

Committee Of The Whole
April 13, 2016

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, April 13, 2016
10:32 a.m.

PRESENT:

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

COUNCILMAN MARK SQUILLA

COUNCILMAN AL TAUBENBERGER

BILLS 160170, 160171, and 160172

RESOLUTION 160180

- - -

1 COUNCIL PRESIDENT CLARKE: Good
2 morning everyone. We're going to start
3 now. This is the Public Hearing Committee
4 of the Whole regarding bills number
5 160170, 160171, 160172, and resolution
6 number 160180.

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

9 THE CLERK: Bill number 160170, An
10 ordinance to adopt a capital program for
11 the six fiscal years 2017 through 2022,
12 inclusive.

13 Bill number 160171, an ordinance to
14 adopt a fiscal 2017 capital budget.

15 Bill number 160172, an ordinance
16 adopting the operating budget for fiscal
17 year 2017.

18 Resolution number 160180,
19 resolution providing for the approval by
20 the Council of the City of Philadelphia of
21 a revised five-year financial plan for the
22 City of Philadelphia covering fiscal years
23 2017 through 2021, and incorporating
24 proposed changes with respect to fiscal

1 year 2016, which is to be submitted by the
2 Mayor to the Pennsylvania
3 Intergovernmental Cooperation Authority
4 (the "Authority") pursuant to the
5 Intergovernmental Cooperation Agreement,
6 authorized by an ordinance of this Council
7 approved by the Mayor on January 3, 1992
8 (Bill number 1563-A), by and between the
9 City and the Authority.

10 COUNCIL PRESIDENT CLARKE: Thank
11 you, Mr. Stitt. Today we continue the
12 Public Hearing Committee of the Whole to
13 consider the bills read by the clerk.
14 They constitute proposed operating and
15 capital spending measures for fiscal 2017,
16 a capital program and a forward-looking
17 capital plan for year fiscal year 2017
18 through fiscal 2022.

19 We will hear testimony today from
20 the following departments: Police, fire,
21 prisons. And we will have department
22 callbacks from the other day, commerce,
23 OEO and City rep.

24 Thank you very much. The first

1 person to testify is --

2 THE CLERK: Commissioner Ross.

3 COUNCIL PRESIDENT CLARKE: Thank
4 you, sir. Good morning, Commissioners.

5 COMMISSIONER ROSS: Good morning,
6 President.

7 COUNCIL PRESIDENT CLARKE: Good
8 morning. And thank you. And again,
9 formally congratulations.

10 COMMISSIONER ROSS: Well, thank you
11 so much.

12 COUNCIL PRESIDENT CLARKE: Please
13 proceed.

14 COMMISSIONER ROSS: All right.
15 Good morning Council President Clarke and
16 distinguished members of Council. I am
17 Commissioner Richard Ross. Joining me
18 today are Deputy Commissioners Christine
19 Coulter and Deputy Commissioner Myron
20 Patterson. Also joining us is Deputy
21 Commissioner Denise Turpin.

22 Allow me to start by saying that I
23 am very proud of our sworn and civilian
24 personnel who work hard to make this City

1 a safer place. We are combatting crime
2 and working to build strong relationships
3 with all of our communities. We are
4 building a strategic plan that focuses on
5 the following: Crime prevention, building
6 community trust, improving traffic safety,
7 supporting employee wellness and using
8 technology effectively.

9 The Department's fiscal year 2017
10 total operating budget request is 686
11 million 927,944. 650 million 100 -- 650
12 million 176,870 dollars for the general
13 fund. 36 million 752,074 dollars for the
14 operating fund. The proposed FY17 budget
15 supports 7,537 positions. Of those, 6,525
16 are sworn. The contracted 3.25 percent
17 wage increase for fiscal '17 is for sworn
18 members. Additionally, the FY17 proposed
19 general fund allocation in Class 200 and
20 300 includes funding for body-worn
21 cameras. The total FY17 proposed general
22 fund budget is .338 percent lower than the
23 FY16 current projection. The total FY17
24 operating budget is estimated to be 1.46

1 percent higher than the FY16 current
2 projections.

3 And moving on to our
4 accomplishments. While faced with the
5 challenges seen across this country, our
6 department has achieved significant
7 accomplishments. The department recently
8 received accreditation from the
9 Pennsylvania Chiefs of Police Association.
10 Ours is the largest municipal department
11 to receive this accreditation. We have
12 also made strides with the use of our
13 technology in criminal investigations. We
14 recently completed the first phase of our
15 body-worn camera pilot program in the 22nd
16 District and are set to complete the pilot
17 with the rollout of 300 body-worn cameras
18 there this month.

19 We have also piloted a gunshot
20 detection camera program in eight police
21 districts and are seeking grant funding to
22 expand the program. One of our successful
23 endeavors is the police school diversion
24 program. We provide community-based

1 services to students as an alternative to
2 arrest and address the students' needs
3 while preventing them from entering the
4 criminal justice system. So far through
5 this program, more than 900 children have
6 been diverted. We're looking to expand
7 the program by adding additional offenses
8 for diversion.

9 In the area of crime reduction, the
10 department continues to make progress in
11 many areas of crime reduction. So far in
12 '16, we have seen an increase in shooting
13 victims, unfortunately, and a slight
14 increase in homicides. Part one violent
15 crimes have declined by three percent in
16 calender year '16, compared to the same
17 period in '15. Part one violent crimes
18 include homicide, sexual assault, robbery
19 and aggravated assault. The following are
20 a few stats as of yesterday for
21 year-to-date compared to last year.
22 Homicides are up nine percent. However,
23 rates are down 19 percent. Robbery is
24 down nine percent. Burglaries are down 21

1 percent.

2 While we have seen historic drops
3 in recent years, we still have work to do
4 to combat gun violence. We're always
5 working on strategies aimed at reducing
6 crime while doing so constitutionally and
7 respectfully. We must continue to
8 strengthen trust in our communities. I
9 know that trust is built in many ways.
10 One is through caring and professional
11 interactions between officers and
12 citizens. Clearly, everyone wants and
13 deserves to be treated fairly and to have
14 their concerns acknowledged. We will also
15 continue to implement the recommendations
16 of the justice department and the
17 presidential task force. We also value
18 our partnership with the Police Advisory
19 Commission. The president of the
20 Commission is now a voting member on the
21 Use of Force Review Board, and that is our
22 Use of Force Review Board. We have
23 increased our deescalation training. We
24 train our officers to make sound decisions

1 and ensures our policies reflect best
2 practices.

3 The goal is to make our encounters
4 safer for citizens and police officers.
5 Last year we had a 50 percent reduction in
6 police-involved discharges, and that
7 reduction has continued into this year.
8 This is a challenging time for the police
9 profession, as we all know. However, the
10 men and women of this department are
11 committed to facing these challenges. I'm
12 honored to lead such a fine group of sworn
13 and civilian professionals. And at this
14 time, I'll take any questions that you may
15 have.

16 COUNCIL PRESIDENT CLARKE: Thank
17 you very much, Commissioner. A couple of
18 questions. I'm actually going to utilize
19 the bulk of my time on an issue that I
20 have been talking about for quite some
21 time, security cameras. Yesterday on the
22 OIT portion of the testimony, there was a
23 discussion with respect to technology and
24 technology use as it relates to security

1 systems, the whole nine yards and cameras.
2 And I just wanted to clarify from their
3 perspective about the operational ability,
4 capability of the Department as relates to
5 cameras.

6 Went to a meeting in Fishtown the
7 other night. People over there, they
8 wanted more cameras because there's been
9 some issues around the rec centers, and I
10 know Council in the years past had worked
11 on getting significant revenue for
12 cameras. I was at a meeting, had a
13 meeting, Germantown and Erie, business
14 people were there talking about cameras.
15 They wanted more cameras. There are
16 apparently a couple of cameras up there
17 but they're, like, out of service. So
18 it's just this constant thing about
19 wanting to have -- opportunities to have
20 more cameras because you can't have a
21 police person on every corner. The
22 consistent response is that we don't have
23 people watching all of the cameras so you
24 can get realtime information, increase

1 more of a preventative atmosphere. If I
2 could see a corner where it looks like
3 somebody is selling drugs, you know,
4 you're kind of like yo, go over there and
5 check that out, right, as opposed to, you
6 know, being in a position to try to have
7 the cars all over the place and somebody
8 gets shot. In the aftermath, you pull all
9 the cameras in the area. I have always
10 been a strong proponent, along with a
11 number of members of Council, about our
12 ability to proactively have security
13 axials in Rittenhouse Square. The other
14 night -- Councilman Johnson and I
15 represent that area and they were talking
16 about surveillance in that area.

17 What can we do to enhance cameras
18 for realtime, understanding the
19 limitations of staffing? But I've see
20 instances where we were able to utilize
21 workforce other than police officers. I
22 have seen instances where sector cars with
23 a single officer, one or two officers in
24 the car was able to expand their ability

1 to look within this sector, i.e.
2 Baltimore, with the laptop in the car, and
3 they had access to every camera in the
4 area that I thought was pretty awesome.

5 Is there something that we can do?
6 And if not, why aren't we doing more as
7 relates to that?

8 COMMISSIONER ROSS: Sure. So
9 Council President, one of the things --
10 and you're right about the preventive
11 measures and being proactive. I mean,
12 that's the optimal way to do it and not to
13 catch someone after the fact. It's nice
14 to have access to over 3,000 cameras. But
15 when you can't proactively get in front of
16 it, it's a challenge. The difficulty for
17 us is having the requisite manpower to do
18 that.

19 Let me parallel something for you.
20 You're probably familiar with our civilian
21 operations room personnel called CORERS,
22 which we some years ago started using them
23 to try to balance out our resources for
24 the officers that worked inside. And in

1 my mind's eye, if we had folks who are
2 maybe civilian hired and not necessarily
3 the rate of a police officer, because it's
4 a significant cost factor to have that
5 many police officers monitor even the
6 number of cameras that we have just for
7 the city. But I think it's -- you're
8 going somewhere with this that I think is
9 a good idea. I don't see why, if we were
10 willing to expand upon that with
11 additional hiring -- with our present
12 manpower, we could never do it. And there
13 is a concern about even though there is an
14 ability technically to funnel that
15 information through the mobile data
16 computers in the cars, I don't know that
17 the bandwidth could handle that in a
18 manner that it would be that clear. But
19 even if you could, I got concerns about
20 people trying to look at screens while
21 they're driving and so forth and so on.
22 And so it creates some significant
23 challenges for us. But I would be very
24 much open to any possibility of having

1 more people leveraging that resource of
2 all those cameras and being more
3 proactive. We just, practically speaking,
4 would not have the manpower given what we
5 have right now to do that.

6 COUNCIL PRESIDENT CLARKE: Okay.
7 So what's your position on public safety
8 officers versus -- similar to what we do
9 in New York and Baltimore, clearly above a
10 Parking Authority attendant, but not
11 necessarily a fully-fledged police
12 officer, where that public safety officer
13 performs such duties as watching
14 surveillance cameras, such duties as
15 traffic control, those things that they do
16 in other municipalities where you don't
17 need a full-fledged police officer.

18 COMMISSIONER ROSS: Well, Council
19 President, rather succinctly, I would
20 welcome it. Again, you reference New York
21 City. I have gone there under
22 Commissioner Ramsey a couple times, and
23 quite frankly, as I know you've seen, you
24 ride around those streets and you have to

1 get up close to discern who's the police
2 officer and who's not, which maximizes
3 resources. So for me, I have no issue
4 with it. I can't speak to whether the
5 union would, but for me, in terms of
6 bargaining member work. But whether it be
7 traffic safety officers, public safety
8 officers in this regard, and I know this
9 will come up later so I'm going to get in
10 front of it a little bit, but it dovetails
11 to your question, even with our body-worn
12 cameras and the ability to monitor and
13 upload that information, it does not
14 necessarily require a police officer to do
15 that. If you had individuals like you're
16 describing, they would help us immensely.
17 So I'm telling you from this side of the
18 table, we wholeheartedly support that
19 endeavor and using those people in any
20 number of ways that you alluded to
21 already.

22 COUNCIL PRESIDENT CLARKE: Yeah.
23 I'm just -- you know, and I know I keep
24 talking about this year. You guys

1 probably get tired of me talking about it.
2 Councilman Jones and myself, we went over
3 to Camden to look at this spot shooter. I
4 don't know that it's working, but they
5 were pretty excited about it. I mean, you
6 know, you take a spot shot, think about an
7 area, Cumberland Street in my council
8 district which I know best, for some
9 reason Cumberland Street from 6th and
10 Cumberland all the way to 33rd and
11 Cumberland, it's like -- that's where the
12 bulk of the shootings happen. I don't
13 know what it is about Cumberland Street.
14 It's just this corridor. And you got --
15 deputy commissioner over here knows -- we
16 grew up in that neighborhood. If you had
17 some sort of a proactive surveillance
18 strategy along that corridor, I've got to
19 think that at a minimum, you would break
20 up this continuous flow of violence along
21 that corridor, as opposed to going down
22 the street seeing teddy bears every
23 weekend. I'm glad to hear that you're
24 open to it, but I would really like --

1 COMMISSIONER ROSS: Absolutely.
2 Absolutely, Council President. So
3 anything like that that will help us,
4 first of all, make this city safer, but
5 more to your point about saving lives, and
6 that's what a lot of this will help us to
7 do, and this is what we endeavor to do
8 each and every day in a number of ways.
9 Sometimes the men and women in this
10 uniform don't get the credit for that, but
11 that's what they're out there doing each
12 and every day. And so to the extent that
13 there could be some type of resources
14 available for the City as a whole, but in
15 particular for this police department, we
16 would welcome that.

17 COUNCIL PRESIDENT CLARKE: I just
18 think that when we initially talked about
19 this, you know, I guess it was the Street
20 administration, we did a bunch of cameras
21 and there was questions about the
22 technology and, you know, we didn't have
23 fiber anywhere other than Broad Street.
24 We didn't have some in the ancillary

1 streets and we couldn't necessarily get
2 the system. The whole nine yards. But
3 this is my last point on this and I'll
4 turn it over. But today, in reference to
5 that meeting with the Germantown/Mt. Airy
6 business people, as I'm talking about
7 being able to have -- utilize technology
8 to enhance our ability to monitor these
9 neighbors and I know you have seen this,
10 one of the guys in the store, he pulls out
11 his phone -- he pulls up on his phone. He
12 says this is my store. He's realtime
13 looking at people walking down the aisles.
14 It's something crazy. I think this guy is
15 getting ready to steal stuff. I don't
16 want to hear that. But that's the level
17 of detail, right? And then he pulls out
18 the outside of the store. So I'm saying
19 if somebody can do that with a cell phone,
20 I don't know how bandwidth or any of these
21 other issues could limit our capability as
22 it relates to being able to see these
23 challenging corners.

24 COMMISSIONER ROSS: Right. And so

1 some of the challenges, Council President,
2 I mean, have been satisfied since, you
3 know, you and I talked about this years
4 ago in the other Street administration.
5 Because we -- I think they told you
6 yesterday, I can pull up on my phone all
7 the City cameras and I can look at them
8 and so forth and so on. It doesn't
9 satisfy your concern though about the
10 ability to view stuff realtime. We might
11 be a little ways away but if we can, again
12 being redundant, if we can work on that,
13 we'd be all for it.

14 COUNCIL PRESIDENT CLARKE: All
15 right. I would like to follow up
16 long-term public safety committee, because
17 I know we got a lot of issues that we want
18 to talk about public safety. Thank you
19 and I'll come back on the next round.
20 Thanks, Commissioner.

21 Chair recognizes Councilman
22 Greenlee.

23 COUNCILMAN GREENLEE: Thank you,
24 Mr. President. Good morning.

1 COMMISSIONER ROSS: Good morning.

2 COUNCILMAN GREENLEE: On the same
3 subject of cameras and you've talked about
4 the body camera program. Can you get into
5 that a little bit more. I know you said a
6 pilot program in the 22nd. 300 cameras by
7 the end of the year you're saying?

8 COMMISSIONER ROSS: Yes.

9 COUNCILMAN GREENLEE: Okay. All
10 right. And that's spread out around the
11 City or --

12 COMMISSIONER ROSS: Well, so here's
13 what it is, Councilman, right now. You
14 know we piloted this program with the 22nd
15 District. It started with about 27
16 officers, give or take. And we started
17 with 11 cameras, essentially. Most of
18 them didn't even make their way out of the
19 door. I mean, they just didn't fit the
20 space and some of them really just weren't
21 good cameras. And once it got dwindled
22 down to two, and the officers who did a
23 little informal study were the ones that
24 had a lot to do with that. It then

1 subsequently went to Taser. And it had a
2 lot to do with their audio and how well
3 their audio was. They were kind of close
4 on some other things on the video. But
5 they did that, and we can get into some of
6 the nuances, but the bottom line is Taser
7 ended up buying out another company. You
8 know the storage capacity is a big issue
9 for us with cameras. But we have 300 that
10 we already have in our possession, and
11 they're all going to be in the 22nd
12 District right now as to your question.
13 We're still in pilot phase.

14 COUNCILMAN GREENLEE: And how long
15 -- if you know yet, how long do one of
16 them last?

17 COMMISSIONER ROSS: Well, I think
18 we're going to be looking at a
19 four-to-five-year cycle. I mean, because
20 if you went out there --

21 COUNCILMAN GREENLEE: I'm sorry --

22 COMMISSIONER ROSS: Four to five
23 years. Because what we don't want to do
24 is purchase -- to be that optimistic and

1 go out there and purchase 4,000 cameras
2 and they all basically malfunction at the
3 same year. That would be a mistake. So
4 we're looking to phase it in over about a
5 four-year period, give or take. And so
6 that we can get as many cameras -- or
7 however long it takes. The issue with the
8 body cameras from a fiscal standpoint is
9 all about storage. The storage capacity
10 is what is costly for a lot of departments
11 and figuring out how to do that. In some
12 ways, this is unchartered territory for
13 most of law enforcement. And then when
14 you get into the large agencies like us,
15 it really, really presents some
16 challenges. But we are committed to doing
17 this. I believe it's the wave of the
18 future. But there's a lot of things we
19 still are yet to know about this program.

20 COUNCILMAN GREENLEE: I guess it's
21 something if you have it, you want to do
22 it right.

23 COMMISSIONER ROSS: You want to do
24 it right and so you constantly pay

1 attention to other agencies. Again, I
2 think Safe or Houston, there's not a lot
3 of large departments that are going
4 wholesale with it yet. And so trying to
5 be somewhat judicious about how we do it.
6 This is why we -- I guess stress, we're
7 still in the piloting phase, even though,
8 you know, we've purchased the 300 and we
9 have, I think, 800 in our budget. And so
10 -- but we still got to be careful about
11 how we do this. Because the purchase of
12 the camera, the cost of the camera is not
13 at issue really. I mean, everything is an
14 issue fiscally, but that's not the big
15 cost. The big cost is the storage and
16 that's what's going to be the challenge
17 for us and the City.

18 COUNCILMAN GREENLEE: Okay. And I
19 guess it's the whole issue of body cameras
20 fit into what you alluded early on in your
21 testimony, building community trust. Is
22 that kind of -- is there any particularly
23 other -- you talked about the Justice
24 Department guidelines and dealing with use

1 of force. Is there anything else when you
2 talk about building community trust that
3 you particularly might be focused on?

4 COMMISSIONER ROSS: It's myriad in
5 nature. We've got so many things that we
6 already do, some of which we probably
7 don't market very well. If we're guilty
8 of probably anything it's not marketing
9 things we do well. We have men and women
10 who are involved in so many programs, some
11 of which on their on. But, you know,
12 we're going to be looking to hopefully
13 expand the Police Athletic League. That's
14 a big one. We've got the C.H.E.E.R.S
15 program that you may have heard us talk
16 about, which is a mentoring program. And
17 there are 300-something students that have
18 gone through that. They just had a
19 program this last weekend at Temple,
20 McGonigle Hall. I went through there.
21 They had about 80 to a hundred students
22 there. We're trying to build it ground up
23 and vice versa.

24 But making use of even things like

1 our police service areas, we've got to do
2 a little bit better in connection with
3 people. You may have heard me say before,
4 one of the challenges that I think this
5 police department and many others have is
6 -- you and I were at a community meeting
7 last night. What you don't see a lot of
8 is young men in their 20s and 30s at any
9 meeting. And it's not casting aspersions
10 on them and their level of commitment to
11 the City, but we have to find a way to
12 develop relationships with people who --
13 let's be honest, who are most likely to
14 encounter the police one way or another,
15 even if it's mistaken identity, even if
16 it's just any number of ways. And that's
17 a demographic that I think we have to work
18 very hard on making connections with. But
19 we do so many things, Councilman, that
20 we're proud of. But we acknowledge that
21 in this profession, and Philadelphia is a
22 part of it, we've got a long way to go,
23 and particularly in our communities of
24 color.

1 I don't want to suggest that we
2 don't have any relationships in our
3 communities, because that would be not
4 true. But to suggest that we have arrived
5 also would be disingenuous and that's not
6 the case. We are not satisfied, but we
7 also don't accept the notion that we have
8 no relationships in our communities of
9 colors, because that's also not true.

10 COUNCILMAN GREENLEE: I got you.
11 Okay. All right. Thank you very much.
12 Thank you. Thank you, Mr. President.

13 COUNCIL PRESIDENT CLARKE: Thank
14 you, Council.

15 Chair recognizes Councilwoman
16 Parker.

17 COUNCILWOMAN PARKER: Thank you,
18 Mr. President and good morning to each of
19 you.

20 COMMISSIONER ROSS: Good morning.

21 COUNCILWOMAN PARKER: So given the
22 national state of affairs as it relates to
23 community and police department sort of
24 relationships, you know, if we were doing

1 it wrong on all occasions, it would get a
2 lot of coverage, but when we do it right,
3 those things aren't highlighted much. And
4 it's with that in mind that I need to give
5 a huge shout out to our guys in the Ninth
6 District.

7 COMMISSIONER ROSS: Well, thank you
8 so much.

9 COUNCILWOMAN PARKER: Relative to
10 Captain Kinebrew of 14, Wood in the 35th
11 and McClean because they have made
12 extraordinary advances in improving
13 community relations in those areas. And
14 if they weren't doing it right, we would
15 say that. So when they get it right, we
16 need --

17 COMMISSIONER ROSS: Well, thank you
18 for saying it.

19 COUNCILWOMAN PARKER: -- to
20 acknowledge that as well. I have a few
21 other people. Willis, who is our gentle
22 giant and we just lost Sherrod Davis.
23 These are notes from text messages I
24 received this morning from community-based

1 organizations saying make sure you get
2 this on the record. And all of our PSA
3 lieutenants, they have done a great job.

4 With that in mind, I wanted to talk
5 about commercial corridors and bike cops
6 versus beat cops. Tell us how, if you
7 will, do you determine which corridors
8 receive bike cops versus the beat, and are
9 there any fiscal constraints to ensuring
10 that these corridors have coverage during
11 essential business hours from 9 to 11?

12 COMMISSIONER ROSS: So what we try
13 to do -- first of all, I'm glad you
14 mentioned, Councilwoman, the beat officer
15 because we make such widespread use of our
16 beat officers. Everybody coming out of
17 the academy walks a beat and they really
18 don't walk commercial corridors. They now
19 walk crime beats and we do that for a
20 number of reasons. But with regard to the
21 commercial corridors piece, a lot of what
22 we do in that regard we leave to the
23 district captains. And once we started
24 years ago with this constant crime

1 oversight process, we leave a lot to the
2 captains in terms of their decision-making
3 because we hold them very much accountable
4 for what they do. And so you can't have
5 it both ways sitting on this side of the
6 table, dictate everything that they do and
7 then when they don't do what you want, you
8 know, there's an issue. You have to make
9 sure they have a degree of latitude and a
10 wide berth to do what they need to do.

11 But you mentioned some very dynamic
12 captains that you have up there and they
13 are very, very responsive, as you know.
14 The challenge is, you also have some very
15 busy districts. And so they are tasked
16 sometimes with pushing their resources,
17 even bike, because those bikes, can't say
18 enough about all of them. I mean, their
19 ability both to respond because they can
20 navigate streets a lot easier than cars
21 can. And they also can cultivate
22 relationships where people driving a car
23 might not necessarily be able to do that.
24 One of the challenges, and you and I had a

1 brief discussion, is about our lack of
2 manpower that we're working on. And it's
3 not any fault of City Hall's, it's not a
4 budget issue. We're budgeted for it. So
5 this is not a pointing-a-finger thing.
6 This is our inability to get people in the
7 doors. All of that dovetails into your
8 question, the ability to put people in
9 those cars because in any district, it's
10 going to be police cars first, followed by
11 perhaps bikes and/or foot beats, depending
12 on where you are and where you're
13 assigned.

14 Now, when I said that everyone is
15 assigned to a foot beat, that's not
16 forever. And so eventually they're going
17 to come out, they're going to go in a car
18 anyway. And so with the level of manpower
19 we are today presents significant
20 challenges in some of our commercial
21 corridors, and we rely very heavily on our
22 captain's ability to assess the crime
23 patterns, to assess their business issues
24 and make the adjustments accordingly.

1 COUNCILWOMAN PARKER: Well,
2 Commissioner, let me just for the record
3 while we -- and our captains do have sort
4 of, you know, tough decisions to make when
5 they are trying to work with the
6 allocation of very scarce resources,
7 particularly when you think about the 14th
8 that has such a large mass of area in
9 order to cover.

10 And so I would just ask, at the
11 executive level when we're sort of making
12 those decisions, that we ensure that those
13 bike patrol officers are viewed as being
14 essential because you described it, they
15 connect in a way that a car doesn't allow
16 us to. Moody and Merchant, I don't know
17 if you're familiar with those guys --

18 COMMISSIONER ROSS: Absolutely.

19 COUNCILWOMAN PARKER: -- but they
20 have relationships that dated back for 30
21 years and they knew generations of
22 families. All right. So it helps. I
23 wanted to ensure that I advocated for
24 that.

1 In addition to that, I was
2 questioned last week at a meeting about
3 whether or not the Department is going to
4 continue PSA meetings. And have you heard
5 any discussion at all or are there any
6 potential plans to eliminate the use of
7 PSA meetings? I had not. A community
8 member asked.

9 COMMISSIONER ROSS: No. What we're
10 looking to do is perhaps revamp some of
11 the PSA program, but not get rid of it.
12 So one of the challenges that we had is
13 maybe being too hell-bent on having what
14 they call PSA integrity for the police
15 officer. This really didn't impact the
16 individual citizen as much as an internal
17 operational piece, where in an effort to
18 keep police officers on their PSA, they
19 now weren't traversing the district
20 sometimes in a 9-1-1 emergency fashion
21 like we would have needed them to.

22 I mean, we don't have the luxury of
23 locking you in a particular grid. And so
24 one of the things you heard me mention

1 previously, Councilwoman, is our, in my
2 estimation, lackluster storytelling and
3 our marketing. And so I am somewhat
4 dismayed, I'll be honest with you, in the
5 number of community meetings I have gone
6 to over the last four or five, six years
7 where I'll ask the question about who even
8 knows about a PSA and not even half of the
9 room raises their hand. And so we haven't
10 done a really good job of that. We'll
11 have to do better, because if you work the
12 concept right -- particularly as it
13 relates to what you're talking about and
14 understanding there's another level of
15 management that Mrs. Jones, Mrs. Smith,
16 Mrs. Whoever now can call and not just the
17 captain. I mean, the concept is great,
18 but it's only as great as us letting
19 people know that it exists. And so we got
20 to work -- but it's not going away. It's
21 just going to change a little bit.

22 COUNCILWOMAN PARKER: Okay. Thank
23 you, Commissioner. Thank you, Mr.
24 President.

1 COUNCIL PRESIDENT CLARKE: You're
2 welcome, Councilwoman.

3 Chair recognizes Councilwoman Gym.

4 COUNCILWOMAN GYM: Hi. Good
5 morning, Commissioner.

6 COMMISSIONER ROSS: Good morning.

7 COUNCILWOMAN GYN: Thank you very
8 much for all of your work and looking
9 forward to working with you.

10 Some of my questions have to do
11 with the Department's approach towards --
12 I guess I don't know if you want to call
13 it program or approach around stop and
14 frisk. Can you talk to me a little bit
15 about how that procedure has evolved from
16 the last administration to this one?

17 COMMISSIONER ROSS: All right. So
18 I think the first thing to point out is
19 the Mayor and I are on the same page in
20 regard to ensuring that we're not doing
21 unconstitutional stops. And that's
22 without casting aspersions on any of the
23 administration at this point in time.
24 Interesting thing that I always point out

1 to everyone is that internally we have
2 never used the term stop and frisk. We
3 use the term pedestrian investigation. It
4 is the same thing. At the risk of
5 sounding disingenuous, it is the same
6 thing, but we don't use that word. But it
7 comes out of, as you probably know by now,
8 a 1968 case, Terry versus Ohio.

9 It's a landmark case which actually
10 the United States Supreme Court made it
11 okay for a police officer, assuming they
12 had reasonable suspicion and belief that a
13 crime was underway, that you could then
14 stop that individual, and then if
15 subsequent to that stop you believe that
16 there's something about that stop that
17 suggests the individual was armed and you
18 had fear for your safety, you could stop
19 them. Just in the way of background.
20 Because there's a lot of -- it's such a
21 complex issue that a lot of people don't
22 understand. One of the things that I
23 think we have done, Councilwoman, we were
24 somewhat remiss in our oversight. We had

1 it. We had some oversight that was
2 already in place, but we are falling
3 significantly short of where we should be
4 with regard to even the policies we've had
5 in place with regard to ensuring that
6 these stops were done properly, they were
7 documented properly, they were articulated
8 properly, supervisors were assigned. So
9 we did a number of things under council --
10 I mean under Mayor Kenney, I'm sorry, that
11 we think will yield some significant
12 inroads.

13 And I had a long discussion with
14 the federal judge about a couple weeks ago
15 who's going to make sure we get it right.
16 And so some of those things are as
17 follows. Number one, previously the
18 captain was almost on the back end of the
19 review, which is not the way it should be
20 done. So captains now have the ability to
21 review these -- we call them 48As, which
22 is the report the officers actually
23 prepare these pedestrian stops on. They
24 will review them daily. It has become a

1 part of our CompStat process which is, you
2 know, our little tribunal, if you will,
3 where we hold captains accountable for
4 their crime. But we've added this
5 dimension or component to it for
6 oversight. And the reality of it is, and
7 it's a part of it that we don't want to
8 have to talk about and we believe we will
9 never get to this point, or hopefully is
10 the individual officer with regard to how
11 they respond if they're not appropriately
12 filling it out.

13 Obviously with anything in the
14 department, your first action would be to
15 make sure that officers are trained who
16 may be coming up short in terms of not
17 doing what they're supposed to do. The
18 next step would be counseling, followed up
19 by progressive discipline. I don't think
20 that would ever be the case. But the
21 point is, we've got significant measures
22 in place now and we have got to get these
23 numbers down. Because these are numbers
24 that we spotted and this is what should be

1 pointed out. It is our internal auditing
2 that discovered that we came up short.
3 And in our third quarter of last year, we
4 had a spike because of some
5 misunderstanding oversight arrest. So
6 we're doing a lot of things to come into
7 compliance on that, and I think we're
8 going to really work some things out with
9 this.

10 COUNCILWOMAN GYM: I appreciate
11 that. Could you talk a little bit about
12 one particular aspect of that procedure
13 which involves civil forfeitures? And in
14 part, is the question about how small cash
15 seizures may accompany a typical
16 pedestrian. Is it stopping investigation
17 --

18 COMMISSIONER ROSS: Pedestrian
19 investigation.

20 COUNCILWOMAN GYM: A pedestrian
21 investigation. And that occasionally -- I
22 mean, as we know under the civil
23 forfeitures, the police can keep half, the
24 DA may keep half. But in part, the

1 seizure of money can in some ways
2 incentivize the idea of stop and frisk --
3 or pedestrian investigations rather. And
4 there's been a lot of questions that have
5 been raised about this issue of civil
6 forfeiture, and we have seen some
7 instances in the past about police
8 corruption that involve cash and other
9 types of valuables and property. And I
10 guess, is the Department -- would you
11 consider committing to a review or even a
12 practice of only seizing cash from stops
13 when there's an arrest and conviction, as
14 opposed to after the conclusion of a
15 criminal case, as opposed to prior to
16 that?

17 COMMISSIONER ROSS: So that's kind
18 of multi-faceted. So first of all, I
19 believe that there's not as many cases off
20 of a pedestrian investigation where cash
21 -- or confiscated. The civil forfeiture
22 thing that you're referring to typically
23 applies to large narcotics confiscations
24 in many instances, and we aren't the only

1 entity involved in that. The District
2 Attorney's office in state cases would be
3 the primary one, and in the federal one it
4 would be the federal government. So that
5 would be the biggest one when you're
6 talking about seizures in civil court.

7 With regard to any money seized
8 during a pedestrian investigation, an
9 officer would have to have a significant
10 reason to confiscate money if there was
11 not an arrest. And so there would have to
12 be some belief that there's a narcotics
13 nexus. And then they have to go through a
14 whole litany of things, perhaps if they're
15 in a vehicle, getting a search warrant.
16 They would have to perhaps have a
17 narcotics dog come out. But the bottom
18 line is, if there's any money confiscated
19 we changed our policy on evidence about a
20 year or two ago. Money has to be turned
21 in immediately. We don't want money
22 sitting in the lockers. We don't want
23 even the appearance of impropriety
24 regarding that. So with regard to your

1 question would we be open to that, sure.
2 I mean, if there is a mechanism that is
3 structured enough, that is not so
4 cumbersome -- because a lot of time people
5 do studies and they drop it in the police
6 department's lap, and we aren't left with
7 the resources to get it done. But
8 clearly, anything that we can do that's
9 going to remove that appearance of
10 impropriety from -- our police officers
11 don't want that either. We don't want
12 this notion that people think we just
13 stole their money. We want to create a
14 paper trail and we already have that.
15 This why I said, again, they have to turn
16 that money in right away.

17 COUNCILWOMAN GYM: Right. So I
18 think one question is, I mean, you know, a
19 number of organizations, like the ACLU
20 have indicated that there have actually
21 been a number of small cash forfeitures.
22 And one of the questions has been is
23 whether -- is there any kind of police
24 directive that limits the maximum -- I

1 mean the minimum amount of cash that can
2 be taken in any stop? And I understand
3 that you're dealing with, you know,
4 criminals on all levels of the spectrum.
5 And I'm not contesting people with large
6 narcotics or, you know, things that are
7 happening that are onsite clearly
8 connected.

9 But I think the question is about
10 whether there is any kind of directive
11 that establishes some sort of a minimum
12 amount of small -- of cash so that we
13 reduce the risk of abuse of some of the
14 pedestrian stops, and in particular
15 address some of the concerns that have
16 been raised by, you know, some civil
17 rights organizations about, you know,
18 whether these forfeitures are happening on
19 the level that they need to happen.

20 COMMISSIONER ROSS: Sure. So, and
21 unless I'm incorrect and I don't believe I
22 am, the policy is not so much about a
23 threshold as much as it is about whether
24 you not you have the requisite probable

1 cause to even do that. And so we would
2 not want to be boxed in a corner. It's
3 based on the case and whether or not you
4 have the legal right to do that as a
5 police officer based on the case, not
6 based on a monetary amount. Because --
7 for example, if an officer were to witness
8 something that is clearly criminal in
9 nature and the proceeds from that
10 criminality clearly are the result of that
11 transaction to take that away --

12 COUNCILWOMAN GYM: We're talking
13 about prior to conviction.

14 COMMISSIONER ROSS: I'm sorry?

15 COUNCILWOMAN GYM: We're talking
16 about prior to conviction. We're talking
17 about at the moment of the stop. So
18 there's no conviction, there's been no
19 indication -- -

20 COMMISSIONER ROSS: At that point,
21 is taken for evidence and that's on a
22 property receipt. Anything that we take
23 from an individual is put on a property
24 receipt anyway. In those cases that

1 you're alluding to, they would either be,
2 in most cases, described as evidence. In
3 some cases it would be safekeeping. But
4 if anything, when we're taking it, because
5 we believe the person was doing something
6 illegal, it would be on a property
7 receipt, why that is. And at that
8 juncture, it is not officially removed
9 from them at that time. They have a court
10 proceeding that they would go to. But we
11 do not have a mechanism right now to say,
12 and I don't know that we would want to, to
13 say that you can make this decision on the
14 street, because then it becomes too
15 arbitrary and so it gets a little
16 dangerous.

17 And so right now, at least if an
18 officer knows he takes property, money or
19 what have you or some other valuable, you
20 have to put that on a property receipt.
21 It has to be turned in to our evidence
22 custodian and that person has to be
23 provided a copy of it, you know. And then
24 later on there's a mechanism, even with

1 guns, where you can submit a memo to the
2 appropriate person, depending on the case,
3 to have your property returned. So there
4 is a mechanism in place, but we don't have
5 arbitrary thresholds about how much money.

6 COUNCILWOMAN GYM: So I'll go back
7 to the questions in a few minutes. Thank
8 you very much.

9 COUNCIL PRESIDENT CLARKE: Thank
10 you.

11 Chair recognizes Councilman Domb.

12 COUNCILMAN DOMB: Thank you,
13 Council President, and good morning.

14 COMMISSIONER ROSS: Good morning.

15 COUNCILMAN DOMB: And I just want
16 to say on the record, I love the police
17 department because without safety we have
18 nothing. So I appreciate everything you
19 guys do. It's great.

20 COMMISSIONER ROSS: Thank you.

21 COUNCILMAN DOMB: But I have some
22 questions I just wanted to make sure I
23 understood and it has to do with overtime.
24 And it says in the budget that our

1 overtime costs in '15 were about 49
2 million, and in '16 they're going to be 60
3 million, 11 million dollars higher. And
4 then they're coming back down in the
5 projection to 49 million for the budget
6 we're looking at now, bringing it back
7 down.

8 What's the two or three biggest
9 reasons why there's 49 million dollars of
10 overtime.

11 COMMISSIONER ROSS: Well, and I'll
12 let Deputy Coulter get into the specifics.
13 But you have primaries, one is court time.
14 When officers go to court and that's
15 roughly about 24 million dollars annually.
16 And very challenging part -- I mean, if an
17 officer is working midnight to eight or
18 they're working four to twelve and the
19 court cases are primarily during the day,
20 they by contract obviously get time and a
21 half. And so we have a lot of officers
22 that are in court each and every day, out
23 there doing the job that you just
24 commended them for. So that typically

1 runs around that figure. And then you
2 have investigative overtime for any number
3 of things. It could be for homicide, it
4 could be for special victims, it could
5 also be for late arrests where officers
6 are held over. And so the balance of that
7 is taken up in issues like that. Now as
8 for the spike -- I don't know if you want
9 to speak about --

10 DEPUTY COMMISSIONER COULTER: One
11 of the issues dealing with the larger
12 number last year was we factored in the
13 Papal visit. A lot of that money was
14 reimbursed. But we knew that for that
15 duration, that time our officers would be
16 on 12-hour shifts working much later, much
17 longer. We did get reimbursed for that,
18 but it still occurred as overtime for our
19 officers at the time.

20 COUNCILMAN JOHNSON: Mr. Chair, can
21 I get --

22 COUNCIL PRESIDENT CLARKE: Chair
23 recognizes Councilman Johnson.

24 COUNCILMAN JOHNSON: Can you just

1 clarify if the overtime is a part of the
2 police officers that covers the stadium
3 district, South Philadelphia, all of our
4 sports team games as well, just for the
5 record, please.

6 DEPUTY COMMISSIONER COULTER: That
7 is a combination of both straight time and
8 overtime officers for those details.
9 There are memos of understanding in place
10 with our sports teams where that money is
11 reimbursed. There's a contract that
12 they'll hire a specific number of officers
13 based on the expected attendance and who
14 is playing at that event. So that money
15 is reimbursed through our system. And we
16 do -- right now we have about a 94-percent
17 collection of reimbursement. We're pretty
18 good at getting that money back in. But
19 we initially pay it out and then we're
20 reimbursed for it. I'm sorry, Councilman
21 Domb.

22 COUNCILMAN DOMB: Are we concerned
23 about the Democratic convention coming and
24 overtime for that convention? Is that

1 factored into this budget?

2 DEPUTY COMMISSIONER COULTER: We're
3 certainly concerned about it, but there is
4 a mechanism where we will be reimbursed
5 for that. That money has already, I
6 believe, been transferred to the City
7 funds in order to pay for anything that's
8 related to the convention, not only
9 overtime but special equipment or some of
10 the other things that our department will
11 need, as well as other City departments.

12 COUNCILMAN DOMB: The 24 million
13 that cost -- the cost for the police
14 officers to have to go to court, is there
15 any alternative solutions you can think of
16 to try to save some of that money?

17 COMMISSIONER ROSS: Well, I mean,
18 that's something we have looked at for a
19 number of years, and the challenge is we
20 get subpoenaed by the District Attorney's
21 office and so they have court cases they
22 have to put on. Some of them they find
23 witnesses at the last minute. So for us
24 -- this is not pointing the finger at

1 them -- it's such a multifaceted thing
2 where dealing with the collective
3 bargaining aspect of it which does not
4 give us a lot of latitude. There are some
5 cities that have more flexibility where
6 the officers get comp time and other
7 things like that. My brother was like
8 that when he was in Wilmington years ago.
9 We don't have that flexibility through
10 collective bargaining, so what we have
11 tried to do in the District Attorney's
12 office, and even the courts have done a
13 pretty decent job of trying to make sure
14 they schedule as many cases as possible
15 when the officers are on the day work
16 tour.

17 Large scale operation like
18 Philadelphia and a large operation like
19 Philly PD, it gets a little challenging to
20 try to do that. Again, it's largely
21 because of work rules that it makes it
22 very difficult for us to get around that
23 cost. But we have a very comprehensive
24 overtime review policy that we're very

1 proud of, and there's a case review done
2 by our staff accountability unit that
3 looks at these cases. So we have done a
4 lot of things. You chip away at it, but I
5 don't want to lead o you to believe that
6 that's going to lend itself to some
7 dramatic reduction in overtime, because we
8 quite frankly just don't have the
9 mechanism to do that, but we monitor it
10 every day. Our supervisors are tasked
11 with making sure we don't put unnecessary
12 people on a case, that people that are not
13 needed are not there and we have got a
14 good working relationship with the DA's
15 office. So I think to the degree that
16 even they can take people off the case,
17 they do. But it's just something that's
18 been a challenge for a long time.

19 COUNCILMAN DOMB: Thank you very
20 much. Thank you.

21 COUNCILWOMAN QUINONES-SANCHEZ:
22 Point of clarification, Mr. Chair.

23 COUNCIL PRESIDENT CLARKE: Chair
24 recognizes Councilwoman Quinones-Sanchez.

1 COUNCILWOMAN QUINONES-SANCHEZ:
2 Thank you. Good morning. Along that
3 line, since you're on that stream of
4 though it would be really good for us to
5 get a snapshot of your overtime over the
6 last three or four years by category,
7 because I do think there's some things you
8 can control and some things you don't.
9 But I think it would give us an idea of
10 are we making decisions around special
11 events. Are we making those types of
12 decisions? Because we always have this
13 conversation about your overtime and
14 sometimes you reign it in and then it goes
15 back out. And so having it by category, I
16 think, would be helpful because then as,
17 you know, the Democratic Convention comes
18 and other things we need to be cognizant
19 that we're adding to that because --

20 COMMISSIONER ROSS: Sure. We can
21 provide that, Councilwoman. That's not a
22 problem.

23 COUNCILWOMAN QUINONES-SANCHEZ:
24 Okay. Thank you.

1 COUNCIL PRESIDENT CLARKE: Thank
2 you, Councilwoman.

3 COUNCILWOMAN QUINONES-SANCHEZ: Now
4 you're going to put me at the end.

5 COUNCIL PRESIDENT CLARKE: I
6 thought that was your turn. I'm noticing
7 a pattern, Councilwoman. We put you right
8 back where you were.

9 Chair recognized Councilman Oh.

10 COUNCILMAN OH: Thank you very
11 much, Council President. Well, first let
12 me say congratulations. Is this your
13 first testimony as Commissioner?

14 COMMISSIONER ROSS: As
15 Commissioner. But as you know, I have
16 been here about ten times before at this
17 table.

18 COUNCILMAN OH: Yes, I know. So I
19 appreciate that. It's been a pleasure to
20 work with you and your team. And me
21 personally, I have great satisfaction in
22 having you as our Commissioner. I think
23 Commissioner Ramsey did a great job. I
24 think you're going to do a great job. So

1 I feel very optimistic about our future.

2 COMMISSIONER ROSS: Well, thank
3 you. I appreciate that.

4 COUNCILMAN OH: So one of the
5 things I was wondering and I enjoy our
6 conversations. One of the things about
7 you, so accessible and willing to have
8 conversations. You know, along the lines
9 of the Council President's conversation
10 about security cameras. Could I ask you
11 your thoughts on a police drone unit? The
12 reason is -- and you may not like the idea
13 -- a drone would be mobile and we are
14 probably going to have to, at some point
15 in time, register drones in our City.
16 We're going to require them to be
17 registered. I would suspect we've got to
18 do that and also get a fee for them, keep
19 track of them, make sure there's no abuses
20 and things like that. But the City drones
21 is like a police drone, that could be --
22 the unit could be paid for from those
23 fees. And the issue is then you'd have
24 mobile visibility. Well, you know,

1 everybody has got a different opinion.
2 We're going to have drones fly around the
3 City. I think we can have the visibility
4 to mark them to let people know. But
5 could you share your thoughts on whether
6 that is something that would or would not
7 work or raises concerns?

8 COMMISSIONER ROSS: Well, the good
9 thing about you and I knowing each other
10 for a number of years is you know when I
11 don't know, I'm going to tell you I don't
12 know. And I don't know what I feel about
13 that, to be honest with you. The jury is
14 out on that, I think, in a lot of ways.
15 And civil rights issues and privacy
16 issues. And I think there would be some
17 who would be even more concerned if, quote
18 unquote, anybody looking like big brother
19 was the one doing it. And there are all
20 kinds of government restrictions, as you
21 would probably know better than me. And
22 so I'm not sure what I feel about that. I
23 don't disagree that as it relates to
24 technology that that's something that may

1 come. It may be the wave of the future.
2 I mean, we're body-worn cameras now and a
3 whole host of other things. So I'm
4 certainly not going to say it's not
5 coming. I'm just going to say candidly, I
6 don't have an answer for you right now.

7 COUNCILMAN OH: Okay. Well, I'm
8 interested in your opinion. One other
9 thing that I'm interested in is, you know,
10 for example this conversation of overtime.
11 Having been in the District Attorney's
12 office, you know, overtime to me is one of
13 those things that you cannot exactly get
14 your hands on. Yeah, for predictable
15 events. But, you know, officers work in
16 shifts and there's speedy trial,
17 constitutional rights and when the court
18 wants the case on you need the officer,
19 you need the right number of officers, you
20 need the evidence, you need the witnesses
21 and that's overtime. But without that,
22 they're not doing their job.

23 One of the ways to limit the cost
24 of effective policing for our citizens is

1 visible policing. And my interest is that
2 cost-effectively visible police drones
3 maybe with lights or something for the
4 issues of public sense of their civil
5 liberties being -- at least boundaries
6 being created, that those are mobile and
7 you have dedicated people in offices
8 watching and moving around coordinated
9 with your police officers. It's, I think,
10 the next wave of technology. Right now,
11 our City has no restrictions on drones.
12 Anybody can have a drone up in the air,
13 moving around, listening, night
14 observation devices, thermal, whatever you
15 want to put on there, however much you
16 want to spend. So for me the police and
17 any of our City officials or law
18 enforcement, I'm very much open, you know,
19 to that idea. But I just want to get your
20 impression. Thank you very much.

21 COMMISSIONER ROSS: And also just
22 to the other point about overtime that you
23 brought up, Counselor. I'm glad you said
24 that because overtime is not a bad word.

1 It's just something you have to control,
2 and the reality of it is in this business
3 in a city like Philadelphia, any city for
4 that matter, major city, you can't get it
5 done without overtime. The question is
6 how you monitor it and are you being smart
7 about its uses, and that's the real issue.

8 COUNCILMAN OH: I remember when I
9 was in, we had a review process around
10 overtime. For example, I as a DA, I want
11 six of the officers, plus the ballistics,
12 plus the drug analysis all ready to come
13 into court on a jury trial. But we worked
14 it off in the DA's office to slim it down
15 just to make sure that we didn't have any
16 excess personnel. That was actually done
17 by the police administration, but then
18 we'd get a chance to give feedback because
19 the other part of it is all that work, you
20 know, for these guys and then if we miss a
21 witness and lose the case after a
22 three-week jury trial because we didn't
23 have a witness available is problematic.
24 So it's not, as you know, just on the

1 police. It's the prosecution, it's the
2 defense, it's the court system. So
3 anyway, I know the police are actively
4 involved in trying to constrain those
5 overtime costs, but I just, you know, want
6 to make a statement that it's difficult
7 because the job of the police officers
8 then dovetails also with the prosecution
9 and the rights of the defendants. So the
10 amount of time involved is not really that
11 predictable.

12 COMMISSIONER ROSS: No. You're
13 absolutely right. Thank you for pointing
14 that out.

15 COUNCILMAN OH: Thank you very
16 much. Thank you, Chairman, President.

17 COUNCIL PRESIDENT CLARKE: Thank
18 you, Councilman. Chair recognizes
19 Councilman Jones.

20 COUNCILMAN JONES: Thank you, Mr.
21 President. And I just want to join the
22 chorus of people saying how grateful I am
23 to having a productive working
24 relationship with you and it goes back

1 before you're being a Commissioner, but
2 also with your subordinates, particularly
3 my Captain, and he's my Captain, Captain
4 Bologna in the 19th. The only problem I
5 will ever have --

6 COMMISSIONER ROSS: I know what it
7 is.

8 COUNCILMAN JONES: -- with your
9 department, if you ever try to move him,
10 promote him. I don't want to stifle his
11 career but he can't go anywhere. So we
12 are happy with him. And I tell him that,
13 that I'm just -- that's not good. Also, I
14 want to thank your department for over the
15 years paying attention to some of issues
16 and challenges in getting minority female
17 recruits. You responded to it by
18 expanding the Explorers Program,
19 particularly in districts where young
20 people can get to that. So I am truly
21 appreciative of that. And in addition,
22 want to take away some of the barriers of
23 more young people taking advantage of it
24 by figuring out a way to contribute to

1 their equipment, uniform cost, which I
2 took note of as something we can do to
3 help.

4 So my -- having said all of that, I
5 also worked with you on the JOD
6 recommendations and other stuff, and I'm
7 pleased with the many trips we have taken
8 up to the Police Academy and the evolution
9 of training that the officers are getting
10 on how to deescalate and things like that.
11 So I'm putting on the record, duly noting
12 that we are taking steps in the right
13 direction, and it's good not to some of
14 these other cities, that have had more
15 acute problems than we have. Having said
16 that, the one thing about over the years
17 that I have been a councilperson, the
18 pendulum swings. One minute our community
19 group says they're too aggressive and then
20 another at the same meeting, the same
21 people will say they're not aggressive
22 enough. And I have to learn how to
23 navigate that to give them the proper
24 levels of responsiveness from you.

1 So to that end, there is a
2 particular area in the 19th that every 28
3 days someone will be shot, statistically.
4 Sometimes two -- they come in bunches,
5 sometimes they're fatal, sometimes they're
6 not. But every 28 days, like -- what's
7 your little street that you're talking
8 about.

9 COUNCIL PRESIDENT CLARKE:

10 Cumberland.

11 COUNCILMAN JONES: Cumberland.

12 Well, we've got a Cumberland in the 4th
13 District as well. So what your response
14 has been when we asked the City to do
15 cameras, they did immediately, instantly
16 did about six or so new cameras and I'm
17 appreciative of that. How do you
18 determine when an area statistically
19 deserves special treatment in an uptick in
20 violence and response to that? Is there a
21 methodology that you use and what is it?

22 COMMISSIONER ROSS: Absolutely.

23 And also, thanks for pointing out the work
24 done by Captain Bologna and his people out

1 there because he truly is one of the
2 hardest working guys that we have. We are
3 very data driven, as you know, in the
4 police department. We are probably as
5 skilled as any other department at
6 gathering data, particularly as the onset
7 of, as I mentioned, previously, CompStat
8 of 20-something years ago. And so for us,
9 we map every crime. We hold intelligence
10 briefings.

11 Deputy Commissioner Patterson,
12 every Monday, follows up on what has
13 happened over the last week or so with his
14 upper-level command. And that's in
15 addition to the crime. We actually --
16 every police district has a one or two,
17 maybe three hot spots. And that would be
18 one of his in the 19th District where we
19 grid it out and you can see in a gold
20 square the hottest spots, and some
21 districts unfortunately could have
22 multiple ones, but in yours that would be
23 the area you're talking about. And
24 Captain Bologna, in this case or any other

1 captain, inspector, chief, they do an
2 analysis of all of that and then really
3 try to stay in front of things.

4 So here's what I tell people and
5 there's nothing really novel about the
6 thought is that, you know, we don't have
7 crystal balls to know if you're going to
8 get mad at me councilman and decide you're
9 going to pull out the firearm and handle
10 the things like some of our young people
11 do. But if you know of my affiliations
12 with a particular group or gang and I know
13 of yours and the police department learns
14 of both, you know the likelihood
15 retaliation rises significantly when
16 someone is shot and/or killed, and it is
17 incumbent upon us then to do everything
18 possible to stave off that type of
19 retaliatory shooting. We will never
20 necessarily know about the first; however,
21 when you have problematic grids, sometimes
22 those are ones where -- you know, you have
23 got parts of Lansdale and Lancaster and
24 you have 56th Street that them guys, they

1 get mad sometimes and it's been going
2 back, like you said at your hearing that
3 you and Councilman Johnson had, it's like
4 the Hatfield and McCoys, and he has them
5 in his as well.

6 You know that there's certain
7 streets that they may go quiet for a
8 minute, but then let something happen and
9 everybody thinks it's always going to be
10 about drugs. It's not necessarily about
11 drugs. Could be about a social media dis
12 or disrespect, could be about, you looked
13 at my girlfriend or you tried to hit on my
14 girlfriend, and then the resulting
15 shootings make no sense at all. Sometimes
16 you get so deep in shootings -- we've had
17 in certain divisions over the last seven,
18 six years, shootings that went back and
19 forth with 20, 30 people shot over the
20 span year and a half where by the time --
21 they don't even know what it's about. Now
22 it's just going back and forth. But we
23 grid these things out, very intelligence
24 driven, very much on top of a lot of it to

1 the degree that you can, without being too
2 reactive is what I'm trying to say. But
3 we really get into it hard.

4 COUNCILMAN JONES: So as a result
5 of the hearings and some of the things we
6 took away from it was that there needs to
7 be a rapid response team that goes out in
8 conjunction with other departments, not
9 just your department, but to intervene
10 before so the retaliation, as Councilman
11 Johnson pointed out, starts at the
12 hospital when the families are grieving,
13 they're crying, and then the relative says
14 I know what to do, I'm going to go out and
15 do whatever. So that's one level of
16 monitoring that through a crisis
17 intervention task force. The second part
18 is witness protection. That we really
19 have to take a look at how we do it
20 because of the close proximity of some of
21 the victims and the perpetrators, that
22 they go to the same grocery store, the
23 same church, and the same schools. That
24 we have to figure out how to keep the

1 warring parties apart and to encourage
2 witnesses to come forward, because at the
3 end of the day after they leave the
4 Justice Center they got to go back to that
5 neighborhood and face street justice
6 sometimes that, you know, happens.

7 So we have to -- and we
8 appropriated money for witness protection
9 in the DA's office. But we really need to
10 take a bigger look at it to figure out how
11 we cooperate with the Housing Authority to
12 move people, how we cooperate with other
13 jurisdictions to exchange, you know,
14 witnesses so that folks feel more
15 confident coming forward and saying yeah,
16 I saw so and so do such and such. Because
17 right now, you know -- and I know you have
18 limited resources. They go back to that
19 world. They're kind of on their own. So
20 thank you.

21 COMMISSIONER ROSS: And let me just
22 say this to a couple of your points.
23 Number one, when you and your colleague,
24 Councilman Johnson, had that hearing, one

1 of the things that I liked about it is not
2 feeling like this is all about the police
3 department. And so you had multiple
4 entities down here, because that's what it
5 will take and that's what it involves. I
6 mean, even people from grass roots groups,
7 you have several community-based
8 organizations down here and violence
9 groups, but you mentioned even the
10 hospitals. I mean, because that's where
11 that grief starts to turn into anger and
12 believing that that's going to give you
13 this sense of satisfaction. When -- these
14 guys will even tell you when it's all said
15 and done, it doesn't.

16 I mean, unless you're one of the
17 small percentage of stone-cold killers and
18 most are not, you know, they get really no
19 long-term satisfaction out of that. But
20 in that period if no one can put their
21 hands on them and the entity can't just be
22 a law enforcement governmental agency.
23 And so I know Temple was doing some of
24 that work. I know that, you know, there

1 was a project done by George Mason
2 University with Lowell Police Department
3 in Memphis trying to do what you were
4 talking about and trying to deal with that
5 grief and retaliation and all those things
6 to work those things out.

7 COUNCILMAN JONES: Thank you.

8 COUNCIL PRESIDENT CLARKE: Thank
9 you, Councilman.

10 Chair recognizes Councilwoman
11 Brown.

12 COUNCILWOMAN BROWN: Thank you.
13 Good morning.

14 COMMISSIONER ROSS: Good morning.

15 COUNCILWOMAN BROWN: Again,
16 congratulations to you and the new members
17 of your team and work that you do every
18 day for us across the City.

19 This is not one of my planned
20 questions, but I was struck by your
21 comments regarding the soft relationship,
22 I'll say, of the police department with
23 young people in their 20s and 30s. And so
24 the question is the work that you do is

1 Godzilla and there's not a lot of time.
2 But I am curious to know what is the
3 relationship with the School District and
4 going into the high schools and the
5 programs that's sort of capture the
6 imagination of young people early before
7 they leave high school with the goal of
8 even guiding them towards wanting to
9 become a member of the law enforcement
10 community?

11 COMMISSIONER ROSS: All right.
12 Good question. So we try to be very
13 intentional about touching bases with all
14 our schools, from myself and my staff, as
15 well as our captains, and first of all, as
16 you said, generate some interest in this
17 occupation. But also connecting on
18 another level and showing young people
19 that we're people too. This just happens
20 to be an occupation we have. We're not
21 this big bad bear out there looking to
22 just terrorize you and so forth and so on
23 and working in those regards. And so we
24 actually have a sergeant in media

1 relations who's going out to a high school
2 this week to several hundred of students
3 and he's speaking specifically about media
4 relations and how retaliatory things can
5 start on that, disrespect and just trying
6 to make another connection.

7 The bottom line is, there are no
8 panaceas, as we all know, but when you're
9 willing to roll up your sleeves and you're
10 willing to say this is a commitment that
11 even the police department is willing to
12 make. This is why I mentioned
13 C.H.E.E.R.S. and I mentioned how -- you
14 have people -- I just signed a whole bunch
15 of appreciation certificates for several
16 officers. They all volunteer their time
17 for this Saturday. We didn't make them do
18 it. They didn't get paid. They just
19 believe in it. They believe in young
20 people and this is why it is a struggle
21 for me personally, and I know for our
22 colleagues in this department and across
23 this country when people make wholesale
24 indictments of policing or cast aspersions

1 of a group of people. You would never be
2 able to get to do that or get away with
3 that about a particular race or gender of
4 people, but for some reason it is a
5 popular thing to do right now.

6 We -- look, I will agree to the
7 fact that in law enforcement there are
8 some issues that need to be addressed.
9 And I think most police chiefs and most
10 people who are somewhat thoughtful will
11 agree with that. We've seen some things
12 that have been absolutely egregious in
13 nature. So anybody who wears a uniform
14 who would suggest anything to the contrary
15 is crazy. However, you have to be careful
16 of this group that think that, you know,
17 well cops all do this, cops don't care
18 about people. And people say well, okay,
19 you say that but that's real and this is
20 what's happening now. And so we try to be
21 intentional about making connections with
22 particularly our young people. I said
23 that demographic in the 20s, I, along with
24 former Deputy Commissioner Bevel, have

1 started a Young Millennial Group about a
2 year ago. One of the people was my mentee
3 since he was in high school. He's now,
4 like, 27 now, and it's ironic because he
5 actually leans on me now more as a 27 year
6 old than he did as a 17 year old.

7 But some dynamic young people from
8 across the City who are doing things in
9 their own right and we're trying to
10 leverage that. We meet with them. It's
11 about 25 of them and they -- and this is
12 an eclectic group, it's males, it's
13 females, it's African Americans, it's
14 Asians. But these are people who are
15 committed to the City, committed to young
16 people. And these are the things we're
17 going to do to continue to work in a very
18 unconventional way for a police
19 department.

20 COUNCILWOMAN BROWN: Two more
21 questions before the bells rings and it is
22 unconventional. Are you aware of Sulaiman
23 Rahman and the work he does around
24 engaging Millennials in all aspects of

1 urban life? UPPN is his humongous network
2 where they do everything from hosting
3 political receptions to bringing in policy
4 to talk about issues facing the City.
5 Given your interest in Millennials, his
6 organization would be one that is a neat
7 fit for what you're trying to do and
8 capturing the attention of 20 and 30 year
9 olds.

10 COMMISSIONER ROSS: I would love to
11 have a capitalize on that because that --
12 Councilwoman, you're nailing it because
13 that's one of the things that we ask these
14 young Millennials to do is to be
15 ambassadors for us as well. To say, you
16 know, you just sat in with the
17 Commissioner and Deputy and we talked
18 about a lot of things, not just policing
19 and how police interact with young people.
20 Now I need for you to go out and say --
21 and they're very progressive because --
22 I'm not really into tweeting and stuff
23 like that, but they do that immediately
24 after the meeting and I'll get people say

1 I just saw you on this or on Facebook with
2 all these young people. And I think that
3 that speaks volumes of one, what we're
4 trying to do, but the fact that there are
5 other people who are willing to partner
6 with us and they don't necessarily have
7 this negativity -- they are very, very
8 demonstrative and boisterous about what
9 they have concerns about relative about
10 us. Don't get me wrong. These aren't
11 like card-carrying cop lovers necessarily.
12 But they understand what it will take and
13 so I would love to do some work with them.

14 COUNCILWOMAN BROWN: You can trust
15 that my office will be a bridge for that.

16 Give me an update on what's
17 happening with human trafficking. I had
18 the good fortune to sit in on a two,
19 three-hour forum, for lack of a better
20 word, where your department was
21 represented, the DA's office, and DHS and
22 one of the takeaways was we need to
23 strengthen -- we need to craft more law,
24 we need to do more around human

1 trafficking. And while my office has
2 tried a couple of pieces of legislation,
3 we could not move on them for a number of
4 reasons. So give me an update on where
5 you are and what you think we can do
6 better going forward.

7 COMMISSIONER ROSS: Well one, you
8 just did it by bringing attention to it.
9 It is an issue, Councilwoman, that is
10 flying beneath the radar for not just law
11 enforcement but for people in general.
12 There's this mistaken notion, in this
13 country in particular, and even in this
14 City that people who are trafficked,
15 they're all foreign born and brought over
16 here and that is simply not the case.
17 These are anybody's kids. And so the
18 department is being very, very proactive.
19 We just signed on with a grant with the
20 Salvation Army and the District Attorney's
21 office. We are the lead in that grant.
22 And it will enable us to do more work in
23 human trafficking. We were already doing
24 just a little bit, but most of it was just

1 kind of incidental. You tripped over some
2 of this stuff.

3 But a lot of people don't even know
4 something basic, that a person that is a
5 juvenile or under 18 can't even be
6 arrested for prostitution anymore. They
7 are a victim. They are a victim. They
8 are not prostitutes, they are victims.
9 And so it is something, an endeavor that
10 I'm working very closely not only with the
11 Salvation Army but I'm glad to know that
12 even my church, Enon Tabernacle, Dr. Alyn
13 Waller has taken up that task, along with
14 Judge Lori Dumas, as you know, has the
15 WRAP court. And so we're getting a lot of
16 people involved in this endeavor. But
17 people better wake up.

18 And I'll tell you a quick story. I
19 went out to Compton on a trip specifically
20 for that last year. And they're doing
21 some significant work in their court. And
22 what they said is the department out
23 there, LAPD, was a little late getting in
24 and what really, really opened their eyes

1 is when one of their captain's daughters
2 got snapped off the street. So to think
3 that has to be someone that's always a
4 runaway -- and typically it is, but we
5 need this grant to help us identify young
6 people. Because typically these young
7 ladies, they aren't arrested for
8 prostitution that frequently. Sometimes
9 they come to our attention or Judge
10 Dumas's attention via some other charge
11 and when you dig deep, you find out that
12 they're actually being trafficked. And
13 now they have come to learn to identify
14 with their trafficker in ways that they
15 don't even want to tell you what's going
16 on. But it is such a significant problem
17 that people really need to open up their
18 eyes. So thank you for raising that.

19 COUNCILWOMAN BROWN: On the second
20 next round I would like to hear your
21 response to the second part of the
22 question. But we need to honor the clock.

23 Thank you, Mr. President.

24 COUNCIL PRESIDENT CLARKE: Thank

1 you, Councilwoman.

2 Chair recognizes Councilman
3 Johnson.

4 COUNCILMAN JOHNSON: Thank you,
5 Council President.

6 I want to first and foremost
7 congratulate Commissioner Ross on taking
8 the helm of the Philadelphia Police
9 Department and is proud to watch you rise
10 through the ranks to your current
11 position.

12 COMMISSIONER ROSS: Thank you.

13 COUNCILMAN JOHNSON: And I also
14 commend that's working with you to make
15 sure we have one of the safest cities here
16 in the City of Philadelphia. So I do want
17 to just commend you and thank you for your
18 efforts to address of youth gun violence
19 in working in partnership with my office,
20 and just being an ear as we try to find
21 ways to keep our young people involved in
22 things that are positive as opposed to
23 things that are negative.

24 I want to start off by going over

1 for the current administration, which
2 you're part of, Division Four Philadelphia
3 Police Department, the reduction of crime,
4 building community trust, traffic safety,
5 counterterrorism, employee wellness and
6 technology. My focus is around continuing
7 to build the community trust and working
8 in partnership with the Philadelphia
9 Police Department as well as community
10 organizations, because we understand in
11 order for all of us to be safe and have a
12 safer City, there must be a partnership.
13 Quite obviously, during the beginning of
14 the administration there was consideration
15 of outlawing the usage of the term and
16 practice known as stop and frisk. And
17 going over the consent decree you talked
18 about specifically -- and I just want to
19 read it so I can make sure I'm not being
20 misquoted. The Philadelphia Police
21 Department's stop and frisk policies and
22 the consent decree was intended to ensure
23 that stop and frisks are conducted only
24 when there's -- the requested responsible

1 suspicion of criminal conduct and to
2 assure that any racial disparities of
3 stops and frisk are not the result of
4 impermissible bias.

5 On reasonable suspicion issues, the
6 data continues to show very high numbers
7 of illegal stops and frisks. For the
8 first and second quarter of 2015,
9 plaintiffs found that 33 percent of all
10 stops and frisks and 42 percent were
11 without reasonable suspicion. The City
12 reports even higher rates for the second
13 quarter, which is 62 percent of all stops,
14 and 53 percent of all frisks were without
15 reasonable suspicion. And that's
16 specifically being quoted by the
17 plaintiff's report MI stop and frisk
18 practices, Fourth Amendment issues. So I
19 would like for you to clarify for me,
20 because as we move the City of
21 Philadelphia forward and we're working the
22 partnership with the community, you know,
23 there are some individuals who believe
24 that there was a commitment that this

1 practice would be abolished, and then
2 there was a follow-up that it would be
3 tweaked.

4 So what I would like for you to do
5 is just walk us through what's going to be
6 different moving forward and the specific
7 actions. Because if the numbers say one
8 thing as relates to how many people are
9 being stopped without reasonable suspicion
10 in terms of the numbers. I do get if a
11 person in a red hat robs someone and you
12 have to come outside, we have to go pull
13 someone over who has a red hat on and stop
14 and frisk them. That seems legitimate
15 because it fits the description of a
16 person involved in something that's
17 negative. But can you touch on these
18 numbers that are as recent as 2015 from
19 the consent decree report and specifically
20 how we're going to -- what are the
21 specific actions moving forward that will
22 be different than in the past
23 administration?

24 And then also, will we be willing

1 to abolish the term stop and frisk and
2 focus on quality of life stops. I have
3 been around a little bit. I know what
4 quality of life stops look like. Or you
5 may say Councilman, quality of life stops
6 is totally different from stop and frisk,
7 but for me the numbers from this report
8 don't add up to the reasons of why people
9 are being pulled over, stopped and
10 frisked. So I really want clarity on that
11 so when I'm out and I'm talking to my
12 constituents and I do a lot of activities
13 with the Philadelphia Police Department,
14 specifically the 17th, Captain Deborah
15 Francis, Captain Campione, as well as the
16 captain in the 1st. So I do a lot of work
17 with the 1st, 3rd and the 12th, as well as
18 the inspectors. Always been a supporter.
19 But I have to do my due diligence to make
20 sure that as this administration moves
21 forward, what are the real changes that
22 are going to actually be done to make sure
23 that we are doing things in decency and in
24 fairness as relates to policing.

1 COMMISSIONER ROSS: Okay. So let
2 me start with one of your last questions
3 first, abolishing the term stop and frisk.
4 It's abolished because we never used it.
5 So to be fair as I said before. But I
6 explained that, you know, it's still
7 pedestrian investigations. But I think --

8 COUNCILMAN JOHNSON: When you say
9 abolished --

10 COMMISSIONER ROSS: We never used
11 the term stop and frisk in the
12 Philadelphia Police Department. So I
13 mean, it is a Terry stop that we call a
14 pedestrian investigation. I think there's
15 a misconception and always has been, and I
16 think I know where some of it arises from.
17 Have we ever used that term in Philly PD?
18 We have never. We have never had a policy
19 about stop and frisk. We have a policy
20 that outlines how you're supposed to do a
21 number of stops, including traffic
22 investigations and pedestrian
23 investigations are one. We have never,
24 ever had a policy on stop and frisk. And

1 to be fair to you, there's a lot of people
2 who thought we did and we didn't.

3 COUNCILMAN JOHNSON: So there's no
4 stop-and-frisk policy here in the City of
5 Philadelphia?

6 COMMISSIONER ROSS: There's a
7 policy on pedestrian investigations and
8 how you conduct them.

9 COUNCILMAN JOHNSON: So there's
10 pedestrian investigations?

11 COMMISSIONER ROSS: But, but, but,
12 Councilman, the problem is is that people
13 are under the mistaken belief that that
14 was a crime-fighting strategy that we
15 used. That is a law enforcement tool that
16 the United States Supreme Court in 1968
17 said that any law enforcement officer can
18 use. So let me get to the other part of
19 your question.

20 In terms of those numbers, those
21 numbers, as I said, when I left the
22 federal judge's court are abysmal, they're
23 bad, they're really bad. But a lot of it
24 does not stem in our analysis necessarily

1 from the stop being illegal. It's because
2 of the fact that we were not documenting
3 properly and articulating properly. So we
4 have a form which compels -- it is not a
5 drop-down box, it is not a check the box.
6 The officer actually has a space where
7 they have to write why they stopped me,
8 for example. They have to articulate
9 that, and in many instances those numbers
10 represent cases where we did not
11 adequately do that. They also account for
12 cases where something is as simple as the
13 supervisor has an obligation to sign that
14 report indicating that they reviewed it
15 and they did.

16 You have made mention of a spike,
17 and it actually was in the third quarter
18 where we went from 30-something to
19 60-something percent. We now know that a
20 large part had to do with, believe it or
21 not, in some cases over documentation that
22 was incorrect. And what I mean by that is
23 that if you witness me make a narcotics
24 transaction, what we were seeing is our

1 officers were creating a 7548A report
2 which is for pedestrian investigation and
3 they don't have to do because they already
4 have probable cause to make an arrest.
5 And so once we cleared that up, that
6 dropped in the fourth quarter.

7 In answer to your question about
8 what are we doing going forward, some of
9 it I answered in the Councilwoman's
10 question about -- actually, a lot of it I
11 answered but I'll explain it again. The
12 oversight that we really got to get better
13 at. And so we've made that a part of our
14 CompStat, accountability process. We've
15 instituted other measures with the captain
16 where they're on the front end of this.
17 We're making sure that people who don't do
18 it right will be held accountable. But we
19 believe that's not going to be the case.
20 We're going to have training with that.

21 And to be blunt with you, one of
22 the other things that my commanders know
23 and I wasn't trying to be a particular
24 kind of person and I won't say it in here,

1 but when I told them and I told the judge
2 that if there's a particular commander who
3 doesn't get it right for whatever reason,
4 they will accompany me along with the
5 judge and they can explain. And I
6 guarantee you those things will have
7 significant measures when you have to
8 explain as a captain why your command
9 didn't get it right.

10 COUNCILMAN JOHNSON: Understood.
11 And the second part of my question, and I
12 remember asking this question last year
13 when Commissioner Ramsey was here. It was
14 prior to you taking helm. One of the
15 reasons why I respected him so much is
16 that he stepped up to the plate to address
17 the issue of excessive force. Called on
18 the DOJ and the cops program to do a
19 review, and the stats that I read based
20 upon that report is that between 2007 and
21 2014, there were 394 officer-involved
22 shootings in this City with an annual
23 average of about 49. The victims were
24 most often about 20 years old and 81

1 percent were black, nine percent were
2 Hispanic, and eight percent were white.

3 While the bulk of people shot by
4 Philadelphia Police were black, whites
5 were -- were shot -- were more likely to
6 be unarmed at the time. Nearly 61 percent
7 of the black suspects shot by police were
8 unarmed, compared to 25 percent white.

9 And so give us an overview on the
10 recommendations -- what recommendations?
11 There were 91 from the DOJ COPS report
12 that have been inactive since this report,
13 and what course of action specifically are
14 we taking in terms of corrective action to
15 make sure we do a better job on our end as
16 relates to engaging suspects and making
17 sure that if there is going to be a
18 shooting and you're the professional, you
19 know better than I do and I know you have
20 a very stressful and serious job. But how
21 do we address this as we move forward.

22 COMMISSIONER ROSS: Sure. Okay.
23 So first of all, I'm glad to report that
24 over the last two years, we have seen a

1 precipitous drop in our police-related
2 shootings. In fact, since '13, calendar
3 year '13, unfortunately 11 people were
4 killed that year and in '14 there were
5 four and last year there were two.
6 Obviously we want there to be none. But
7 one of the things we're doing from that
8 report -- well, there's a number of
9 things, but reality-based training is a
10 significant one. So we're cycling people
11 through this reality-based training making
12 sure that we make sound decisions. As I
13 indicated before, related both the
14 deescalation tactics is a big one. Making
15 sure that we don't --

16 COUNCILMAN JOHNSON: Tactics?

17 COMMISSIONER ROSS: Tactics.
18 Because a lot of times the shooting
19 itself, at the time the trigger is pulled,
20 it's a legal shooting. But the question
21 is did an officer put yourself
22 unnecessarily in a situation where you
23 didn't have the adequate coverage you
24 could have had -- it's all split-second

1 decisions in many cases, but tactics are a
2 big one. Trying to equip our officers
3 with the necessary tools. This is why we
4 have so many people carrying Tasers now.
5 One more weapon they have in their arsenal
6 before you have to go to that. But the
7 deescalation training, the reality-based
8 training is a big one.

9 We actually, every day, put out
10 quips on police radio. A quip is just a
11 short little message that kind of gets in
12 your subconscious about, you know, make
13 sure you use tactics. The life you save
14 might be your own. And everybody's life
15 matters, everybody should go home, and
16 these all these other things. It's a
17 myriad of things that we're doing. I
18 think the numbers reflect the fact that
19 we're getting a lot of it right. In
20 addition to that, we actually have -- from
21 the Police Advisory Commission, we have
22 the president who sits on our Use of Force
23 review board as a voting member. And so
24 you also get a bit of a reality check too

1 when you listen to some of these cases and
2 you listen to what some of these officers
3 have to deal with. But, again, there's
4 always room for improvement. We
5 acknowledge that. Commissioner Ramsey
6 acknowledged that. I think he would tell
7 you that the staff he had with him -- he
8 didn't come to that conclusion on his own.
9 It wasn't just his decision. It was a
10 group decision. Because even across the
11 nation, again, say for some jurisdictions
12 who may be a little conservative for the
13 most part, police chiefs acknowledge that
14 we have got work to do.

15 COUNCIL PRESIDENT CLARKE:
16 Councilman, you're like way over. You're
17 like 13 minutes.

18 COUNCILMAN JOHNSON: All right.
19 Sure. Just one last small point and I'll
20 wrap up, with all due respect, Council
21 President. I just want to make sure.
22 Cultural sensitivity training, as well as
23 mental health training as a part of the
24 tactics, that's a part of the training?

1 COMMISSIONER ROSS: Absolutely.

2 COUNCILMAN JOHNSON: And LGBT, I
3 think it's Q as well, how you deal with
4 transgenders when you come up on the
5 scene? Is that a part of your training as
6 well?

7 COMMISSIONER ROSS: We have an
8 extensive policy on that. This gentleman
9 seated to my right is actually our liaison
10 to our LGBTQ community and so we take that
11 very seriously. I mean, as evidenced by
12 the fact that you have someone of the
13 Deputy Commissioner rank who is a liaison.
14 We did not relegate that to a police
15 officer. We have the Deputy Commissioner,
16 two-star level. So it's very important to
17 us and so we're connected with all those
18 issues.

19 COUNCILMAN JOHNSON: Thank you very
20 much. Thank you, Council President.
21 Thank you. It might be tomorrow when I
22 get a chance to come back, but thank you.

23 COUNCIL PRESIDENT CLARKE: All
24 right. Thank you.

1 Chair recognizes Councilwoman Bass.

2 COUNCILWOMAN BASS: Thank you,
3 Chairman. Good almost afternoon. How are
4 you?

5 COMMISSIONER ROSS: How are you
6 doing, Councilwoman?

7 COUNCILWOMAN BASS: I want to join
8 the chorus in also offering
9 congratulations to the new administration
10 to your position.

11 COMMISSIONER ROSS: Thank you so
12 much.

13 COUNCILWOMAN BASS: Certainly wish
14 you well. And thank you for being so
15 successful and for the great job that you
16 all do. And I do want to add on, I know
17 Councilwoman Parker making some of our
18 Northwest leadership from the police
19 department. But I did want to add in
20 Captain Craighead from the 39th District
21 and also Inspector Washington who do just
22 a phenomenal job. All of them do a
23 phenomenal job, are accessible. I'm
24 constantly in touch with them and they

1 respond and I appreciate it. So I just
2 wanted to be on record and say that.

3 COMMISSIONER ROSS: Thank you for
4 saying that.

5 COUNCILWOMAN BASS: Absolutely. I
6 wanted to switch gears just slightly and
7 talk about something that was brought up
8 briefly before. But the police presence
9 on commercial corridors. And I want to
10 specifically talk about Broad and Olney.
11 And I know the Council President also
12 mentioned Broad and Erie, and also
13 Germantown and Cheltenham. And as we're
14 working to rebuild our commercial
15 corridors, it becomes very difficult to do
16 so when there's excessive loitering, when
17 there's drug activity, you know, when
18 there's a number of blight issues when at
19 first glance don't appear to be related to
20 criminal activity but are part of sort of
21 like the fabric or the scene of what's
22 been set at some of these corridors.

23 When you look at, let's say, Broad
24 and Olney as an example, this is the

1 second or third busiest commercial
2 corridor transit hub in the City of
3 Philadelphia. And so you have 10, 15,000
4 -- you know, a huge amount of folks who
5 are traveling through Broad and Olney
6 every single day. And when we should be
7 able to develop it into a place where
8 people want to stop, they want to dine,
9 often I feel like people want to just go
10 because of some of the activities in the
11 neighborhood.

12 So can you talk about the police
13 presence specifically related to
14 commercial corridors?

15 COMMISSIONER ROSS: So I know you
16 mentioned Broad and Olney at least two or
17 three times.

18 COUNCILWOMAN BASS: Yes.

19 COMMISSIONER ROSS: And I know
20 they, for a long time, had a foot beat out
21 designated to Broad and Olney. But
22 clearly from the conversations today,
23 these commercial corridors are something
24 we have got to work a little more on to

1 get an appropriate level of response that
2 people feel comfortable with. I will say
3 that in some of these corridors, we are
4 also able to leverage the policing of
5 SEPTA as well. We have a great working
6 relationship with Captain -- I mean
7 Commissioner Nestel, Chief Nestel. And so
8 in places like that, in many instances he
9 will put a car or two in those areas. But
10 clearly by the volume of people in some of
11 the areas that at least was mentioned
12 twice, we're going to need more than just
13 one foot beat and figuring out what that
14 looks like -- and I'm talking about beyond
15 Broad and Olney. And I realize you're
16 saying that.

17 COUNCILWOMAN BASS: Absolutely.
18 And can you also add in about cameras in
19 the commercial corridors and how that can
20 play in, because one of the things I have
21 heard from some of the officers is, you
22 know, we don't want to -- we don't want to
23 harass people, obviously. But if someone
24 says they're waiting for a bus and every

1 bus has gone by, you know, three, four,
2 five times, they're not waiting for the
3 bus. So cameras are a way to identify,
4 you know, who is sort of up to other
5 things and who's actually waiting for
6 transportation. And so how does all of
7 that fit into what it is that, you know,
8 we need to see at Broad and Olney?

9 COMMISSIONER ROSS: And,
10 Councilwoman, a lot of that dovetails into
11 the Council President's question about
12 realtime monitoring, and unfortunately our
13 inability to do that -- in a perfect world
14 -- it wouldn't have to be perfect, but in
15 close to perfect world we would have the
16 ability to do that and we would be able to
17 see what you're talking about. Obviously,
18 even in instances like Broad and Olney
19 where I know we have a foot beat, that
20 person is not going to be in one place and
21 not necessarily with the thousands of
22 people that traverse that area to be able
23 to notice one or two people. But, again,
24 I'm not opposed to the ability to have

1 that real time monitoring. And if we can
2 do that and that will help us, great.

3 But clearly, I also come back to if
4 we can get more people in our doors, it
5 will enable our captains. Because to be
6 fair to them, I'm certainly not going to
7 push it back on them while I'm sitting
8 here, to have the resources to put in
9 commercial corridors, you know, from some
10 of the feedback that you get that you'll
11 go to a community meeting and they're
12 talking about quality of life issues in
13 their neighborhood, and so you know a lot
14 of captains are going to be responsive to
15 that. And so if they have to then move
16 their people around, then that's what
17 they're going to do in order to suppress
18 criminal activity or quality of life
19 issues in other places. I'm not saying
20 that there are no people in these
21 commercial corridors, but maybe not what
22 we could have. And so as we look to get a
23 couple more hundred people up to our
24 staffing levels, I can guarantee you we

1 can start to satisfy some of those
2 concerns.

3 COUNCILWOMAN BASS: That would be
4 great. And also just to go back to the
5 Council President's point earlier about
6 Baltimore. One of the things that they
7 did -- you know, when it came to
8 monitoring for the cameras, it was not
9 police personnel as I remember, but it was
10 actually retired personnel or other
11 security professionals.

12 COMMISSIONER ROSS: Right.

13 COUNCILWOMAN BASS: So it wasn't
14 exactly, you know, folks who were in the
15 police department, which, you know, was a
16 little -- I guess a little more cost
17 effective.

18 COMMISSIONER ROSS: Yeah. Exactly.
19 It is more cost effective. I mean
20 probably, Deputy Coulter, you know, we
21 start at 47, 48,000, but by the time
22 you're a tenured police officer, you're
23 close to 60 something. So to have
24 somebody making that kind of money

1 monitoring cameras, probably not the most
2 cost effective way of doing it. But
3 again, we'd be for all of that if we could
4 get the resources to support it.

5 COUNCILWOMAN BASS: Okay. Very
6 good. Can you talk briefly about, you
7 know -- as the Commissioner, I'm sorry, of
8 the police department, what your
9 philosophy is regarding community policing
10 by police mini stations? I heard some of
11 it, but I would like to hear a little bit
12 more comprehensive overview of where you
13 are on all of these different things,
14 because with different commissioners
15 there's different policies, different
16 ideas and thoughts in terms of what works
17 and what doesn't work. So particularly
18 around, again, bikes, police mini
19 stations, walking principals, and all of
20 these things under the community policing
21 umbrella.

22 COMMISSIONER ROSS: So obviously
23 over the last 20-something years, you
24 know, this community policing term is

1 brought up in a lot of conversations. But
2 in -- its mere essence in terms of
3 connecting with communities regardless of
4 what you call it, I'm all for it. I
5 believe it. I believe it actually makes
6 the job of a police officer, even in some
7 of our toughest and most challenged areas,
8 easier. You know who's who, first and
9 foremost. And secondly, people want to
10 help you, and even to the degree that they
11 can make you safer, they will. It makes
12 your job easier.

13 But more importantly about foot
14 beats. Absolutely. I know our new police
15 officers are less than enamored of the
16 notion of coming out and walking beats,
17 but that's what they've been doing, that's
18 what they will continue to do for the
19 foreseen future. And not big proponent of
20 mini stations, to be perfectly honest, to
21 be perfectly honest. I'll tell you why.
22 Because when you plant a police officer in
23 a station like that, it does not give you
24 the same flexibility and it also lends

1 itself to the notion that the rest of the
2 police believe that that's one or two
3 people's responsibility connecting with
4 community. So you subconsciously send a
5 message to the rest of your department
6 that that is not your job to connect.
7 That is the officer who works at the mini
8 station's job. So we don't want that kind
9 of mindset. I'm pragmatic.

10 I don't necessarily believe that of
11 the 6,200 or so, 6,100 plus that we have
12 now, that we're going to have everybody be
13 Mr. Community or Mrs. Community. But to
14 the degree that we can have people who
15 understand that this is the Department's
16 mind set, this is what we believe in, this
17 is what we know, will ultimately make
18 significant inroads both for police
19 community relations, driving down crime,
20 and quality of life issues, that that's
21 what we're about. And it's not about
22 being soft on crime like some people want
23 to believe. Has absolutely nothing to do
24 with that. It has everything to do with

1 understanding that you leverage and
2 maximize your resources in every way that
3 you possibly can.

4 COUNCILWOMAN BASS: And bikes?

5 COMMISSIONER ROSS: I love them.

6 COUNCILWOMAN BASS: So we'll see
7 more?

8 COMMISSIONER ROSS: We need more
9 people to put on them though. Need more
10 people to put on them. And I know we just
11 put a class through just about a week ago
12 and I think they just finished up or
13 finishing up. So we're still training
14 people. One thing that is more a message
15 to my personnel than it is to the members
16 of council is that if you take training
17 like that, your expectation is that you're
18 going to ride the bike. And that you
19 didn't get the training and now you're
20 going to park the bike and -- because now
21 you got a certificate to ride, but you
22 don't want to ride. Or that you're going
23 to ride even when it's cold.

24 MS. BASS: So will we see an

1 increase in bike patrols, do you suspect?

2 COMMISSIONER ROSS: You won't see a
3 significant increase until I can get
4 bodies in those first, Councilwoman.
5 We're down at levels that rivals
6 20-something years ago. And so we're
7 doing -- I mean, that old buzz phrase of
8 doing more with less. But this is not a
9 business where you can get away with that
10 for so long.

11 COUNCILWOMAN BASS: Okay. Thank
12 you.

13 COUNCIL PRESIDENT CLARKE: Thank
14 you, Councilwoman.

15 Chair recognizes Councilman Henon.

16

17 COUNCILMAN HENON: Commissioner.

18 COMMISSIONER ROSS: Councilman.

19 COUNCILMAN HENON: Welcome --

20 COMMISSIONER: Thank you.

21 COUNCILMAN HENON: -- as
22 Commissioner. I know as you heard members
23 individually or speak on their own behalf,
24 but, you know, we are so proud to see you

1 in the top spot, you know, coming from,
2 you know, the ranks and rank and file of
3 our great Philadelphia Police Department.
4 So it's an honor. You know, I want to say
5 thank you for what you do in my district.
6 Thank you for listening. Thank you for
7 helping where we can. And making, you
8 know, our, you know, residents in my
9 district, you know, feel a little more
10 comfortable in the policing. I do have
11 some great and new captains that are in
12 the 6th District from the 15th, the 8th
13 and the 24th and I'm excited about working
14 with the new innovative way of policing of
15 our officers. You know, the 15th Police
16 District, as you know, we've had many
17 conversations over the past five years, is
18 the largest in territory district in the
19 City of Philadelphia, the most dense
20 district in the City of Philadelphia, and
21 has the most incidents in the City of
22 Philadelphia. The incidents, obviously,
23 vary in their categories. But, you know,
24 quality of life transcends every single

1 neighborhood. And, you know, the rapid
2 response in your priority is, you know,
3 citywide as well.

4 The 15th Police District building
5 itself as a public property, I'm sure
6 you're aware of, and I hear complaints on
7 a daily basis almost and I'm going to be
8 advocating for a new police district
9 building itself.

10 COMMISSIONER ROSS: I support that.

11 COUNCILMAN HENON: I want to put
12 that on the record. The Commissioner
13 supports a new building in the 15th Police
14 District.

15 COMMISSIONER ROSS: And the 22nd,
16 and the 39th.

17 COUNCILMAN HENON: So that's going
18 to be my -- that's going to be my advocacy
19 in this budget, a new police district for
20 the 15th. I think the conditions for our
21 officers are deplorable. The amount of
22 money that we spend irresponsible, I
23 think, over the years because we kept
24 kicking the can down the road year after

1 year. I don't believe it is open or
2 friendly to the community. You know,
3 we're talking about having that kind of
4 interaction, you know, of our police
5 officers in our community, but I don't
6 think there's even a place for that in the
7 district itself. We're 2016, not 1916 and
8 our building is a health hazard, you know,
9 not just for the community but for the
10 officers. So I want to improve the
11 working conditions for our officers.

12 So with that being said, you know,
13 I have two PAL centers and I know the PAL
14 -- the PAL does great work with our
15 communities, so I'm going to encourage,
16 you know, keep our kids engaged and
17 enrolled in our PAL centers. The officers
18 do a fantastic job and, you know, hitting
19 our children early is, I think, critical
20 to developing that kind of relationship.
21 When you're training our officers for
22 cultural and neighborhood issues and, you
23 know, different experiences to each
24 neighborhood, I think we should think

1 about taking those trainings to the PAL
2 centers so our children can understand at
3 a younger age as they grow up in the
4 communities that they live in. So that's
5 just a suggestion as we move forward.

6 Couple quick questions -- well, not
7 quick questions. But questions regarding
8 the -- are you still having trouble hiring
9 police officers?

10 COMMISSIONER ROSS: Absolutely.

11 COUNCILMAN HENON: Okay. And what
12 are the barriers to entering into service?

13 COMMISSIONER ROSS: So we've tried
14 to pinpoint exactly what it is. There are
15 some who believe it was the 60-credit
16 requirement. I will tell you candidly, we
17 have in the pipeline a request to the
18 Civil Service Commission to raise the
19 hiring age to 22 across the board and
20 dispense with the 60 credits. Because
21 first and foremost, I need bodies in those
22 cars.

23 COUNCILMAN HENON: Can you repeat
24 that? You're going to raise --

1 COMMISSIONER ROSS: So instead of
2 being 19 with 60 credits or military
3 experience in Explorers, it would be 22.
4 And it really doesn't affect a lot of
5 people, because in our last class, we
6 checked, there's only two people that are
7 21. And all those people wouldn't get in
8 anyway. So I can't tell you how many
9 times I have got people who stop me and my
10 staff, say, you know, I want to be a
11 police officer, I don't have 60 credits.
12 And this is not -- look, I'm an education
13 person and this is not revisionist
14 history. I don't know for a fact that
15 this is the reason, but I do know that
16 there a number of people who stop me, and
17 there are people who are even seated at
18 this table and certainly in our department
19 who have master's degrees, and I have some
20 working for me who have law degrees who
21 did not have their degree when they
22 started but they thought enough of
23 education later.

24 So we have a significant -- again,

1 not laying it completely at the feet of 60
2 credits, but I have got to do something.
3 Again, 22 years is how far you got to go
4 back to see this level of manpower that we
5 have. And so I would be irresponsible if
6 I didn't try to see what's going on. So
7 if we can get that passed as soon as
8 possible, that's something we're going to
9 do. We explored some other options that
10 I'm not going to bore you with right now.
11 But I know the Mayor is on board with this
12 and so is the FOP president. So we want
13 to get people in our department. And so
14 the thinking for 22 for me is seemingly
15 most people graduate at 17 or 18 are doing
16 something between that age, which means
17 that now you have some life experience,
18 maybe your thinking is a little different.
19 It's not casting aspersions against those
20 who came on at 19 because I know some
21 dynamic people who did not. Not everybody
22 at 19 is prepared for this. So 22, I
23 think, would be a solid age. Still need a
24 high school diploma or equivalent and

1 obviously you still got to pass the
2 background.

3 COUNCILMAN HENON: Right. I was
4 keenly aware of the -- and I will be
5 advocating, and I think a lot of members
6 here will be advocating here as well,
7 especially Councilman Johnson. But I want
8 it to be part of the record to let people
9 know, because when you have a budget of
10 400 officers that are always going to be
11 vacant on a continual basis that seems to
12 be focus some of the things that you're
13 trying to do on the background.

14 Are those standards that exist now
15 justified in today's age and that are up
16 to date, those standards for
17 qualifications for --

18 COMMISSIONER ROSS: You're talking
19 about the 60 credits or going to --

20 COUNCILMAN HENON: 60 credits,
21 yeah.

22 COMMISSIONER ROSS: 60 credits is
23 still the standard right now. So we have
24 got another phase of hiring we're looking

1 to do, and I think it closes in May or
2 something like that. And so I don't know
3 that we'll get it done for this one.
4 We're trying. And to be fair to even the
5 folks who have to approve it, civil
6 service and other places, I mean, we kind
7 of waffled a little bit because was hoping
8 to do something different without
9 completely getting rid of the 60 credits.
10 But I understood that having a two-tier
11 age system might create some legal
12 hurdles, so rather than go through that --
13 so I own this part in saying that, you
14 know, this is what I acknowledge, that,
15 you know, I was the stumbling block in
16 trying to make sure we had this done. But
17 I think we need to do this to see what it
18 would yield for us.

19 And so I just believe that we --
20 first and foremost, like I said, we got to
21 get boots on the ground more so than any
22 crime strategy is what's going to be most
23 effective and then you work from there.
24 You can do all the things that have been

1 mentioned here, commercial corridors and
2 any number of other things, but you got to
3 have the requisite number of police
4 officers, and in a City like this with the
5 issues that we're confronted with each and
6 every day, we need a police department at
7 minimum of 6,500.

8 COUNCILMAN HENON: Now is -- two
9 questions and then I'm going to have to
10 get back at you. Is there any way to
11 phase in the requirements, possibly? Be a
12 part of the conversation?

13 COMMISSIONER ROSS: To phase in?

14 COUNCILMAN HENON: To phase in, you
15 know, the change in requirements.

16 COMMISSIONER ROSS: I think you
17 can, Councilman. And that's what we're
18 trying to do, in essence. It's just that
19 you got to get that approval first. I
20 don't think it's going to be a major
21 stumbling block. And, again, I own the
22 fact that for the folks who have to take a
23 solid look at this, I kind of was a little
24 whimsical about whether should we do it

1 this way, should we do it that way. But
2 now that we've kind of decided as a staff
3 that this is what we need to do -- look, I
4 have my reservations about going backwards
5 on an educational requirement. I'll be
6 honest with you. But my certain is the
7 safety of the people who live and visit
8 and work in the City. And so we got to
9 take care of that first.

10 COUNCILMAN HENON: Absolutely.
11 Now, lastly, the Explorers. I think there
12 are about 200 of them, is that correct,
13 roughly?

14 COMMISSIONER ROSS: Yeah. You're
15 probably talking about the centralized
16 ones. The ones that are out -- some
17 districts have more, some have less. I
18 don't have the exact number.

19 COUNCILMAN HENON: So when you talk
20 about bike patrols and you're trying to
21 increase the training for bike patrols,
22 obviously you need people, maybe some
23 supervised Explorers being trained in some
24 bikes just as a visibility.

1 COMMISSIONER ROSS: For presence?

2 COUNCILMAN HENON: For presence.

3 COMMISSIONER ROSS: Yeah. It's a
4 thought. I mean, it might be some
5 liability issues with young people.

6 COUNCILMAN HENON: No citizen
7 arrests but, you know --

8 COMMISSIONER ROSS: Right. Right.
9 Right. But --

10 COUNCILMAN HENON: Commercial
11 corridors.

12 COMMISSIONER ROSS: Okay. No,
13 that's great. And I think I see your --
14 you still got your --

15 COUNCILMAN HENON: Awesome.

16 COUNCIL PRESIDENT CLARKE: Thank
17 you, Council.

18 Chair recognizes Councilwoman
19 Quinones-Sanchez.

20 COUNCILWOMAN QUINONES-SANCHEZ:
21 Thank you. Good afternoon. I also want
22 to thank you for always keeping it real.
23 I think it's important for the police
24 department with the political -- the

1 public perception that we try to keep it
2 as real for folks. I really appreciate
3 the candor which you bring to this job.

4 COMMISSIONER ROSS: Thank you.

5 COUNCILWOMAN QUINONES-SANCHEZ: I
6 think it's necessary. Just want to put in
7 my pitch. I know that the new
8 administration hasn't made a decision on
9 what it's going to do with the Police
10 Oversight Committee and I know there are
11 discussions happening. And I'm going to
12 tell you in my participation there with
13 Councilman Jones, Councilman Henon is also
14 on it. Having the committee of folks that
15 were around the table lead by Dean Epps
16 who, you know, is just a tremendous lawyer
17 and someone highly skilled, I think it's
18 hugely important in helping us build that
19 public credibility that we need. So I
20 want to put in my pitch not that she wants
21 to continue to do this kind of work, but I
22 really appreciate it. The folks around
23 the table, the diversity, the candor
24 around, obviously, the federal -- the

1 Justice Department report, but just even
2 figuring out as advocates how we can do
3 more supportive for the districts, to the
4 police district. So, you know, just want
5 to make my pitch in for that. Something
6 that, you know, very frustrated, you and I
7 had a conversation in your previous role,
8 really felt that the -- Ramsey did just
9 not want to create a plan for it, the open
10 air markets, drug markets. I represent
11 Kensington. There's a national discussion
12 going on around the heroin addiction. We
13 all agree we can't arrest our way out of
14 it. So how are we going to utilize some
15 of this reform in our criminal justice?
16 We can't arrest our way out of it, but
17 what is going to be the police around
18 that? And, you know, I've publicly said I
19 really believe there's a containment
20 strategy to keep it in one area. I just
21 -- you know, very complicated.

22 COMMISSIONER ROSS: It is. And
23 Councilwoman, you and I have had multiple
24 conversations about this before I assumed

1 this role even where you astutely
2 recognize it's such a multi-faceted
3 problem. But I think it kind of goes to
4 even the violence issue or panel that your
5 two colleagues seated to your right had
6 and the recognition that there are
7 multiple entities, even within city
8 government, need to be involved in all
9 these issues. And that from the ground
10 when we build this containment strategy,
11 as you call it, it's got to -- from the
12 doors, it's got to start with people
13 beyond just the police department. And if
14 we go at it from that standpoint, you know
15 -- and you say keeping it real, this is
16 what I do, it's what you do, is a
17 significant underground economy in the
18 area that you're talking about.

19 And so you have to build in a
20 mechanism, not only in terms of quality of
21 life issues where people feel comfortable
22 engaging, coming out, supporting us, but
23 sadly even for some of those young men,
24 because it's mostly men, and young boys

1 engaged in that open-air drug market, or
2 even if it's behind closed doors, they
3 have to have some level of opportunity.
4 And this is not being Mr. Kumbaya or soft
5 on anything like some people might think,
6 but it's a reality. So we have to find a
7 way economically even. There better be an
8 alternative. You're pulling those guys
9 off the corner because you know that you
10 pull one off, somebody's going to replace
11 him.

12 And here's your other challenge
13 that you probably know now from talking to
14 your captains. There's a dynamic going on
15 in your division that has never been seen
16 before. We used to talk all the time
17 about -- to neighbors. Well, you know,
18 you don't have a drug dealer who's coming
19 from West Philly, North Philly to sell
20 drugs. Now you do. They're over there
21 renting corners. They're renting corners.
22 So there is not even the stigma of little
23 whoever, who looks at Mrs. Jones is
24 looking at him out the window worrying

1 about now you became my local drug dealer
2 and my nemesis because they are selling
3 their corners. And so that only adds to
4 the level of complexity that we have to
5 deal with now. But we had better, better
6 if we do anything -- not doing anything
7 that sounds like some buzz operation.

8 You know, some fly-by-night thing
9 that just sounds good that we try to
10 satisfy people in the moment. That's a
11 waste of your time, that's a waste of
12 mine, and it's disenchanted to the people
13 that live there. They want to see
14 something sustainable. And so you know
15 I'm willing. We've had conversations even
16 with local SAC from the DEA who comes from
17 Baltimore PD. He understands this, I
18 think. You have some people -- you know,
19 you have great commanders too, you know.
20 So I'm going to say it for you. I know
21 you wanted to say it but you have some
22 great -- we have got some great commanders
23 across the City.

24 COUNCILWOMAN QUINONES-SANCHEZ: No

1 one can survive our division unless they
2 will be great. Because they're either
3 going to love me --

4 COMMISSIONER ROSS: No. Because
5 you're going to get buried. And a lot of
6 them. So I can't say enough about them.
7 And I'm going to segue back to your point
8 in a second but I got to acknowledge these
9 folks, because one thing my friend and
10 mentor, Charles Ramsey, used to say is he
11 was surprised about the level of talent in
12 Philly PD having come from two other
13 departments. And we are very, very proud
14 of the men and women who wear this
15 uniform. Especially those captains and
16 inspectors, they got a tough, tough job.
17 So we will continue to talk. I know you
18 got some plans coming forward that you're
19 going to sit down with us. But it is not
20 going to be an easy thing to do, but we're
21 going to be committed.

22 COUNCILWOMAN QUINONES-SANCHEZ:
23 Yes. And I think that's why the issue of
24 whether we're talking about the civilian

1 police department, it helps the issue of
2 the cameras. You know, this issue with
3 the cameras, whether, you know, they're
4 being realtime viewed or not, what level
5 -- because we all have been frustrated.
6 You know, people have been promised
7 cameras and whatever. What level of
8 discussion are you having with the Streets
9 Department? Because, you know, I went to
10 their command center and they got a lot of
11 stuff going on there. You know, is this
12 something we should be handing off to them
13 to kind of help with the department so
14 there's one way of doing some of this
15 camera stuff?

16 COMMISSIONER ROSS: Well, first of
17 all, I do have a good relationship with
18 the commissioner and he is always talking
19 about different things. Not necessarily
20 cameras. We've had discussion about
21 specific camera-issues, but not in an
22 overarching like this. But a great guy,
23 as you know. And I don't know -- I can't
24 speak for another agency about what they

1 should be dedicating to this. So I would
2 be remiss to do that. But as, you know,
3 the Council President pointed out about
4 having the possibility of others man them
5 and to the degree that the City would have
6 those resources, I would have to be in
7 support of that.

8 COUNCILWOMAN QUINONES-SANCHEZ: I
9 think we need to have the high-level
10 discussion about what they're doing as
11 they build out their system and maybe --
12 because it's so complicated and technical,
13 I mean we want you to do your job, which
14 is policing. If there's some other things
15 that we're learning in other departments
16 because we have had such a level of
17 frustration with the police department
18 because, you know, not being able to,
19 like, pull this trigger and get up to --

20 COMMISSIONER ROSS: Sure.

21 COUNCILWOMAN QUINONES-SANCHEZ: I
22 think it's a good opportunity to do that.
23 So I would strongly encourage that.

24 I'll wait until the next round to

1 talk a little bit about pipeline and job
2 creation and diversity and all those other
3 things. But I'm really interested in
4 figuring out what the multi-state federal
5 jurisdictional -- we did some pilots a
6 couple of years ago, and so I think we
7 really need to go back for some of those
8 strategies around, you know, what's the
9 federal responsibility for some of this
10 stuff and the state. And I know, like,
11 the feds like the cases turned over to
12 them when we're done, but we need help.

13 COMMISSIONER ROSS: Well, I can
14 tell you that, you know, I know for a fact
15 that Deputy Patterson had conversations
16 with the federal authorities about the
17 need to be more -- I don't want to say
18 responsive, because they are, but to limit
19 the amount of time. And we are probably
20 unique in the sense that we have a great
21 working relationship with all of our
22 federal partners. I mean, and I only know
23 that from talking to other people. Maybe
24 they have got a good one with one agency,

1 but not the other. But those folks come
2 to us. They have been very instrumental
3 in doing a lot of significant work. But I
4 think the synergy is here now. I mean,
5 some of the things that are going on, we
6 can get some work done. But, again, I
7 come back to my shameless commercial and
8 trying to get as many people in the door.
9 So if you know people want to be police
10 officers, send them my way, please.

11 COUNCILWOMAN QUINONES-SANCHEZ:
12 Well, having the qualification is good.

13 COMMISSIONER ROSS: All right. No
14 age limit.

15 COUNCILWOMAN BROWN: Good
16 afternoon. Councilman Green.

17 COUNCILMAN GREEN: Thank you, Madam
18 chair. Good afternoon, Commissioner Ross.
19 I want to congratulate you on your
20 position. Like many of my colleagues, I
21 met you several years ago when I had
22 slightly more hair as president of East
23 Mt. Airy Neighbors, and I saw you as
24 captain of the 14th and it's great to see

1 you rise through the ranks. And I also
2 just want to offer my condolences to you
3 and all the members of the police
4 department in reference to the passing of
5 Officer Gary Harrison. He was the brother
6 of two fraternity brothers of mine and I
7 know you had worked with him and knew his
8 background. And being a former prosecutor
9 and also having two uncles who are part of
10 the Philadelphia Police Department, I know
11 the hard work or I've got some indication
12 of the hard work that you do and the hard
13 work that all the members of the
14 Philadelphia Police Department do on a
15 daily basis. So I just want to offer that
16 on the record.

17 And I also want to get some
18 perspective considering the hard and
19 challenging job that police officers do
20 every day, what type of supports are
21 provided for police officers considering
22 that you said earlier that right now
23 you're at your lowest volume and number of
24 officers. What type of internal

1 opportunities are provided for officers to
2 deal with the stresses of the job,
3 especially when you have more work to do
4 with less officers on the beat?

5 COMMISSIONER ROSS: So, Councilman,
6 first of all, thank you for mentioning a
7 colleague of mine who I worked with some
8 20 years ago. Gary was a special, special
9 police officer and a special man and took
10 his responsibilities very, very seriously
11 and I mean, was probably one of the
12 hardest working people. And I know this
13 sounds like a cliché, but he really,
14 really was, and irrespective of where you
15 assigned him, despite being shot twice in
16 the line of duty on two different
17 occasions, Gary gave his all. And so it
18 is a tremendous loss for not only the
19 people of the Accident Investigation
20 Division, but for the Police Department.
21 So first and foremost, thank you for
22 acknowledging that.

23 As with regard to your second
24 question, and it's one of our strategies

1 or goals, is essentially what is officer
2 wellness. And so we recognize that
3 policing has long been a stressful
4 occupation, but is getting more stressful
5 given the environment that we work in
6 nationally. And you heard me say that
7 there's some things that I would have to
8 stipulate and/or agree to that are
9 problematic in the profession. But at the
10 same token, you know, getting wholesale
11 indictments against police officers has
12 got to have a significant amount of stress
13 on them on top of what they see. Some of
14 the things that police officers, and
15 soldiers I would imagine, and firefighters
16 see, the human being is not supposed to
17 see this stuff every day. And when you
18 add to that -- you know, it didn't come up
19 today but, you know, in terms of trauma
20 centers, saving lives and so forth and so
21 on in this City, there's a missing
22 component that the doctors or those
23 surgeons will talk about is those police
24 officers that do something we ask them to

1 do that most cities don't, which is scoop
2 and run. We pick up gunshot victims -- I
3 don't know how many lives our police
4 officers probably save because they don't
5 wait for fire rescue. And the trauma
6 surgeons who are very, very adept and
7 skilled at saving lives will tell you that
8 they would not be able to do some of that
9 were it not for the fact that Philadelphia
10 PD does not have a policy that dictates
11 that they wait for fire rescue like some
12 major cities do.

13 But I say that to say this, all
14 these things lend themselves to the trauma
15 and officer wellness issues that we have
16 to address and we have to make sure the
17 mechanisms and that we have an employee
18 assistance program, we work within
19 behavioral health to make sure officers
20 have this. But the challenge sometime is
21 that this is a profession where many of us
22 feel like we're supposed to have your
23 chest out all the time and you're supposed
24 to have this level of strength and

1 intestinal fortitude and you can't talk
2 about how you really feel. So we've got
3 to work on this. And this is why we made
4 this one of our significant goals that we
5 want to work on so that we recognize the
6 men and women that do this job every day
7 and how their wellness is important.

8 COUNCILMAN GREEN: I also want to
9 follow up on some questions that were
10 presented by Council Members Henon and
11 Johnson in reference to the interaction
12 that the police department has with
13 various communities. From my
14 understanding, the police department --
15 and I think this even started under --
16 previous Commissioner Ramsey had started
17 doing some training in reference to
18 dealing with people who are on the autism
19 spectrum. I have heard from various
20 perspectives that that's something that's
21 currently going on. If you could provide
22 for the record what status is that
23 training and what steps are being taken
24 right now.

1 DEPUTY COMMISSIONER COULTER: At
2 the Police Academy at both the recruit and
3 now in-service services, it's something
4 that's abundantly aware to us that we have
5 to do more of those areas. We want to
6 make sure that -- we don't want our
7 officers to be doctors, but we want them
8 to be able to recognize signs and talk to
9 people in the right way to not even
10 escalate a situation. The whole point of
11 showing up is to make things better and we
12 want that conveyed that to every officer
13 who takes a seat in the academy wanting to
14 be a cop. So not only autism, but any
15 type of -- we deal with returned citizens
16 from the military service, people who come
17 with certain medical issues that we want
18 our cops to not only recognize but knowing
19 what the next steps are to make sure that
20 we're not making things worse and that we
21 take the steps to make them better.

22 In addition to any of the
23 illnesses, we have gone to great lengths
24 to put in our fair and impartial policing

1 dealing with any types of implicit and
2 explicit biases, and that has to do with
3 medical conditions too. Sometimes people
4 will look to somebody and assume that they
5 know that there's something going on and
6 not necessarily recognize it as medical.
7 So one of things that's pointed out is
8 that those biases everybody has. It's
9 what you do with the biases and our
10 recruits are learning that now to say
11 you're going to have biases based on your
12 experience. They're not necessarily bad.
13 It's how you handle that bias and how you
14 handle your understanding of what your
15 witnessing that makes our officers better
16 prepared to serve those who are the most
17 vulnerable at that time.

18 COUNCILMAN GREEN: And in addition
19 to recruits, what type of training are you
20 providing to more seasoned officers,
21 perhaps in dealing with people who have
22 learning differences like autism or as you
23 said, like posttraumatic issues that some
24 of our returning veterans may have?

1 DEPUTY COMMISSIONER COULTER: That
2 has been put into our reality-based
3 training. We are creating scenarios that
4 are real life based on instances that have
5 happened with our police officers
6 themselves. Some of them have to do with
7 either mental illness or a medical illness
8 that causes them to either not react the
9 way we expect them to. If you're dealing
10 with somebody who is involved in a
11 criminal situation, they're likely to
12 react based on your instruction. If
13 they're not criminal or if they're medical
14 situation, we're teaching our officers to
15 make a tactical decision if they're alone
16 on the highway, for instance, and there's
17 nobody next to them, you don't have to
18 necessarily confront them immediately.
19 You can take that time to figure out what
20 it is that's going on. That way nothing
21 that you do would precipitate them feeling
22 like they have to do something quickly.
23 So it's really trying to teach our
24 officers no matter what the circumstances

1 is that the first option is to start
2 deescalating the situation, get the
3 necessary mental or medical help they
4 need.

5 We have over 2000 officers now who
6 are trained in CIT training. They're our
7 in-service personnel. Police radio has
8 every tour, who is working that is CIT
9 trained. So any situation that we're
10 dispatched to where police radio gets the
11 call may lend itself to somebody who is in
12 a crisis, they'll dispatch those officers
13 who have additional training to make sure
14 that they're giving them every level of
15 help that they can and getting them to the
16 appropriate authorities to help them
17 further.

18 COUNCILMAN GREEN: And just to
19 close because the bell has the rung. How
20 often is that reality-based training
21 provided to officers?

22 DEPUTY COMMISSIONER COULTER: We're
23 in our first cycle now. So we do about
24 ten officers a day. It will take some

1 time to get everybody through it. But we
2 found that if we use large numbers, our
3 officers wouldn't all get to fully
4 participate and do it, not just watching
5 it but actually go through the scenarios.
6 So we have been doing it. We have about
7 450 officers through so far this year
8 since 2016 started with the schedules,
9 still pretty ambitious, of three days a
10 week and we're looking to move two tours
11 to get more done as well.

12 COMMISSIONER ROSS: And not only
13 that, Councilman, that training is so
14 involved that, you know, even for the
15 trainers, it takes it's toll physically so
16 you kind of have to work it out in that
17 manner.

18 COUNCILMAN GREEN: Thank you.

19 COUNCIL PRESIDENT CLARKE: Thank
20 you, Councilman.

21 Chair recognizes Councilwoman Gym.

22 COUNCILWOMAN GYM: Thank you very
23 much, Council President. And thank you
24 very much again, Commissioner Ross, for

1 talking about the relationship between
2 civil forfeiture and the stop-and-frisk
3 policies or the pedestrian investigation
4 policies and would love to be able to
5 follow up and work with your department a
6 little bit on that.

7 COMMISSIONER ROSS: That would be
8 great.

9 COUNCILWOMAN GYM: That would be
10 very helpful and I'm sure my colleagues on
11 public safety would be more than
12 interested in that.

13 One of the things I've appreciated
14 about your department in the past has been
15 how seriously you take it when police
16 officers have situations of misconduct and
17 the Department has moved to hold them
18 accountable for that. But I know that
19 there's been a number of situations in
20 which the Department has taken actions for
21 officers involved in serious misconduct,
22 but that they have been restored to
23 service through an arbitration process.

24 As you move forward, have you

1 looked at what the arbitration process
2 exactly is that allows that to continue?
3 Are there reflections on your department
4 about how to address that a little bit
5 better and ensure that the arbitration
6 process is reflective of the Department's
7 standards and practices?

8 COMMISSIONER ROSS: Sure. So
9 there's a couple things. I think first
10 and foremost, you're right, you know,
11 under Commissioner Ramsey and even before
12 that, we don't want corrupt officers in
13 our ranks and I think it's important to
14 point out neither did the other officers,
15 they don't want that either. I mean,
16 those who value what's on this patch,
17 honor, service and integrity, they don't
18 want people in their ranks that don't
19 belong here.

20 I think -- first of all, the
21 arbitration process is somewhat
22 complicated in that some of it is beyond
23 our pursue. But we worked very hard to
24 try to make sure that first and foremost

1 that the cases that we present are solid
2 enough so that, you know, you're not
3 having people come back unnecessarily on
4 some little subtle nuance where we didn't
5 complete something in a timely fashion.
6 But I also think that there's a bit of a
7 misconception and I had it myself about
8 the number of officers that actually get
9 their jobs back. There are a lot of
10 officers who were fired over the last
11 several years and it's not that large of a
12 percentage get their jobs back. You tend
13 to hear about some of the most
14 high-profile ones. And even within the
15 arbitration process and now Deputy Coulter
16 has it, but I had it for the better part
17 of four or five years as first deputy.
18 There are parts of the process, that
19 particularly where there's not necessarily
20 a termination, where the FOP might win
21 part of it but they don't win the biggest
22 part of it. And so it is nuanced in
23 nature. But it's such a complex issue,
24 but we try to stave off as many problems

1 as we can by having early warning signs
2 and signals, to the degree that we can, of
3 problem officers.

4 But more importantly, I think our
5 biggest push is to make sure our
6 investigations are timely and that they're
7 done correctly and that we do everything
8 possible that we don't leave a stone
9 unturned where somebody sneaks in the back
10 door on this. But it's never going to be
11 -- I shouldn't say never. It's not, at
12 this point, a situation where we have that
13 degree of control over the arbitration
14 process. There have been people --

15 COUNCILWOMAN GYM: Are you -- is
16 there, like, openings that you can
17 identify that might help understand better
18 what's happening in that process that
19 allows the more egregious situations to
20 occur?

21 COMMISSIONER ROSS: We have done
22 that. We will continue to do that. There
23 are some cases where we -- and small in
24 nature, I think, where we were able to

1 identify that okay, maybe we didn't close
2 the door on this piece. And this is not
3 suggesting that investigators did anything
4 wrong, but it just a left a little bit of
5 a gap for someone to come back. But in
6 many cases, it just defies logic why
7 people get their jobs back.

8 COUNCILWOMAN GYM: Is there any
9 opening in the next contract process to
10 review the arbitration proceedings or is
11 that of --

12 COMMISSIONER ROSS: Well, I mean,
13 that's something that would have to come
14 up in the next negotiation, which would be
15 next year. And I'm --

16 COUNCILWOMAN GYM: I mean, ahead of
17 that negotiation, I wonder if that's an
18 opportunity to very closely review that
19 process to understand what exactly is
20 going on, where the focus of disagreement
21 is and what can be done to kind of address
22 that.

23 COMMISSIONER ROSS: Yeah. So let
24 me say this. So, again, that would be a

1 part of the next collective bargaining
2 process to make any wholesale. And I
3 don't know that that's going to happen. I
4 would, at best, be cautiously optimistic
5 and I wouldn't even go that far. But let
6 me just share something with you very
7 quickly as you ran out of time,
8 unfortunately.

9 COUNCILWOMAN GYM: I think Matt was
10 doing a freshman hazing routine, actually.
11 No, I think we can continue. I have more
12 time, is that right, Council President?

13 COUNCIL PRESIDENT CLARKE: You have
14 a whole minute left.

15 COUNCILWOMAN GYM: I have one whole
16 minute left and I will --

17 COMMISSIONER ROSS: You want to
18 reserve that for another question or do
19 you want me to answer this?

20 COUNCILWOMAN GYM: Yes, actually, I
21 will reserve that for another question
22 because we can follow up with that.

23 My other question has to do a
24 little bit with the council hearings that

1 we had with Councilman Johnson about youth
2 gun violence. And we had a little bit of
3 back and forth, but just wanted to follow
4 up a little bit more and it relates back
5 to Councilman Green's questions about
6 training. But in particular, I know that
7 the Department has identified with you in
8 particular this issue about retaliation
9 and specific things. So one of the things
10 I was sharing is that in the way that
11 the Department reviewed the Department of
12 Justice's review of police shootings and
13 was aggressive about documenting,
14 analyzing, looking at the cause of it and
15 significantly reduce the number of police
16 shootings as of the December 2015. I'm
17 wondering if that approach is being taken
18 at to look at the specifics and uniqueness
19 of working with juveniles in particular,
20 and especially on the area of retaliation.

21 So the U.S. Department of Justice
22 has started a level of study that looks at
23 retaliation and the psychology of it with
24 juveniles. I think one of the most

1 distinctive things about working with
2 young people is not to recognize that
3 they're just simply victims or it's by
4 age, but there's a whole psychology that
5 goes into that. And I'm specifically
6 interested in the ways in which your
7 department is aggressively looking at
8 specifics around handling juveniles and
9 young people and maybe very specific
10 situations, and whether that Department of
11 Justice report provides openings or
12 opportunities for additional trainings for
13 the department.

14 COMMISSIONER ROSS: So unless I'm
15 mistaken, I think you're referring to the
16 Retaliatory Violence Inside Project that
17 was done by George Mason University. And
18 so in reading some of that, it appears
19 that some of the officers felt like they
20 were from Memphis and Lowell,
21 Massachusetts more prepared to deal with
22 or understand some of the dynamics of the
23 mindset that go behind retaliation. I
24 will tell you that we have not drilled

1 down to the point where we're looking so
2 much at juveniles as it is from a holistic
3 standpoint of this retaliatory thing. Not
4 necessarily dealing with the psychology of
5 it, but dealing with the operational side
6 of it for us.

7 Now, I will tell you as now a
8 member of the Major City Chiefs
9 Organization, not so much Lowell, because
10 they're not a member, but Memphis is, I
11 can have a discussion at length with them
12 to see what that looks like. Because I
13 think it was kind of still in this
14 exploratory notion phase, even there in
15 those two cities. But it's something
16 worth looking at. And, again, I mentioned
17 before I know from a hospital standpoint,
18 ER, Temple looks at a lot of that and has
19 those discussions. So I'm not opposed to
20 looking at that. And so when I go -- in
21 May we have our meeting in New York, I
22 will ask the chief of Memphis what that
23 project really felt like beyond what's on
24 paper and see what it feels like and we'll

1 go from there.

2 COUNCILWOMAN GYM: Well, in terms
3 of children and youth and just having seen
4 so many studies about men of color in
5 particular who are young but are
6 constantly perceived as being adults and
7 the treatment of them immediately into the
8 adult sphere when we know that from a
9 brain development perspective, from a
10 child psychology perspective, from an
11 experiential perspective that they are
12 children, in fact, and that they don't
13 make rational decisions because they are
14 not -- they are not fully-informed adults
15 who have had a level of experience to be
16 able to do these things. So it is
17 definitely my interest, you know, to work
18 where your department. I know that your
19 department goes around to a number of
20 different schools and, you know, provides
21 opportunities for people to get to know
22 the Department.

23 But on the flip end of it, in order
24 for that to reach its, you know, fullest

1 potential, it is so important for us as
2 our science is evolving, as our psychology
3 is evolving around young people, that the
4 department take an extremely proactive
5 aggressive approach about recognizing how
6 juveniles think, especially in times of
7 high stress when there are, you know, gut
8 things that are going, when there's chaos
9 around, that a department that is deeply
10 trained in juvenile psychology can often
11 help reduce, it seems like from many child
12 development experts saying that a
13 department that's trained in this area
14 could help address retaliation, calm down
15 situations, continue to deescalate, but do
16 it from a specific juvenile perspective.

17 COMMISSIONER ROSS: Yeah. And you
18 bring up a very good point from the
19 juvenile because should some of these
20 children -- and invariably some of them
21 have experienced some significant level of
22 trauma, that development we know, as you
23 already suggested, stops at that age. And
24 so recognizing that and that -- you might

1 be thinking you're looking at even a 17
2 year old, you might be talking about
3 someone who is 13 in terms of their
4 developmental years. So all of those
5 things are things we will take a look at,
6 and I will have that discussion with the
7 chief to see what he or she thinks about
8 because they've made a transition, and so
9 I have to see who that chief is now.

10 COUNCILWOMAN GYM: Thank you very
11 much. Thank you, Council President.

12 COUNCIL PRESIDENT CLARKE: Thank
13 you, Councilwoman.

14 Chair recognizes Councilman Jones.

15 COUNCILMAN JONES: Thank you,
16 Council President. Real quickly. And I
17 agree -- I'm concerned when you say
18 development about stunted growth at 16. I
19 have experienced that. I was with someone
20 who was murdered. I hope I'm still not 16
21 in my mental growth because that would be
22 a problem for me. But I want to shift to
23 two things. One, the DROP program and how
24 that impacts your ranks. If you've gotten

1 through that large number of seasoned
2 officers that we lost to the DROP program
3 and how your promotions have gone and
4 whether that's smooth. And then I know in
5 the last collective bargaining agreement,
6 police officers are allowed to live
7 outside of the City after five years and
8 if that has in any large way been taken
9 advantage of.

10 COMMISSIONER ROSS: Sure. And I'll
11 let Deputy Coulter give the specific
12 numbers, but I think we have gotten to the
13 point where the lion's share of those who
14 have gone out in the DROP have left. You
15 know we had an extension because of the
16 Papal visit. I think we're down to like
17 70 something. What is that number?

18 DEPUTY COMMISSIONER COULTER: We
19 only have in fiscal '17, 75 officers
20 slated to go out in DROP, as well as 19
21 civilian employees, compared to 250, 230
22 the year before. So we were losing them
23 at a much higher rate, which really gives
24 us hope that with the effective

1 recruitment and retention policy, we can
2 get more police officers in cars because
3 this is the lowest number we'll have
4 experienced in the last four or five
5 years. So it did take a big toll on us
6 losing that many officers. You know, we
7 knew that they were going. Our inability
8 to get people in those seats has really
9 been magnified because of their exit.

10 COMMISSIONER ROSS: And so the
11 problem with the DROP, and I'm not
12 weighing in on the politics of it, is in
13 that last phase so many of our officers
14 thought it was going away. So we had a
15 significant number of people who I don't
16 think they wanted to leave when they did.
17 And so that really hurt us for the last
18 couple years. And this is in large part
19 why we have got the numbers that we have.
20 I mean, because this is the first time
21 that we have, I think it's 96 or 98 people
22 that are in the Academy total. And so we
23 used to graduate classes of that size.
24 And so I think we have a little over 800

1 people -- to answer to your second
2 question -- who live outside the City now.
3 Which is a little bit more than I thought
4 it would have been, to be perfectly honest
5 with you. I mean, so all those things,
6 you know, the jury is out about what
7 impact that has on other aspects of
8 policing. I don't know. Certainly they
9 have the right to do that.

10 COUNCILMAN JONES: I respect the
11 collective bargaining right, but I can
12 tell you on inner city blocks -- on my
13 block there's an off-duty police officer.
14 They're not allowed to serve in their home
15 district, but when she comes out the car
16 and has her service revolver slung over
17 her shoulder, them young kids are on the
18 corner, they quiet down a little bit. And
19 I like that calming effect that a
20 residential police officer has.

21 COMMISSIONER ROSS: Sure.

22 COUNCILMAN JONES: And so that's
23 just my two cents.

24 COMMISSIONER ROSS: No, I hear you.

1 COUNCILMAN JONES: Finally, I am --
2 along with my colleagues on the camera
3 issue, I would like to put a surveillance
4 camera on every commercial corridor that
5 has a particular higher level of criminal
6 activity in and around certain types of
7 businesses. That's one of the things I
8 would like to explore. And the reason
9 that is, is we have been -- ever since
10 Shane Montgomery, his disappearance, been
11 struggling with trying to increase the
12 number of private cameras that sign up
13 SafeCam. But I think there is a
14 responsibility we have for public safety,
15 and as they voluntarily do whatever they
16 want to do, that we can take charge, put
17 these cameras in key hot spots, commercial
18 corridors particularly, sometimes where
19 there are stop and goes, where you tend to
20 see higher spikes in crime and take
21 control of it so that to Council President
22 Clarke's thing, you don't have to worry
23 about a witness. You don't have to worry
24 about somebody coming in to testify. You

1 have sometimes the ability to have
2 electronic witness that is fearless.

3 And unfortunately, in our
4 evaluation of the criminal justice down in
5 the arraignment court in CJC with these
6 cameras now we're seeing graphic, you
7 know, perpetrating criminals shooting
8 people. But for sure you can't explain
9 away what we just saw on that camera. You
10 can't intimidate away what we saw on the
11 camera. So the more we have -- and I
12 agree with my colleagues -- some of them
13 armed with eyes so that we can prevent
14 that criminal activity, as opposed to
15 documenting it. So I would hope you would
16 be supportive of having them on a
17 commercial corridor.

18 COMMISSIONER ROSS: Absolutely.
19 Absolutely.

20 COUNCILMAN JONES: Thank you, Mr.
21 President.

22 COUNCIL PRESIDENT CLARKE: Thank
23 you, Councilman.

24 Chair recognizes Councilwoman

1 Blackwell.

2 COUNCILWOMAN BLACKWELL: Thank you.

3 I'm going to try to sit in long enough to
4 get my questions in today. One of those
5 days, Mr. President. Sorry. But let me
6 say to our commissioner and certainly the
7 Deputy Commissioner Coulter, I know she
8 was captain in the 16th. And certainly to
9 our new Deputy Commissioner Patterson,
10 thank you all for all that you do. I am
11 surprised about how popular these cameras
12 are and how important. We have seen a few
13 recently and our people are just
14 overjoyed. And we got to thank you
15 because that helps keep us in office too
16 when they say oh, yes, look what you got
17 done. But seriously, we're very, very --
18 that's very important. Do you see you all
19 as being able to keep that going, to get
20 all these requests for cameras, number
21 one? And number two, on another issue is,
22 I'm always asking about whether or not we
23 should have more probation officers in
24 schools, especially where we have a lot of

1 problems so that we don't lose youngsters
2 who have to go -- who have to report in
3 because they have to report in to someone
4 because they're on probation. Those are
5 my two questions.

6 COMMISSIONER ROSS: So with regard
7 to getting more cameras, some of that is a
8 discussion beyond just my purview. I
9 won't be able to unilaterally make that
10 decision, you know, because it's a fiscal
11 one. But as I have said before, and we've
12 talked before and I support them one
13 because it gives us another tool. But
14 also, as you said, the reality of it is it
15 makes people feel better. So even if it's
16 not really doing what you want it to do
17 all the time with regard to monitoring
18 everything, you better believe that people
19 in your districts appreciate them and they
20 understand or they believe that it adds
21 another component to their safety. You
22 know, we can get up here and talk about
23 that over the last ten years that there's
24 significant drops in crime, which there

1 are. But if people don't feel safer, then
2 really it doesn't really matter, right?

3 And so with regard to the probation
4 officer thing, unfortunately,
5 Councilwoman, I'll have to defer that to
6 juvenile probation because we don't really
7 get involved in whether they're in
8 schools. But whatever we can do to make
9 our schools safer, you know, we're for
10 that. You know, it was your buddy who was
11 instrumental in getting a lot of this
12 diversion off the ground. And I thought
13 he missed us. I'm talking about Deputy
14 Bethel. He doesn't. So --

15 COUNCILWOMAN BLACKWELL: Yes.
16 Absolutely.

17 COMMISSIONER ROSS: He said he
18 feels like a gigantic bolder was removed
19 from him in terms of stress. And that's
20 how a lot of people who do this job feel.
21 When you're committed to it, you know, you
22 live and you actually are a little anxious
23 every time the phone goes off because
24 you're worried about some other violent

1 act that's going to happen. So people
2 give their heart and souls to this job
3 from police officer all the way up. So it
4 can be taxing all the way across the
5 board, but we're up for the challenge.

6 COUNCILWOMAN BLACKWELL: Thank you
7 all. Thank you. And you know how we feel
8 about Captain Bethel. We miss him and
9 give him our best.

10 COMMISSIONER ROSS: We miss him
11 too.

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

14 COUNCIL PRESIDENT CLARKE: Thank
15 you, Councilwoman.

16 Chair recognizes Councilwoman
17 Brown.

18 COUNCILWOMAN BROWN: Please give us
19 an update, if you will, on the police
20 headquarters to be ultimately constructed,
21 completed in Councilwoman Jannie
22 Blackwell's area.

23 DEPUTY COMMISSIONER COULTER: The
24 latest information that we have is that

1 the Department of Public Property
2 continues to work on the exterior shoring
3 everything up and that the new
4 administration is exploring options as to
5 what they're going to do with that space
6 and who is going to occupy which parts of
7 it. That's all we have right now. When
8 Public Property comes, they may be able to
9 give a little more detail. But at our
10 last meeting, that's where we were with
11 this.

12 COUNCILWOMAN PARKER: So that is to
13 suggest that that may not end up being the
14 police headquarters building?

15 COMMISSIONER ROSS: I think the
16 bottom line, Councilwoman, is that there's
17 still discussions, but they're at least
18 doing what they need to do to shore up the
19 structural part of that building for now.
20 But I think what the deputy is saying is
21 at this juncture the Department of Public
22 Property would be better served to answer
23 how far they have gone and what they are
24 doing in that building.

1 COUNCILWOMAN BROWN: Okay. I'm
2 looking for my other questions. I took
3 notes here. I want to underscore
4 Councilwoman Sanchez and that is to
5 provide "X" number of years of what has
6 happened over time just so that we can see
7 what the trends are and where the need for
8 overtime uptick and why. It just helps to
9 see the big picture as you frame out where
10 to cast and allocate dollars going
11 forward. So that information would be
12 exceedingly helpful.

13 How well is the Police Department
14 doing in the area of procurement when it
15 comes to buying local, when it comes to
16 all of what we asked about for every
17 single department, MBE, WBE activity.
18 Give us an overview, if you will.

19 DEPUTY COMMISSIONER COULTER: Our
20 department continues to strive but
21 struggle in that area.

22 COUNCILWOMAN BROWN: Talk closer to
23 the mic. Pull it closer to you.

24 DEPUTY COMMISSIONER COULTER: We

1 continue to strive but struggle in that
2 area. Some of our products that we don't
3 have a lot of control over, specialty
4 products that are sole sourced. The ones
5 that we purchase locally, if we can, we
6 do. But a lot of the categories strictly
7 goes to the lowest bidder. If they're not
8 the lowest bidder, we don't have that
9 option to procurement. We currently have
10 a 20-percent rate but that's going to
11 down. In the interest of being completely
12 honest, we don't have a lot of our
13 contracts in this year. We only have
14 about 800,000 of an expected three million
15 in. So when the rest of those come in, we
16 know there's several of them that have
17 little or no minority participation.

18 COUNCILWOMAN BROWN: Such as? Call
19 a few categories.

20 DEPUTY COMMISSIONER COULTER: Such
21 as our large purchases, our purchase for
22 services like our vests, for instance.

23 COUNCILWOMAN BROWN: So that's
24 physical. That's physical fiscal needs.

1 What about on a professional side?

2 DEPUTY COMMISSIONER COULTER:

3 Professional services for our
4 psychologists, people who do our drug
5 scanning tests. They're some of our
6 larger contracts that do our -- both entry
7 and our required testing for drug
8 scanning. We also have stuff like meals
9 for prisoners and those types of things.

10 COUNCILWOMAN BROWN: Meals for
11 prisoners?

12 DEPUTY COMMISSIONER COULTER: Which
13 is about \$218,000 a year.

14 COUNCILWOMAN BROWN: So am I
15 hearing that we're having difficulty
16 finding local vendors, restaurateurs who
17 cannot meet the stipulations with the
18 Philadelphia Police Department when it
19 comes to feeding people?

20 DEPUTY COMMISSIONER COULTER: Well,
21 the lowest bid that we had, and it was the
22 only bid last year, was 79 cents per meal.
23 What the issue comes in is that they have
24 to be delivered to all the police

1 installations --

2 COUNCILWOMAN BROWN: I see.

3 DEPUTY COMMISSIONER COULTER: It's
4 not just a matter of providing and it's
5 not just coming to police headquarters.

6 COUNCILWOMAN BROWN: But it's also
7 transportation?

8 DEPUTY COMMISSIONER COULTER: It's
9 transportation.

10 COUNCILWOMAN BROWN: I see.

11 DEPUTY COMMISSIONER COULTER: So it
12 becomes more challenging at that type of
13 bid, at that price it's somewhat cost
14 prohibitive for some of the local places
15 that know they have to go to nine
16 installations to get meals there three
17 times a day, because you have a different
18 number of prisoners each day and a
19 different number that are in custody that
20 have to be fed. This year there's been
21 actually health standards that say now
22 that they have to have a different type of
23 meal, which will then pull the cost of the
24 meal up too.

1 COUNCILWOMAN BROWN: I see. Wow.

2 COMMISSIONER ROSS: We know we have
3 work to do on this, Councilwoman, and
4 we're going to continue to look at
5 different ways, debundling and all kinds
6 of things to figure out if we can meet,
7 you know, our goals on it. But it's
8 challenging.

9 COUNCILWOMAN BROWN: Okay. I'll
10 leave that there for now.

11 Let's circle back to this notion of
12 recruitment. I'm a firm believer that we
13 can do well when we to use your word
14 intentional with Community College of
15 Philadelphia, Philadelphia OIC. Maybe
16 even use the PAL experience as a pipeline
17 for capturing the attention of young
18 people. So with regards to your interface
19 with young people, is it district-wide?
20 And by that I mean, you have "X" number of
21 police districts and so does each police
22 district have some linkage with the high
23 schools in that area strictly around
24 building relationships, opening up their

1 eyes towards career opportunities, or is
2 it done -- does it happen because police
3 officers believe in themselves that they
4 want to do this and so they do?

5 COMMISSIONER ROSS: Well, I think
6 the unstructured part is the relationships
7 that you have with your local schools,
8 your particular district that you're
9 referring to. I think that happens. But
10 the structured part happens with our
11 recruit unit that travels all over -- they
12 go beyond -- as you know, we don't have a
13 residency thing. So they travel beyond
14 the boundaries of Philadelphia and they go
15 to the historically black colleges, they
16 go all over the place in attempts to
17 recruit, military bases in an effort to
18 get people.

19 COUNCILWOMAN BROWN: Is that right?

20 COMMISSIONER ROSS: Yes. And we
21 have been doing that and we're going to
22 continue to do that. But I believe
23 inasmuch as the informal aspect of it can
24 be just as impactful. For example, I may

1 have mentioned this before, I'm proud that
2 at Enon Tabernacle, every so often on the
3 gigantic screen -- you know, it's a large,
4 large church with 15,000 members -- and a
5 recruitment screen will just pop up and no
6 words are with it, but it will be there
7 and get into your subconscious and to pass
8 that along to people who -- you may not be
9 interested, but to get people interested
10 in this occupation.

11 COUNCILWOMAN BROWN: So that's very
12 innovative. It's thinking out of -- it's
13 crossing the traditional lines of
14 recruitment. And so there may be an
15 opportunity to take that citywide across
16 clergy who get it. Have that capability
17 in their churches and would welcome a
18 chance to emulate what Enon does --

19 COMMISSIONER ROSS: Right. So I
20 run the Chaplan Program. I'm the liaison,
21 shall I say, and have been for a couple
22 years. And not only there but in any
23 meeting like the one I was with Councilman
24 Greenlee last night, I shamelessly will

1 pivot, even if the meeting has nothing to
2 do with recruitment, and find a way to
3 throw that out. Not necessarily for the
4 people who are in attendance, but for them
5 to go out and say, you know, I just heard
6 someone from the Police Department talking
7 about the fact that they're trying to get
8 people and maybe you should consider that
9 as an occupation. Because we get some
10 folks who are stellar individuals who go
11 through the ranks. They didn't
12 necessarily want to be police officers
13 their entire career. Something, you know,
14 was the catalyst to that. So we're trying
15 to get everybody -- you know, as many
16 people as we can to be ambassadors for us.
17 I mean, you don't have to want to be a
18 police officer personally, but to talk
19 about it on behalf of us.

20 COUNCILWOMAN BROWN: Okay. That
21 will be it. I do want to meet your
22 recruitment officer though off line.

23 COMMISSIONER ROSS: Absolutely.

24 COUNCILWOMAN BROWN: Okay. Thank

1 you, Mr. President.

2 COUNCIL PRESIDENT CLARKE: Thank
3 you, Councilwoman.

4 Chair recognizes Councilman Oh.

5 COUNCILMAN OH: Thank you so much,
6 Council President.

7 This is really just a point of
8 information or point of clarification, not
9 so much a question, unless someone wants
10 to correct me. So, you know, I just
11 wanted to answer the issue of stop and
12 frisk as I understand it. And I think
13 because there's a lot of confusion around
14 it and there's a lot of misunderstanding
15 about stop and frisk. And I too have
16 answered publicly on the radio stations
17 and to the press, you know, am I for or
18 against stop and frisk as a crime-fighting
19 strategy. I said I'm against it. And if
20 I'm asked now has the City or the Mayor --
21 I can't speak for the Mayor, but have I
22 reversed my position. No. What I try and
23 explain is stop and frisk or Terry stops
24 or pedestrian stops have been around for a

1 long time. It only got clarified by the
2 Supreme Court in Terry versus Ohio to
3 articulate what the standards are. And so
4 there was never was a complaint about
5 pedestrian stops, at least not on a
6 wholesale neighborhood community basis
7 until a couple of years ago.

8 And I think and may be wrong,
9 that's because I think in New York or
10 maybe in some other cities they announced
11 that stop and frisk would be a
12 crime-fighting strategy. And I don't know
13 that that was used here or said here, but
14 somewhere in Philadelphia people got the
15 notion that stop and frisk was going to be
16 a crime fighting strategy. The reason I
17 said I did not agree with it and I was
18 opposed to it, because it cannot possibly
19 be a crime-fighting strategy. It is, as
20 you said, you know, an evidentiary issue.
21 What occurs is that when there's a
22 description, for example, of man with a
23 gun with a yellow jacket and red hat
24 running south on 52nd Street and lo and

1 behold, here comes someone. The question
2 is, do the police have the right, even if
3 they don't have a reasonable basis, you
4 know, do they have, beyond a reasonable
5 doubt, or reasonable -- do they have an
6 ability to stop that person for
7 investigatory purposes and the answer is
8 yes, they do. But the second part is not
9 just that there's a reasonable suspicion
10 of criminality. It's that the person is
11 armed and dangerous. And so that
12 information for the police officer's
13 safety allows them to do a pat down,
14 specifically for something that might be a
15 weapon. Not to do an internal search,
16 look in their wallet or anything like
17 that.

18 So if they have a reasonable
19 article of suspicion that criminality is
20 afoot and that's the person based on
21 description, and they believe they're
22 armed and dangerous because that was
23 included and they feel something that
24 feels like the butt of a handgun, not only

1 can they arrest them, that weapon is
2 admissible in court. They do not have to
3 go into their pockets, they don't have to
4 go into their wallet. They're not
5 allowed. That's not admissible anyway.
6 But once a person has been arrested, those
7 items inventoried. And when they're
8 inventoried, any illegal substances, for
9 example, will be used against the person.
10 They just can't simply go in their pocket,
11 but if they're arrested those things are
12 inventoried. So from my perspective,
13 protecting the police officers' safety as
14 they perform what they should be doing, an
15 investigation based on a reasonable
16 article of suspicion, and only doing the
17 pat down because the person is reputed or
18 stated to be armed and dangerous and they
19 see something and feel something, is a
20 constitutional standard.

21 But when, whether it's true or not
22 in some cities, they announced that we're
23 going to do pat downs as a crime-fighting
24 tool, well, you couldn't possibly do that

1 because now what you're saying is we're
2 going to aggressively or proactively go
3 out and pat people down. Who are you
4 patting down? Why are you patting them
5 down? And then it becomes an issue of
6 whether you're doing this on a racial
7 basis or some illegal basis. The Terry
8 stop is just a result of doing an
9 investigation. So for me, when I say, or
10 I think when the City says if there is an
11 effort to stop people based on general
12 notions of crime fighting, that would be
13 unconstitutional. But Terry stops and
14 pedestrian stops that are constitutional
15 should and will continue. But I think the
16 public needs to be made clear on the fact
17 that isn't a reversal of position or the
18 condoning of unconstitutional stops. It's
19 simply the continuation of constitutional
20 but limited procedures allowed by the
21 Supreme Court. So anyway, that's just my
22 point of clarification. If I have somehow
23 stated something that's not in the
24 practice of Philadelphia, I can stand to

1 be corrected. Thank you.

2 COUNCIL PRESIDENT CLARKE: Thank
3 you, Councilman.

4 Chair recognizes Councilman
5 Johnson.

6 COUNCILMAN JOHNSON: Thank you.
7 Just wanted to -- one line of questioning
8 regarding hiring practices, specifically
9 in the area of diversity, African
10 Americans, people of color in the
11 Philadelphia Police Department. I want to
12 commend you for your -- not
13 recommendations, but actually moving
14 forward and raising the limit of --
15 raising the limit to age 22 and addressing
16 the college credit issues. So I do
17 appreciate that because that was one of
18 the things I was going to ask.

19 When you talk about diversifying
20 the Philadelphia Police Department, I was
21 looking at statistics that says Caucasians
22 are overrepresented in the Philadelphia's
23 police force by 20.4 percentage points.
24 The Department is nine percentage point

1 less likely in the City as a whole and
2 five percentage points less Hispanic and
3 less Asian than is the overall
4 Philadelphia population. Furthermore, 83
5 percent are male. The statistics goes on
6 to say there are 74 captains in the
7 department. 82 percent are white and 18
8 percent are black. There are no Latino or
9 Asian captains in the Philadelphia Police
10 Department. And I know as we move forward
11 as a progressive City and making sure that
12 the Philadelphia Police Department is
13 reflective of the population it serves,
14 what are the strategies and the plans to
15 diversify the police department, not only
16 from a recruitment standpoint but also
17 creating a pipeline of higher level
18 management as relates to diversity?
19 That's the first part of my question.

20 And then the second part is the
21 issue I would like to follow up with you
22 regarding to the 12th Police District,
23 which is one of the largest police
24 districts here in the City of

1 Philadelphia, about the possibility of
2 splitting the 12th between lower southwest
3 Philadelphia and the higher end of
4 Southwest Philadelphia area, which is the
5 Eastwick area and the distribution of
6 resources between -- equally throughout
7 the 12th Police District. So that's two
8 full questions and I know I'm under a time
9 limit, so I wanted to put those two out
10 there. But the first is the recruitment
11 strategies and plans to diversify the
12 Philadelphia Police Department on a
13 recruit level. But also the promotion of
14 high-level managers as relates to the
15 workforce.

16 COMMISSIONER ROSS: So, first of
17 all, just in the way of clarifying a few
18 stats, in our database are actually 55
19 percent white, 32 percent black, 8.4
20 percent Latino, 1.4 -- 1.7 Latino, 78
21 percent male. One of the struggles that
22 we have, it transcends even the racial
23 demographics, gender is a problem. This
24 lady seated to my left is the only person,

1 white female above the rank of captain.
2 The only one. Now, historically we have
3 had several white female captains in the
4 department. I just point that out to say
5 that it's problematic in many ways. And
6 so we are struggling to improve not only
7 our more balanced demographics across the
8 department in general, and that's one of
9 the things we're hoping that the
10 educational thing might help us with.
11 We're not sure if that's going to help. I
12 mean, my first step is to get police
13 officers, because if you need somebody,
14 your first thing is you're not worried
15 about what they look like if you have got
16 an emergency. But let's be honest, there
17 is some need to be reflective of your city
18 and its population. And so, again, using
19 the word intentional and trying to be very
20 intentional about our targets, trying to
21 get people in the doors.

22 But we do have a civil service
23 process and so we cannot circumvent that,
24 at least not until you get to the level of

1 deputy commissioner. Everything else you
2 have to go through the ranks and that's
3 just where we are. And it does create
4 some challenges, but we actually -- in an
5 unprecedented way, though, we have, I
6 think, three or four black female district
7 captains. We've never seen that. I mean,
8 simultaneously.

9 COUNCILMAN JOHNSON: I have one of
10 the best in 17.

11 COMMISSIONER ROSS: You have one,
12 that's right. And so we have in the 18th,
13 we have in the 16th, and we have at least
14 two more that are in significant command.
15 So that is something that is so important
16 for us. But we've got issues we got to
17 deal with. So you're absolutely right.
18 We got to work in a number of ways to
19 improve our demographics. And, again, I
20 just point out, it's not just about race,
21 it's about a lot of things we've got to
22 improve upon.

23 And about the second question with
24 the 12th District. I will be honest with

1 you, as you know I always am.

2 COUNCILMAN JOHNSON: You always
3 are. Keep it real.

4 COMMISSIONER ROSS: I have no
5 desire to split any more districts.
6 Doesn't mean it won't happen. Doesn't
7 mean something higher than me won't make
8 that happen. But at this point we don't
9 leverage our resources the best way by
10 splitting them. We would leverage the
11 most by combining districts, not splitting
12 them. But you're right, that district is
13 big. Councilman Henon's district is even
14 bigger and I know that --

15 COUNCILMAN JOHNSON: From the same
16 scenario --

17 COMMISSIONER ROSS: Yeah, I know.
18 And probably the same question is going to
19 come up so that's why I tried to do it at
20 one time. But at any rate, I -- maybe
21 that's for another conversation for
22 another time. But to be candid to you,
23 you know, I won't say something to you
24 just to get out of the room and I do not

1 at this point have any real interest in
2 doing that.

3 COUNCILMAN JOHNSON: We don't
4 expect that. And I'll wrap up because my
5 time is over. I do just want to just
6 reiterate, at least for me, and I know
7 it's recruiting as many people as possible
8 because you want to fill your ranks so you
9 can put more boots on the ground. I just
10 want to just reiterate for me that some
11 aspect, we have to be intentional,
12 specifically when it comes to race, people
13 of color. Only because I think it also
14 goes toward building the trust level when
15 it comes to working in partnership with
16 community organizations and the
17 constituencies that we serve, and so I
18 think some component does have to be
19 intentional, specifically when you're
20 dealing with race and making sure that the
21 population in the Philadelphia Police
22 Department is diversified. And I heard
23 you say it. I just wanted to just
24 reiterate one intentional component.

1 Specific strategies to get more people of
2 color. So say okay, this is a pipeline,
3 this is the direction I want go in with my
4 life. Because obviously it's an honorable
5 profession to be a part of. I'm just
6 making sure that it's diversified as much
7 as possible.

8 COMMISSIONER ROSS: I couldn't
9 agree with you more.

10 COUNCILMAN JOHNSON: Just want to
11 thank you for your time and I'm finished
12 for the day.

13 COUNCILMAN HENON: Thank you,
14 Councilman. Just to add to that
15 conversation about districts being
16 splitted and, you know, it does come down
17 to recruitment and, you know, the amount
18 of officers that we have.

19 COMMISSIONER ROSS: You're right.
20 We wouldn't have the people to staff them
21 if I wanted to do it.

22 COUNCILMAN HENON: And look, just
23 responding to my constituents,
24 constituents petition. I think the City

1 received extra officers. They had a
2 robust class. So they were distributed
3 across the City. So we're proud of that.

4 Let me change that conversation a
5 little here. Commissioner, real quick,
6 I've got a few questions. How do you
7 calculate -- what is the formula that you
8 calculate the vacancy allowances?

9 COMMISSIONER ROSS: For each
10 district or the Department --

11 COUNCILMAN HENON: Overall. Is it
12 per district?

13 COMMISSIONER ROSS: Well, we've
14 been working with a budgeted strength of
15 65/25 for at least five or six years. It
16 used to be higher than that. And quite
17 frankly, it's not that scientific. That's
18 what we were budgeted for under the last
19 administration. That's what we're working
20 with. Now if the question goes to how do
21 we decide in individual districts. It
22 depends on a lot of things, like the
23 number of people, the density that you're
24 talking about, the level of calls or the

1 number of calls for service that we get.
2 It's a whole host of things that we look
3 at.

4 We actually had Northwestern
5 University, about six or seven years ago,
6 do a whole manpower resource allocation
7 study for us and trying to see whether we
8 were even in the ballpark. For some
9 Districts we were relative to the
10 suggestions that they made. We didn't
11 directly respond or react to that, but we
12 had that done. There are probably very
13 few departments who have any real
14 scientific formula surrounding their
15 precincts or districts. But you just try
16 to use trends, data and everything else to
17 make an educated decision. But it's not
18 really that scientific. There are people
19 who are in academia will tell you that it
20 could be, but I don't know that I agree
21 with that.

22 COUNCILMAN HENON: Last questions
23 from me would be on vehicles. What is the
24 status of our vehicles and the average age

1 of the vehicles we have and how many do we
2 need? How many more -- what would be your
3 wish list on how many vehicles that you
4 would like to have?

5 DEPUTY COMMISSIONER COULTER: I can
6 get back to you with the average age. It
7 is newer than it was when we were here
8 this time last year. I think three or
9 four years ago there was a decision made
10 not to buy vehicles that year and we have
11 kind of swam upstream ever since, but have
12 closed that gap because now it was
13 recognized that based of the usage, we use
14 our vehicles 24 hours a day, seven days a
15 week, it wasn't practical to not buy any.
16 This year I believe we're getting 120 new
17 vehicles. We're phasing out the ones that
18 are older and moving in the ones that are
19 better for patrol. That will be a mix of
20 both SUVs, patrol vehicles. Majority of
21 them marked.

22 COUNCILMAN HENON: Would it be in
23 this fiscal year or just this calendar
24 year?

1 DEPUTY COMMISSIONER COULTER: It
2 will be in this upcoming fiscal year.

3 COUNCILMAN HENON: Okay. That's
4 great.

5 DEPUTY COMMISSIONER COULTER: They
6 are improving, you know what I mean? We,
7 every year, get new ones. We phase out
8 what isn't good and we try to do whatever
9 we can to take care of the ones we have.

10 COUNCILMAN HENON: I'm going to
11 talk with the procurement office and
12 encourage them to purchase local, and in
13 scale, I think, would be helpful and want
14 to go on the record for that. Vehicles --
15 are bikes -- I think bikes -- are they
16 counted as vehicles or are they --

17 DEPUTY COMMISSIONER COULTER: They
18 are not. We have 538 bikes as well.
19 Bicycles.

20 COUNCILMAN HENON: That's
21 wonderful. Glad to hear that. I
22 appreciate that. That's all I have for
23 today.

24 Chair recognize Councilwoman

1 Sanchez.

2 COUNCILWOMAN QUINONES-SANCHEZ:

3 Thank you. I'll be brief, Chair. Try to
4 get up to finish up so we can take a break
5 here. Just on the staff hiring. Are we
6 going to be using selective factors in the
7 three points bilingual as we staff up?

8 COMMISSIONER ROSS: There has been
9 no decision to do that. I know that's
10 been something you've been pushing for
11 some time now but --

12 COUNCILWOMAN QUINONES-SANCHEZ: I
13 sound like a broken record here.

14 COMMISSIONER ROSS: Yeah. But to
15 be candid with you, there is nothing on
16 the way to do that, to be honest with you
17 at this point.

18 DEPUTY COMMISSIONER COULTER: Why
19 not?

20 COMMISSIONER ROSS: Because we just
21 haven't talked about it, to be blunt. Not
22 internally. And I just think that that's
23 a heavier push than maybe we think, but
24 we'll talk about that. Is that fair?

1 COUNCILWOMAN QUINONES-SANCHEZ:

2 Yeah, we can talk about it. In terms of
3 language access, how do we track when
4 translation services are needed at the
5 district?

6 DEPUTY COMMISSIONER COULTER: When
7 it comes through police radio, they track
8 every one. Because some of their language
9 lines, some actually ask for interpreters
10 and those requests have gone up every
11 single year, which is a good thing.

12 COUNCILWOMAN QUINONES-SANCHEZ: Are
13 we tracking them?

14 DEPUTY COMMISSIONER COULTER: We
15 track them by month. And I'd be happy to
16 send that to you.

17 COUNCILWOMAN QUINONES-SANCHEZ: And
18 I say that because part of the law and the
19 Charter change require like language
20 access plans. So some departments were
21 better than others when tracking those
22 requests. So I think as we come up with a
23 plan, I'd like to see -- do we track when
24 bilingual officers do it? I find that

1 many times they do it -- do they record
2 it? Are we making sure?

3 DEPUTY COMMISSIONER COULTER: Well,
4 we have our officers who are LEP trained,
5 and we have our additional officers who
6 are bilingual but not LEP. Either their
7 confidence level isn't such that they
8 tested through LEP, but we still show it
9 as an interpretation on the report. But
10 anything that comes through either our
11 language line or a request for interpreter
12 is tracked monthly, and I saw this year,
13 year to date, we already have 2,000
14 requests. Which for 6,000 for an entire
15 year is obviously showing us on pace
16 around 8,000 for the upcoming year. So to
17 me it's encouraging because people are
18 knowing that it's available and they're
19 using it. So I'm hoping to even expand on
20 that.

21 COUNCILWOMAN QUINONES-SANCHEZ:
22 Good. Thank you. High-level discussions
23 as we talk about whether it's a new police
24 district -- you know, I appreciate you

1 saying that you wouldn't add more but you
2 really consolidate more. Has there been
3 any thought -- we did this big capital
4 assessment of all the buildings which
5 require work. I know at that point Mayor
6 Kenney, then Councilman Kenney and I and
7 others kind of looked at that with Public
8 Property and others. Has there been any
9 thought to co-locating existing facilities
10 as -- you know, and I'll use this as an
11 example. You know, the 26th District over
12 there in Fishtown, limited parking, you
13 know, and there's a plan, there's been a
14 whole lot of money to fix the roof and all
15 this stuff. Have we thought about
16 potential colocation?

17 COMMISSIONER ROSS: Absolutely.
18 Have looked at least one or two areas
19 where you can do that. You're hitting on
20 my point. You actually are able to gain
21 more from doing that than you are from
22 splitting those districts, irrespective of
23 what your manpower is at the time because
24 you could put more people in one place.

1 You make that one district, as we did with
2 the 22nd and the 23rd and now the 22nd
3 District. And, you know, even down in
4 South Philadelphia. So we continue to
5 look at that. I've had conversations with
6 the Mayor about that. And so as we go
7 forward, we'll see how feasible it is to
8 do that in certain districts.

9 COUNCILWOMAN QUINONES-SANCHEZ:

10 Potentially looking at closed down school
11 buildings and other places? Because
12 school buildings tend to be located in
13 strategic locations in neighborhoods.

14 COMMISSIONER ROSS: Right. Right.

15 So, again, those discussions are
16 preliminary obviously in this
17 administration. But the Mayor is very
18 cognizant of that because we have spoken
19 about it. But as you know, some of that's
20 above my pay grade. But I think he is
21 open to exploring all those options.

22 COUNCILWOMAN QUINONES-SANCHEZ: So

23 we'll make some suggestions over around
24 some of those facilities. Obviously I

1 have a new facility at 24th, the 24th and
2 the 25th. But, you know, I look at the
3 26th facility and they're building
4 residential stuff right up to the wall of
5 it and the police officers are finding it
6 more and more difficult to park. So
7 that's one of those buildings that before
8 we make a \$500,000 investment, we may want
9 to consider and say do we relocate it
10 somewhere where it's more appropriate than
11 having it squeezed among third-story
12 decks.

13 COMMISSIONER ROSS: I hear you.

14 COUNCILWOMAN QUINONES-SANCHEZ:
15 Going back to the civilian police piece.
16 Is this something that you're going -- you
17 know, as we talked about manning potential
18 cameras and stuff. I know there's been
19 internal discussions in the past. Is
20 someone going to be looking at that, under
21 which one of your deputies you're going to
22 look at for long term? You know, New York
23 does traffic stuff, and as we look at your
24 census and being short staffed, you know,

1 many times we end up covering that. Is
2 that something that we're seriously going
3 to look at -- we talked about it at the
4 beginning of last administration and then
5 it just kind of went nowhere.

6 COMMISSIONER ROSS: Yeah, it's
7 something we'll look at but I can't -- I
8 have to be honest with the fact that
9 clearly it's a collective bargaining issue
10 as well. You're talking about bargaining
11 member work and some issues. So that's a
12 hurdle that may have to be navigated in
13 the next contract or just to talk about
14 even if it's feasible. But, again, just
15 from a selfish standpoint, and I mentioned
16 New York. It was nice to see things that
17 looked like police and you just realize,
18 oh, that's actually a traffic cop or
19 that's actually a school cop. And some
20 people would argue about the safety of
21 that. I don't think New York City has an
22 issue with it. But again, that's funding,
23 that's collective bargaining --

24 COUNCILWOMAN QUINONES-SANCHEZ: Do

1 you see all these police officers around
2 the Convention Center, around Eagles --

3 COMMISSIONER ROSS: Sure.

4 COUNCILWOMAN QUINONES-SANCHEZ: I
5 mean, I think that council and definitely
6 this Mayor is hugely committed to
7 appropriately funding the police
8 department. So this is not about not
9 giving the police department what it
10 needs. It really is about adding value
11 and using the trained officers to the best
12 of their ability. So this is the time to
13 have the discussion.

14 COMMISSIONER ROSS: I'm glad,
15 Councilwoman, that you said that about the
16 administration because the Mayor has been
17 nothing but supportive of the police
18 department and what --

19 COUNCILWOMAN QUINONES-SANCHEZ:
20 Right. And so this is the time to talk
21 about it. Sort of like, folks, how do we
22 compliment, you know, the workforce in a
23 way that there's no challenges. We're not
24 shortchanging anybody.

1 COMMISSIONER ROSS: Absolutely.

2 COUNCILWOMAN QUINONES-SANCHEZ:
3 Thank you, Mr. Chair. And I'll cooperate
4 fully.

5 COUNCIL PRESIDENT CLARKE: Thank
6 you, Councilwoman.

7 Chair recognizes Councilwoman
8 Blondell Reynolds Brown and then we will
9 go to a recess.

10 COUNCILWOMAN BROWN: Yes. I begged
11 him to just let me do a follow-up
12 question. Who is the point person on your
13 team to have subsequent conversations and
14 discussions about human trafficking.

15 COMMISSIONER ROSS: Me.

16 COUNCILWOMAN BROWN: Got it. Okay.
17 Terrific.

18 COMMISSIONER ROSS: Actually, me
19 and the captain of Special Victims and
20 that's Captain Mark Bergman. But I was
21 kind of the point person. And if it's
22 you, then you call me. If it's someone in
23 your staffers, we can hook you up with
24 Captain Bergman from Special Victims.

1 COUNCILWOMAN BROWN: Terrific.

2 Thank you. Thank you very much.

3 COUNCIL PRESIDENT CLARKE: Thank
4 you, Councilwoman. If no other members
5 have any other questions, I want to thank
6 you all for your testimony and answering
7 all our questions today and we look
8 forward to working with you throughout
9 this budget process. So thank you.

10 COMMISSIONER ROSS: Thank you.

11 COUNCIL PRESIDENT CLARKE: I do
12 want to make a special recognition for our
13 court reporter. Thank you for your
14 endurance for this morning's session.
15 Thank you.

16 We will be convening the Committee
17 of the Whole until 2:30 this afternoon.

18 (Lunch Break.)

19 - - -

20 COUNCILMAN GREENLEE: Good
21 afternoon. We're going to start the
22 hearing. I'm sure the Council Members
23 will be filtering down. Our next
24 department is the Fire Department.

1 Commissioner Sawyer, whenever
2 you're ready. Good afternoon, sir. Sorry
3 for the delay.

4 COMMISSIONER SAWYER: Good
5 afternoon, Councilman Greenlee and members
6 of City Council. I'm Fire Commissioner
7 Derrick Sawyer. Joining me today will be
8 Deputy Commissioner of Operations, Jesse
9 Wilson, to my right. And Deputy
10 Commissioner of EMS, Jeremiah Laster, to
11 my left.

12 I would like to thank you for the
13 opportunity to appear before you this
14 morning to give testimony on the
15 Philadelphia Fire Department's operating
16 budget. I would also like to thank on
17 behalf of the 2400 firefighters,
18 paramedics, emergency medical technicians
19 and support staff for the crucial role
20 that Council plays in providing funding
21 for public safety of our citizens. For
22 the routine calls, from assistance to
23 dramatic national news incidents like
24 Amtrak 188, this Fire Department is proud

1 to serve the citizens and visitors of our
2 great City. The recommendations of this
3 Department for additions to our operating
4 budget will make us both safer and more
5 efficient and a more efficient Fire
6 Department. I will discuss a few of these
7 significant additions and be available to
8 you at the end of my testimony to answer
9 any questions you may have.

10 The first budget item I will
11 discuss is the significant increase in our
12 ability to provide inspections of
13 buildings to mitigate the dangers of fire
14 and other hazards. This is a direct
15 result of lessons learned from the 2013
16 building collapse at 22nd and Market
17 Street. Council took action based on the
18 2015 report of the building oversight
19 board to fund increased staffing in the
20 Fire Department's fire code unit over the
21 2016 to 2018 fiscal years, and to provide
22 training to certify every captain and
23 lieutenant to Fire Inspector one. This
24 expanded code will work contained with

1 other vital partners as Licenses &
2 Inspections and will be stationed in the
3 neighborhoods to ensure the safety of our
4 citizens. The training provided to every
5 single line officer will give the Fire
6 Company the knowledge to spot and report
7 hazards throughout the City.

8 The second operating budget item is
9 the addition of the self-contained
10 breathing apparatus, what we call SCBA fit
11 testing, to ensure masks fit properly and
12 do not leak air while operating in
13 hazardous conditions. The National Fire
14 Protection Association recommends annual
15 SCBA fit testing. Fire Department
16 analysis indicates that the contracting of
17 this service is a cost effective means of
18 enhancing the safety of personnel. The
19 funding increase in medical supplies was
20 requested due to both the increased volume
21 of EMS responses and the increasing calls
22 of pharmaceuticals. Medical units must be
23 stocked with the proper equipment supplies
24 to meet the ever-increasing demand for

1 medical services. Department expenditures
2 on pharmaceutical on average has increased
3 58 percent over the last two years. The
4 cost increase for medical supplies on
5 average was nine percent between fiscal
6 year '14 and '15. This includes an
7 increased cost for bandages, cervical
8 collars and gloves, all of which are
9 especially critical to protect EMS
10 providers and the public. This fund
11 increase is necessary to prevent critical
12 supply shortages and to meet the
13 Pennsylvania Department of Health
14 equipment and supply requirements for
15 ambulances. These supplies are critical
16 to keeping with the Department's mission
17 of delivering high-quality emergency
18 medical care.

19 I am ready to now answer any
20 questions that you may have.

21 COUNCILMAN GREENLEE: Thank you,
22 Commissioner. Let me just start, what
23 were the number of related fire deaths in
24 the last year? Do you have information?

1 COMMISSIONER SAWYER: Last year?

2 COUNCILMAN GREENLEE: Yeah.

3 COMMISSIONER SAWYER: 12.

4 COUNCILMAN GREENLEE: Is that a
5 decrease or increase?

6 COMMISSIONER SAWYER: That is a 63
7 percent decrease from the prior year and a
8 50 percent decrease from our all-time low
9 which was in 2013 of 24.

10 COUNCILMAN GREENLEE: So it's going
11 down?

12 COMMISSIONER SAWYER: Correct.

13 COUNCILMAN GREENLEE: Do you think
14 there's any particular thing you can put
15 that to?

16 COMMISSIONER SAWYER: Oh,
17 absolutely. So it's a combined effort.
18 So one of the things we've done is install
19 smoke alarms, of course. But in addition
20 to installing smoke alarms, we've actually
21 have been doing home visits where you get
22 a chance to educate the community about
23 fire hazards in the home and talk to them
24 about how to be safe and how to maintain a

1 high level of safety. So we have done
2 that in partnership with a couple of other
3 organizations like the American Red Cross
4 and Insurance Society of Philadelphia.
5 And that effort of public education, along
6 with installing the smoke alarm, have
7 helped up reduce the number of loss.

8 COUNCILMAN GREENLEE: Okay. That's
9 great. I actually knew that. I just want
10 to make sure you got that on record
11 because you're doing a great job with
12 that.

13 COMMISSIONER SAWYER: Thank you
14 very much.

15 COUNCILMAN GREENLEE: I think
16 that's certainly saved a lot of lives.

17 As far as your average response
18 time, how does that -- what is it and how
19 does that compare to the national average?

20 COMMISSIONER SAWYER: So response
21 times as it relates to engines is within
22 the national average of five minutes. Our
23 EMS response times are kind of high. And
24 one of the things we're doing to address

1 the response times for EMS is we've
2 implemented an officer of community
3 reduction and we're trying to identify the
4 super users in our system. So a super
5 user is an organization that calls us more
6 than 15 -- more than 20 times a month.
7 That's considered a super user. So we
8 started a pilot program with Friends
9 Hospital to try to figure out how we can
10 reduce the super users by educating them
11 and making sure that the person, if they
12 don't need emergent care, we can get other
13 transportation. Because a lot of times
14 the calls that we're receiving to the
15 super user are low acuity calls. So
16 that's one of the things we've done.
17 We've also implemented a priority dispatch
18 system in our fire communications unit, so
19 when we get to a point where we have a
20 high number of calls, we can stack calls
21 that aren't emergent to make sure we
22 address the more emergent calls.

23 COUNCILMAN GREENLEE: So you get
24 some people who might continuously call

1 who are just feeling a little ill or
2 something like that?

3 COMMISSIONER SAWYER: Right. So
4 some people call and you get there and
5 they have their bags packed and ready to
6 go. So obviously that's not an emergency.

7 COUNCILMAN GREENLEE: I had a
8 neighbor like that, so I know what you
9 mean.

10 COMMISSIONER SAWYER: Right. So
11 one of the things we do is we try -- we're
12 meeting with those people too. So we're
13 attacking the facilities first like
14 nursing homes or Friends Hospital, things
15 like that to address -- that's going to
16 have a large impact. The places where
17 people stay when they get out of prisons,
18 those are one of the super users. And
19 then we're going to attack the civilians
20 also. So we had an older adult that was
21 calling us on a regular basis, and a lot
22 of times she would call because she just
23 needed someone to help her get up because
24 she had fallen. So we found out she was

1 falling because she wasn't taking her
2 meds. So we sent someone to her house,
3 talked about her taking her meds, and
4 offered her assistance connecting her with
5 home healthcare to make sure she takes the
6 meds and then that reduces the number of
7 calls to that house.

8 COUNCILMAN GREENLEE: Okay. All
9 right. I appreciate. That kind of
10 answers one of the Council President's
11 questions. It says that requests -- 9-1-1
12 requests for EMS are expected to increase
13 by over 20,000 incidents by the end of
14 this fiscal year?

15 COMMISSIONER SAWYER: That's
16 correct.

17 COUNCILMAN GREENLEE: And that's
18 the kind of thing you're working on to try
19 to --

20 COMMISSIONER SAWYER: That's
21 correct.

22 COUNCILMAN GREENLEE: Great.
23 Great. When the Police Commissioner was
24 in here today, he talked about the sort of

1 problem of trying to get qualified people
2 to be police officers. Are you having any
3 problems in the Fire Department in that
4 area?

5 COMMISSIONER SAWYER: No, no
6 problem getting qualified people. One
7 reason is when we hire firefighters, we
8 don't require them to be qualified. What
9 we do is we certify them as the
10 firefighter one and two level. They leave
11 with the EMT certification and they also
12 leave with fire and life safety
13 certifications. So we bring them in at
14 the grassroots level and we certify them
15 to all the levels they need to have. In
16 reference to paramedics and EMTs, they
17 come onto the job already certified as
18 either a paramedic or an EMT. And so far
19 we haven't had a problem of filling that
20 pool.

21 COUNCILMAN GREENLEE: Okay. Yeah,
22 I probably used the word qualified wrong.
23 He was just having problems getting people
24 to apply.

1 COMMISSIONER SAWYER: Right. We
2 have a list waiting for paramedics, a
3 paramedic list. A class is supposed to be
4 starting, I believe, in June and after
5 that we -- we're going to ask for EMTs.
6 We have two firefighters classes currently
7 now. We started out with a hundred in
8 each class. They graduate this year, this
9 June. And right now we have about 86 in
10 one class and 95 in the other class.

11 COUNCILMAN GREENLEE: Okay. Very
12 good. One last question and then some of
13 the Council Members now have teed up.
14 Page four of your written testimony shows
15 your Department has only taken attained a
16 three-percent MWD and DBE participation so
17 far in fiscal '16. So the goal is 15
18 percent. Is there a reason why you're
19 struggling to get to that kind of number?

20 COMMISSIONER SAWYER: Yes. So in
21 the fire service, we deal with different
22 type supplies like self-contained
23 breathing apparatus, ladders, pump
24 testing, and there aren't a lot of

1 minority businesses that actually do
2 ladder testing, pumping test and things
3 like that. So that's what's making it
4 difficult to meet that goal.

5 COUNCILMAN GREENLEE: Because not a
6 lot of companies bid?

7 COMMISSIONER SAWYER: Right.

8 COUNCILMAN GREENLEE: All right.

9 Thank you. Councilman Domb.

10 COUNCILMAN DOMB: Thank you,
11 Councilman Greenlee. Good afternoon. I
12 just have a few questions.

13 COMMISSIONER SAWYER: Yes, sir.

14 COUNCILMAN DOMB: I'm looking at
15 the budget, not the testimony but the
16 budget. I don't know if you have it handy
17 or you know the numbers, but on page three
18 of the budget. I'm just curious as to why
19 -- personal services were -- the
20 obligations in 2015 were 7.5 million. In
21 '16 they were 4.8, but yet they're going
22 to be 12 million in '17. Just wondering
23 why that went up so much.

24 COMMISSIONER SAWYER: So you're

1 saying page three?

2 COUNCILMAN DOMB: Page three,
3 section 47. The Department summary by the
4 fund and class. I guess it would be class
5 100A. It says personal services. The
6 second paragraph down, basically.

7 COMMISSIONER SAWYER: Oh, purchase
8 of services.

9 COUNCILMAN DOMB: Personal
10 services.

11 COMMISSIONER SAWYER: Personal
12 services.

13 COUNCILMAN DOMB: You can get me an
14 answer on that. You don't have to figure
15 it out now. Give us the answer.

16 And the other question I have is on
17 page five of the budget, the overtime
18 obligations in 2015 are 35 million
19 dollars.

20 COMMISSIONER SAWYER: Say that
21 again.

22 COUNCILMAN DOMB: The overtime, it
23 says shift, uniform, overtime 35 million
24 based on total pay of 208 million. And

1 then in '16, it went down to 24 --
2 actually, it's going to be 29 million.
3 Went down six. This year we're projecting
4 it to go down ten. I'm just wondering how
5 we're going to accomplish that goal when
6 it was 35 in '15 and 29 in '16. How are
7 we going to get it to 19 -- which is
8 great. I just want to make sure we
9 accomplish that goal.

10 COMMISSIONER SAWYER: So the plan
11 to accomplish the goal is to -- we have
12 two fire classes in now. So once these
13 two classes graduate, we should be fully
14 staffed. We should be able to cut down on
15 the overtime. Another thing we're going
16 to do is we're putting performance
17 measures in place for each battalion to
18 track the overtime on a regular basis to
19 make sure that they're meeting that
20 standard. And not only for members in the
21 staff -- I mean members in the field, but
22 staff members also. So by tracking
23 overtime on a weekly basis versus a
24 monthly basis, I think we can identify

1 areas in advance to make sure that we're
2 not going over projection.

3 COUNCILMAN DOMB: So in the numbers
4 that I'm looking at, what you're saying is
5 in '15, the overtime was roughly 17
6 percent of the total payroll of the Fire
7 Department.

8 COMMISSIONER SAWYER: Right.

9 COUNCILMAN DOMB: 17 percent. And
10 then '16, it was roughly 14-and-a-half
11 percent. It was going down. And we're
12 saying next year it's going to be ten
13 percent.

14 COMMISSIONER SAWYER: That's the
15 goal.

16 COUNCILMAN DOMB: Are we going to
17 be able to hit that goal? It would be
18 great to hit it.

19 COMMISSIONER SAWYER: I won't be
20 here to let you know, but we're going to
21 try.

22 COUNCILMAN DOMB: Okay. Thank you.
23 Thanks.

24 COUNCILMAN GREENLEE: Thank you,

1 Councilman. Councilman Oh.

2 COUNCILMAN OH: Thank you very
3 much, Mr. Chairman. I actually don't have
4 any questions. I know there's been so
5 much stuff going on, but I didn't want to
6 miss the opportunity to say how much it
7 has been a pleasure to work with you, your
8 accessibility. It's been fantastic. I
9 really enjoyed our last meeting with
10 Commissioner Ross and yourself. And just
11 a dynamic couple of Commissioners. I'm
12 sorry to see you leave. I wish you would
13 stay, but I know that you have, you know,
14 good fortune laying ahead of you and to
15 your whole command team. So thank you for
16 your great work.

17 COMMISSIONER SAWYER: Thank you.
18 It was pleasure working with you also.

19 COUNCILMAN GREENLEE: Thank you,
20 Councilman. I think that was well said.
21 Thank you.

22 Councilwoman Bass.

23 COUNCILWOMAN BASS: Thank you, Mr.
24 Chairman. Ditto.

1 COMMISSIONER SAWYER: Thank you.

2 COUNCILWOMAN BASS: We've had a
3 great working relationship with you and
4 your administration and I just wish you
5 well into the future. And for all that
6 you do, you know, if we can ever be of
7 assistance, please reach out. It's been
8 really a pleasure.

9 COMMISSIONER SAWYER: Thank you
10 very much.

11 COUNCILWOMAN BASS: I do have a
12 couple of questions. And the first was in
13 reference to the condition of our
14 firehouses. And so we've talked about
15 this before. I have been to every
16 firehouse in my district and police
17 station and, you know, I know the
18 condition of these facilities and wanted
19 to know what's been done, what kind of
20 action plan has happened in the last
21 couple years, since I have been asking
22 these questions for some time now, to
23 address the really just deplorable
24 conditions of our firehouses. And the

1 folks who have worked there have been most
2 gracious and, you know, when we go in and
3 we do a tour and we'll talk to them about
4 what's happening in the neighborhood.
5 That's really the purpose of the tour, is
6 to talk about what's happening, what are
7 they seeing throughout my district. But
8 when I go in, I'm often -- well, actually
9 not even at this point, it's not a matter
10 of shock anymore, but really a
11 disappointment that we would allow city
12 employees to work and to ask them to sleep
13 in these conditions. So if you want to
14 address that.

15 COMMISSIONER SAWYER: Absolutely.
16 Well, first, we have been working with
17 Public Property to make sure that they
18 address those issues. We have had major
19 work done on multiple stations. We even
20 have two stations that are closed down
21 right now getting major repairs, Engine 72
22 and Engine 69.

23 COUNCILWOMAN BASS: Where are those
24 located?

1 COMMISSIONER SAWYER: One is West
2 Philly and 72 is in Logan, and we're
3 getting ready to open up 71 which is in
4 the northeast.

5 COUNCILWOMAN BASS: Is Logan, is
6 that --

7 COMMISSIONER SAWYER: 12th and
8 Louden.

9 COUNCILWOMAN BASS: 12th and --

10 COMMISSIONER SAWYER: 10th and
11 Louden, yes. So working with Public
12 Property, they have been doing a pretty
13 decent job of trying to keep up with the
14 demands. We have old infrastructure, and
15 whenever emergencies occur sometimes they
16 have to stop working on a major project to
17 make sure they work on another project to
18 get us back in service quickly. The
19 public safety facilities have the master
20 plan that we're working on also where
21 they're going to -- it's already been
22 projected out, the improvements over the
23 next five years. So that's an ongoing
24 process. I think Public Property probably

1 can give you more detail on the plan on
2 what's next to be repaired. We do --
3 actually we do -- we have windows, heating
4 systems and that's being done on a
5 continuous basis also.

6 COUNCILWOMAN BASS: Okay. And
7 also, if you could address the resources
8 available to the EMTs that are located at
9 those sites. Usually when I have gone to
10 different firehouses at my district, the
11 EMT truck is almost always gone and
12 they're always on the street. And so just
13 the wear and tear, if you will, on not
14 only them as individuals but also on their
15 equipment and all of this really
16 translates into the service that we're
17 able to provide for usually our neediest
18 and most vulnerable population. So can
19 you address that?

20 COMMISSIONER SAWYER: When you say
21 the resources, could you give me -- be a
22 little bit more specific as far as EMTs?

23 COUNCILWOMAN BASS: Well, just it
24 seems that they don't have enough of

1 anything. And so I may be incorrect in
2 that, but I would like for you to expound
3 on in terms of, you know, are they fully
4 stocked, do they have all of the resources
5 that they need. Maybe you can answer that
6 better.

7 COMMISSIONER SAWYER: No problem.
8 So they are fully stocked. We actually
9 added additional medic units. Five last
10 year, right? Five medic units this year.
11 Five additional this year. Again, we saw
12 an increase in medical supplies. That's
13 to make sure that they have enough medical
14 supplies to do their job correctly. And
15 to address the high call volume and stress
16 you heard me talk about earlier, we're
17 trying to come up with ways to address the
18 super users to reduce the call volume so
19 that they won't be -- have burnout, suffer
20 from burnout. The call volume from the
21 super users and then a little bit about
22 public education. We're about to roll out
23 an ad campaign to educate the community
24 about when you should call 9-1-1. And

1 that should help reduce some on the call
2 volume also. Because right now,
3 three-fourths of the calls are -- well,
4 three-fourths of the medic units are new,
5 but I think 80 percent of the calls are
6 none -- are low acuity calls. 80 percent
7 are low acuity calls.

8 COUNCILWOMAN BASS: Are lower --

9 COMMISSIONER SAWYER: Low acuity.
10 Non-emergencies. So 20 percent are
11 emergencies. So if we can get the
12 community to understand the importance of
13 the -- what's not an emergency and have
14 them stop calling for non-emergencies, we
15 can address the emergent calls more
16 effectively and reduce the call volume at
17 the same time.

18 COUNCILWOMAN BASS: I guess my
19 question is, if we know that 80 percent
20 are non-emergencies and I know -- I think
21 it's a great thing to roll out a campaign
22 to address it and to get people to
23 understand, you know, don't call 9-1-1 --
24 you know, this is the appropriate way to

1 handle such and such.

2 COMMISSIONER SAWYER: Right.

3 COUNCILWOMAN BASS: But how long do
4 you think it's going to take for that
5 campaign to be up and running so that
6 people -- in the meantime, you know, our
7 EMTs are still working quite a bit in a
8 very stressful environment. So how long
9 do you think it will be before we get to
10 that point?

11 COMMISSIONER SAWYER: In
12 conversations now, the plan is to roll it
13 out in May. How long it takes to have an
14 impact, that's a good question. The next
15 -- we're not going to ask them to do an
16 impact analysis to see how long will it
17 take for that message to get out and then
18 when will we start seeing results.

19 COUNCILWOMAN BASS: Okay. That
20 would be great because, again, I think --
21 you know, if an EMT is completely stressed
22 out and going out on call after call after
23 call and at some point, you know, the
24 consumer, our constituents are not getting

1 the proper service. You know, all of the
2 EMTs that they could get. Not that the
3 EMT or the person is trying to give less,
4 but it's just human nature, at some point
5 you begin to slow down, you're going to
6 slow down. So if you could get back to us
7 and give us some kind of idea when we
8 could see some sort of an impact, that
9 would be fantastic.

10 COMMISSIONER SAWYER: Thank you.

11 COUNCILWOMAN BASS: Thank you.

12 COMMISSIONER SAWYER: And the goal
13 is to measure along the way also -- each
14 month -- the goal is to measure each month
15 what the impact is. So once we roll out
16 the campaign, we already have a baseline.
17 So each month we can say well, has it
18 decreased, has it stabilized or has it
19 gone up. So we'll track that on a monthly
20 basis once the campaign is rolled out.

21 COUNCILWOMAN BASS: Very good.

22 Thank you.

23 COMMISSIONER SAWYER: You're
24 welcome.

1 COUNCILMAN GREENLEE: Thank you,
2 Councilwoman. Councilman Taubenberger.

3 COUNCILMAN TAUBENBERGER: Thank
4 you, Mr. Chairman. I just -- not a
5 question at all. But Commissioner, I want
6 to thank you for your service. I am
7 saddened by the fact that I will not be
8 able to work with you in this capacity at
9 this time, meaning newly elected. I just
10 want to say that my time at the Northeast
11 Philadelphia Chamber of Commerce and in
12 the community, you were always there for
13 us. You were very supportive of community
14 needs and small business needs and I want
15 that recognized by all of Philadelphia.
16 So I thank you very, very, very much for
17 your service.

18 COMMISSIONER SAWYER: Thank you
19 very much.

20 COUNCIL PRESIDENT CLARKE:
21 Councilman Henon.

22 COUNCILMAN HENON: Good afternoon,
23 Commissioner. And I apologize for being a
24 little late to the hearing. And if I'm

1 repetitive, please just --

2 COMMISSIONER SAWYER: Not a
3 problem.

4 COUNCILMAN HENON: Please just say.

5 And one, I want to thank you for -- you
6 know, with hopefully the direction of the
7 Mayor, ending the brownouts in the City of
8 Philadelphia. And I think that was an
9 important message that was an edict that
10 has been changed and I think it's a really
11 important -- I know my constituents and a
12 lot of other members constituents were
13 extremely concerned. And people fought
14 real long and hard for, you know, a period
15 of time to let their opinions and their
16 voices be heard. So thank you for that.
17 You know, we appreciate that.

18 The question -- I didn't miss here
19 with the EMTs versus paramedics. I don't
20 know if that has been the actual
21 conversation or not. Can you tell me the
22 policy of not pairing up paramedics that
23 are going out on calls who -- you know,
24 just the new policy, but paramedics and

1 their training versus EMTs and the amount
2 of training that they get in going out on
3 calls and -- so if you can explain a
4 little bit of that, I would appreciate it.

5 COMMISSIONER SAWYER: Sure. So a
6 paramedic has additional training.
7 Normally you have to become an EMT before
8 you become a paramedic. One of the major
9 differences is that a paramedic is allowed
10 to give intravenous fluids, meds and
11 things of that nature. And what you're
12 probably referring to is in the past an
13 advanced life support unit, ALS unit,
14 advanced life support unit has been
15 staffed with two paramedics. And a BLS,
16 basic life support unit, has been staffed
17 with two EMTs. Going forward, the plan is
18 to staff all ALS units with a paramedic
19 and an EMT. Now, as far as national
20 standards and certification, that's the
21 norm across the country of having an EMT
22 and the paramedics together. So what that
23 does for us is allows us, one, to do a
24 better job of responding to ALS calls. So

1 because you have an EMT and a paramedic in
2 the medic unit when you respond to a call,
3 regardless of whether that call is ALS
4 call or BLS call, you have someone
5 certified in both realms and they can
6 handle that call.

7 So in the past, what would happen
8 is, if we sent a BLS unit to an ALS call,
9 you would have to send an additional unit,
10 ALS unit to help address that call. So
11 now you have two units out of service,
12 instead of one unit out of service. So
13 it's just a matter of using your resources
14 more effectively and efficiently.

15 COUNCILMAN HENON: Do we have
16 enough paramedics and enough EMTs to
17 fulfill the responsibilities of national
18 standards?

19 COMMISSIONER SAWYER: Absolutely.
20 We just hired 200 EMTs and we are about to
21 hire about 36 paramedics in June. So yes,
22 we do.

23 COUNCILMAN HENON: Could paramedics
24 -- could somebody be a paramedic, go out

1 on like a run as opposed to a separate --
2 and I know it gets a little -- I'm not
3 familiar with, you know, a paramedic truck
4 and/or, you know, different types of
5 apparatuses, you know, in the analysis.
6 So I mean, could there be -- could you
7 train a paramedic -- I'm sorry. Could you
8 assign a paramedic to go out on the
9 initial calls? You know, when you get a
10 9-1-1 response, who goes out first?

11 COMMISSIONER SAWYER: It depends on
12 the resource level, resource. So it could
13 be a first responder company or it could
14 be a medic unit.

15 COUNCILMAN HENON: So wouldn't it
16 be -- this is just from conversations that
17 I have had. Would it also help to have a
18 paramedic go out on the first response
19 call?

20 COMMISSIONER SAWYER: Possibly.

21 COUNCILMAN HENON: Like on the
22 apparatus.

23 COMMISSIONER SAWYER: Possibly.

24 COUNCILMAN HENON: Cross-trained.

1 COMMISSIONER SAWYER: Possibly.

2 COUNCILMAN HENON: So
3 cross-training, I think, because
4 paramedics, I think, were, you know,
5 eventually becoming -- I mean, I can
6 imagine, you know, the stress that
7 paramedics and EMTs have because all
8 they're doing is saving people's lives --

9 COMMISSIONER SAWYER: I worked in a
10 medic unit for, like, 10 years. The
11 busiest medic unit in the City. So I do
12 understand the high levels of stress. Not
13 getting any sleep at night. 20 calls at
14 night, no rest, no food. I lived it.

15 COUNCILMAN HENON: So extremely
16 high stress --

17 COMMISSIONER SAWYER: Extremely
18 high stress.

19 COUNCILMAN HENON: The highest
20 volume of calls.

21 COMMISSIONER SAWYER: No rest,
22 hungry, sleepy, cold, wet, tired.

23 COUNCILMAN HENON: How do we help
24 them out with some of their responses? I

1 mean, can we alleviate -- I mean, you have
2 overtime, you have not enough staffing,
3 you have reassignments, changing -- aren't
4 they changing the policies of moving
5 around and not necessarily -- you know --
6 you're assigned to a house or a station.
7 That's your call, right? I mean, that's
8 your territory and what you respond to?
9 The paramedics and EMTs, they're going to
10 be changing all over the place, right, and
11 being reassigned?

12 COMMISSIONER SAWYER: Well, if I
13 recall correctly, when I give the oath of
14 office to a firefighter, paramedic or EMT,
15 they're sworn to serve every citizen in
16 the City of Philadelphia. They're not
17 sworn to say I'm only going to work in the
18 Northeast or I'm only going to work in
19 North Philly, or I'm only going to work in
20 West Philly. They actually swear that
21 they going to serve and protect all the
22 citizens of the City.

23 COUNCILMAN HENON: No doubt about
24 it. I mean, that's a part of their

1 responsibilities, of course, just like any
2 other first responder.

3 COMMISSIONER SAWYER: Exactly.

4 COUNCILMAN HENON: But I'm not
5 talking about response times. I'm talking
6 about policies that make sense for not
7 only the citizens but, you know, for the
8 paramedic and/or EMT. Is there an
9 opportunity to, you know, revisit how we,
10 you know, structure the paramedics and
11 EMTs, or even consider having paramedics
12 go out on runs with some of the other --

13 COMMISSIONER SAWYER: Absolutely.
14 Yeah, absolutely. I think we do that
15 every single year and I think we do it on
16 a continuous basis. So we believe in
17 continuous process improvement where we
18 look at every opportunity to make every
19 member's life a little bit easier. So
20 yes, there are opportunities there to try
21 to restructure. One of the things we've
22 done already is try to increase the number
23 of medic units that's on shift from 35 to
24 50 a day, 24/7. So yeah, every single day

1 we're looking at ways to make the system
2 better and improve the life -- the quality
3 of life for our members.

4 COUNCILMAN HENON: When you say
5 national standards, are they national -- I
6 mean, I understand national standards.
7 But are they -- would these national
8 standards for the paramedics and EMTs be
9 comparable to the City of Philadelphia?

10 COMMISSIONER SAWYER: Yeah. I
11 think if you go to L.A. they're bigger
12 than us, right? They do it. If you go to
13 Chicago -- you could do the research.
14 Absolutely. Yes, absolutely. And the way
15 -- with the plan going forward, what it
16 does, it provides a higher level of
17 service for all the citizens because of
18 the fact that, once again, you have a
19 pragmatic on every single call. We talked
20 about them having advanced training. That
21 advanced training is important to all the
22 citizens. So now we have the ability to
23 provide it on every single call, not just
24 on some of our calls. So in the past, we

1 had -- how many ALS units?

2 DEPUTY COMMISSIONER WILSON: 36.

3 COMMISSIONER SAWYER: And how many
4 BLS units?

5 DEPUTY COMMISSIONER WILSON: 14.

6 COMMISSIONER SAWYER: So we had 36
7 ALS units, 14 BLS units. So 14 units
8 would respond with a lower level of care
9 because those people weren't paramedics.
10 Now every single medic unit would have a
11 paramedic on it, which means they can
12 receive the highest level of care
13 possible. So you're actually increasing
14 the level of service for the community.

15 COUNCILMAN HENON: Great. On
16 callbacks -- I know we're running a little
17 bit behind schedule, as you can -- as
18 you're well aware of, so thank you for
19 your patience. When we do callbacks, I
20 want to, you know, focus in a little more
21 on the ALS and the BLS and, you know, the
22 whole process and assignments and things
23 like that. And also the training of our
24 officers.

1 COMMISSIONER SAWYER: Fire
2 officers?

3 COUNCILMAN HENON: Fire officers.
4 All right. So thank you for your time.

5 COMMISSIONER SAWYER: Thank you.

6 COUNCILMAN GREENLEE: Thank you,
7 Councilman. Commissioner, just join the
8 chorus here, thank you very much for all
9 your services.

10 COMMISSIONER SAWYER: Thank you.

11 COUNCILMAN GREENLEE: And thank you
12 all for what you do. Have a good
13 afternoon.

14 Our next department is the prisons.
15 And while Commissioner Resnick is coming
16 up, I was asked to just make note -- I
17 know we're very tight on time with the
18 prisons because they have enough
19 commitment because we are running late
20 here. So just to let all the members
21 know, we are trying to do this as quickly
22 as possible.

23 COUNCILMAN HENON: Good afternoon.

24 COMMISSIONER RESNICK: Good

1 afternoon.

2 COUNCILMAN HENON: You got your
3 whole team coming up. Okay.

4 COMMISSIONER RESNICK: Yeah. I got
5 my back up.

6 COUNCILMAN HENON: If I may, before
7 we get started, I want to congratulate the
8 team that applied for and has been working
9 hard in part with the McArthur grant for
10 receiving full funding. So I want to say,
11 you know, congratulations for the McArthur
12 team.

13 COMMISSIONER RESNICK: Thank you.
14 A lot of work, a lot of hard work by a lot
15 of people, so thank you.

16 COUNCILMAN HENON: Thank you,
17 Councilman.

18 COMMISSIONER RESNICK: Good
19 afternoon, Mr. Chair. I'm Michael
20 Resnick. I'm the Acting Commissioner of
21 the Philadelphia Prison System. Joining
22 me today are Deputy Commissioners
23 Tomaszewski, Bryant and Carney. Along
24 with our Chief of Medical Operations, Dr.

1 Bruce Herdman, and our Administrative
2 Services Director, Jerry Buck. And at
3 this time, I would just like to
4 acknowledge that our Deputy Commissioner
5 Blanche Carney, has been appointed to be
6 the commissioner effective May 23rd.

7 COUNCILMAN HENON: Congratulations.

8 DEPUTY COMMISSIONER CARNEY: Thank
9 you.

10 COMMISSIONER RESNICK: I'm pleased
11 to provide testimony on the Philadelphia
12 Prison System's fiscal 2017 operating
13 budget. The mission of the Prison System
14 is to provide a secure correctional
15 environment that adequately detains
16 persons accused or convicted of illegal
17 acts, to provide programs, services and
18 supervision in a safe, lawful, clean,
19 humane environment. And to prepare
20 incarcerated persons for reentry into
21 society in a frame of mind that will
22 facilitate their becoming law-abiding
23 citizens. The Prison System will support
24 the administration's goal of criminal

1 justice reform by continuing to offer
2 programs and services designed to enable
3 successful reintegration of ex-offenders
4 into society. This continuity of care
5 starts while individuals are incarcerated
6 and links them to services and supports
7 when they leave the Prison System, with
8 the ultimate goal of reducing recidivism
9 and decreasing the number of incarcerated
10 individuals in.

11 The Philadelphia Prison System has
12 the following goals for FY17: Reduce the
13 jail population; ensure that a hundred
14 percent of inmates have a risk-needs
15 assessment discharge plan; ensure that a
16 hundred percent of the population is
17 involved in at least one type of
18 programming such as vocational,
19 educational or life skills programs;
20 increase the capacity of our work-release
21 program; and increase the rate of program
22 participation for the pretrial population.

23 The proposed fiscal 2017 general
24 fund budget totals two million -- 258

1 million 831,670 dollars. That's an
2 increase of 4.4 million over fiscal year
3 2016 estimated obligations. And that
4 increase is primarily due to our
5 correctional officer contract arbitration
6 award. Our Class 200 contracts, 300, 400
7 supplies and equipment and 500 inmate work
8 pay have been held harmless from 2016
9 levels.

10 That concludes my testimony and I
11 would be happy to answer any questions.

12 COUNCILMAN GREENLEE: Okay. Thank
13 you.

14 COMMISSIONER RESNICK: Thank you.

15 COUNCILMAN GREENLEE: I know you're
16 tight on time. Let me just ask one thing.
17 This will be an easy one.

18 You talk about goal of reducing
19 prison population and it shows. But on
20 top of that, your testimony showed a
21 slight decrease in the one-year
22 reincarceration rate. Is there any
23 particular reason that you see -- things
24 you're doing that is starting to achieve

1 that goal.

2 COMMISSIONER RESNICK: Well, as you
3 can see from the performance measure on
4 the budget document, that the performance
5 measured, that recidivism rate has been
6 coming down since FY15 to '16. Our goal
7 is to reduce it even further with our
8 efforts and strategies under the McArthur
9 program to address the pretrial
10 population. If we can reduce that
11 population and do some of the things on
12 the back end for sentence folks, it's hope
13 that we are able to reduce the people who
14 cycle through the prison system, lower
15 that recidivism rate, lower the crime
16 rate.

17 COUNCILMAN GREENLEE: Okay. Great.
18 Great. Thank you.

19 Councilman Domb, do you have
20 questions?

21 COUNCILMAN DOMB: Yes. Thank you,
22 Councilman Greenlee. Good afternoon.

23 COMMISSIONER RESNICK: Good
24 afternoon, Councilman.

1 COUNCILMAN DOMB: Two quick
2 questions. One is, I keep hearing a
3 rumor, so it's probably a rumor, that 25
4 percent or so of people in our prisons are
5 there because they can't post bail of \$200
6 or less. Is there any truth to that?

7 COMMISSIONER RESNICK: Generally I
8 don't believe rumors. But when we look at
9 the numbers, we did an analysis with the
10 DA's office earlier this year. We took a
11 look at all the people who were arrested
12 and arraigned with a \$5,000 bail from
13 January 15th to February 16th, and as you
14 know, if you have a \$5,000 bail, you're
15 required to post 10 percent or \$500.
16 There were about 9,000 of those people
17 total. And I think about -- approximately
18 5,000 people could not post that \$500 bail
19 when they came to the Prison System.

20 Interestingly enough, within two weeks --

21 COUNCILMAN DOMB: 2,000?

22 COMMISSIONER RESNICK: About 2,000
23 of those people made the bail and were
24 actually discharged. Which begs the

1 question, why did they come there in the
2 first place?

3 COUNCILMAN DOMB: Doesn't it cost
4 us like \$130, \$125 a day to keep --

5 COMMISSIONER RESNICK: The very
6 simple, simple average that we use that I
7 don't like to use is, you take our average
8 daily population, you divide it by our
9 budget and you get a figure of what it
10 costs to house an inmate. Very simple,
11 very rudimentary. Our intake -- our
12 intake process is the most expensive
13 because there you're getting physical
14 health examination, checks for STDs,
15 mental health evaluation, social services,
16 housing, intake housing. So there's a lot
17 of upfront costs to that. So we could
18 save those costs if those 5,000 or so
19 inmates didn't come to the system in the
20 first place, which is the ultimate goal of
21 the MacArthur grant and the strategies
22 under the MacArthur grant.

23 COUNCILMAN DOMB: Is there anything
24 else we should be doing to cut down on the

1 return rate that we're not doing?

2 COMMISSIONER RESNICK: One of the
3 things that we've had conversations with
4 the administration about is, in addition
5 to all of the great strategies that have
6 been devised, our criminal just partners
7 for the MacArthur grant, one of the --
8 another issue that we should be looking at
9 is day reporting. So this is where we can
10 provide services, probation supervision to
11 people in a pretrial status or we can pick
12 people who are short term on their
13 sentence, on their county sentences. Let
14 them parole them early, get them out of
15 the Prison System, put them in the
16 community where it's a whole lot cheaper
17 to supervise them and provide them with
18 the services that they need.

19 COUNCILMAN DOMB: I think you guys
20 are doing a great job. So anything we can
21 do to support you and lower that return
22 rate, let us know.

23 COMMISSIONER RESNICK: We're
24 working on it. Thank you.

1 COUNCILMAN GREENLEE: Thank you,
2 Councilman.

3 Councilman Taubenberger.

4 COUNCILMAN TAUBENBERGER: Thank
5 you, Mr. Chairman.

6 I have some questions and if you
7 don't have the answers, if you could
8 respond in writing that would be fine.

9 COMMISSIONER RESNICK: Certainly.

10 COUNCILMAN TAUBENBERGER: But
11 accused individuals who are being held
12 pretrial, do you have the breakdown in
13 number and what the costs are for that?

14 COMMISSIONER RESNICK: The number
15 of those individuals -- Councilman, our
16 population today was 7,452. 7,452
17 inmates. Approximately 80 percent of
18 those individuals are pretrial detainees.
19 You know, that can be anything from
20 anybody with, you know, a warrant out for
21 them for failure to appear, to somebody
22 who's accused of a homicide. So it runs
23 the gamut. The cost to house those
24 people, I guess a very simplistic way of

1 doing it --

2 COUNCILMAN TAUBENBERGER:

3 Simplistic is fine.

4 COMMISSIONER RESNICK: Simplistic
5 way of doing it would say, you know, 80
6 percent of our budget is spent housing
7 those individuals. But I don't think
8 that's a fair way of doing it because some
9 people require more in terms of medical
10 and mental health, prescription
11 medication. Some people don't cost us
12 really much in the way of medical or
13 mental health services. But that's a
14 simplistic way of figuring.

15 COUNCILWOMAN BROWN: So the other
16 20 percent are --

17 COMMISSIONER RESNICK: Sends
18 inmates to a county sentence.

19 COUNCILMAN TAUBENBERGER: Okay.
20 These are people that are sentenced for
21 two years or less?

22 COMMISSIONER RESNICK: Two years or
23 less, yes, sir.

24 COUNCILMAN TAUBENBERGER: And then

1 how many are probationers or parolees or
2 violated in terms of their community
3 supervision?

4 COMMISSIONER RESNICK: That I don't
5 have with me here today. I can get that
6 for you.

7 COUNCILMAN TAUBENBERGER: Okay. I
8 would appreciate that.

9 I see that the organization, the
10 Jewish Vocational Services --

11 COMMISSIONER RESNICK: JEVS.

12 COUNCILMAN TAUBENBERGER: JEVS I
13 understand has an 80 percent success rate
14 of putting ex-convicts back to work that
15 are out of jail. And had the same amount
16 of funds for 2015. I would like to
17 request consideration increasing their
18 funds, because I don't see why, in
19 something that is working successfully,
20 that we -- you know, with a lower rate of
21 recidivism that we cut their funding.

22 COMMISSIONER RESNICK: That's -

23 COUNCILMAN TAUBENBERGER: Or am I
24 incorrect in that?

1 MR. BUCK: Councilman, Jerry Buck,
2 Administrative Services Director. That is
3 a prior year cost. Didn't make it in
4 fiscal '15. Is carried forward into
5 fiscal '16. That's the only reason why
6 you see a jump in '16. Should have been
7 -- oh, I'm sorry. The costs should have
8 been charged against '15. It didn't make
9 it into '15 budget, so it got carried
10 forward into the '16 budget. It was
11 removed in the '17 budget. So it really
12 is a flat line. We're not really
13 decreasing.

14 COUNCILMAN TAUBENBERGER: In the
15 budget for the five-year projections,
16 we're trying to reduce prison population
17 by 34 percent. What does that mean in
18 dollars?

19 COMMISSIONER RESNICK: That's a
20 very -- it's a simple question with a very
21 complicated answer, Councilman. We have a
22 very detailed matrix that we use when the
23 population goes up what areas our
24 facilities we are going to populate. Over

1 the years we've had population challenges,
2 and we've used areas that are not
3 traditionally designed for housing as
4 housing. We call them temporary emergency
5 spaces. So we populate them on a priority
6 basis, and then when the population comes
7 down, we reverse order and depopulate
8 those areas. So if we are -- we're at
9 7,452 today. MacArthur levels are about
10 5,500. So it's about 2,000 people or
11 less. What we could do is back out of our
12 outside housing contracts of 10 million
13 dollars. That's about somewhere south of
14 a thousand inmates.

15 Then we have inmates that are in
16 other areas of our facilities that we
17 utilize extra officers just because these
18 are areas that were not traditionally
19 designed to be housing or we've increased
20 the capacity of those areas. So to make
21 them more secure, we put additional
22 officers there. We can back out of those
23 areas and we can reduce that personnel
24 expense. You know, we have about 500

1 inmates triple celled in Curran-Fromhold
2 but they're all close custody inmate. We
3 could reduce the triple cells and the
4 number of inmates in the multi-occupancy
5 rooms. These are rooms that were not
6 traditionally designed to be housing but
7 we're using them as housing. We can
8 remove an officer from each one of those
9 blocks, times 32 blocks, times three
10 shifts. That would be about five million
11 dollars. So it depends on where we reduce
12 and how we can reduce and it depends on
13 the population. Because as I'm sure
14 you're aware, not all inmates are the
15 same. They have different
16 classifications. We need to house them
17 differently based up their classification.

18 COUNCILMAN TAUBENBERGER: Correct.
19 Now, was that five million in one year
20 or --

21 COMMISSIONER RESNICK: If you were
22 able to do that all in one year, that
23 would be five million in one year. But
24 it's unlikely we'll be able to do that,

1 because given what we're seeing in the
2 population, our population is swinging
3 higher to close custody, maximum security
4 I guess is a different way of thinking
5 about it, and we need to house them. We
6 only have two facilities that are that
7 custody level. We need to house them in
8 one of those two facilities.

9 COUNCILMAN TAUBENBERGER: Thank
10 you. Mr. Chairman I have one more
11 question, if it's okay with you.

12 COUNCILMAN GREENLEE: Okay. Why
13 not.

14 COUNCILMAN TAUBENBERGER: Just one.
15 The use of ankle bracelets, is there a
16 budget in the line for them and --

17 COMMISSIONER RESNICK: Not in our
18 budget, Councilman. That would be the
19 First Jurisdictional District's pretrial
20 service. They're the ones who supervise
21 on electronic police.

22 COUNCILMAN TAUBENBERGER: Okay.
23 Thank you very much.

24 COUNCILMAN GREENLEE: Thank you,

1 Councilman.

2 Councilman Henon.

3 COUNCILMAN HENON: Thank you, Mr.

4 Chairman. And, again, congratulations.

5 And I think it's a huge achievement and I

6 know you're going to have a press

7 conference shortly so I'll be quick. I

8 want to congratulate the entire team. The

9 entire Criminal Justice System who has

10 been part of the MacArthur, you know,

11 grant and process. I do want to welcome

12 and congratulate Deputy Commissioner

13 Carney, all right, for your rise to

14 Commissioner from within the department I

15 think is critical. I believe to -- you

16 know, for somebody to be commissioner of

17 something -- you know, of a system like

18 the Prison System to, you know, rise

19 through the ranks, to understand in every

20 aspect, you know, the day-to-day job, I

21 want to congratulate you on that.

22 A couple things. You know, one I

23 want to start, you know, on the MacArthur.

24 You know, I know our District Attorney has

1 been talking about being smart on crime,
2 you know, since he was running for office
3 and has hopefully shaped some of the
4 diversionary programs around that and with
5 the courts. Has the diversionary
6 programs -- have you seen a positive
7 effect on your prison population as a
8 result of the diversionary programs?

9 COMMISSIONER RESNICK: I will tell
10 you this, Councilman. That when we
11 started this process, the MacArthur
12 process last year, when we got into in
13 earnest in the summertime, our population
14 was 8,082. Our population is 7,452 today.
15 So that's a drop of 600 people, if my math
16 is right. And I think that decrease is
17 due in part to a lot of the diversionary
18 programs we see that are taking place in
19 cooperation with not only the District
20 Attorney, but the Defender's Association
21 and the First Judicial District. I think
22 the process of going through the analysis
23 of the criminal system, what happens to
24 people, where they go in the different

1 stages have lead everybody to think about
2 this differently and implement a lot of
3 the changes ahead of the actual award of
4 this grant.

5 So I think the reduction that we're
6 seeing -- I mean, our population goes down
7 in the wintertime anyway, but it's really
8 gone on and we're seeing sustained
9 decreased. Our average, daily population
10 has dropped every month this year. You
11 know, we're down 18 percent in March over
12 February. So I think that yes, to answer
13 to your question, diversionary programs
14 are working and we're seeing that, I
15 believe.

16 COUNCILMAN HENON: And hopefully
17 with this holistic approach, I think, to
18 dealing with recidivism and in trying to
19 bring the whole entire -- all the
20 partners, you know, the Court System, the
21 District Attorney's office, and everybody
22 together for a -- you know, to reduce the
23 recidivism, crime, et cetera, is
24 certainly, you know, encouraging. And I

1 hope we continue it in a positive way.

2 Can technology help reduce pretrial
3 wait? Or how can technology help
4 coordinate and schedule and shorten the
5 time for pretrial?

6 COMMISSIONER RESNICK: I mean, one
7 of the strategies under MacArthur is a
8 reduction in the court processing, because
9 court processing directly relates to our
10 length of stay. The longer it takes the
11 court to resolve a matter, the more
12 continuances there are, the longer
13 somebody sits, the higher our population
14 numbers go. So I think part of the
15 strategy is to utilize new technology on
16 the pretrial end in terms of electronic
17 monitoring. Just being able to track
18 people where they are, where they
19 shouldn't be able to go, call them in,
20 supervise them. So that's more of a -- as
21 I have explained, Councilman Taubenberger,
22 that's more of a pretrial services court
23 issue. That's not really a function of
24 what the system does, but it's part of the

1 criminal justice process and the MacArthur
2 grant, that is something that we're
3 working together with them on. And I
4 think they're going to be utilizing that
5 technology to a larger extent to help
6 reduce our pretrial population.

7 COUNCILMAN HENON: Could you tell
8 me the conditions of the prisons
9 currently, physically?

10 COMMISSIONER RESNICK: Springtime
11 is a lovely time up at State Road at the
12 prisons. We have six facilities. Our
13 newest facility is the Riverside
14 Correctional Facility. It's an all-female
15 facility. It's privately maintained by
16 U.S. Facilities, one of our larger
17 contracts. The condition of that facility
18 is very good. Our second is
19 Curran-Fromhold. That opened in 1995 when
20 Holmesburg closed. That's the main male
21 intake facility. The population there
22 today is 2,740. We are experiencing some
23 difficulties with some of the components
24 in that building since they are 20 years

1 old. We have a capital program in place
2 now addressing those. We have another
3 facility built in '86, PICC. Some capital
4 issues over there. The Detention Center
5 built in '64, that has dormitories. You
6 know, it's not really ideal modern
7 correctional unit management. We also
8 have the House of Corrections which was
9 built in the late 1800s, rehabbed in the
10 early 1920s. And that is an old -- that's
11 what you think of when you think of an old
12 prison, mass movement hub and spokes.
13 It's not ideal for modern correctional
14 practices and it has a lot of capital
15 challenges.

16 COUNCILMAN HENON: And I want to
17 finish this line of questioning in two
18 parts. Are the conditions humane as the
19 goals stated in the testimony and is the
20 security modern and up to date?

21 COMMISSIONER RESNICK: In my
22 opinion, the conditions in all of our
23 facilities are constitutional and humane.
24 We have just resolved the last round of

1 litigation we have been involved with,
2 class action lawsuit. You know, the
3 settlement will be public soon. You know,
4 there's been no finding that our
5 conditions have been unconstitutional. It
6 will be a de minimis settlement. There
7 will be some monitoring. And I believe,
8 you know, there are a number of things
9 that we could do to enhance the security
10 of our facilities, like video cameras for
11 one. And that's a requirement under
12 Prison Rape Elimination Act. And that's
13 part of our capital planning, is to
14 increase the expanse of video monitoring
15 in our facilities. But yes, we have
16 adequate security in all of our
17 facilities.

18 COUNCILMAN HENON: All right. I'm
19 sure the security is adequate.

20 COMMISSIONER RESNICK: We have --

21 COUNCILMAN HENON: The conditions
22 may not be. But I will -- I'm out of time
23 so I'll go on the second round.

24 COMMISSIONER SAWYER: Okay.

1 COUNCILMAN GREENLEE: I think we
2 have two Council Members who want to
3 speak. You got about 10 minutes? Five
4 minutes. What do we got?

5 COMMISSIONER RESNICK: You have ten
6 minutes.

7 COUNCILMAN GREENLEE: Ten minutes.
8 Okay.

9 Councilwoman Parker.

10 COUNCILWOMAN PARKER: Thank you,
11 Mr. Chair. And I'll make it really quick.
12 Good afternoon to you. Congratulations
13 again about MacArthur. Two questions and
14 you may have answered this already, but
15 just repeat it for me because I didn't
16 hear it. The total population, I think
17 you mentioned 7,452. Did you give a total
18 dollar amount to house per day?

19 MR. BUCK: My name is Jerry Buck,
20 Administrative Services Director. Just
21 taking the total budget fiscal '17 and
22 dividing by the population of 7,500,
23 talking about \$123 per day.

24 COUNCILWOMAN PARKER: And tell me,

1 of the 7,452, how many have you identified
2 that would be eligible for those offsite
3 diversionary treatment facilities that I
4 heard you reference earlier to another
5 question? How many of that population
6 would be eligible for those programs?

7 COMMISSIONER RESNICK: At this
8 point, Councilwoman, I can't tell you
9 specifically of the 7,452 in custody today
10 which ones. But part of the MacArthur
11 strategy identifies people in terms of
12 certain cohorts. They have to fit a
13 certain classification to be eligible for
14 these diversionary programs. So if you
15 think about it, you know, it's a
16 three-year grant, 34 percent of the
17 reduction target. So it's probably a
18 little over, you know 10, 11 percent per
19 year. So about 10 or 11 percent of our
20 population per year by three years would
21 be targeted, I guess would be a simplistic
22 way of doing it.

23 COUNCILWOMAN PARKER: Okay. Last
24 thing. We sort of talked about reducing

1 the prison population. You know, you had
2 some people in the community and they may
3 get a little concerned just from a public
4 safety perspective. And so if you're a
5 senior who is listening to this
6 conversation, tell us quickly, how do you
7 sort of straddle that line without
8 compromising public safety or releasing
9 anyone who you don't think according to
10 the system should be back on the street?

11 COMMISSIONER RESNICK: I want to
12 emphasize that the grant is called the --
13 you know, it's the Safety and Justice
14 Challenge Grant. So safety comes first.
15 So we're not going to do anything that
16 would imperil public safety. So that's
17 the first thing. We all know that we have
18 people who belong in prison, people who
19 commit serious, violent acts. They belong
20 there and that's why we exist. There are
21 a lot of people who are mentally ill, who
22 are poor, who are sick, suffering from
23 dependency on drugs, alcohol, who just
24 don't belong in prison and can be treated

1 better in the community, cheaper in the
2 community. And we're not talking about
3 absolving people of their wrongdoing. I
4 mean, they're still going through the
5 justice system, but they're going through
6 the justice system that their activity is
7 being monitored, their progress is being
8 monitored and they're getting the help and
9 the assistance that they need. So I think
10 people would be happy to hear that lower
11 level individuals are being released in
12 the community under supervision and
13 getting the services they need, rather
14 than just being back in the community
15 unsupported.

16 COUNCILWOMAN PARKER: Commissioner,
17 I want to thank you for answering that on
18 the record. Thank you for highlighting
19 substance abuse, along with mental health
20 challenges that members of the population
21 are facing. That is important. Thank
22 you, Mr. Chair.

23 COUNCILMAN GREENLEE: Thank you,
24 Councilwoman.

1 Councilman Green.

2 COUNCILMAN GREEN: Thank you, Mr.
3 Chair. I'll be very brief.
4 Congratulations to the Commissioner.

5 I'll just ask you this quick
6 question. From my understanding, the
7 prison medical contract will be up either
8 in FY18 or FY19, which is probably the
9 largest contract -- special service
10 contract that the prisons have. I want to
11 ask the new Commissioner her thoughts and
12 her perspectives on MWBE contracting
13 opportunities with regard to that
14 contract.

15 COMMISSIONER CARNEY: Thank you.
16 So with regards to that large healthcare
17 contract, we're looking at increasing the
18 MBE percentage up by -- it's currently six
19 percent. Dr. Herdman is working with
20 currently doing an RFP for that to assure
21 that we meet our targeted goals that are
22 indicated in the budget.

23 COUNCILMAN GREEN: That contract,
24 the RFP will go out in what time period?

1 COMMISSIONER RESNICK: This summer.

2 COMMISSIONER CARNEY: This summer.

3 COUNCILMAN GREENLEE: Thank you,
4 Councilman. Before I recognize Councilman
5 Henon, Commissioners, I know Councilwoman
6 Sanchez and maybe other have questions.
7 We don't have time to hold you right now,
8 so we might -- there's a callback process,
9 so you'll be hearing from us again.

10 Councilman Henon?

11 COUNCILMAN HENON: That is it,
12 Chairman. I was just going to ask for
13 respect and courtesy for the important
14 announcement that I would request a
15 callback for the department when all the
16 parties are available.

17 COUNCILMAN GREENLEE: Great.

18 COMMISSIONER RESNICK: Can we be
19 guaranteed that just these Council people
20 will be when we get called?

21 COUNCILMAN GREENLEE: Sir, you've
22 been around here long enough to know
23 better than to even ask that question.

24 COMMISSIONER RESNICK: I figured it

1 couldn't hurt to ask.

2 COUNCILMAN GREENLEE: Thank you.

3 And again, congratulations to everybody.

4 COMMISSIONER RESNICK: Thank you.

5 COUNCILMAN GREENLEE: Our next

6 department is Commerce.

7 Good afternoon.

8 COMMISSIONER RESNICK: Good

9 afternoon.

10 COUNCILMAN GREENLEE: Nice to see
11 you. Sir, I know you got pushed back and
12 forth so we're trying to get you in here,
13 you know.

14 Please identify yourself for the
15 record and proceed.

16 DIRECTOR EPPS: Good afternoon. My
17 name is Harold Epps. I am the Director of
18 Commerce. I am pleased to be here today
19 presenting testimony for the fiscal year
20 2017 operating budget. To my right is
21 Karen Fegely, the Director of
22 Neighborhoods and Small Business. And to
23 my left is the Director of OEO, Angela
24 Dowd Burton.

1 Before I start, I would like to say
2 that I'm happy to have the opportunity to
3 meet with many of you individually in the
4 first three months as Commerce Director,
5 and I look forward to working with Members
6 of City Council in order to accomplish the
7 many goals that the Department has laid
8 out. As you all know from our
9 discussions, we at the Department of
10 Commerce have an ambitious agenda and we
11 must do it in partnership.

12 The total Commerce Department
13 operating budget request is 103.9 million
14 dollars, excluding aviation, who will
15 present their budget in a separate
16 hearing. The general fund portion of this
17 request is 22.1 percent on 22.9 million
18 dollars, which includes 15 million dollars
19 for the Pennsylvania Convention Center
20 subsidy and \$500,000 for the Delaware
21 River -- for River Waterfront Corporation.
22 Net of these past bills, the Commerce
23 Department is requesting 7.47 million
24 dollars for FY17 to the general fund.

1 In the past few months, the
2 Department of Commerce has laid out the
3 following objectives for our work. To
4 continuously and relentlessly pursue
5 Philadelphia as a globally competitive
6 city where businesses succeed; to recruit
7 and retain a diverse set of businesses
8 ensuring that all Philadelphia
9 neighborhoods are where employers flock,
10 entrepreneurs thrive, and innovation
11 abounds; to foster economic opportunity
12 for all Philadelphia businesses to ensure
13 that contract recipients and their
14 workforce are reflective of Philadelphia's
15 diversity; to provide high-quality and
16 timely customer assistance to new and
17 existing Philadelphia businesses; to
18 partner with workforce development program
19 and local businesses on talent development
20 in order to assure that all Philadelphians
21 can find and retain living wage jobs. And
22 finally, to ensure that the Department's
23 financial resources are invested and
24 distributed in a fiscally-responsible

1 manner and to provide optimal services
2 through a diverse, effective and efficient
3 team of employees.

4 Philadelphia's economy today is
5 vibrant and robust and opportunities
6 abound. There is probably no time like
7 the present to capitalize on all the
8 success that Philadelphia is experiencing.
9 Philadelphia ended 2015 with an
10 unemployment rate of 5.4 percent through
11 December, reducing the annual employment
12 rate to -- reducing the annual
13 unemployment rate from 2015 of seven
14 percent. This marks a 36-percent decrease
15 in unemployment since the peak of the
16 recession and the lowest unemployment rate
17 for the City since 2007. Additionally,
18 the number of jobs in Philadelphia have
19 grown by nearly five percent since 2009,
20 giving the longest sustained growth period
21 since the 1980s. Our population is
22 growing year over year. We're also by now
23 a world heritage city. The Democratic
24 National Convention is coming, along with

1 dozens of other major conventions. We
2 must nourish this growth such that it is
3 shared by all Philadelphians and all
4 neighbors. But if we are to succeed in
5 continuing this growth and sustaining this
6 success, we must do something about the
7 poverty rate in Philadelphia.

8 Philadelphia's official poverty
9 rate hovers around 26 percent, the highest
10 poverty rate of the 10 largest cities in
11 the country. In order to combat poverty
12 in this City, we must help create living
13 wage jobs. Based upon some quick math,
14 economists have told me that it will take
15 between 15 and 20,000 decent paying jobs
16 to reduce the poverty rate by one point.
17 In order to create jobs, we must have
18 strong businesses and even more
19 businesses. We also must ensure that the
20 workforce is ready for these jobs.

21 The majority of the work that the
22 Department of Commerce will carry out in
23 the next year, whether a continuation of
24 past programs or new initiative, will be

1 around improving the business environment
2 in Philadelphia. That includes
3 neighborhoods, start-ups, new businesses,
4 international businesses, existing
5 businesses and expanded business. We will
6 focus on all of these areas. The Office
7 of Economic Opportunity will work to
8 increase MWDSB income for city contracts
9 from 302 million dollars in FY15 to 320
10 million dollars in FY17, and a goal of
11 fiscal year '21 of 370 million dollars.
12 Increasing the capacity of MWDSB will also
13 lead to a more diverse workforce. We have
14 also made a decision to house a talent
15 development unit at the Department of
16 Commerce. In the past we have left most
17 of the workforce development work to our
18 partners such as Philadelphia Works and
19 Philadelphia Community College. But we
20 are now going to play a more proactive
21 role in convening all of the partners and
22 building bridges between employers and job
23 seekers. After hearing too many times
24 from our employers that the job that they

1 have job openings to fill and cannot find
2 qualified employees fill them, we know
3 that we need to do better.

4 The budget that you have before you
5 includes many initiatives that I know you
6 have much experience with, such as
7 storefront improvement programs, Office of
8 Business Services, StartUp PHL, increasing
9 the capacity and participation of women
10 and minority-owned businesses and more.

11 I am joined today by my senior
12 staff and would be happy to provide
13 further detail and answer any questions
14 that you may have. Thank you for that
15 introduction.

16 COUNCILMAN GREENLEE: Thank you,
17 Mr. Epps. There's a number of Council
18 people that have questions. So let me
19 just ask quickly following up on your
20 statement about the job growth versus the
21 poverty rate increase. In some way that
22 seems contradictory. Is it the type of
23 jobs that -- and that lower income, people
24 aren't being able to attain those jobs?

1 Is that a short way of saying it?

2 DIRECTOR EPPS: That is my
3 conclusion and we're still analyzing. Let
4 me also say that unfortunately, in
5 addition to our high degree poverty, we
6 have such a low degree of degree
7 attainment beyond high school, a two-year
8 degree, an associate's degree, or any kind
9 of certificate that will give you the
10 competitiveness required to compete for
11 some of the higher jobs. So we have got
12 some work to do to lift the educational
13 level, and therefore, the place in which
14 people enter the workforce.

15 COUNCILMAN GREENLEE: So it's all
16 connected. And so I assume those jobs are
17 jobs that may -- the increase in jobs, a
18 lot of them are college-educated required
19 jobs?

20 DIRECTOR EPPS: Not all of them.
21 Not all of them. But when you have got a
22 55-percent dropout rate from high school
23 and 67 percent of the population has no
24 certificate or degree beyond high school,

1 then it makes their competitiveness for
2 some of the high paying jobs, whether they
3 be what's historically known as blue
4 collar or white color jobs, difficult to
5 obtain.

6 COUNCILMAN GREENLEE: Gotcha. So
7 still some work to do, obviously.

8 DIRECTOR EPPS: Still some work to
9 do, obviously.

10 COUNCILMAN GREENLEE: Thank you,
11 sir.

12 DIRECTOR EPPS: But we are
13 committed that we can make progress.

14 COUNCILMAN GREENLEE: Thank you.
15 Councilwoman Parker.

16 COUNCILWOMAN PARKER: Thank you,
17 Mr. Chair, and good afternoon to you. Let
18 me just quickly start by thanking you,
19 along with your staff, Karen, Yvonne,
20 NazAarah, Duane and the whole team that I
21 bother all of the time. But thank you so
22 very much for always being responsive in
23 answering our questions. And I want to
24 say particular thanks, people we're

1 familiar with, the Cardone Industries,
2 circumstances that they read the story,
3 but definitely want to reassure the
4 community at large that our Commerce
5 Department immediately took a proactive
6 role in bringing all interested parties to
7 the table to see how we could form further
8 partnerships so that we could control the
9 loss of jobs. And I want to thank you for
10 that too.

11 Let me start with my first
12 question, is that you mentioned your
13 interest in recruiting, retaining a
14 diverse set of businesses and assuring
15 that all Philadelphia neighborhoods are
16 where employers flock, entrepreneurs
17 thrive, and innovation abounds. With that
18 in mind, let me ask you, has there ever
19 been any sort of study regarding tax
20 credits and abatements that we have
21 overall? Because I hear about the 10-year
22 tax abatement quite often. But has the
23 City of Philadelphia ever conducted a
24 study to analyze all of the incentives

1 that we offer to cross-reference how many
2 jobs and/or businesses have been created?
3 And if so, do we have any of those
4 numbers?

5 DIRECTOR EPPS: Councilwoman
6 Parker, I do not have that historical
7 perspective in my hundred-and-first day,
8 but I can tell you from the private sector
9 and having led the task force for the City
10 in 2009, I can quote the following and
11 then I'll ask one of the --
12 Senior Director Duane if he has anything
13 to add. And that is, from a tax
14 perspective and business competitiveness,
15 Philadelphia is one of the most taxed
16 cities to business with 19 to 21 taxes,
17 that's how many we had six, seven years
18 ago. More than any other city. And
19 overall tax burden was higher than all of
20 our northeast competitors, except for New
21 York City. So we enter the game of
22 competitiveness at a somewhat historical
23 disadvantage.

24 Now as it relates to recruiting

1 businesses right now, there is a little
2 state across the Delaware River called New
3 Jersey and the southern part of New
4 Jersey, they advise the governor's intent
5 to redevelop Camden has provided them with
6 hundreds -- tens of millions of dollars
7 for incentives. That is one of the areas
8 of our challenge in competing, but we're
9 holding our own. We have got some things
10 that are working in our advantage. Our
11 101 universities. Our proximity to
12 Washington and New York. Our life-style
13 ability with ground transportation and our
14 talent make us very competitive and we
15 have to offset that with two challenges,
16 one being taxes and the other being our
17 education system.

18 COUNCILWOMAN PARKER: So one -- and
19 I appreciate your response. And the
20 purpose of my question was to see whether
21 or not there had been one sort of docket
22 or an assessment of all of the tax credits
23 and abatements offered in the City of
24 Philadelphia and --

1 DIRECTOR EPPS: Under this
2 administration we have not done that, but
3 we intend to do it.

4 COUNCILWOMAN PARKER: Thank you.
5 The next question is going to be something
6 that I'm very passionate about, and you
7 and I talked at length about, and that's
8 increasing CTE participation. Very
9 encouraging in your testimony. You talk
10 about your goals with working with the
11 School District. How do you intend on
12 collaborating with them to do it? That's
13 one.

14 The next question -- because I want
15 to be quiet and listen. I want you to
16 just give a quick overview of your work in
17 the private sector that you did, along
18 with our Chief Diversity Officer Nolan
19 Atkinson before both of you were members
20 of this administration and working with
21 the Chamber to develop your sort of
22 diversity part of that business issue. So
23 one, first question, CTE. Next about the
24 diversity.

1 DIRECTOR EPPS: I'm still learning
2 acronyms. I'm sure I can answer the
3 question, but what's CTE? So four months
4 ago we had people in Commerce who -- the
5 way I say it is who got out of the bed
6 with workforce development being their
7 first thought. We now have one onboard
8 and the other one we made an offer to and
9 she accepted and will start in late April,
10 early May. So we will have two people
11 that their first thought is how do we get
12 all of the constituents to the table to
13 get better outcome from our very today
14 disjointed, often redundant, expensive
15 workforce development activity. We have a
16 lot of stuff going on but we're not
17 getting the kind of return.

18 One of the things I have learned in
19 this job in a hundred days is Commerce has
20 a great capacity to convene on all things
21 businesses. And we're going to use that
22 convening power to get everybody to the
23 table to figure ways to get better return.
24 One of the things we have to do, because

1 we know today there are jobs available in
2 Philadelphia, but they're not being
3 matched up with the resources.

4 COUNCILWOMAN PARKER: Career
5 Technical Education is what you're
6 referencing.

7 DIRECTOR EPPS: And all kinds of
8 jobs, including Career Technical. Now,
9 that's the area that we have got to do a
10 much better job. We have got a national,
11 a state and a city issue where we have
12 been so geared toward four-year education
13 that we have got an imbalance with the
14 number of people that are oriented toward
15 or being supported and reinforced to go
16 get technical education and then go get a
17 job. And it's unfortunate. We have got a
18 lot of people who are going to four-year
19 universities, coming out with 75, 80,
20 90,000, 100,00 dollars worth in debt and
21 it's taking them up to my age to pay it
22 off.

23 COUNCILWOMAN PARKER: And the final
24 question, sir, your work in the private

1 sector, along with Mr. Atkinson and the
2 diversity card with the Chamber.

3 DIRECTOR EPPS: So I've been here
4 eight years and my first notice when I got
5 here was that for a city to be as diverse
6 as it was, there was nowhere near the
7 level of participation by people of color
8 or women at the highest levels of public
9 or private institutions. That's true in
10 our city government, that's true in your
11 universities, that's true in our private
12 sector. So we try to figure out a way to
13 get people to at least have the ability to
14 determine where they were.

15 We developed a five-prong
16 assessment tool, some of us call it a
17 report card, that asks institutions to
18 measure themselves against some
19 predetermined criteria in five categories.
20 And then once they did that, this was a --
21 this was an autonomous, self-reporting
22 tool that asked five questions. What is
23 the composition of your board of
24 directors, what's the composition of your

1 C-suite, your senior executives, what's
2 the composition of your workforce in
3 general, what's the composition of your
4 procurement contracting, and finally, your
5 philanthropic giving. The typical profile
6 of an institution in Philadelphia would --
7 and then we asked you, based upon
8 criteria, to rate yourself green, I am
9 above average; yellow, I'm average; and
10 red, I'm below average. The typical
11 profile gave you the following: That most
12 companies or private institutions got a
13 yellow or a red in the composition of
14 their board. Most got a yellow or a red
15 in the composition of their C-suite
16 because Philadelphia is a majority
17 minority, town most got a green in
18 employment, in general. They got a yellow
19 or a green in procurement spin, and of
20 course, a green in philanthropic giving.

21 So on a pyramid, at the top of the
22 house is where we have the problem.
23 Again, we have it in the City Government,
24 we have it in any of our institutions of

1 higher learning, we have it in the private
2 sector. And that's one of the biggest
3 areas of opportunity for this region at
4 large and that is to make sure we've got
5 representation in all forms of our
6 institutions.

7 COUNCILWOMAN PARKER: Thank you,
8 Mr. Chair and thank you.

9 COUNCILMAN GREENLEE: Thank you,
10 Councilwoman.

11 Councilman Taubenberger.

12 COUNCILMAN TAUBENBERGER: Thank
13 you, Mr. Chairman. I have enjoyed working
14 with your staff, and to be very blunt
15 about it, even beforehand, my 23 years
16 with the Northeast Chamber of Commerce.
17 You have always given -- the Department
18 has always given the best service and I
19 look forward to working with you very
20 closely in the upcoming administration.
21 But I do want to report something and it
22 bothered me to no end because of my
23 background in Chamber of Commerce work.
24 Very excited and honored with this new

1 position. I got my business cards. It's
2 great. It's important for a councilman to
3 have business cards. But when I looked
4 where they were made, they were printed in
5 New Jersey. And upon further
6 investigation, I found that this contract,
7 this six-figure contract has always gone
8 to New Jersey firms.

9 As a former president of a Chamber
10 of Commerce, particularly the Northeast
11 Chamber of Commerce, I know at least a
12 dozen printing operations in this City
13 that would want to bid on this job and
14 would love to have a chance. I also found
15 out through procurement department,
16 there's only 112 Philadelphia firms that
17 have gotten -- out of the 372 contracts
18 that were given, 112 went to Philadelphia
19 firms. But to be very blunt, that's not
20 very much. I met with the procurement
21 department to discuss this issue and they
22 said they have trouble contacting and
23 connected with Philadelphia-based
24 businesses and getting the word out.

1 Since the Office of Business Development
2 is clearly in your office and your -- what
3 your department does, is there a way that
4 you could monitor this so that we could
5 make sure that every Philadelphia firm
6 knows about contracts that are coming up?
7 I think it's very important to do business
8 with people who do business with us and
9 they are our taxpayers. And to help
10 employment in our own backyard is so very
11 serious.

12 DIRECTOR EPPS: So a two-part
13 response. I'll respond and then I'll let
14 Ms. Burton go where I can't go, and that
15 is run a company here in Philadelphia. So
16 I have learned from that that part of the
17 procurement system requires the contract
18 to go to the lowest bid. And it does not
19 give much, if any, favoritism to it being
20 Philadelphia based. I don't know what
21 legalities we would have go through to
22 change that, but I think it's something we
23 ought to take a look at because we have
24 what I'll call a lot of leakage outside of

1 Philadelphia that under ideal terms we
2 would like to see done differently. We
3 have substantial outreach capability and,
4 Angela, I'll turn to you and have you
5 respond. I'll turn to Angela to respond.

6 MS. BURTON: Thank you, Councilman
7 and Members of Council. My name is Angela
8 Dowd Burton. I am the Executive Director
9 for the Office of Economic Opportunity and
10 Deputy Commerce Director.

11 Councilman, you're asking a
12 question with regard to the City's policy
13 that endorses local business enterprise.
14 And I've worked with and spoken to the
15 procurement commission, so I'll speak in
16 general terms about that policy, and then
17 also the outreach that I believe the
18 procurement department will certainly
19 share in depth with you next week when
20 they testify.

21 So there is a preference for doing
22 business with companies. Transactions
23 that are less than a million dollars,
24 local businesses receive a ten-percent

1 preference. Transactions over a million
2 dollars, local businesses, those that are
3 in the 191 zip code receive a five-percent
4 preference. And the number of
5 transactions that the procurement
6 department actually executes with the
7 public works, which 70 percent of the
8 contracts awarded are awarded to local
9 businesses. 80 percent of dollars of
10 public works go to businesses. When you
11 look at service, supplies, and equipment,
12 you, again, have a majority of the
13 dollars, almost 68 -- almost 70 percent of
14 the dollars that are awarded to those
15 companies that are based in Philadelphia.
16 Even though it's only 35 percent of the
17 contract units.

18 So the procurement department has
19 met most recently with the Greater
20 Philadelphia Chamber of Commerce to get
21 the word out, to attract more businesses
22 to do business with the City. They also
23 participate in the Doing Business in the
24 City program that the Office of Economic

1 Opportunity runs on a monthly basis. It's
2 the fourth Wednesday of the month. This
3 is for the public. Fourth Wednesday of
4 the Monday, 2:00 to 4:00 at 16th and Arch,
5 18th Floor. Procurement participates in
6 that program and has done so for the past
7 five years. So we are working more
8 aggressively together to get the word out
9 to a broader business community.

10 COUNCILMAN TAUBENBERGER: That is
11 great. I will have to just say also there
12 are other Chambers of Commerce rather than
13 just the Greater Philadelphia Chamber. I
14 mean, there's the Hispanic Chamber, the
15 African American Chamber, and of course
16 the Chamber of Commerce where I came from,
17 the Greater Northeast Chamber of Commerce.
18 So I would urge you to reach out to all of
19 the various chambers.

20 MS. BURTON: Absolutely. I would
21 quickly add that we have strategic
22 alliance partnerships with the African
23 American, Asian, Hispanic Chambers of
24 Commerce, and we'll be happy to come to

1 your region of the City and visit other
2 districts for Council Members who are
3 interested in having their constituents
4 learn more about how you do business with
5 the City.

6 COUNCILMAN TAUBENBERGER: Also, you
7 know, because I live in the Northeast, I
8 also act as a Councilman at Large,
9 represent the whole City. So I have
10 concern about that. But let me hone in a
11 little more. There are only two bids on
12 this printing contract, both of them from
13 New Jersey. This is a city of printers.
14 If there's one thing we can talk about is
15 -- I mean, it goes all the way back to Ben
16 Franklin and beyond. And I know there are
17 many printers who would like to have the
18 opportunity to bid on this what amounts be
19 to a very simple contract, but a very
20 important contract for work in the City.

21 I also want to share with Mr. Epps
22 and his staff that the one thing I thought
23 very successful from the viewpoint of the
24 Northeast Philadelphia Chamber, is we have

1 a person who handled the regional area,
2 and her name was Sandy King. She did an
3 excellent job. Outstanding job. But I
4 will have to say she really had many, many
5 more clients and opportunity than I think
6 she could physically get to. Is there any
7 thought in time to have more Sandy Kings,
8 more representatives of the Commerce
9 Department that actually goes door to door
10 in the neighborhoods and the shopping
11 centers?

12 DIRECTOR EPPS: The answer is yes,
13 they are starred, and the reality is we
14 are balanced in our allocation based upon
15 the ability to participate in the
16 challenge affordability of the City, so
17 yes.

18 MS. FEGELY: Karen Fegely, Deputy
19 Commerce Director. You were speaking
20 about Sandy in past tense. She's still
21 doing it.

22 COUNCILMAN TAUBENBERGER: Yeah.

23 MS. FEGELY: And we have just added
24 one person to our business services team.

1 So we do have our business services
2 managers that are geographically dispersed
3 around the City. That new person is not
4 dedicated to the Northeast but will be --
5 you know, allows us to just split up the
6 whole City better among the team.

7 COUNCILMAN TAUBENBERGER: And one
8 last follow-up. The list of local
9 businesses, can you -- for procurement,
10 can you share that with us so we can also
11 take a look?

12 MS. BURTON: Well, we have to work
13 with the Procurement Commissioner who is
14 right over there. We'll get the list for
15 you.

16 COUNCILMAN TAUBENBERGER: Thank you
17 very much. Mr. Chairman.

18 COUNCILMAN GREENLEE: Thank you.
19 Thank you, Councilman.

20 Councilman Sanchez.

21 COUNCILWOMAN QUINONES-SANCHEZ:
22 Thank all of you, and really thank Mr.
23 Epps who has the responsibility of
24 visiting, I guess, all the commercial

1 corridors. Have you gotten through them
2 all yet?

3 DIRECTOR EPPS: Not all. Not all.

4 COUNCILWOMAN QUINONES-SANCHEZ: You
5 still got some left?

6 DIRECTOR EPPS: You just see more
7 of me than others. But I got a lot more
8 to do.

9 COUNCILWOMAN QUINONES-SANCHEZ: I
10 hope that's based on need. Your
11 business --

12 DIRECTOR EPPS: As I said to you, I
13 learned a lot of your district last week.

14 COUNCILWOMAN QUINONES-SANCHEZ:
15 Yes. No. And I appreciate folks coming
16 out. So, you know, we have been talking
17 about, you know, how do we begin to think
18 outside the box and focus Commerce
19 Department strength on its strengths and
20 look at what ways we can leverage the
21 limited resources that the Commerce
22 Department invest. One of the areas you
23 and I have talked about and I want to
24 focus in -- start off commercial corridors

1 and we'll move to other areas, has been in
2 part because the Mayor has made it a point
3 that everybody should have a Passyunk
4 Avenue, and we all agree. You know, is
5 the Department, particularly on the
6 capital side, and I have mentioned this to
7 you before, what is the limitation with us
8 partnering with our robust commercial
9 corridor managers and allowing them to do
10 some of those capital projects that are
11 behind schedule?

12 DIRECTOR EPPS: Well, I could give
13 you a hundred-and-one-day answer or I can
14 turn it over to the person who is more
15 steeped in that history than I. So I'll
16 turn it over to Ms. Fegely.

17 MS. FEGELY: Hi, Councilwoman. So
18 we have -- you and I have talked about
19 this before and this is not a new topic
20 for anyone here to think about, right, how
21 to get our capital projects to move
22 quicker. We are grateful that at
23 council's direction we are able to direct
24 five million dollars in capital budget

1 dollars towards commercial corridors each
2 year. And we have been trying to try out
3 -- think outside the box and different --
4 you know, try different ways to do them.
5 So a typical full-on street scape project,
6 right, with curbs and sidewalks and trees
7 and benches and lights, it costs -- we
8 figure to do about five blocks on average,
9 probably costs about three million dollars
10 and takes about three years when we talk
11 about from beginning to end.

12 COUNCILWOMAN QUINONES-SANCHEZ:

13 Unless we think outside the box.

14 MS. FEGELY: Unless we think
15 outside the box. And so what we have been
16 trying to do is take some different
17 approaches. But I think -- we need to
18 find more. I'm open to ideas. But we
19 have started partnering more with the
20 Streets Department, the Water Department.
21 Say okay, are you already going into an
22 area. Because if a project is already
23 underway, let's add some beautification
24 elements to that. Some things that, you

1 know, maybe aren't just about traffic and
2 safety, but maybe are about the street
3 scape and the corridor. So we're trying
4 to leverage those opportunities as much as
5 possible.

6 We are working with some of our --
7 the City's outside agencies or quasi
8 agencies like PIDC, and actually at your
9 recent suggestion, we've contacted PRA to
10 also see how we can use the Redevelopment
11 Authority's sort of workforce and
12 contracting process to move some faster.
13 In some cases we have also contracted with
14 the CDC or -- you know, organization on
15 the ground. So far it has not proved very
16 successful.

17 COUNCILWOMAN QUINONES-SANCHEZ:
18 Okay. So that's what I need to know.
19 What are the barriers that impede --
20 because some of these guys are developers.
21 They do development and they do
22 construction. So is it -- is it the
23 restriction on our capital dollars that
24 impedes your ability to get the

1 projects --

2 MS. FEGELY: No. No. It's really
3 -- I think one, it is about capacity,
4 right? So you want to make sure that the
5 organization we're contracting with has
6 on-staff capacity to manage a construction
7 project. The other issue is that there --
8 when they're doing a project that's in the
9 public right-of-way, they still need to go
10 through all of the approvals and
11 clearances and reviews through the Streets
12 Department, the utilities, you know, all
13 of that stuff. And so we just haven't
14 found that when it's being managed by, you
15 know, a private organization that it
16 necessarily happens quicker, and we think
17 it may actually be a little slower than
18 having our own Street Department --

19 COUNCILWOMAN QUINONES-SANCHEZ:
20 They cannot be slower than three years,
21 Karen.

22 MS. FEGELY: Well --

23 COUNCILWOMAN QUINONES-SANCHEZ: It
24 took me three years to lobby for a

1 contract and then I got to wait three
2 years. I'm two years in saying folks it's
3 coming, it's coming, it's coming. It
4 can't be. You know, I think this is an
5 important conversation as we talk about
6 procurement and kind of reforming all this
7 stuff. You know, is it that we need to
8 parcel out -- so I understand the street
9 scape stuff. What other things, you know,
10 historic improvement stuff -- what other
11 things can we parcel out in a way that
12 makes sense to get kind of the money on
13 the ground? Because one of the things,
14 you know, and I'm sure you have heard it
15 out there, we heard it a little bit around
16 reliable contractors, you know, the
17 paperwork. And we heard paperwork,
18 paperwork, paper like three or four times,
19 including all of our quasi organizations.
20 It's -- you know, you can't be Commerce
21 Department best practices and your
22 contracting is not good. I mean, it's
23 just not the right messaging. So --

24 DIRECTOR EPPS: So again, the first

1 blush, it's not the Commerce Department,
2 it's the City's processes.

3 COUNCILWOMAN QUINONES-SANCHEZ: We
4 agree.

5 DIRECTOR EPPS: We are -- so I'm
6 taking a tried-and-true approach and going
7 to form many cross-functional task forces
8 to challenge the status quo. And one of
9 those will be on the way the City
10 departments engage with one other to
11 deliver services. Karen and Brian
12 Abernathy will be the co-chairs of it and
13 every function that touches a community
14 project will be involved, and the issue is
15 to take out steps to simply reduce and
16 speed up. The first meeting will take
17 place some time between now and May 15th
18 and there will begin -- about an action
19 plan that will challenge the status quo.
20 It probably won't be as far outside the
21 box as one would like because of some of
22 the historical experiences that we'll also
23 have to test.

24 COUNCILWOMAN QUINONES-SANCHEZ: I

1 just think, again, as we talk about more
2 borrowing and capital stuff, this Council
3 has been committed. We put five million
4 dollars. Sometimes we try to up it more.
5 But it's just there three, four, five
6 years out and so -- so I look forward --

7 DIRECTOR EPPS: I completely agree
8 with you. I've learned it's taking way
9 too long.

10 COUNCILWOMAN QUINONES-SANCHEZ: I'm
11 just going to continue to --

12 DIRECTOR EPPS: Keep pushing.

13 COUNCILWOMAN QUINONES-SANCHEZ: I
14 will. No problems with that.

15 DIRECTOR EPPS: I have no doubt.

16 COUNCILWOMAN QUINONES-SANCHEZ:
17 Let's talk a little bit around -- again,
18 this is a reform streamlining and I know
19 the Revenue Department approved these for
20 purposes of revenue projections. But what
21 is the Commerce role going to be in
22 streamlining all of the generous tax
23 credit legislation that we put forth? So
24 whether it's JumpStart, whether it's tax

1 credit for returning citizens, veterans,
2 the new job creation. Again, as you talk
3 to businesses, the ones who know about it,
4 you got to submit the forms, you got to
5 wait for the year to go, then you got to
6 submit your payroll stuff. What role are
7 you going to have in streamlining that?
8 Because I feel like we go out there, we
9 fight for all of these tax credits, Philly
10 First stuff, and the process is that what
11 makes it easy for revenue and not -- can
12 these all be in one form? Some of them
13 are asking the questions and submitted
14 differently.

15 MS. FEGELY: I totally agree. And
16 I think that -- everyone recognizes there
17 are improvements to be made, and I do
18 think that our interdepartmental task
19 force is going to tackle some of those
20 issues.

21 COUNCILWOMAN QUINONES-SANCHEZ: Is
22 someone from revenue going to sit at the
23 table so that --

24 MS. FEGELY: Absolutely. Yeah.

1 It's all about making things business
2 friendly. What little things can we
3 change, what big things can we change to
4 make things, you know, provide better
5 service to businesses.

6 DIRECTOR EPPS: And we start with
7 the question of forms. We always start
8 with the question does there have to be a
9 form. I mean, can some of this stuff be
10 done, you know, using technology?

11 COUNCILWOMAN QUINONES-SANCHEZ:
12 Different forms.

13 DIRECTOR EPPS: That's right. So
14 we will address all of that.

15 COUNCILWOMAN QUINONES-SANCHEZ:
16 Okay. Thank you, Chair.

17 COUNCILMAN GREENLEE: Thank you
18 Councilwoman.

19 Councilman Green.

20 COUNCILMAN GREEN: Thank you, Mr.
21 Chair. Mr. Apps, I want to congratulate
22 you on your new position in the public
23 sector and your work already. I know
24 Councilwoman Parker talked about your work

1 in reference to Cardone, but I also want
2 to offer congratulations on your
3 successful ability to work along with the
4 Mayor to keep Aramark in the City of
5 Philadelphia. I think that demonstrates
6 the ability for the public sector to work
7 quickly.

8 Councilwoman Parker talked about --
9 well, I think you provided kind of a
10 snapshot of assessment of various entities
11 when the City, from your perspective, in
12 their ability to be either diverse in the
13 C-suite procurement, staffing and others.
14 Can you give a perspective in reference to
15 what additional steps need to be taken
16 once that snapshot has been produced.

17 DIRECTOR EPPS: Yes. Let me go
18 back to the comment about Aramark.
19 Nothing gets done by one person. Two of
20 the people of Commerce, Duane Bumb and
21 Sara Merriman were at the forefront of
22 that. And one other comment I want to
23 make about it is, these private
24 institutions have mastered the art of

1 leveraging one entity, one city against
2 the other to extract maximum return. So
3 to the Councilwoman who talked about these
4 aggressive incentives, I could make you an
5 argument we don't have enough because for
6 every one we win, we're losing one also
7 because our package is not as competitive
8 as others. And so when we start with a
9 challenge, you know, a debatable public
10 education system, you put legitimate high
11 taxes on top it. You compensate for that
12 with incentives. And I contend that
13 portfolio is not all that great in
14 relation to others.

15 COUNCILMAN GREEN: And let me just
16 follow up on that point. Has there been
17 conversation with the Wolf administration
18 to do -- when you talk about New Jersey,
19 I'm very cognizant of the issues they're
20 having in New Jersey. In some ways they
21 are stealing the Commonwealth's lunch in
22 reference to the incentives they're
23 providing.

24 DIRECTOR EPPS: That's correct.

1 COUNCILMAN GREEN: Every week I'm
2 at a different corporation, business,
3 talking about different issues. And what
4 I have been hearing about New Jersey over
5 and over again from the Sixers, Subaru,
6 other development opportunities in New
7 Jersey. So has that conversation
8 occurred, been ongoing with the Wolf
9 administration?

10 DIRECTOR EPPS: The answer is yes,
11 it is. And quite frankly, both at the
12 state and city level, our response is
13 going to be we'll go after this one, we're
14 not going to go after that one because the
15 return on investment, our job creation is
16 not enough for us to use our challenge
17 resources. So we are going to choose to
18 let some go by.

19 COUNCILMAN GREEN: Back to the
20 original question in reference to the next
21 steps on that snapshot.

22 DIRECTOR EPPS: I did not forget.
23 That's my favorite subject. Like anything
24 else, it starts with will and desire. And

1 so the good news in that experience was we
2 did the assessment. The bad news is that
3 out of a 160 members of the Chamber of
4 Commerce Board of Directors, only 50
5 institutions responded. So that told me
6 -- and I was a bit cynical about it --
7 two-thirds of them had nothing but bad
8 news and so they chose to keep the bad
9 news to themselves and did not report.
10 All right. So it's hard to change a
11 system voluntarily unless you want to
12 change it. And we did not have any kind
13 of mandates. In some cases, the City has
14 the better opportunity to mandate change
15 than the Chamber of Commerce did. So we,
16 the City, the administration -- Council
17 will have to choose the degree in which,
18 I'll use this term, bully pulpit, to
19 effect the change in this area. I argue
20 we need to raise the bar on how we're
21 willing to stand strong to get the
22 outcomes we expect.

23 COUNCILMAN GREEN: I cannot agree
24 more. I have said several times in this

1 chamber since my short time here that the
2 City of Philadelphia needs a Maynert
3 moment, Maynert being Maynert Jackson, in
4 reference to having that type of will,
5 getting things done. Without the will,
6 things will not occur.

7 Along those same lines, I want to
8 talk about -- this is for Ms. Dowd Burton,
9 and also I see the Procurement
10 Commissioner is here -- talk about the
11 work you're doing together, collectively
12 about trying to get the word out. It
13 seems like we've been doing the same
14 things over and over and over again. And
15 although we have been making better
16 results, it's still at a small level. So
17 what creative things are we going to be
18 doing going forward to really increase MWB
19 participation. And if the Procurement
20 Commissioner could come to the table as
21 well.

22 MS. BURTON: And while the
23 Procurement Commissioner is approaching,
24 I'll begin. One of the things the Office

1 of Economic Opportunity launched this year
2 was a benchmarking, I'll say initiative
3 with five cities and five states around
4 the country. Our goal is to understand
5 what kinds of steps Atlanta, Chicago,
6 Baltimore, New York are taking -- and
7 others are taking in order to sort of
8 refresh their participation program. Some
9 are a lot broader than ours. Some of them
10 are a lot deeper, they're older than ours.
11 And so one of the things that we really
12 want to do is expand our outreach locally,
13 but also look at how other states like New
14 York and Illinois and Georgia, Delaware,
15 and New Jersey are reaching out in their
16 markets. So we're going to be using the
17 programs that finance has elaborated on.
18 One of the things that they are doing now
19 is sending out RFP alerts. So you get
20 registered on E-Contract Philly and if
21 you're interested in particular business,
22 you're getting alerts of those RFPs. And
23 the procurement department has a bidders
24 list alert now that we have not

1 traditionally had. I think it's maybe a
2 year old. So there are some electronic
3 things that we're doing. There's some
4 physical things that we're doing to be out
5 and about in the communities. I mentioned
6 to the councilman that we're interested in
7 not only doing -- having -- doing business
8 with the city program downtown, but out in
9 the districts so that we're reaching more
10 of the businesses where they are.

11 COUNCILMAN GREEN: I mean, that
12 sounds nice. I think e-mail alerts is
13 good and doing a study of what other
14 cities is doing is also good, but that's
15 kind of on the periphery. I guess my
16 concern is that we're going -- this body
17 has been asked to vote on a sugar
18 sweetened beverage tax that would provide
19 significant dollars for parks, recreation,
20 libraries and other projects and a rebuild
21 initiative. To me that's a significant
22 capital program and opportunity for
23 working with local and businesses active
24 in that work. And it seems to me we're

1 kind of dancing around the same issues. I
2 don't think it's really fair for Mr. Epps
3 to be put on the spot because he's still
4 new to the City, as well as Mr. Atkinson.
5 But it seems like we're dancing around the
6 same stuff over and over again.

7 And what I see from some of those
8 initiatives you're talking about is that
9 businesses go through what I call the
10 wheel of unfortune. I come down to a
11 meeting downtown, I leave my business, I
12 go to this program, that program, that
13 program, talk to this person, talk to this
14 person, talk to this person. They go
15 through the wheel of unfortune that I call
16 and they say well, why did I even go to
17 the workshop or the event when I could
18 have been at my business, trying to grow
19 my existing business with my existing
20 customers. And I think that's why people
21 get discouraged to participating in some
22 of these activities, because they don't
23 see a real benefit in going through that
24 wheel of unfortune.

1 DIRECTOR EPPS: So, Councilman
2 Green, in this area I will pass on the
3 notion that I'm new because this has been
4 at the forefront of my first hundred days,
5 because if there is the rebuild, we have
6 to make sure, and you can guarantee that
7 OEO and all other parts and the manager
8 director's office, we have already had
9 many meetings to talk about we must, we
10 will ensure a significant different
11 outcome than what we've historically had
12 because -- where and with whom the money
13 is going to be spent and in what
14 neighborhoods it's intended to be. So on
15 the workforce side, the appropriate
16 conversations are being had and on the
17 procurement side the appropriate goals are
18 being set, and strategies are being put in
19 place to ensure that what I call the
20 pre-construction phase, the construction
21 phase, and even the post-construction
22 phase have a much higher level of
23 participation than we have historically
24 had.

1 Now, one of the things that I'm
2 being taught is to pay attention to the
3 disparity study. And in some cases, the
4 data would say -- whether we like it or
5 not, they would say that we are where we
6 should be. But we don't buy that. We
7 think we must do better and I guarantee
8 you we will do better.

9 COUNCILMAN GREEN: Well, I do have
10 faith with you being in that role. Thank
11 you.

12 COUNCILMAN GREENLEE: Thank you,
13 Council.

14 Councilwoman Gym.

15 COUNCILWOMAN GYM: Hello. Thank
16 you very much. You know, per my
17 colleagues' questions, I think I want to
18 focus in on two vehicles to take a look at
19 how we expand participation. And they
20 start with the two different registries.
21 And I guess one of the questions I have is
22 to the extent in which the Commerce
23 Department, in particular, is controlling
24 the First Source registry. So this is the

1 registry for local Philadelphians. Is
2 that within the Commerce Department's
3 purview?

4 DIRECTOR EPPS: My Chief of Staff
5 is our First Source expert, Sylvie Howard.
6 She'll respond to that question.

7 MS. HOWARD: Good afternoon. My
8 name is Sylvie Howard. I'm Chief of Staff
9 of the Commerce Department. Yes, the
10 First Source registry is -- we are the
11 designated department for that.

12 COUNCILWOMAN GYM: When did you
13 become the designated department?

14 MS. HOWARD: I think shortly after
15 legislation was passed. Around 2012, '13.

16 COUNCILWOMAN GYM: Okay. So is
17 there a First Source registry? And how
18 many businesses or individuals are
19 indicated -- are in it right now?

20 MS. HOWARD: So we utilize
21 Philadelphia Works as our designated
22 agency for the registry. They use -- they
23 have a base of folks who are on
24 unemployment or become employed and we --

1 we refer to them because we can't keep a
2 registry with the capacity we have. They
3 already have such a thing. And they can
4 filter by Philadelphia residents. So what
5 we have in place is a memorandum of
6 understanding, an agreement that folks go
7 to Philadelphia Works and they refer
8 individuals to people who have a First
9 Source agreement.

10 COUNCILWOMAN GYM: And do we know
11 how many First Source jobs have actually
12 been filled by Philadelphians?

13 MS. HOWARD: So at this point we
14 are monitoring two projects that have tax
15 increment financing that fall under First
16 Source, and that's the Gallery and the
17 W/Element Hotel. And there's no job
18 creation yet because they're still under
19 construction. And then in terms of the
20 CDBG funding, we're working with OHCD.
21 Because that's federal funding, they have,
22 it's called section three requirements
23 that trump First Source, but they actually
24 do under section three make an effort to

1 hire public housing residents. So we
2 actually will be submitting a report at
3 the end of April and there's about 400 or
4 so under that. But there's none under the
5 tax increment financing yet.

6 COUNCILWOMAN GYM: So you'll submit
7 a report in April, but how many reports
8 have been submitted to Council?

9 MS. HOWARD: None to date. We have
10 been implementing all the processes, and
11 because we were not aware of any
12 implement, we have not submitted a report
13 yet.

14 COUNCILWOMAN GYM: The law was
15 passed in -- it was introduced in 2012 and
16 passed when?

17 MS. HOWARD: I'll have to get back
18 to you on that one. I'm not exactly sure.

19 COUNCILWOMAN GYM: But in the years
20 that it has been in place, we have
21 submitted zero reports so far?

22 MS. HOWARD: That's correct. We
23 have been working on establishing the
24 systems for it.

1 COUNCILWOMAN GYM: And we do not
2 have a local registry. We work with the
3 state registry.

4 MS. HOWARD: The state -- the
5 Philadelphia Works filter this by City
6 residents.

7 COUNCILWOMAN GYM: Understood. And
8 there have been no documented jobs as a
9 result of the First Source legislation
10 because they haven't been submitted yet,
11 is that right?

12 MS. HOWARD: What we have is the
13 number of jobs that -- section three
14 counts under First Source, according to
15 our law department. So we have those
16 numbers, but those are the only ones.

17 COUNCILWOMAN GYM: Okay. So that's
18 another indication of where we're
19 struggling on getting just basic
20 employment. I think my councilman really
21 did a nice job, I guess, in the creative
22 name of wheel of misfortune. But, you
23 know, it's one of the areas where we have
24 a vehicle at our fingertips but it isn't

1 being put to use. It's actually law, but
2 we're struggling to make that happen. But
3 to the extent that we can help make that
4 become a truly robust vehicle to be able
5 to track what is actually happening with
6 residents.

7 The second question that I have
8 around registry is the MWB registry,
9 obviously. And so, you know, there is the
10 commitment that the income from the City
11 contract will go from 302 to 320 million.
12 Are we on track for FY16? Do you know
13 where we're going to on FY16?

14 MS. BURTON: So for the first two
15 quarters of --

16 COUNCILWOMAN GYM: Yeah, 190.
17 Where are we going to end up if those are
18 the numbers by FY16?

19 MS. BURTON: It depends on how many
20 more contracts we put in place. Those are
21 commitments for contracts that have been
22 awarded.

23 COUNCILWOMAN GYM: Are we on goal?
24 Is it between 302 and 320? Is it below

1 302? Where would we -- I mean, we're
2 third quarter almost.

3 MS. BURTON: So 190 million dollars
4 have been awarded midyear. So if we
5 replicate the volume of contracts awarded
6 and the value that were awarded the second
7 half of this year, then we'll be at our
8 goal line or slightly above.

9 COUNCILWOMAN GYM: And what was
10 that goal line FY16?

11 MS. BURTON: About 320.

12 COUNCILWOMAN GYM: Okay. So it's
13 FY17 at 320. So there's not increase
14 between '16 and '17?

15 MS. BURTON: So we're looking at --
16 I'm sorry. We were at 302 million awarded
17 in 2015. So we'll be slightly above 302
18 million if our goal is to sustain where we
19 were and we're spending the same amount of
20 money that we were. Because our goal for
21 '15 and '16 was 30 percent.

22 COUNCILWOMAN GYM: Well, 302
23 million isn't a 30-percent increase
24 though. You're saying that your goal is

1 to see a 30-percent increase?

2 MS. BURTON: 30 percent of what we
3 spend will be awarded to minorities and
4 women.

5 COUNCILWOMAN GYM: So how would you
6 then make the projection to 320 which is a
7 fairly significant jump?

8 MS. BURTON: So our goal will be
9 increasing from 30 percent in fiscal year
10 '16 to 35 percent in fiscal year '17. And
11 so we'll be seeing those projections on
12 that goal.

13 COUNCILWOMAN GYM: And I guess the
14 vehicle to make sure that that happens is
15 the MWB registry, right? Because those
16 contracts can only count if those
17 businesses are actually in the registry.

18 MS. BURTON: That's correct.

19 COUNCILWOMAN GYM: I guess some
20 questions about when we look at the
21 registry and sort of what's been going on.
22 As we know, like contract procurement,
23 while the money may have expanded, the
24 percentage of African American businesses

1 has sharply declined. There has been an
2 increase in the number of -- I'm not
3 talking about the registry, by the way,
4 I'm talking about incomes and contract
5 dollars assets.

6 MS. BURTON: Contracts awarded.

7 COUNCILWOMAN GYM: Right. And I
8 guess I'm really concerned about seeing a
9 significant expansion in that area and
10 wondering how specifically you're going to
11 do that. And, you know, one area to just
12 flag for you is that, you know, you divide
13 between utilization and availability, and
14 I assume that approximations towards
15 utilization is slightly better than
16 approximation towards availability. But
17 if you look at Asian American businesses,
18 for example, we're barely approximating
19 availability and not utilization, so that
20 would be an area to look at. But how else
21 are you looking at expanding the registry
22 in a meaningful way so that you could
23 possibly get to 35 percent?

24 MS. BURTON: So we're not so much

1 looking at expanding the registry,
2 although that's a critical part. That's
3 like the heart beat of the Office of
4 Economic Opportunity. What we're really
5 looking at is encouraging more minority
6 and women-owned business to bid and win
7 contracts as primes. And those are larger
8 portions of contracts that are being
9 awarded and benefitting those businesses.
10 So our trend over the last few years has
11 been more companies, minority-owned,
12 women-owned businesses are winning
13 contracts. They're larger contracts. And
14 they're operating as prime contractors.

15 DIRECTOR EPPS: Also, in the area
16 of professional services, we are -- we
17 have significant opportunity for more
18 contract awards and that's architects,
19 engineers, legal, financial services.
20 Those areas where there is capacity, no
21 matter the ethnicity, that we can do more
22 and that's one of the areas in which we
23 can see the ability to increase the spin
24 number.

1 COUNCILWOMAN GYM: And just hoping
2 that the Department, if you could consider
3 the registry to be the heart beat of OEO
4 that, you know, the representation around
5 the diversity really needs to be taken a
6 look at in a significant. And to the
7 extent that we can use these vehicles --
8 you know, we do have the tools to measure
9 accountability, how we're progressing
10 towards it. But if First Source is not
11 really in play yet and hopefully will be,
12 but, you know, needing this registry to
13 reflect and be a measure of how we get to
14 where we want to be.

15 DIRECTOR EPPS: Let me just say one
16 thing about the registry, and it goes back
17 to what Councilman Taubenberger talked
18 about. We could expand the registry in a
19 way that would be conflictual for
20 Philadelphians. And what I mean by that
21 is, some of the goals that were initially
22 talked about about registry expansion
23 would push us outside the capacity of
24 qualified vendors in Philadelphia. We'd

1 end up in Delaware and Maryland and New
2 York and that's not doing us any good. So
3 we want to go deeper in our existing
4 contracts and be prudent about registry
5 expansion to where it benefits
6 Philadelphians. Let New York take care of
7 itself. We need to get more business into
8 the hands, be it contracts or employees
9 who reside in Philadelphia. So I'm not
10 interested in expanding the registry to
11 the point just to make numbers. It does
12 not benefit us.

13 COUNCILMAN TAUBENBERGER:
14 Understood. And for clarity, I think the
15 issue around the one area that I find
16 around Asian Americans is that we're not
17 expanding it to utilization. We're only
18 looking at it in terms of we're barely
19 meeting goals around just availability.

20 MS. BURTON: And we do recognize
21 that we have different components. We
22 have the Asian business community, the
23 Hispanic business community that are
24 representing about ten percent of our

1 registry each. So those two represent
2 only 20 percent of the registry. We're
3 working with each of the chambers to
4 encourage their companies to seek
5 certification. We're working with the
6 Eastern Minority Supplier Development
7 Council to offer a discount on the cost of
8 getting these small businesses certified
9 so that they can be a part of the
10 registry.

11 COUNCILWOMAN GYM: Understood. And
12 I'll finish by saying one last thing,
13 which is, I would encourage the Department
14 to look beyond the Chambers of Commerce.
15 It is really important. I think that they
16 are valuable additions, but if they have
17 only gotten us this far, it is really
18 important for us to go and look beyond the
19 Chambers of Commerce to reach out into
20 other venues with other entities that may
21 not be able to access those chambers.
22 They're not the only thing that's here and
23 I want to be cautious not to limit ourself
24 for that. And I will wait for the second

1 round.

2 COUNCILMAN GREENLEE: Thank you,
3 Councilwoman.

4 Councilman Domb.

5 COUNCILMAN DOMB: Good afternoon.

6 DIRECTOR EPPS: Good afternoon.

7 COUNCILMAN DOMB: And good luck.

8 And I've known you from a previous life,
9 both of us, but now we're here.

10 DIRECTOR EPPS: We volunteered. I
11 volunteered, you elected.

12 COUNCILMAN DOMB: I just have two
13 quick questions. One is in the area of
14 technology. We have 14,000 jobs in tech
15 and I think it's a tremendous opportunity
16 for us to build that whole area. Do you
17 need more resources in your department in
18 order to do that or do you feel that you
19 have enough right now?

20 DIRECTOR EPPS: Well, of course one
21 can always use more resources, but we do
22 have a plan for 2017 that we believe will
23 increase our focus, tenacity and results
24 on improving our startup technology phase

1 one business initiatives that will get us
2 better results. I can assure, at some
3 point in the future, we'll be asking for
4 more resources. But for now, I think we
5 need to do a better job with what we have
6 and I think we can get a better outcome.
7 Commerce was instrumental last year and it
8 got approved recently, Keystone Innovation
9 Zone coming from west of the river,
10 straight down Market Street to 2nd and
11 Nerd Street to induce through incentives
12 people to reside in that quarter. That's
13 one of the things.

14 Some of the other things we're
15 doing in Commerce, we went to South by
16 Southwest this year for the first time.
17 So we're doing a better job of marketing
18 Philadelphia as a startup. One of the
19 indicators that things are kind of
20 breaking our way is in the last couple
21 years, the retention rate of college grads
22 has gone from 22 percent to 44 percent.
23 So that's an indicator that we are at
24 least building a better talent pipeline.

1 So things like that give me encouragement
2 that we'll see some better results and
3 then we'll build up that and yes,
4 resources will be a part of it.

5 COUNCILMAN DOMB: Because, you
6 know, you're one department of government
7 that has a tremendous return on
8 investment. Because building the base is
9 key for us, bringing more taxes, bringing
10 more people here and more people sharing
11 the service. So if you need something,
12 please come back to us on that.

13 DIRECTOR EPPS: I guarantee you
14 that.

15 COUNCILMAN DOMB: Second question.
16 You know, there's 21, 22, 23 different
17 taxes. In your opinion, which one or two
18 taxes are the biggest problems we have to
19 attract business here and keep business
20 here.

21 DIRECTOR EPPS: So two parts --
22 three parts. It's been said a number of
23 times that I chaired a tax task force
24 2009. It's now 15 -- what is this? '16

1 going on '17. We have not done enough
2 fast enough to embrace those
3 recommendations. Number two, many of
4 these cost functional task forces that we
5 are forming, one of them is around
6 taxation. So Commerce, along with
7 revenue, along with finance are going to
8 the table now to come up with an
9 evaluation of present and recommended
10 changes to tax policy that will put us in
11 a more competitive situation.

12 But I'll answer your question, it
13 is the business privilege tax and the wage
14 tax that have historically and continued
15 to make us noncompetitive when we go to
16 retain or more yet, recruit businesses.
17 They don't want to true up the cost of
18 their salary base for the -- you know,
19 \$100,000 job that got to give somebody a
20 \$3,700 raise. If they don't work here,
21 they're going -- don't live here -- I'm
22 sorry, they don't work here and now they
23 want to move the job to Philadelphia.
24 That's the -- and the cost of doing

1 business here is higher than surrounding
2 counties, southern New Jersey and other
3 places. So business privilege tax and
4 wage tax. But we're going to take a clean
5 sheet of paper and come back over the next
6 few months with some recommendations about
7 how, over time, to make us more
8 competitive.

9 COUNCILMAN DOMB: That's great.

10 Thank you very much. Thank you.

11 COUNCIL PRESIDENT CLARKE: Thank
12 you, Councilman.

13 Councilwoman Blackwell.

14 COUNCILWOMAN BLACKWELL: Thank you.
15 Good evening and thank you for all that
16 you are doing, and certainly I would love
17 to say I haven't met with you but we worry
18 you all every day. Just this morning we
19 were called out and I don't usually
20 mention to you Market Street. But we were
21 called out by a gentleman at 60th and
22 Market, 63rd, who talked about when are we
23 going to get our corridor managed and look
24 at this. We have a meeting tonight with

1 regard to a bar they want to open that's
2 wreaking havoc in the neighborhood. He
3 talked about -- right on Market Street
4 about issues underneath the, you know, the
5 new el and the new big posts they have
6 trash next to -- on all sides of each post
7 that he worries somebody could drop
8 something from the el and cause a problem.
9 And it's just, we're doing a lot and we
10 appreciate what we're trying to do,
11 especially in west and southwest, but we
12 have got to still consider that our
13 corridors are really -- all our main
14 corridors are really, really important.

15 And the other thing, which -- that
16 I wanted to mention that you all know,
17 Philadelphia is really a destination
18 point, but we have got to find a way to
19 get more done with regard to monitoring,
20 because if we can build big projects and
21 we find out by accident that we're -- that
22 they're not being monitored, then we loose
23 it. We do all this work to get laws done,
24 make laws, say they have to meet these

1 goals. And then when they don't meet them
2 and big institutions and big companies and
3 they don't do it, we're still in trouble.
4 So we look forward to working with you on
5 that. That's one of the main issues that
6 we need to resolve.

7 DIRECTOR EPPS: So I would like to
8 make a comment back to you, Councilwoman
9 Blackwell, and immediately take Councilman
10 Domb up on his offer. So I asked Ms.
11 Fegely to prepare for me today a
12 projection over the next four years on
13 what the budget calls for and all of the
14 programs that we do for corridors, and
15 then to tell me what it is she would like
16 to have that is not yet in the five-year
17 plan. And I have planned to come around
18 to you in September to see if I can get
19 some help. I'm going to start today and
20 let you know it's coming. So we would
21 like to do more in the corridors, all
22 right, streetscape, improvement, security
23 cameras, and other programs beyond what we
24 have been allocated for. We will respect

1 this year's budget, but we're going to
2 start early to let you know what it is
3 we're going to have for next year so we
4 can get at it faster, because the gap
5 between the developed part of Philadelphia
6 and the other part is getting wider and
7 part of this administration's goals, which
8 we are fully committed to, is to do
9 everything we can to close that gap.

10 As it relates to compliance, you
11 are absolutely correct. I have been on
12 six corridor visits and I have got 12 more
13 on my calendar now and will want to get
14 more. One of the problems we have in
15 every department is, we can do a better
16 job of up holding the laws that are on the
17 book and working more cohesively to ensure
18 that our citizens and our businesses are
19 getting what they expect from government.
20 And we can just do a better job. We know
21 that. Now it's going to test our will.
22 Are we serious, are we just talking.
23 Because in order to make the change, we
24 all will have to do it. City Council,

1 Police, Water, L&I, Commerce and others.
2 I don't mean to name them all but whatever
3 the problem is, it's multifunctional. It
4 impacts the corridor, it impacts business,
5 it impacts neighborhood, it impacts trust,
6 and these corridor tours are teaching me
7 what it is we need to do now. Are we able
8 to do it will be a different story.

9 COUNCILWOMAN BLACKWELL:

10 Absolutely. We thank you. We understand
11 what this issue of political will is, and
12 we think yours is going to be one of the
13 most exciting departments.

14 DIRECTOR EPPS: So do we.

15 COUNCILWOMAN BLACKWELL: And we
16 look forward to working with you all.
17 Thank you.

18 COUNCILMAN GREENLEE: Thank you,
19 Councilwoman.

20 Councilwoman Reynolds Brown.

21 COUNCILWOMAN BROWN: Good afternoon
22 and welcome to these proceedings, Harold
23 Epps. I will echo the sense of optimism
24 and a new wave of hope that I have with

1 your leadership and your already proven
2 track record on the private side of the
3 ledger, and how do know what political
4 will looks like and why tenacity is going
5 to matter as you seek to make what I would
6 characterize as a paradigm shift in many
7 parts of that department. I also want to
8 thank you for explaining the expansion of
9 the registry and the challenges -- the
10 pros and cons that come with that. I
11 better understand that as well.

12 I am not going to repeat what
13 Councilwoman Sanchez and Councilman Green
14 have already spoken to quite eloquently.
15 I will only ask that -- Councilman Jones
16 posed a question to Nolan Atkinson, Mr.
17 Nolan Atkinson when he was testifying.
18 And the question was 24 months from now,
19 36 months from now, if you had to I.D.
20 three achievements, if you will, given
21 your testimony, where do you see having
22 indeed not just moved the needle, but
23 moved the earth when it comes to all these
24 issues that we have been talking about for

1 15 years.

2 DIRECTOR EPPS: I tell you, I was
3 prepared to answer moving the needle. I'm
4 not sure I'm prepared to answer moving the
5 earth. But the areas I think most
6 critical -- let's start with the one that
7 will hold all of Philadelphia back or send
8 it forward is we must not see that poverty
9 number go up anymore. We have got many
10 studies that say to get it down to 20
11 percent we would have to lift 100,000
12 people out of poverty. That is no small
13 notion. But I do believe that working
14 together that number can stabilize and
15 begin to head south. How far it heads
16 south, don't know. But I would be very
17 disappointed if it did not head south.
18 That's on one end. On the other end we
19 have got to get our citizens more
20 documented education. That means a
21 certificate, a degree, a license or
22 something that allows them to get a job
23 above the poverty line. So there are two
24 things which, you know, the Pew Foundation

1 and others measure all the time, what's
2 our poverty rate, what's our income or
3 capital. We need to get the poverty rate
4 down, income per capita up, education
5 level up. And that's not a Commerce
6 issue, that's across the board, but
7 commerce plays a part in that. So we got
8 to go recruit jobs or another measure. We
9 got -- end of January 694,000. I've been
10 telling our staff, when we going to get
11 over 700,000. The minute we get over
12 700,000, I'm going to ask when we going to
13 get to 725. So that job number which gets
14 the startups, which gets the ports, which
15 gets the airport, which gets to, you know,
16 recruit and retention, the number of
17 Philadelphia's working must continue to
18 rise. In spite of our growth we lag the
19 rest of the country by one percentage
20 point on job creation. So though things
21 look great, if this were a horse race
22 between Boston, New York and Washington,
23 we'd still be in last place.

24 COUNCILWOMAN BROWN: And so the

1 role of the Commerce Department under your
2 leadership towards the last goal that you
3 articulated, where or what vehicles, what
4 strategies, what tactics do you see
5 putting in place to tackle that third
6 initiative that you just spoke about.

7 DIRECTOR EPPS: Jobs?

8 COUNCILWOMAN BROWN: Yes.

9 DIRECTOR EPPS: At the end of the
10 day everything we do is about does it
11 create a job. So the neighborhood
12 corridors are to be revitalized so more
13 people and entrepreneurs choose to go into
14 business. We have to educate people they
15 need to shop in the neighborhoods in which
16 they reside, therefore businesses are
17 successful and they hire people. We've
18 got people under Duane Bumb's leadership
19 that get out of bed thinking about how we
20 -- I'll give you one example and Allan
21 will appreciate this, Councilman Domb.
22 We're saying to companies that are located
23 in the suburbs, right now we're not trying
24 to get your corporate headquarters. But

1 because of where the talent is and many of
2 them do not want to reverse commute, we
3 want you to open up a satellite office in
4 Philadelphia. So that is a strategy that
5 has got people working around it to make
6 that happen.

7 COUNCILWOMAN BROWN: And you have
8 teams devoted to that?

9 DIRECTOR EPPS: That's right.
10 Another one, startups. Okay. We've got a
11 couple of people -- and that KIC, that was
12 expanded was to give startups more
13 ammunition to not only start the
14 businesses in Philadelphia but as they
15 grow to stay in Philadelphia.

16 COUNCILWOMAN BROWN: Such as what?
17 Ammunitions such as what?

18 DIRECTOR EPPS: Incentives. Okay.
19 Low interest, not interest loans. Those
20 kinds of things. Job creation tax
21 records.

22 COUNCILWOMAN BROWN: Okay. Angela,
23 you spoke a lot about the meetings that
24 you have been having. What has been the

1 yield of those meetings? Where can you
2 measure success as a result of those
3 meetings?

4 MS. BURTON: So which meetings are
5 you talking about? Doing business with
6 the City?

7 COUNCILWOMAN BROWN: Yes.

8 MS. BURTON: So we have more
9 companies now who have won contracts with
10 the City in fiscal year '15 than in the
11 previous five years. So there were 563
12 companies, minority and women-owned
13 businesses that actually have at least one
14 contract and many have several contracts.

15 COUNCILWOMAN BROWN: As a result of
16 those meetings.

17 MS. BURTON: As a result of
18 learning how to do business with the City
19 and really getting engaged.

20 COUNCILWOMAN BROWN: And so you're
21 saying they will continue.

22 MS. BURTON: We're saying we're
23 hoping that they'll bring their friends.
24 The goal is to grow of pool of not only

1 the registry, but those who are actually
2 engaged in the procurement process.

3 DIRECTOR EPPS: She can quote the
4 exact number but I'll just give you the
5 frame. So if you were to go back four
6 years, the percent of dollars that went to
7 minority and women-owned businesses I
8 believe is like 26 percent, is that right?

9 MS. BURTON: About four years
10 ago -- in professional services, 26
11 percent. It's now up to 39 percent. As
12 an example.

13 DIRECTOR EPPS: Okay. So we track
14 -- we've got more measures than you can
15 ever shake a stick at. We'd be happy to
16 send them to you. We track everything
17 that says are we getting an activity and
18 return on investment for the decisions,
19 the actions, and the tax payer's money
20 that we're spending. So we can tell you
21 the top 50 African American companies,
22 Asian companies, Latino companies,
23 women-owned companies, and companies in
24 general, where the business went last

1 year, and we can also tell you over any
2 period in the past and the target for '16
3 to '17 and projections out to the first
4 term of where we want to go. What we
5 can't tell you is how much of that is
6 going to be allocated to every ethnic
7 group.

8 COUNCILWOMAN BROWN: How much --

9 DIRECTOR EPPS: How much is going
10 to be allocated to every ethnic group. We
11 have aspirational goals, but it will be
12 based upon -- also what happens in
13 minority companies and, you know, I run a
14 couple, as baby boomers age out,
15 businesses are bought and sold often. And
16 so a business can be a minority, a
17 woman-owned business today and sold
18 tomorrow. And when it happens, you got to
19 start over. So those challenges also
20 exist in the minority women-owned space.
21 Because it's hard to get a liquidity then.
22 And often people's retirement is to sell
23 the business, and when they sell it they
24 don't always turn it over to the same

1 hands that had it before. So if you have
2 a contract of a substantial size that's
3 been in the hands of a minority
4 women-owned company and they sell it, you
5 lose those dollars. You got to go find
6 somebody else.

7 COUNCILWOMAN BROWN: Okay. Thank
8 you.

9 COUNCILMAN GREENLEE: Thank you,
10 Councilwoman.

11 Councilman Green.

12 COUNCILMAN GREEN: Thank you, Mr.
13 Chair. Mr. Epps, I'm glad to hear that
14 you're doing some of those initiatives and
15 focusing in on startups and satellite
16 offices. Some of those things and those
17 trends are looking for talent, or some of
18 the things I have been hearing from
19 various corporations I have been talking
20 to over the past number of weeks knowing
21 that they have a need to attract talent
22 and talent is not as willing to work and
23 live in the 202 corridor or King of
24 Prussia and wants to be in a more vibrant

1 location.

2 Couple quick things. I'm also very
3 happy to hear that you did go to South by
4 Southwest. Those type of creative ideas
5 of trying to market the City of
6 Philadelphia, that's something that
7 historically we have not done on the
8 business side. We have done it on the
9 tourism side if you see what the City of
10 Philadelphia has done from when they
11 started as an initiative under Mayor
12 Rendell to what they're doing now.
13 However, they have been able to do that
14 with an income stream. They have been
15 using the hotel tax as one of providing
16 dollars. So one of the things I have been
17 trying to think of and work with you as
18 well is trying to find some kind of
19 dedicated funding stream to vie the
20 resources for the City to really market
21 itself outside of the Philadelphia and
22 suburban regions to other regions outside
23 of Philadelphia, Pennsylvania and also in
24 a national level. That's where the growth

1 is. I, too often, would see what I call
2 the Andrew Cuomo commercials, come to New
3 York, state of opportunity, we have all
4 these tax breaks. And I'm not saying that
5 we'll have the resources to do T.V. ads
6 like that, but we still have ways that we
7 can market the City of Philadelphia.

8 So that takes me to the issue
9 regarding DNC, which will be here July
10 25th through the 28th. There will be a
11 number of corporations here. I have
12 already had conversation with people from
13 different companies outside of
14 Philadelphia who will be coming here. Are
15 we doing any way of marketing Philadelphia
16 to companies coming to the DNC considering
17 that, like, the Navy Yard is not that far
18 from the Convention Center and also Wells
19 Fargo? Are we putting that stuff in place
20 now?

21 DIRECTOR EPPS: Yes. But we could
22 do a better job. In fact, what's
23 happening more so than the City is the
24 region and the City has got to do catch

1 up. So the answer is yes, but from a City
2 perspective we can do a better job and we
3 will. Right now it's more on a regional
4 level.

5 COUNCILMAN GREEN: Just from the
6 perspective of talking with someone with
7 Angela Val, who is now working at the DNC,
8 from a staff perspective -- I'm sorry,
9 host committee perspective, she can tell
10 you which corporations are, you know,
11 reserving different space for dancing and
12 is having information from this to Navy
13 Yard. And that's something that should be
14 in their packages so they can see, oh,
15 this is something, opportunities here in
16 Philadelphia. So when they're thinking
17 about things, thinking about doing these
18 type of things, they have the information
19 there. And even doing a tour during the
20 convention week to the Navy Yard. That's
21 a quick perspective that can be
22 accommodated. I think that's something
23 that can be done.

24 DIRECTOR EPPS: That is a great

1 suggestion. And by the way, I appreciate
2 some the texts you have been sending me.
3 Keep them coming.

4 COUNCILMAN GREEN: Yes. The other
5 thing I want to focus on -- and I have
6 some questions about procurement, but I
7 know procurement will be here on April
8 20th. But I want to talk in reference to
9 Ms. Dowd Burton regarding enforcement.
10 What's the perspective of OEO regarding
11 enforcement? And earlier I talked about
12 the wheel or unfortune. We also have what
13 I call the mismatch game. And I'm using
14 that perspective because you have various
15 firms of color, subcontractors who get put
16 on a bid or part of a participation range
17 for RFP and they think they may get the
18 work later but don't get the work. And
19 there's various entities who historically
20 use that mismatch game process of
21 including firms of color in their
22 responses, but not really using them to do
23 the work. So what has been done
24 historically from an enforcement

1 perspective and what's the perspective of
2 OEO in that regard?

3 MS. BURTON: So we started our
4 tenure with the City about six years ago.
5 And we made it very clear at that time,
6 and until this day, that we work closely
7 with the Inspector General's office, the
8 controller's office. We work with
9 operating departments to ensure that
10 contracts that are put in place, that
11 there's compliance on them. Now there are
12 2,000 contracts led each year, over 2,000
13 led each year by the City. And if there
14 are specific issues with contracts that
15 you're aware of or colleagues here,
16 members of Council, we will be more than
17 happy, as we have in the past, with
18 Councilwoman Blondell Reynolds Brown and
19 others to get the details of a particular
20 issue that may be raised by a company, get
21 the specifics in terms of their
22 relationship, the contract that they're
23 talking about, the operating department
24 that they're engaged in, and identify what

1 is the issue in that relationship. If
2 there is a scam or a fraud, we will more
3 than happy to investigate. And as we have
4 in the past with UGI, with Corizon, with
5 the Betts and a number of other companies
6 that have been investigated, Bach, where
7 we have had proceedings against them, had
8 settlements with regard to their
9 performance on City contracts. JHK was
10 barred from the City. Bach was debarred.
11 So there are actions that have been taken,
12 but what we really need is a collaborative
13 effort that says if you're identifying or
14 if there are others that have identified
15 issues, that they contact our office.

16 COUNCILMAN GREEN: I mean, ones you
17 describe as more of a reactive
18 perspective. From my understanding, most
19 of those actions that you made reference
20 to were initiated either through the IG's
21 office or controller's office. What are
22 you doing from a proactive perspective of
23 letting minority firms, firms of color,
24 WBEs know that if they are not being used

1 to come talk to you about these issues and
2 letting people know in the process?

3 MS. BURTON: So I want to -- I want
4 to suggest that the IG's office identified
5 the issue based on conversations with the
6 Office of Economic Opportunity and that
7 the findings we identified either working
8 with operating departments or talking to
9 companies. We go to the Inspector
10 General's office and solicit their
11 engagement in investigating issues. We
12 work with the Controller's office. One of
13 the reasons why we have done this,
14 especially early on, was to make sure the
15 market understood that we would not
16 tolerate noncompliance. And that is on
17 the primes -- the prime contractor side of
18 the house, as well as the minority and
19 women-owned business side of the house.

20 COUNCILMAN GREEN: My time is up.
21 I hear what you're saying, but the actions
22 speak louder than words. It has been my
23 observation of being in, not this chair
24 but being in this -- working in Council

1 for a number of years and even prior to
2 OEO there really has not been that
3 proactive nature of letting businesses
4 know if issues come up where to go. So I
5 hope that will be a new perspective going
6 forward.

7 MS. BURTON: Absolutely.

8 DIRECTOR EPPS: Councilman Green,
9 we would take any suggestions,
10 recommendations on how to can improve it
11 from you or any other person in Council.

12 MS. BURTON: Thank you.

13 COUNCILMAN GREENLEE: Thank you,
14 Councilman.

15 Councilwoman Gym.

16 COUNCILWOMAN GYM: So I had a
17 question about the economic opportunity
18 plan database. And it has some data on
19 compliance-closed projects, those that are
20 divided up by City, quasi-public and
21 private. And it shows that the percentage
22 of City projects that met their goals was
23 about a third. So twenty-thirds do not
24 meet their goals, as opposed to like 70

1 percent quasi-public and 60, 63 percent
2 private actually met goals. And that the
3 percentage that missed the goals by a
4 marginal amount is around 44 percent. A
5 significant amount. So it's not like
6 we're missing goals by huge amounts where
7 it's impossible or we're off-shooting.

8 But, you know, I'm curious about to
9 what extent the department is taking a
10 look at why City projects, in particular,
11 are not meeting their goals at such a
12 significant level and how it's
13 understanding this kind of incremental
14 area where it's missing them. What is
15 going wrong and what we're doing to
16 proactively to fix it.

17 MS. BURTON: So if you look at the
18 closed projects, yes. There are projects
19 that the goal was 36 percent. If you look
20 at the active projects today, 64 percent
21 of them right now are either leading or
22 exceeding their goal. If you go down to
23 the next line, you'll find those projects,
24 closed projects, that are within five

1 percent of their goal is up 45 percent.
2 So we're talking about 81 percent of the
3 closed projects are within five percent of
4 goal. And a lot of that has to do with
5 where we set and how we set goals. And we
6 do take a look at, are we setting the
7 goals too aggressively, what else do we
8 need to know about the project. We're
9 working with the operating department.
10 And I think you'll see when you look at
11 our active projects, that we are making
12 some inroads and there's still more work
13 to be done, but that's how we're improving
14 our performance.

15 COUNCILWOMAN GYM: So I guess, you
16 know, my only feedback on that is that I
17 don't know that there's been a tremendous
18 sentiment that OEO has been -- I mean,
19 that we have been incredibly successful
20 and robust in this effort and that we're
21 being too aggressive around our expansion
22 nature of it. And so I guess it's in part
23 that this effort to meet the goals is not
24 because we set our standards too high, but

1 what more we can do to actually ensure
2 that these projects have met goals and to
3 try to understand them a little bit
4 better. So I commend the department that
5 active projects are on par. I'm just
6 concerned about what the past history has
7 been and whether we're trying to
8 understand the gap. So it's not so much
9 that we were close but didn't make it, but
10 it's more like we continually fail to move
11 the needle on -- so many people feel like
12 we're not moving the needle far enough,
13 fast enough on this issue and so I don't
14 want the approach to be, you know, we were
15 almost there, but more like, you know, we
16 need it to be there and we need to
17 understand why you didn't get there.

18 MS. BURTON: So, Councilwoman, can
19 I just give one other comment. If you
20 look at the top of that scale, you'll find
21 that our goal was on average 27 percent.
22 And that's in terms of the commitments
23 that were made and the achievements. So
24 we're continuing to raise the bar. That's

1 how we're going to sort of achieve our 30
2 percent and then moving on to the 35
3 percent goal. So as we continue to raise
4 the bar the trajectory is going in the
5 right direction. So we're looking forward
6 to working with you and the business
7 community.

8 COUNCILWOMAN GYM: Sure.
9 Absolutely.

10 DIRECTOR EPPS: So all our measures
11 basically say the same thing, that is
12 we're going in the right direction, just
13 not fast enough.

14 COUNCILWOMAN GYM: Right. And I
15 think that the feeling from the public and
16 from many businesses is not that the City,
17 you know -- it's just that we have not
18 done enough and the attitude when we miss
19 our goals shouldn't be, you know, we were
20 almost there. It should really be
21 understanding why didn't we meet them in
22 order to assure the public that we're
23 super aggressive about this and that we're
24 reflective about the areas in which we're

1 not making it. Again, I would say that if
2 we were missing goals by 10, 20 percent,
3 we projected wrong and that kind of thing.
4 But when we're missing goals by marginal
5 amounts, then there's a problem that could
6 have been solved in what seems to be more
7 of a good way. I don't actually
8 understand this process, but it would be
9 good to know.

10 And then one quick question. I'm
11 clarifying the First Source hiring.
12 Whether the hiring that was mentioned is
13 permanent jobs. Because it's my
14 understanding that First Source was
15 supposed to be about permanent jobs.
16 Appreciate the Commerce Director's
17 attention to understanding that in order
18 to lift people up out of poverty we need
19 to give them that, and First Source was
20 supposed to be a great vehicle to ensure
21 that Philadelphians got first shot at
22 these jobs and that they were supposed to
23 be permanent. Could you just clarify
24 permanent versus --

1 MS. HOWARD: I'll ask to ask about
2 the jobs that were created actually,
3 because I'm not certain about whether or
4 not they were permanent jobs. But First
5 Source, as you know, is for beneficiaries
6 of financial assistance and so there's a
7 limited number of First Source
8 beneficiaries. And what we're doing in
9 terms of the Talent Development Unit is
10 being more proactive so that -- with First
11 Source beneficiaries are told okay, if you
12 get this financial assistance you need to
13 go to Philadelphia Works, you have to
14 spend ten days, you know, getting
15 referrals, which is a great thing but to
16 them it seems like this is a hoop I need
17 to jump through. We want to be more -- we
18 want to help you create jobs, we want to
19 help you hire Philadelphians. So with the
20 Talent Development Unit we're going to
21 work very closely with Philadelphia Works
22 to get employers to work with Philadelphia
23 Works to hire Philadelphia residents.

24 COUNCILWOMAN GYM: Sure. I mean,

1 you know, like I think that's very
2 important. It's also really important on
3 our end to make sure that we track it.
4 And I believe that if Commerce is the
5 designated director for First Source it is
6 really important for us to ensure that all
7 projects will be designated in that way
8 and that, you know, an administrative
9 imposition on say the W Hotel or the
10 Gallery shouldn't be something on our
11 directive to do. But that has to be
12 proactive within Commerce to ensure that
13 this is something that is done.

14 MS. HOWARD: Absolutely. And we
15 are working with those projects --

16 COUNCILWOMAN GYM: And will be full
17 report detail whether permanent -- how
18 many permanent jobs are created?

19 MS. HOWARD: Yes. Yes. Once those
20 jobs have been created we will --

21 COUNCILWOMAN GYM: Thank you.

22 COUNCILWOMAN BROWN: Very well.

23 Councilman Taubenberger.

24 COUNCILMAN TAUBENBERGER: Thank

1 you, Madam Chair.

2 Just a follow up because I don't
3 think I was clear on this. In fact, I
4 know I made an error. I asked that your
5 Office of Business Development in regards
6 to procurement, that that list that your
7 -- that you have held and has potential
8 opportunity to bid on -- and are
9 Philadelphia firms -- have opportunity to
10 bid on Philadelphia contracts, if that
11 could be shared with Procurement, not
12 necessarily with me. I actually kind of
13 left the indication that I wanted the
14 list. I don't want the list. I want the
15 list to go to Procurement so these
16 Philadelphia companies could participate.
17 So I want to be clear on that. Thank you.

18 I do have one additional question I
19 didn't have a chance to ask. It's my
20 understanding that eConsult has done some
21 analyzation on what it means financially
22 for the City of Philadelphia to be a World
23 Heritage site. Have you had an
24 opportunity to look at those numbers?

1 Have they shared that with you or --

2 COUNCILWOMAN BROWN: To be what
3 kind of a site?

4 COUNCILMAN TAUBENBERGER: A World
5 Heritage site. We're the first in the
6 United States to be a World Heritage site
7 and that means a lot for tourism.

8 MS. HOWARD: Yes, they have
9 definitely shared that. The City has been
10 a partner with Global Philadelphia
11 Association and the World Heritage Project
12 and Global Philadelphia Association asked
13 the eConsult to produce that report and
14 they did that study.

15 COUNCILMAN TAUBENBERGER: In
16 reviewing that, is there anything that
17 could be added to the budget or moved
18 around to make sure we as a City
19 capitalize on this recognition of being a
20 World Heritage site?

21 DIRECTOR EPPS: So we think that on
22 the hospitality and tourism side that the
23 resources reside in other places. I think
24 we said that as of Friday we are hiring a

1 Director of International Investment, and
2 one of the roles that she will play -- in
3 this case it is a she -- is helping to
4 validate how we translate that World
5 Heritage -- and I would also say our
6 relationship with sister cities, into a
7 business outcome. We want to use those
8 relationships with those cities to
9 increase imports, exports, and try to see
10 if there are entities in those cities, be
11 it public or private, that have a need for
12 a North American location -- northeast
13 United States location, and we want to
14 influence them because of our partnerships
15 to have them be Philadelphia. And we're
16 in cities already that we think we may
17 have some results over the next year.

18 MS. HOWARD: I also just want to
19 add that the former Deputy Mayor Alan
20 Greenberger and now Harold Epps will be --
21 Alan was involved in fundraising
22 foundations in the private sector and we
23 were able to raise around \$300,000 that
24 were not taxpayer dollars, and Harold will

1 be involved in doing more of that
2 fundraising. So we are raising dollars,
3 but we're looking to do it from
4 foundations and private sector.

5 COUNCILMAN TAUBENBERGER: Thank you
6 very much. Thank you, Madam Chair.

7 COUNCILWOMAN BROWN: You're
8 welcome.

9 Will this new professional be
10 reporting to you, Secretary Epps?

11 DIRECTOR EPPS: International --
12 it's in the department order. It reports
13 to Deputy Director Duane Bumb, directly.

14 COUNCILWOMAN BROWN: I see. Okay.
15 Councilwoman Blackwell.

16 COUNCILWOMAN BLACKWELL: Thank you,
17 Madam Chair.

18 I would be remiss if I did not
19 introduce the head of PIDC who was here,
20 John Grady, in the back. Many people
21 don't see him often, but we appreciate him
22 and we need him and we use him more and
23 more every day. So thank you for being
24 here.

1 DIRECTOR EPPS: I did not recognize
2 that John was behind me, but let me just
3 say this about PIDC having been by Charter
4 on the board, and that is about 50 percent
5 of their loans last year were to minority
6 women-owned business. And I can tell you,
7 coming from the African American
8 community, that over the years with PCDC
9 being closed, PIDC has had to earn an
10 increasing favorable reputation within the
11 minority community, and I want the word to
12 get out that a great job is being done on
13 supporting minority businesses from the
14 loan portfolio inside PIDC.

15 COUNCILWOMAN BROWN: Mr. President.

16 COUNCIL PRESIDENT CLARKE: Thank
17 you, Councilwoman. Good evening. Sorry I
18 haven't been around. Today I have been
19 making numerous stops across the street.
20 Scheduling challenged.

21 A couple quick questions. One, I
22 just want to follow up on your reference
23 to the percentage of loans out of PIDC.
24 You said 50 percent. Was it 50 percent

1 dollar value also? Was the 50 percent the
2 number?

3 DIRECTOR EPPS: 50 percent of the
4 loans. Not the dollar value.

5 COUNCIL PRESIDENT CLARKE: I need
6 to know what the dollar figure is.
7 Because it could be 50 percent in terms of
8 the number of loans, but the aggregate
9 amount --

10 DIRECTOR EPPS: We have it. We can
11 get it to you.

12 COUNCIL PRESIDENT CLARKE: Can you,
13 please?

14 DIRECTOR EPPS: Yeah.

15 COUNCIL PRESIDENT CLARKE: A couple
16 of local issues. Everything is local.
17 You have scheduled a number of tours on
18 commercial corridors, I understand.

19 DIRECTOR EPPS: Yes.

20 COUNCIL PRESIDENT CLARKE: So one
21 of them, I believe, is on the 11th is in
22 my district of Germantown/Mt. Airy. Not
23 that you would know that. I don't even
24 know what I'm doing.

1 DIRECTOR EPPS: Exactly. But if
2 you say so, I'll be there.

3 COUNCIL PRESIDENT CLARKE: So met
4 with actually the business association
5 from there two days ago in my office and
6 there were a number of issues with respect
7 to all kinds of things, Streets Department
8 related, Parking Authority related,
9 general issues, cameras, the whole nine
10 yards. So my suggestion and I'll give it
11 to you now, make it a lot easier than me
12 sending you a request, that that meeting
13 not only be a tour, but we also have the
14 pertinent individuals -- and I actually
15 have a list of things that they were
16 concerned about. As a matter of fact, I
17 actually already talked to the L&I
18 Commissioner, he was here yesterday. He
19 said he would love to be a part of that.
20 So I don't know if that would have to come
21 from you as the Commerce Director or the
22 Managing Director or from me, but I don't
23 want to go out there and give you a list
24 of issues and then you got to have a

1 subsequent meeting to bring back the
2 people who would ultimately be
3 responsible. So that's the way for my
4 long history in government, you bring the
5 commissioners out or their designee and
6 you get stuff done day one.

7 DIRECTOR EPPS: So two responses.
8 One is that Director Fegely will make sure
9 that the right people are on that visit.
10 But you and in the room, will say it
11 again, as a result of past visits, if
12 nothing else, what we have learned is that
13 the need for cross functional, cross
14 department integration is critical to
15 solving a lot of the issues that affect
16 our corridors and our business. Doesn't
17 matter whether it's streets, lights,
18 storefront camera, whatever, they often
19 require cross-function integration.
20 There's a team being formed, lead by Ms.
21 Fegely and Mr. Brian Abernathy, to bring
22 all functions to the table, using real
23 life field examples that we have seen in
24 multiple tours as problem resolution

1 opportunities.

2 COUNCIL PRESIDENT CLARKE: So
3 you're saying that you've already done
4 that in the tours you've had? I'm trying
5 to understand what you you're saying.

6 DIRECTOR EPPS: I'm saying two
7 things. We'll bring the right people to
8 your district. But we have already
9 learned that we need a cross-functional
10 team made up of all departments to solve
11 -- we see the same problems across all
12 districts.

13 COUNCIL PRESIDENT CLARKE: Well, I
14 know they know that because -- I mean,
15 you're new, that's why I'm saying it to
16 you.

17 DIRECTOR EPPS: Yeah. We're going
18 to do both.

19 COUNCIL PRESIDENT CLARKE: So you
20 know that?

21 DIRECTOR EPPS: Yes. Absolutely.

22 COUNCIL PRESIDENT CLARKE: Okay. I
23 don't like to have a bunch of meetings.

24 DIRECTOR EPPS: Right. I don't

1 either.

2 COUNCIL PRESIDENT CLARKE: Bring
3 everybody here and let's get done. The
4 other thing my good friend, those lights
5 up on North Broad Street. You know you
6 weren't getting out of here without me
7 asking you about those lights. When are
8 we going to do something about that? I
9 have got so much criticism -- I have yet
10 to talk -- Councilman, can tell you. I
11 have yet get a single person tell me they
12 like the lights on Broad Street. It's
13 like embarrassing. Spent like 16 million
14 dollars for these things and you can't see
15 them at night.

16 MR. BUMB: Duane Bumb, Deputy
17 Commerce Director. The lights that
18 weren't very bright when they were -- the
19 custom-made lights --

20 COUNCIL PRESIDENT CLARKE: They
21 were what?

22 MR. BUMB: As it turned out, they
23 were custom-designed lights. So not very
24 bright. We had meetings late last fall

1 and other meetings early this year to come
2 up with design solutions for that, which
3 we believe we had come up with. We
4 ordered new demonstration lighting
5 elements to be installed, and they were
6 installed and they were defective and
7 they've been sent back and will be
8 reinstalled --

9 COUNCIL PRESIDENT CLARKE: They
10 were defective?

11 MR. BUMB: They were defective.
12 They should be reinstalled within the next
13 two weeks. In fact, maybe within the next
14 week. I know there's another tour on
15 North Broad Street and they should be in
16 place on two different installations. And
17 to the extent that they do what we believe
18 they will do, we've -- we will be ready to
19 order immediately all the other -- there
20 are 41 light fixtures in total.

21 COUNCIL PRESIDENT CLARKE: All
22 right. Now whose cost is that?

23 MR. BUMB: So the --

24 COUNCIL PRESIDENT CLARKE: So from

1 my perspective, they were defective day
2 one. So do we have to eat the cost of the
3 additional fixtures?

4 MR. BUMB: The defective fixtures
5 -- the two that were installed that were
6 defective, they were sent back and will be
7 replaced.

8 COUNCIL PRESIDENT CLARKE: I'm not
9 talking about those. I'm talking about
10 all 40 of them. Why would we put all of
11 those lights in the middle of Broad Street
12 and you can't even see them at night, it's
13 like --

14 MR. BUMB: There's the additional
15 cost for additional elements that we are
16 installing, those are initial costs which
17 are actually pretty minimal.

18 COUNCIL PRESIDENT CLARKE: Minimal
19 as in free? I'm just trying to say the
20 architect -- somebody should be
21 responsible. We had that presentation --

22 MR. BUMB: The architectural firm
23 provided new design at no cost to us. The
24 additional elements which we will add to

1 the lights, not replace but add to the
2 lights, do add costs which are probably
3 literally a couple hundred dollars per
4 fixture. So not a big cost in the scheme
5 of how expensive this entire project was.
6 And that cost can be absorbed through the
7 remaining contingency in the budget for
8 construction costs. So it is -- it is
9 absorbed into the project cost.

10 COUNCIL PRESIDENT CLARKE: Okay.
11 And the streetscape -- I just want to make
12 sure because I know we had a conversation
13 about -- because right now there's not a
14 single plant along Broad Street.

15 MR. BUMB: So I think there are two
16 different parts to that. One is, there is
17 a punch list of items, including any sort
18 of trees or other plants that were created
19 have a one-year warranty on them. And so
20 some have already been identified as
21 non-viable are being replaced this spring.
22 They can't be replaced quite yet. But
23 there's a final walk-through on the
24 one-year anniversary which will be, I

1 think, in October of this year and all
2 will have to be replaced and living at
3 that point.

4 But I think the second part, the
5 meeting we had in your office, which was
6 despite the fact that whether all those
7 plants are alive or not, there weren't --
8 there wasn't enough landscaping really
9 designed into this and we are working with
10 --

11 COUNCIL PRESIDENT CLARKE: They
12 were, like, little Charlie Brown bushes.
13 It was, like, embarrassing.

14 MR. BUMB: I remember you using
15 that exact phrase. We are working with --
16 we're funding additional sort of
17 architectural -- or landscaping design and
18 we're going to do that through North Broad
19 Renaissance. They're on the contract for
20 that.

21 COUNCIL PRESIDENT CLARKE: Thank
22 you.

23 COUNCILWOMAN BROWN: I need some
24 clarity on Council President's question.

1 So ultimately who's responsible for the
2 fix of those lights? Is it on the City or
3 is it on the architectural firm?

4 MR. BUMB: The architectural firm,
5 we believe, has provided a design that
6 works. We will not know that until we get
7 working fixtures in place. To the extent
8 that they have to be redesigned, we would
9 call the architectural firm back for that
10 additional redesign.

11 COUNCILWOMAN BROWN: So ultimately,
12 who will be responsible for the remedy or
13 the fix of the lights?

14 MR. BUMB: Right. I think that
15 that is a shared responsibility. We, the
16 City, will deliver an acceptable project.
17 To the extent that there is work that is
18 needed by any of the professional firms,
19 we will require that as part of their
20 contract.

21 COUNCILWOMAN BROWN: What does the
22 contract say?

23 MR. BUMB: We added scope to the
24 contract for this. So the contract

1 requires them to provide us working
2 fixtures.

3 COUNCILWOMAN BROWN: Repeat your
4 last sentence.

5 MR. BUMB: The contract requires
6 the design team to provide us with design
7 for fixtures that meet the City's
8 acceptance.

9 COUNCILWOMAN BROWN: Councilwoman
10 Blackwell.

11 COUNCILWOMAN BLACKWELL: Thank you.
12 My question is similar in nature and that
13 is flags. I know I have been worrying
14 City departments for about two years. We
15 have about eight African and Caribbean
16 flags that we have been asking for.
17 That's where everybody, as we go down on
18 the Northeast corridor, you borrow a flag,
19 you do your ceremony, and then you return
20 the flag. But we have been asking -- I
21 think there may be about 33 overall.
22 There are flags that have worn out, there
23 are flags that are missing. And we used
24 to change them a few times a year. And

1 I'm really hopeful that with the DNC
2 coming here that we will have countries
3 represented. It's embarrassing when
4 people come and we have delegations here
5 and so forth and so on and their flag is
6 missing or nonexistent. So we would like
7 to know when we can expect that and can we
8 get that stuff done. There are letters
9 every place. We have been asking for it
10 for a couple years.

11 COUNCILWOMAN BROWN: Any comment,
12 reaction to that?

13 MR. BUMB: So you're referring to
14 the flags on the Parkway?

15 COUNCILWOMAN BLACKWELL: Yes.

16 MR. BUMB: That is an interagency
17 sort of issue. Commerce works closely
18 with City reps and with the Managing
19 Director's office and we will follow up on
20 that.

21 COUNCILWOMAN BLACKWELL: Please.
22 And let us know. Hopefully we can get it
23 before the DNC comes.

24 COUNCILWOMAN BROWN: Okay.

1 COUNCILWOMAN BLACKWELL: Thank you.

2 COUNCILWOMAN BROWN: So I'm going
3 to ask again. Who ultimately is
4 responsible for the fix of the
5 circumstance on North Broad Street? And
6 who -- let me back up. Because I too
7 share some of the concerns raised by
8 President Clarke as far as, oh my gosh,
9 who paid for this, who approved this. So
10 was that a Commerce Department decision?

11 MR. BUMB: The design was -- the
12 Streets Department held the contract.
13 Funding came through Commerce and we were
14 part of the team.

15 COUNCILWOMAN BROWN: So that was a
16 Streets Department decision? Talk into
17 the mic.

18 MR. BUMB: The decision was --
19 there was a whole collective design team
20 from the City, it included the Commerce
21 Department. There's no question we were
22 involved. The Streets Department held the
23 contract because this was work on the
24 public right-of-way. So they held the

1 contracts for us using funding that we had
2 procured, both city capital, some state
3 capital funding, and some state PennDOT
4 funding. So there's a very specific
5 amount of public funding that was put in
6 place for that. We worked also closely
7 with what had been Avenue of the Arts and
8 is now the successor organization, North
9 Broad Renaissance.

10 COUNCILWOMAN BROWN: Very familiar
11 with why they had to organize.

12 MR. BUMB: So they were from the
13 very beginning of the design -- it was the
14 nonprofit organization that was actually
15 acting as the advocate for this entire
16 project. Again, that sort of -- they
17 handed off the baton very close to the
18 end, but they were on point -- they
19 engaged the architectural firm. We did
20 not.

21 COUNCILWOMAN BROWN: So the
22 nonprofit engaged the architectural firm.
23 That clarity is important.

24 MR. BUMB: Yes. They engaged them.

1 So, again, a little difficulty for us to
2 -- but we're remedying -- again, we have
3 identified the funding. And the
4 approvals, again, comes from both --
5 because it's in a public right-of-way,
6 both PennDOT and the Streets Department
7 also must approve all details of design in
8 that right-of-way. So we're -- Commerce
9 is on point to coordinate the solution.
10 So I'm not going to walk away from that.
11 We believe the solution is working with --
12 and we have got an agreement with the
13 design team to deliver a design which,
14 again, they have done. We can't
15 demonstrate its success because we haven't
16 installed the corrective fixtures yet.
17 But we believe we have a design. We have
18 got the lighting subcontractor also has
19 agreed to sort of reinstall those
20 fixtures. And so, again, it's
21 unfortunate. We had hoped to have this
22 corrected a month ago, but the installed
23 corrective fixture for some reason was
24 defective. Whether that was from

1 shipping, we don't quite know. The
2 supplier is taking it back, replacing it,
3 and we will install it again within the
4 next ten days, and at that point we should
5 know more definitively is that the sort of
6 the right solution. We will -- as part of
7 that we will be back out in an evening
8 inspection with the design team, with
9 North Broad Renaissance, with the Streets
10 Department, all the sort of organizations
11 that were part of this sort of project to
12 make sure that we were all -- and that
13 they include the Council President's
14 office representatives to make sure that
15 we have a solution that everyone --

16 COUNCILWOMAN BROWN: By when? A
17 solution by when? Given all of those
18 actors and all of those stakeholders --

19 MR. BUMB: Well, again, my
20 expectation is we can have the lights --
21 the corrective in two light fixtures in
22 the next two weeks, we can schedule that
23 immediately. As soon as it's dark, we can
24 sort of do the visual inspection. And

1 once we sort of get a collective yes, this
2 is an improvement, we will order the
3 remaining 39 elements and they will be --
4 they can be installed within the 30-day
5 period.

6 COUNCILWOMAN BROWN: As a
7 department, what are the lessons learned
8 for that kind of expenditure that ended up
9 happened to be -- it's more than a
10 re-tweak, it's a redo in many respects.
11 What are the lessons by the Department
12 given that level of expenditure?

13 MR. BUMB: Well, sort of one lesson
14 is that when you sort of try to create a
15 unique fixture that has never been used
16 anywhere before, you run a grave risk that
17 it's not going to do what you wanted it to
18 do. And so -- and this fixture, even by
19 the Streets Department sort of
20 requirements, was not intended to
21 illuminate the street. It was intended to
22 be artistic and decorative.

23 COUNCILWOMAN BROWN: At the cost of
24 what?

1 MR. BUMB: The cost was like in the
2 12 million-dollar range for the entire
3 project. That includes both the
4 landscaping components, as well as the
5 lighting components.

6 COUNCILWOMAN BROWN: So I'm going
7 to rest it there, only because it's a
8 district councilperson, but if I was the
9 district councilperson I would insist on
10 seeing the yield, the bottom line remedy
11 in writing on who's responsible for what,
12 and because the question still has not
13 been answered, ultimately who pays for the
14 redo. So we'll leave it there. Thank you
15 very much.

16 Anyone else offer testimony or to
17 ask questions of the Commerce? Very well.
18 Thank you all.

19 - - -

20 COUNCILMAN HENON: Welcome to your
21 first City Council budget hearing, and I
22 want to congratulate you on your
23 appointment to the new administration. I
24 know not just myself but along with my

1 colleagues in this body are excited about
2 some great things are coming our way
3 through the City reps office, so welcome.

4 If you could state your name for
5 the record and begin with your testimony,
6 please.

7 MS. HESS: Hi. Thank you,
8 Councilman Bobby Henon. Sheila Hess, City
9 Representative. Well, as I mentioned,
10 good evening, and I am so proud and super
11 excited to be here. I'm City
12 Representative. So I'm joined here this
13 evening with my colleagues. My First
14 Deputy City Representative Margaret Hughes
15 and then I also have Deputy City
16 Representative Elka Battle-Murillo. And I
17 am so pleased to appear on behalf of the
18 Office of City Representative request for
19 a fiscal year '17 general fund budget
20 total of one million 10 thousand eleven
21 hundred dollars. Now that's a decrease of
22 \$73,820 from fiscal year '16 estimated
23 obligation levels.

24 So during the first 101 days of

1 Mayor Kenney's administration, the OCR has
2 produced four major events with a combined
3 63,000 attendees. Represented the City at
4 close to 20 different business and civic
5 functions. I met with five international
6 delegations and provided almost 400 gifts
7 of recognition. Created 130 ceremonial
8 documents for local residents and
9 organizations. And garnered almost 30
10 million dollars and made the impressions.

11 So the Office of City
12 Representatives, we're called the OCR,
13 promotes Philadelphia and all it's diverse
14 neighborhoods as premiere tourism
15 destinations and ideal places to live in,
16 locate business in with a sense of pride.
17 The OCR proactively reinforces this
18 essential marketing message through the
19 production of special events and major
20 attractions throughout the City. Now,
21 this is a central part of Philadelphia's
22 identity.

23 As the OCR's strategic plan to
24 increase the Department's presence and

1 positive impact within our vital
2 neighborhoods is implemented, fiscal year
3 2017 will be populated with every event
4 taking place at all points across the City
5 for all ages, all cultures, and high
6 quality, cost effective, and innovative
7 events that are welcoming and accessible.
8 The OCR provides ceremonial documents as
9 you all know, and gives the recognition to
10 acknowledge exceptional service to the
11 City and its citizens. Council members
12 also frequently call our office upon the
13 OCR to provide such acknowledgements to
14 deserving constituents and businesses
15 within their respective districts.

16 As City Representative my direct
17 participation in a variety of public,
18 private, and business functions extends
19 the reach of the Mayor's office and
20 furthers the OCR marketing mission to keep
21 that momentum going. The City
22 Representative serves the City in an
23 ambassadorial role to improve global
24 visibility and advance economic

1 development internationally.

2 So since January 4th, I have had
3 the pleasure of welcoming lots of
4 different dignitaries, business
5 delegations from the Province of Quebec,
6 Canada, the Republic of China, Mongolia,
7 Japan and Ireland. It's been amazing.
8 The OCR team is taking a new collaborative
9 approach and working with internal City
10 departments and already we have touched a
11 lot of different lives in those
12 departments. Civic groups and nonprofit
13 organizations, as well as a business
14 community at large to strengthen the
15 internal and community partnerships. The
16 OCR excels at this kind of relationship
17 building, and we will utilize this
18 specialized expertise to serve in a
19 bridge-building world, linking the
20 neighborhood groups and organizations with
21 the City departments and resources that
22 support the development of successful
23 special events.

24 So the OCR has historically served

1 as the production home, as you know, to
2 the City's largest signature events.
3 That's Wawa Welcome America and the
4 Philadelphia Marathon. So production
5 responsibility for these programs has
6 recently redefined, but we have enhanced
7 it in order maximize the department
8 resources and best utilize the areas of
9 the staff expertise. So as an example,
10 Wawa Welcome America 2016, we will see the
11 OCR continuing to produce the festival
12 Celebration of Freedom, and that is known
13 as the morning ceremony at Independence
14 Hall on July 4th. And we will be
15 providing the overall festival with
16 marketing and promotion support, while the
17 nonprofit now, Welcome America, Inc., will
18 take the lead in event programming and
19 sponsorship development. These
20 enhancements will enable the OCR to expand
21 its event roster in a number of
22 neighborhood-based events that take place
23 to increase community engagements and
24 market the distinct character of these

1 neighborhoods. The OCR will rely on
2 Councils' intimate knowledge of all the
3 district constituency and the intelligence
4 gathered by Councils' standing committees
5 to maximize community outreach and assess
6 community needs. So working with also the
7 City's new director -- digital director
8 and the OIT department, I was really
9 excited that the OCR has launched a brand
10 new, redesigned Website for all direct
11 public access and input. It's a new
12 functionality and it's focusing on the
13 improvement of the citizens' customer
14 experience and it allows the OCR to
15 connect with these new partners in the
16 community with proactive messaging. The
17 OCR Website has been designed as a
18 platform, and it includes social media now
19 as a means to establish a more inclusive
20 dialogue with our citizens here in our
21 region, as well as a broader outreach to
22 the world. Examples of current OCR
23 programs and events impacting the City's
24 diverse neighborhoods and communities

1 include the Philadelphia, that's promoting
2 fashion and design and retail corridors
3 from Germantown to South Philadelphia and
4 beyond; the Philadelphia marathon that
5 features the Cheer Zone promotions in
6 neighborhoods located all long the 26.2
7 mile course from Manayunk to West
8 Philadelphia; and PAL Day at City Hall,
9 for example. That is engaging youth
10 served by 18 PAL centers located in the
11 underserved communities across the City
12 and that's just to name a few. In
13 addition and upon request of the Mayor's
14 office, City departments and community,
15 civic and business leaders, the OCR
16 organizes a variety of community events,
17 including the memorial ceremonies,
18 groundbreakings, ribbon cuttings, and
19 frequently takes place in council
20 districts and your own neighborhoods. As
21 I mentioned, these are just a few of the
22 highlight from the OCR's published
23 testimony. I have not yet touched on the
24 OCR support of all the other major events,

1 including the excitement coming up in just
2 a hundred days -- a little bit more than a
3 hundred days with the DNC in July where
4 our staff are now actively participating
5 on DNC planning and serving on several
6 committees. I also want to add that just
7 last week our team was very fortunate to
8 be part of the big picture to plan the
9 Villanova parade in three days. I think
10 all City services and partnership with
11 Villanova was outstanding. It was safe,
12 it was fun and it was a great event, and I
13 got to see firsthand what it takes to put
14 on such a production. And let me tell you
15 that the City of Philadelphia is ready to
16 do this more and more. We're capable.
17 We're seasoned. We're experience. And we
18 do it with a pleasure and a positive
19 attitude. So our department has, as you
20 mentioned, Councilman, a new energy and we
21 are trying to instill it throughout all of
22 our community and continue to build upon
23 the trust with open dialogue and a much
24 more transparent communication with all

1 our partners and new partners to be as we
2 definitely are going to be much more
3 visible in our community. So I thank you
4 for this time. I thank you for this
5 opportunity to present this testimony at
6 the end of the day in person today, and I
7 welcome any questions or comments from the
8 council members that remain. So thank
9 you.

10 COUNCILMAN HENON: Well, thank you
11 for your testimony. And, again, I
12 certainly appreciate your energy and look
13 forward to OCR and its new vision or
14 continued vision.

15 MS. HESS: An enhanced vision.

16 COUNCILMAN HENON: Enhanced vision.
17 Very well put. And it's our hope that we
18 grow and build off of some of the
19 international recognition that already
20 exists, and I think there's opportunities
21 to communicate more with the business
22 community and have them as real partners
23 with the City. Is that going to be a part
24 of the growth of OCR in --

1 MS. HESS: Absolutely. We have
2 been getting a lot of requests already and
3 I'm amazed at how many people are reaching
4 out. And that's one of our goals, and
5 actually from a measurement perspective as
6 well that we will truly be focusing on.

7 COUNCILMAN HENON: And you know, I
8 have already experienced myself attending
9 some of these dignitary visits. So thank
10 you so much. I mean, I really do think
11 that goes a long way when we're trying to
12 -- when we're a heritage city, as well as
13 looking to expand our sister cities.
14 Commerce was just here and some of the
15 groups -- you are, as OCR, collaborating
16 interdepartmental --

17 MS. HESS: We work extremely
18 closely with Commerce. We're actually in
19 a lot of their meetings. They invite us
20 to all of their functions to bring in the
21 business. So it's a dual role that we're
22 playing, and I think that -- it's
23 strategic and it's really good. We've
24 expanded our partnership a lot more. So

1 they know that they can rely on us for
2 anything.

3 COUNCILMAN HENON: And I think
4 that's the -- I think that's the missing
5 piece, at least from the comfort level
6 that this body has when we look at our
7 City Rep's office. I mean, you have a lot
8 of good, talented people who want to do
9 great things. And, you know, having that
10 kind of interdepartmental collaboration --
11 you mentioned the Website. I mean,
12 there's innovation at work.

13 MS. HESS: Yes. Check it out.

14 COUNCILMAN HENON: We received 23
15 rewards for innovations in a city and, you
16 know, being civic minded just like this
17 interactive Website that you showcase, I
18 think, really sends a message to the
19 communities, like come on downtown. All
20 right. Or in different districts where we
21 don't get that kind of publicity and
22 recognition that it deserves. We're doing
23 a lot of good things, whether it's our
24 bike, our paths, our trails, our economic

1 development, our port is going to be
2 hugely successful, I think, moving
3 forward. So I really am excited about
4 some of the things that you're discussing
5 and the direction that you're heading.
6 You are our voice. You are our promotor
7 of the City of Philadelphia, along with
8 our Mayor. And, you know, we encourage
9 you to keep pushing along, keep doing the
10 work as a good angel so that --

11 MS. HESS: I hope you're ready.

12 COUNCILMAN HENON: As we like to
13 say -- the marathon and Wawa are obviously
14 the big revenue generators and major
15 international attractions here in our
16 great City. But, you know, promoting
17 manufacturing, not just in manufacturing
18 in which it's in products, although we
19 want to do that, but we are a city of
20 makers, we're making technology, we're
21 making software, we are making fashion and
22 design, and we're making music. And all
23 of that, all right, is on your shoulders.
24 Please help us promote it. There's a lot

1 of good things that I think that we're
2 doing. And I think it's a great story you
3 tell.

4 MS. HESS: We're supporting also
5 Macy's incubator, which is also part of
6 that statement that you just referenced.
7 Which is another new, exciting, innovative
8 opportunity for our City.

9 COUNCILMAN HENON: It's great.
10 It's great.

11 MS. HESS: Thank you.

12 COUNCILMAN HENON: Well, thank you
13 for your testimony.

14 Chair recognizes Councilman Domb.

15 COUNCILMAN DOMB: Thank you,
16 Chairman. And good evening. Just two
17 comments. Nothing to do with your
18 testimony though. I just want to give you
19 guys a shout out that the Police Athletic
20 League event that you held about two
21 months ago was phenomenal. First time I
22 ever went to it and you did a great job
23 with that.

24 MS. HESS: Thank you.

1 MR. DOMB: But more importantly,
2 pulling off the parade last Friday, the
3 Villanova parade, with three day's notice,
4 with the world's eyes upon us, the world
5 was upon us, went on national news, went
6 off without a hitch, no incidents. It was
7 perfect. Philadelphia marketing, that was
8 the best we could have done and I
9 congratulate you and your department and
10 you did a great job.

11 MS. HESS: Thank you. It was a
12 true team effort from across the City
13 services. But we all stepped in and did
14 our role and did it successfully. So
15 thank you, Councilman. Appreciate it.

16 COUNCILMAN DOMB: Congratulations.
17 And we look forward to doing more
18 promotion. Especially, I would love to
19 see us promote our expanding technology.
20 That's a big part of our hopefully new
21 economy. So thanks very much. Thanks.

22 MS. HESS: Thank you.

23 COUNCILMAN HENON: Thank you,
24 Councilman.

1 Chair recognizes Councilwoman
2 Blackwell.

3 COUNCILWOMAN BLACKWELL: Thank you.
4 Good evening.

5 MS. HESS: Good evening.

6 COUNCILWOMAN BLACKWELL: It's a
7 pleasure to see all of you and I am very
8 glad to hear, in fact the Chair just
9 mentioned the work that we're doing on the
10 waterfront and our new focus there. The
11 late Lucian Blackwell, my predecessor of
12 course, always talked about the fact that
13 we didn't use our ports like we should.
14 So I'm glad we're finally there.

15 But I wanted to also mention what I
16 mentioned to the Commerce Department, and
17 that is our flags. I hope that by the
18 time the DNC comes, we can have our flags
19 up and -- we've been waiting for a couple
20 years for the eight African and Caribbean
21 flags. And, in fact, we meet tonight, so
22 I can tell them they're mentioned every
23 time. It's gotten to the point, as I
24 said, that we borrow one from them and

1 then have a ceremony downstairs.
2 Everybody does it and comes back. And I
3 know there's a room upstairs where they
4 even have material where we can make them.
5 I know that we sent out for them, but we
6 also have a room where they can be made as
7 well. But I'm hopeful that we can finally
8 get past this. Because it does become
9 embarrassing when they say my flag is not
10 there. We work hard on sister city
11 relationships with the African and
12 Caribbean. We meet every second Wednesday
13 across the hall. We meet at 6:00. So as
14 soon as we're done here --

15 MS. HESS: We have documented that
16 and we will definitely follow-up on that,
17 Councilwoman. It's amazing in this role
18 in just 101 days that the amount of
19 requests that we receive of how many
20 notice when the flag is torn or it is wind
21 damaged or if it flew off -- it's really
22 -- it's actually very special to see the
23 attention that these flags get on our
24 Parkway, which is so unique compared to

1 any other city. But all the new flags to
2 be added is something that we're taking
3 very seriously.

4 COUNCILWOMAN BLACKWELL: You'll
5 probably have to change them all because,
6 you know, some --

7 MS. HESS: They are changed twice a
8 year as well. They are changed
9 automatically twice a year.

10 COUNCILWOMAN BLACKWELL: Thanks.
11 I'm going to tell them when I go across
12 that I talked with you, that you all are
13 working and it should happen.

14 DIRECTOR EPPS: Yes.

15 COUNCILWOMAN BLACKWELL: Thank you.

16 DIRECTOR EPPS: Thank you.

17 COUNCILMAN HENON: That's a yes for
18 the record. I have two questions and then
19 I will end. What is the net economic
20 benefit for large-scale events coordinated
21 by the City Representative's office?

22 MS. HESS: The economic development
23 is based on the size of the event, based
24 on the time frame of the year as well on

1 the events. We are working closely with
2 both of our partners, the Philadelphia
3 Convention Visitors Bureau, as well as
4 Visit Philly from a tracking for all the
5 destination for the hotels. And the
6 restaurants that give us reports and data
7 and information that we are able to
8 collect and then that will determine the
9 economic impact. And we were hoping with
10 Friday -- with the Villanova parade being
11 that it was a Friday, very family
12 oriented, that people stayed downtown,
13 went out, purchased merchandise, did a lot
14 of different things like that. So we will
15 be able to put that in a year-end report
16 with all this information.

17 COUNCILMAN HENON: That would be
18 great. And I think your testimony states
19 that -- have experts that are gathering
20 some quantitative data --

21 MS. HESS: That's one of our goals
22 with tracking.

23 COUNCILMAN HENON: Special events
24 and things like that. Did that happen

1 before the planning of the DNC or prior
2 event? I mean, were we as an office, a
3 City Rep's office gathering that data
4 prior to this administration? Or is this
5 -- is this a new approach on the vision of
6 the City Rep's office and how we can
7 actually -- how we can maximize and
8 leverage such events?

9 MS. HUGHES: So it's probably --
10 the answer would be there's a new
11 attention put on it, not necessarily a new
12 approach. And the other answer to your
13 question is yes and no. So for some
14 events, I know that there was an economic
15 impact study that was commissioned by, I
16 want to say, the Commerce Department, but
17 it was executed by the eConsult and it was
18 done, I believe, on pro bono. And that
19 study was -- the last one was actually
20 done and that was after the first year of
21 Made in America. So of course there was a
22 push to find out, well, how are we doing
23 with this, because we all have this
24 assumption that there's revenue being

1 generated and it's new revenue and not --
2 so apparently the economists measure new
3 spending as not folks from the suburbs who
4 are coming in to buy things. That's
5 considered regular spending and so we
6 don't track that for some reason. So I
7 feel like in our office what we're trying
8 to do, to answer your question back to
9 this new approach kind of thing, is to
10 figure out ways to track and measure and
11 discuss spending that may not necessarily
12 be counted as new but matters still. So
13 we were saying, you know, before the
14 Villanova parade, that we expected that
15 vendors downtown would see a nice boost in
16 their sales that day. Why would that not
17 be a good thing, right? We feel like that
18 should be counted. So the economists
19 don't track that. Apples to apple -- I
20 mean, we should probably come up with what
21 we feel like would be something that we
22 should measure consistently and then we'll
23 start getting a baseline, Councilman. And
24 we would love to work with you guys on any

1 ways that would make sense for measuring
2 what's important.

3 COUNCILMAN HENON: I just think
4 that it is measurable and I'm going to
5 call it the new approach, all right,
6 because I think your -- you started out
7 with the Villanova parade celebration
8 which was fabulous. And you know, I think
9 we need to talk about it. We need to tell
10 our story. We need to tell, you know,
11 everybody, you know, our City workers are
12 coming together, provided core service to
13 attract further economic benefits to its
14 local businesses and showcase, you know,
15 our pride and joy, which is, you know,
16 Center City proper and/or neighborhoods,
17 and our neighborhoods.

18 With that, my last question is
19 coordinating, you know, these large-scale
20 events and everything, you had mentioned
21 in your testimony about Homeland Security
22 not, you know --

23 MS. HESS: It's a different way of
24 looking at things now, right?

1 COUNCILMAN HENON: So I guess, is
2 that going to be for -- is that included
3 in the DNC or larger events, they're not
4 -- let me just say is that a firm we're
5 not going to grant anymore resources to
6 the City --

7 MS. HESS: The DNC -- so from my
8 understanding, the DNC, that will be
9 qualified.

10 COUNCILMAN HENON: It will qualify.

11 MS. HESS: Yes. For the DNC.

12 COUNCILMAN HENON: So some of the
13 quantitative data that you put together
14 will actually supplement some of that --
15 hopefully?

16 MS. HESS: Again, from my
17 understanding, yes.

18 COUNCILMAN HENON: From an optimal
19 standpoint, when it comes to budgeting.

20 MS. HESS: Yeah. With very
21 limited resources as well.

22 COUNCILMAN HENON: Great. I
23 appreciate it. We are joined by
24 Councilman Taubenberger. Chair recognizes

1 Councilman.

2 COUNCILMAN TAUBENBERGER: Thank
3 you, Mr. Chairman. And I have no
4 questions, but I do want to tell you how
5 delighted I have been in my first 100 days
6 of working with your office. You've been
7 exceptionally cooperative, and I think
8 you're doing a great job in representing
9 our City and getting the word out there.
10 And the Villanova parade was really a
11 great testimony to you and your staff
12 because everything worked, I thought, from
13 my perspective pretty flawlessly.

14 MS. HESS: Why thank you.

15 COUNCILMAN TAUBENBERGER: I think a
16 lot of good things were had by many and it
17 attracted a lot people in the City, some
18 of which may have not been in the City for
19 a long time. So it's all good things and
20 I want to be on the record of praising you
21 and your staff and thank you very much.

22 MS. HESS: Thank you, Councilman.
23 Actually vice versa, the echo. I'll
24 compliment you for reaching out as well on

1 being proactive to our office and my first
2 few weeks in the office. Your staff has
3 been stellar. I've been engaged and
4 partnered with in some activities as well.
5 So it's been a very rewarding experience
6 getting to know you and your team and all
7 the Council members as well. So we're
8 looking forward to doing a lot of new
9 things, a lot of great things for our
10 City, and working with each and every
11 district, with all the Council people. So
12 thank you for bringing us on board.

13 COUNCILMAN TAUBENBERGER: Thank
14 you. You're welcome.

15 COUNCILMAN HENON: Thank you,
16 Council. And thank you for your testimony
17 and answers of questions today and we look
18 forward to working with you.

19 The chair recognizes another friend
20 of the OCR, Councilman Squilla.

21 COUNCILMAN SQUILLA: Thank you, Mr.
22 Chairman. I appreciate you guys hanging
23 out all day, and I know it's not easy to
24 sit there and listen to all these

1 questions from Council, but we do
2 appreciate the efforts made by the City
3 and your departments to promote the City
4 and make it a better place. And I really
5 got to that, it's very refreshing to have
6 the cooperation from the administration
7 working with Council and when things are
8 happening to reach out to Council to be a
9 part of that. I think it's important.

10 And I think you guys are doing a great job
11 and can't wait, looking forward to having
12 these continued four years and beyond to
13 work with you to really represent the City
14 in a great light. So thank you.

15 MS. HESS: Thank you so much,
16 Councilman. As we stated, we are just
17 super excited to have the opportunity to
18 partner with everyone in this
19 administration and look forward to working
20 with you and --

21 COUNCILMAN SQUILLA: It's nice to
22 see all that energy. Jumping up and down.
23 It's almost like the Jane Golden of the
24 Representatives Office.

1 COUNCILMAN HENON: That has to be
2 one of the most complementary departments
3 that has come in here.

4 MS. HESS: Thank you.

5 COUNCILMAN HENON: Thank you. All
6 right. Congratulations. Look forward to
7 working with you. Being that there's no
8 other questions from members here -- there
9 being none, this meeting will stand in
10 recess until Tuesday, April 19, 2016,
11 10:00 a.m., at which time we will
12 reconvene right here in this room, City
13 Hall, Room 400. Thank you so much.

14 MS. HESS: Thank you.

15 (Hearing recessed at 6:02 p.m.)

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Committee Of The Whole
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