of 1.3
12 billion in revenues.

13 MR. DUBOW: Right, 91 billion
14 was taxable.

15 COUNCILMAN DOMB: Correct. The
16 rest is non-taxable or in payment
17 programs, whatever. But 91, which
18 generated 1.3 billion roughly of revenue,
19 of which we get 45 percent, School gets
20 55 percent. But that hasn't changed
21 dramatically in the last three years, and
22 yet no one can really argue with it. The
23 market has changed at least 3 percent for
24 the overall valuation up and down in
25 certain areas, but that's a general

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2 consensus in Philadelphia. In fact, the
3 appreciation rates is even higher than
4 that. So in some ways, we could argue as
5 a city that each year we should have
6 received an extra \$40 million just in
7 real estate taxes which we haven't gotten
8 each year for the last three years. I
9 think that's some of the frustration that
10 we're hearing from my colleagues. So if
11 we can support this with manual
12 appraisers, I think we'll hopefully get
13 to that goal.

14 That's not my questions,
15 though. I have several questions. I
16 hope I don't -- you can give me quick
17 answers, though.

18 Can I get a response -- we had
19 a bill last week, L&I bill, that's coming
20 up for a vote, I think, for 5.1 million.
21 What I'd like to know is where that money
22 is being spent detail by detail,
23 including the \$450,000 for the Historical
24 Commission, how that's being broken down.
25 You don't have to give it to me now.

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2 Just get it to me before the vote.

3 MR. DUBOW: Okay.

4 COUNCILMAN DOMB: The second
5 question I have, I'm not sure you can
6 answer this now either. I would just
7 like to know for the City of Philadelphia
8 the total debt we have as a city.

9 MR. DUBOW: We can get you
10 that.

11 COUNCILMAN DOMB: Because I
12 asked this last year too. I went through
13 my notes. And how much interest -- you
14 gave me some information last year.

15 MR. DUBOW: I think we did
16 send --

17 COUNCILMAN DOMB: We got it.
18 How much do we pay in interest
19 every year?

20 MR. DUBOW: It's actually -- we
21 can get you -- it's in the plan actually.

22 COUNCILMAN DOMB: So I'm
23 looking at Page 346, long-term
24 obligations.

25 MR. DUBOW: Yes.

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2 COUNCILMAN DOMB: But it goes
3 up dramatically, which is worrying me.
4 That's my concern. I'd like to know how
5 much we pay in interest, what we pay in
6 principal, and are we paying more right
7 now in --

8 MR. DUBOW: It's actually --
9 sorry. It's broken out. You can see it
10 has interest on City long-term debt and
11 principal on City long-term debt. So
12 it's broken out.

13 COUNCILMAN DOMB: I know. Go
14 to the bottom to total Class 700. It
15 says Fiscal Year '17 estimate, 153
16 million.

17 MR. DUBOW: Yeah.

18 COUNCILMAN DOMB: Then it goes
19 up to 220 million. It looks like a big
20 jump.

21 MR. DUBOW: And you can kind of
22 see over time where those increases are.
23 Part of that is the Rebuild borrowings.
24 So the debt service on Rebuild gets up to
25 about 25 million. We also built in

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2 there, I think, two GO borrowings over
3 time and the affordable housing bonds.
4 So we have a number of borrowings, so
5 there's a reason for the increase.

6 COUNCILMAN DOMB: But what
7 we're really saying, if I'm reading this
8 correctly -- you're the finance guy -- in
9 the next five years, are we increasing
10 our debt by 50 percent?

11 MR. DUBOW: We are increasing
12 our debt service by about that much.
13 Debt service goes over the life of the
14 plan from about 6.5, 6.6 percent of
15 obligations to about 7.7 percent. And
16 this kind of goes back to the question
17 which I meant before, the trade-offs
18 between really essential investments in
19 our infrastructure and looking at where
20 our fixed costs are.

21 COUNCILMAN DOMB: When you look
22 at this chart, it just looks like we're
23 incurring a lot more debt.

24 MR. DUBOW: I understand.

25 COUNCILMAN DOMB: That's what

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2 worries me a little.

3 So I'd like to know how much
4 are we paying in principal each year in
5 relationship to how much more we're
6 borrowing, so where are we going
7 financially.

8 MR. DUBOW: So we can lay out
9 the new borrowings and what they mean for
10 principal and interest payments.

11 COUNCILMAN DOMB: A few more
12 questions. In the additional positions,
13 is it possible for us to get -- when we
14 hire new people in the plan and budget,
15 can we be provided with a document
16 showing the total number of new positions
17 by department and if this helps us meet
18 any of our minority, women, disabled
19 business numbers and what will be the
20 cost -- this is the real key -- for
21 health benefits, fringe benefits, and the
22 effect on the fund balance?

23 MR. DUBOW: So the budget --
24 there's a list in the plan of positions
25 by department, but when you get to budget

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2 detail, it will actually show you which
3 positions. So you can see kind of
4 position by position what we're
5 anticipating increases will be. For the
6 departments with program-based budgeting,
7 you'll be able to see the benefit impact
8 too.

9 COUNCILMAN DOMB: Is there any
10 way to have one sheet that talks about
11 all the new people we're going to be
12 adding in this budget and what that
13 impact is to the pension and other
14 benefits?

15 MS. ADAMS: We can try and
16 summarize that, yeah.

17 COUNCILMAN DOMB: Then on
18 public safety, just a quick question.
19 We're adding 30 more firefighters, that's
20 great, 30 more paramedics, five new medic
21 units, 12 new paramedics, decrease to
22 Fire Department. The question is, how
23 does this decrease the overtime by adding
24 these new people?

25 MS. ADAMS: We can have the

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 Fire Commissioner come up and help answer
3 that, but some of this will be to help --
4 there's sort of two issues there. One is
5 that we need to build up some level of
6 relief factor, which it will take us some
7 time to get to, because just by the
8 nature of the Fire Department's
9 practices, you have to have a certain
10 number of people staffing the ambulances,
11 staffing the different apparatus. So it
12 will take us some time to get there.
13 This we look at particularly on the
14 paramedics side. The investments will
15 be -- we have a considerable number of
16 times where we need to make sure we're
17 responding quickly to emergencies, and
18 it's very difficult based on the current
19 level of staffing to get there. So we
20 look at the investment to sort of help
21 stabilize overtime, but also as a way to
22 really better respond to emergencies that
23 we see.
24 COUNCILMAN DOMB: So I think
25 what you're saying, bottom line, is

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 there's no overtime savings. We're just
3 trying to do a better job?

4 MS. ADAMS: I think there -- we
5 hope there will be. I think what's hard
6 is to quantify that. I think we look at
7 this as a way of kind of eventually
8 getting there. We've seen a decrease in
9 overtime this year because we've
10 increased staffing levels. It takes six
11 months for firefighters to be trained.
12 So even once we've hired them, we won't
13 necessarily see an immediate reduction in
14 overtime. It's just the nature of this.
15 So we'll see it over the long term. I
16 think it's hard in FY18 to see a
17 considerable reduction, because it will
18 take some time to get these firefighters
19 on board, but we do look at this as a way
20 of kind of not only improving the
21 performance but also eventually
22 stabilizing overtime and bringing it down
23 eventually, but it will take us some
24 time.

25 COUNCILMAN DOMB: Another

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 question. Have we done any consideration
3 of doing a study by department to look at
4 our processes and how technology can
5 enhance our operations? Because I don't
6 believe the City of Philadelphia is
7 really embracing technology the way other
8 municipalities are or businesses are. We
9 have a lot of older systems, and I think
10 it's hard, by the way, to change. I
11 think it's very difficult, and sometimes
12 you have to have really expert people
13 from the outside come in and show us, and
14 sometimes we do things that we don't need
15 to do. I'll give you an example.

16 In Commerce, I think we should
17 have in the Commerce Department a website
18 where you go on, you click on restaurant,
19 and it tells you exactly what you have to
20 do, how to open it, what licenses, every
21 little detail, or barber shops or
22 whatever it is. So we can actually, I
23 think, cut our overhead by embracing more
24 technology, and the question is, how do
25 we do this department by department?

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 MS. ADAMS: And I think -- I
3 mean, I'm sure the OIT Commissioner could
4 come up and talk a little bit about how
5 the process worked for developing what
6 their projects were in the Capital
7 Program as well as in the Operating
8 Budget, but I know they went through a
9 fairly rigorous process of the
10 departments, not only getting requests
11 from departments coming in but analyzing
12 those to make sure that they could
13 understand the need and then trying to
14 prioritize them in such a way.

15 It is -- we talked about this a
16 little bit before. It's hard to kind of
17 make sure that -- we need to do process
18 improvements as well as building the
19 technology. It's sort of these two
20 things have to happen in partnership, and
21 I know that Charlie has been working with
22 the department.

23 COUNCILMAN DOMB: Otherwise
24 we're just putting Band-Aid on top of
25 Band-Aid.

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 I'll give you an example that
3 we talked about last year. I don't know
4 that we've done anything yet, but we send
5 out how many water bills every month in
6 the mail? And we send out real estate
7 tax bills. We probably send out 500,000
8 water bills. There's 579,000 properties
9 in the City, but land doesn't have water
10 usually, right? So we probably send out
11 500,000 or so water bills every month and
12 we send out 579,000 tax bills. Other
13 cities have automated that process. Not
14 everybody can do it, but 75 percent of
15 your population can get those bills
16 automated. That saves \$4 to \$5 million a
17 year. It's a small amount, but nickels
18 and dimes add up.

19 So what are we doing in that
20 area right now?

21 (Witness approached witness
22 table.)

23 MR. BRENNAN: I'm Charlie
24 Brennan. I'm the CIO, Councilman.

25 On that particular issue, that

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 RFP is just about ready to go. It's been
3 pushed through a lot of agencies,
4 including the Water Department. And the
5 water billing issue, which I know you're
6 very interested, is actually in Appendix
7 2 in that RFP. It should go out very,
8 very shortly. So that will be in there.
9 It's actually lumped with E-pay services,
10 which again we have one E-pay vendor and
11 we would like to expand that to multiple
12 E-pay vendors. Every year we do see more
13 money coming in via the web, which is a
14 big deal for us. And I do kind of agree
15 with much of what you said.

16 A lot of the money that we get
17 goes towards fixing old infrastructure.
18 It does. But it's what kind of keeps the
19 City running. We have an awful lot of
20 not only old systems out there but old
21 equipment out there.

22 But I will tell you that
23 there's a lot of things going on which
24 are, frankly, invisible to you. For
25 example, like right now we're rolling out

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 a whole new phone system in the City.
3 We're changing everything to VoIP and
4 moving over. And every time we do this,
5 it's not without pain. It always is a
6 painful way to go, but it's always better
7 for the City kind of when we get over.

8 Another thing that we're moving
9 forward, we're going to move the entire
10 City, including City Council right now,
11 we're going to be moving to Office 365.
12 It's the first time ever in history of
13 the City we will, all of us, be on the
14 same platform, a real productivity gain
15 for everybody.

16 So we try to keep up all the
17 old stuff, and you're right, there's a
18 ton of it, and we also try to move ahead
19 where we can. So I do understand what
20 you're saying, and these large projects,
21 though, as painful as it is for you to
22 watch them from the outside, you should
23 be on the inside. It is a very long and
24 painful process from RFP to get to the
25 end. It really is. And one of the

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 problems we've run into is that many of
3 these systems were built, they were built
4 custom years ago. Custom. That stuff
5 doesn't exist anymore. It just doesn't.
6 You and I -- you brought this up. This
7 is the first time that this
8 Administration, the Capital Budget, we're
9 going to force people into packages. We
10 almost have to, because that's how we got
11 into the mess that we're in now. We have
12 to get out of that, and I think you and I
13 both agree on that.

14 COUNCILMAN DOMB: That's good.
15 I'm glad to hear that, by the way. Thank
16 you.

17 Thank you, Council President.

18 COUNCIL PRESIDENT CLARKE:

19 Thank you, Councilman.

20 The Chair recognizes Councilman
21 Henon.

22 COUNCILMAN HENON: A quick
23 comment and statement as opposed to a
24 line of questioning. But VoIP, I just
25 want to let everybody know, that's

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 voiceover Internet. So that's good. So
3 everybody knows that we are bringing
4 ourselves up to some technology.

5 And if I could, just a message
6 to our OIT department and some of the
7 things that we have going on with our
8 capital investments in technology.

9 There's a lot going on that take a long
10 time. When the department comes up
11 during our budget hearings, please talk
12 about some of the things that have taken
13 place and the timelines and the schedules
14 that are going to come due and some of
15 the other -- some of the challenges that
16 we have and let us know why there's a
17 little bit of a delay, but that you
18 recognize it and that you're working on
19 it. This way, we on the other side here
20 as a legislative body don't have to
21 continue to interrogate as opposed to
22 understand that some systems are being
23 changed or in the process of transition
24 and some systems still are operating
25 under the DOS systems or floppy disk, and

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 if there's a reason why we can't change,
3 just to let us know, because I don't want
4 a public perception to be that we're not
5 doing anything. We have enough of a
6 public image with City government and its
7 lack of -- at times its lack of
8 confidence, that we have a lot going on,
9 that we're changing the face of how
10 government interacts with its
11 constituents. And I know we do that
12 individually as Councilmembers and we try
13 to be creative and we are engaging with
14 our citizens, but that the City is also
15 doing that. Because if you're working on
16 some good stuff, we want to hear it. And
17 if we still have a system that is named
18 the WOPR from the movie War Games, well,
19 then let's just mention it and then say,
20 hey, it will be offline shortly and we
21 are now going over to -- switching over
22 to voiceover Internet so we can better
23 connect with our constituents.

24 That's just advice as we move
25 forward through this long process over

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 the next two months.

3 Thanks.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you, Councilman. That was actually
6 a good movie, War Games. That was a good
7 movie. I like that.

8 The Chair recognizes Councilman
9 Domb for one last question.

10 COUNCILMAN DOMB: One statement
11 and one question.

12 COUNCIL PRESIDENT CLARKE: All
13 right.

14 COUNCILMAN DOMB: We talked
15 about lead poisoning. I just want to
16 make sure that we lead by example and
17 that we have actually inspected all of
18 our City-owned properties to make sure
19 none of our properties have any of this
20 issue going on with regards to lead
21 poisoning. That's just a statement.

22 And the second is, I know that
23 Mike D was here earlier. I don't know if
24 he's still here, but I just want to
25 mention that he's been very cooperative

1 3/28/17 - WHOLE - BILL 170195, ETC.
2 in working with me on this. We have 25
3 to 30 properties that do not use PGW.
4 And so here we are a city, we own our own
5 real estate and we own our own utility
6 company and we use a different utility
7 company. So I'm going to use the Art
8 Museum as an example. The costs --
9 they're all over the range, but lately
10 they've been \$20 million to convert and
11 potentially \$1.5 to 2 million in revenue,
12 which is a 7 and a half to 10 percent
13 return, depending on how it boils out.
14 But the big return is the asset value it
15 adds to PGW, which few people understand.
16 Adding 2 million in revenue to PGW at a
17 five cap is adding \$40 million of value
18 into that entity. So the more we can
19 convert, Prisons and any properties owned
20 by the City, PGW, the more valuable we
21 make that utility. And God forbid -- I'm
22 just going to bring it up -- if we ever
23 have a crisis, you want that utility to
24 be as valuable as possible.

25 Thank you.

1 3/28/17 - WHOLE - BILL 170195, ETC.

2 Thank you, Council President.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 I see some interesting
6 information coming about, conversions
7 relatively soon, but I agree. That's a
8 very, very significant opportunity for
9 us.

10 There appears to be no
11 additional questions, so we'd better get
12 out of here before some more members come
13 downstairs.

14 I want to thank you very much
15 for your testimony. Real briefly, maybe
16 a little different, we'd actually like to
17 call you back near the end of the process
18 so we can -- after talking to the various
19 departments to get an -- may or may not.
20 But I noticed over the last couple years
21 we needed to get an assessment of the
22 Five Year Plan after we've actually
23 talked to some of the departments. But
24 we'll let you know. We'll coordinate
25 that.

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1 3/28/17 - WHOLE - BILL 170195, ETC.

2 MS. SLUSSER: Okay.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you.

5 There being none, this
6 Committee will stand in recess until
7 Wednesday, March 29th, 10:00 a.m., at
8 which time we will reconvene in Room 400,
9 City Hall.

10 Thank you all very much.

11 MS. SLUSSER: Thank you.

12 (Committee of the Whole
13 recessed at 1:20 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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